**Brand Management in a Digital Age**: Spring 2016. This is a provisional syllabus—topics, assignments and speakers are subject to change.

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Feel free to email me anytime or text/call during daytime hours.

**Final Syllabus**

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|  |  | Topic | Reading/Assignments |
| Week 1 | Course Introduction: Assess the Landscape | Basics of Brand Management  **Prepare:** Come prepared with examples of brands that are well-marketed/not well-marketed | |
| Week 2 | Assess the Landscape | Category Evaluation | **Write Up:** Ikea invades America |
| Competitive Dynamics | **Discuss:** Stick to the Core or Go for More? |
| Week 3 | The “Who” | Consumer Segmentation | **Write Up:** Black and Decker Case Study |
|  | **Discuss:** Barco Case Study |
| Week 4 | The “Who” | Segmentation and Targeting | **Write Up:** Starbucks: Delivering Customer Service |
|  | **Discuss:** Lululemon Athletica |
| Week 5 | The “What” | Commercial and Innovation Strategy | **Write Up:** Cialis Case Study: Getting Ready to Market  Introduce brand equity tool |
|  | **Discuss:** Snapple |
| Week 6 | The “What” | Brand Positioning | **Write Up:** Dove: Evolution of a Brand |
|  | **Discuss:** Aqualisa Quartz: Simply a Better Shower |
| Week 7 | Mid-Term Check In | **Prepare and Present:** Brand Management Project Check-In: Prepare Consumer and On-line/Retail Shopping Experience | |
| Week 8 | The “What” | Retail Strategy | **Write Up:** JC Penney |
| Pricing | **Discuss:** Virgin Mobile USA: Pricing for the Very First Time |
| Week 9 | The “How” | Communication and Execution | **Write Up:** Mini-USA |
|  | **Discuss:** Hasbro Games |
| Week 10 | The “How” Communication in Mass and Interactive Environments | The “How” Communication in Mass and Interactive Environments | **Write Up:** Coca-Cola Liquid and Linked  **Watch:** Wendy Clark, Liquid and Linked Marketing Presentation (Youtube June 4, 2013)  **Watch:** Bob Hoffman, The Golden Age of Bullsh\*t (Youtube April 10, 2014) |
|  | **Discuss:** Crescent Pure Case Study |
| Week 11 | The “How” | Interactive Marketing, Social Media, and CRM | **Write Up:** [Sephora Direct Case Study: Investing in Social Media, Video, and Mobile](https://hbr.org/product/sephora-direct-investing-in-social-media-video-and-mobile/511137-PDF-ENG). |
|  | **Discuss:** Accor: Strengthening the Brand with Digital Marketing |
| Week 12 |  | **Prepare and Present:** Brand Management Project Presentations | |

Recommended Weekly Reading: Adweek, CMO Today at WSJ.

Assignments/Grade Break Down:

* Case Write-Ups: 20%. Each case should be 1-2 single spaced pages written up to the best of your ability according to the framework of the course: Assess category and competitive dynamics (landscape), consumer target (who), product assortment and innovation strategy (what), and communication/retail strategy (how). Be sure to provide a strategic recommendation in your case write up. Cases will be graded according to “Complete” “Incomplete” or “Where the \*#$ is it?” I anticipate that everyone in the class should get “Completes” on all cases with moderate effort. I will share individual feedback with those who get incompletes or with those who specifically request it.
* Participation: 20% Expectations are that you will come to each class prepared for discussion and that you can respond adequately to both “warm” and “cold” calling. This class has a no electronic device policy except where specifically called for. If you need to use your device for academic reasons, please speak to me before class. You also need to carry your weight on your team to get full credit for the Brand Management Project.
* Project Check In: 20%. (Week 7) Opportunity to make sure you and your group are on track for your class project. You will be expected to make a 10 minute presentation during the second hour of class where you provide an overview of the brand you have selected: category, consumer target, product strategy, and communication/retail strategy. An important part of assessing retail strategy will be store visits and on-line assessment. Make sure that you are a member of a 5-6 person group by the end of Week 1.
* Final Brand Management Project: 40% (Week 12)
  + Assume that your team manages a brand of your choice. Assess category and competitive dynamics (landscape), consumer target (who), product assortment and innovation strategy (what), and communication/retail strategy (how). Make concrete and actionable recommendations as to how to best drive growth in the next 2-3 years. Ensure that the brand’s digital strategy is an important part of your recommendation, but don’t ignore other significant aspects of the business.
  + Remember to use all relevant tools from the class, and include pricing strategy, incremental opportunity, and size of prize in your analysis. Also remember that you need to emphasize a new emphasis or change in direction—not just report on something the company is already doing. Please assess the risks of your plan and what steps you could take to mitigate them.
  + This should be a 15 minute Power Point presentation which will be given to the class during our final session and then emailed to me. Additionally, each class member should email me separately a list of the names of students in their respective group and the % each student contributed to the project. I expect that each student contributes equally, but I will adjust grades if it is obvious that someone wasn’t providing the necessary support.