

**B 8621-001: MANAGING BRANDS, IDENTITY & EXPERIENCE  
Spring Term 2019**

Dates: Mondays, Full Term (*EXCEPT Class 1, which will be held on Friday, February 1.)*

Times: 5:45 pm-9:00 pm  
Room: Uris 330

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| Instructor Professor Bernd H. Schmitt  [bhs1@gsb.columbia.edu](mailto:bhs1@gsb.columbia.edu)  510 Uris Hall  Office hours: By appointment only | Teaching Assistant  TBD | Course Editor  Matthew Quint  [mq2120@gsb.columbia.edu](mailto:mq2120@gsb.columbia.edu) |

**METHOD OF EVALUATION**

Individual class and case study participation 15%

Individual written assignments 30%

Brand Retail Tour group project 10%

In-class exercise group projects 15%

Project presentation I 10%

Project presentation II 20%

No final. No midterm.

Given the nature of the course, you will be graded on your strategic analysis as well as your creativity.

**REQUIRED READINGS**

**Books:**

* Bernd Schmitt, *Customer Experience Management*. Wiley, 2003.
* Bernd Schmitt, *Happy Customers Everywhere*. Palgrave MacMillan, 2012.

**Readings: case studies and articles**:

* CASE: *SAP—Building a Leading Technology Brand*
* CASE: *Lenovo—Building a Global Brand*
* CASE: *Samsung’s Next Frontier*
* The Economist – Marketing, What are brands for?
* David Brooks, The Romantic Advantage (New York Times)
* Bernd Schmitt, Corporate and Brand Expressions
* John Colapinto, Famous Names: Does it Matter What a Product is Called? (The New Yorker)
* David Aaker, The Brand Relationship Spectrum
* Glyn Atwal, Alistar Williams, Luxury brand marketing – The Experience is Everything!
* David Rogers, The Customer Network Revolution
* Think with Google, Brand Building in the Digital Age
* Think with Google, Brand Building in a Digital Age with Andrew Keller
* Think with Google, Brand Building in a Digital Age with John Battelle
* Think with Google, Brand Building in a Digital Age with Gareth Kay
* Alan Bergstrom, Dannielle Blumenthal, Scott Crothers, Why Internal Branding Matters: The Case of Saab
* Melissa Gray, Company Removes ‘Rape’ Shirt Listed on Amazon (CNN)
* Gabriela Salinas, The Concept and Relevance of Brand
* Hayes Roth, The Challenge of the Global Brand
* Yuval Atsmon, Jean-Frederic Kuentz, Jeongmin Seong, Building Brands in Emerging Markets
* Schumpeter, The Emerging Brand Battle (The Economist)
* Carlos Torelli, Brands and the fulfillment of cultural-identity needs
* The Latin American Consumer of 2020 (Americas Market Intelligence)
* Erik Brynjolfsson and Andrew McAfee, The Big Data Boom Is the Innovation Story of Our Time (The Atlantic)
* James Surowiecki, The Trump-Era Corporate Boycott (The New Yorker)

**Recommended classics** (for your own background, if interested):

Aaker, David, (1996) *Building Strong Brands*. The Free Press.

Keller, Kevin Lane, (1998) *Strategic Brand Management*. Prentice-Hall.

Schmitt, Bernd, (1999) *Experiential Marketing*. The Free Press.

**Select optional academic articles by the instructor:**

* Schmitt, Bernd, (2014) *The Changing Face of the Asian Consumer*. McGraw Hill.
* Schmitt, B. H. and Zarantonello, L., (2013). Consumer experience and experiential marketing: A critical review. *Review of Marketing Research,* Volume 10, 25-61.
* Schmitt, Bernd, (2013). The consumer psychology of customer-brand relationships: Extending the AA Relationships model. *Journal of Consumer Psychology*. 23, 2, 249–252.
* Schmitt, Bernd, (2012). The consumer psychology of brands. *Journal of Consumer Psychology*, 22, 7-17.
* Zarantonello, L. and Schmitt, B. (2010). Using the brand experience scale to profile consumers and predict consumer behavior. *Journal of Brand Management*, 17 (7), 532-540.
* Brakus, J.J., Schmitt, B. and Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, *73 (3)*, 52-68.

**CONNECTION WITH THE CORE**

The learning in this course will utilize, build on and extend concepts covered in the following core courses:

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| --- | --- |
| **Core Course** | **Connection with Core** |
| Marketing | 1. Innovation 2. Integrated marketing communications 3. Customer Analysis 4. Competitive Analysis 5. Branding 6. Market Penetration & Marketing Strategy |

Students will be expected to have mastered these concepts and be able to apply them in the course.

**COURSE DESCRIPTION**

Great brands stand for many different things in the minds of customers. But they all succeed in generating consumer interest, loyalty, even passion… and enormous value for the companies that manage them.

Our focus is on strategic and creative management of brands. We will examine how innovative managers create brands that connect with customers by studying customer lifestyles, tapping into cultural meanings, managing customer experiences, and executing brand strategies across touchpoints—from naming and visual identity to advertising, new media, retail, packaging, product innovation, and service. We will also touch upon brand valuation and analytics, but these topics are covered in more depth in other classes.

Class sessions will combine lectures, case studies, industry speaker perspectives, and group exercises.

The course will be providing an integrated brand-management model. The concepts and tools of this six-step model will be presented and discussed in various class session. Students will apply the model as part of Part I of their final group presentation.

Students are evaluated for their ability to master new concepts, think strategically, and generate truly creative solutions to everyday branding challenges.

**COURSE OBJECTIVES**

The objective of the course is to familiarize you with:

* The creative and strategic nature of branding
* Practical frameworks for managing a brand and experience project
* Tools for implementing a brand strategy in visual identity, communications and new media

The course will be useful for managing a brand and experience focused consulting projects, and to position or reposition a brand as a brand manager in various industries (e.g., consumer goods, services, and technology).

**CONDUCT POLICIES**

You are expected to attend all class sessions, actively participate in discussions and assignment, complete assignments, and follow the honor code.

**This course adheres to Columbia core culture. Students are expected to be:**

**Present:**

* On time and present for every session
* Attendance tracked

**Prepared:**

* Complete pre-work needed; expect cold calling
* Bring nameplates and clickers

**Participating:**

* Constructive participation expected and part of grade
* No electronic devices unless explicitly called for by the instructor

**INDIVIDUAL WRITTEN ASSIGNMENTS – 30% of grade**

There will be three short individual assignments (Type C) given to you during the semester to allow you to utilize the concepts you have learned as part of a written analysis.   
  
Content details about each of these projects will be supplied in class.

10% Assignment 1 – due February 11

10% Assignment 2 – due February 25

10% Assignment 3 – due April 1

You must turn in a printed copy of your paper at the start of class **and** upload your assignment to Canvas to ensure submission.

**IN-CLASS GROUP PROJECTS – 25% of grade**

You will do in-class group projects (Type A) during the semester. Details about each of these projects will be supplied in class.

10% - Brand Retail Visits

7.5% - Brands in Crisis Exercise

7.5% - Repositioning Exercise (Mood Boards)

As part of the Brand Retail Visits, you will analyze and judge various retail outlets and present your analysis in class. All Brand Retail Visits presentation decks must be **uploaded to Canvas** **by 9:00 am on the day of presentation.**   
  
***Include*** the name of your group and the names of each of your team members in the deck itself.If your files are large, upload them to an FTP site (i.e. [wetransfer.com](http://www.wetransfer.com), [box.com](https://www.box.com/signup/o/sendlargefiles), [yousendit.com](https://www.yousendit.com/info/ftp-files?s=1000190&cid=ppc-1000190&opword=ftp%20site~24563294011&k_clickid=1169979a-04b7-b408-9288-000061e9cb2f), etc.). Remember to send the TA an “invite” to download.

**FINAL PROJECT PRESENTATIONS – 30% of GRADE**

You will do a group project (Type A) on a struggling brand of your choice. The project will include two presentations:

**Part I (10%)** - ANALYSIS: What is the main challenge the brand is facing? How can you support the challenge with data? Why is the brand facing that challenge? What are some preliminary thoughts on how to approach the brand’s challenge(s)?

**Part II (20%)** - RECOMMENDATIONS: Present your group’s strategy to turn around the struggling brand of your choice. Include your proposed plan of action, providing examples of implementation. In doing so, please use the six-steps of the Brand Wheel studied in class.

All presentation decks must be **uploaded to Canvas by 9:00 am on the day of presentation**.If your files are large, you may upload them to an FTP site (i.e. [wetransfer.com](http://www.wetransfer.com), [box.com](https://www.box.com/signup/o/sendlargefiles), [yousendit.com](https://www.yousendit.com/info/ftp-files?s=1000190&cid=ppc-1000190&opword=ftp%20site~24563294011&k_clickid=1169979a-04b7-b408-9288-000061e9cb2f), etc.). Remember to send the TA an “invite” to download.

**INDIVIDUAL CLASS AND CASE STUDY PARTICIPATION – 15% of grade**

You will be evaluated on the quality of your class participation, including lecture discussions, case study discussions, and quick and short exercises in class. Attendance is of course also taken into consideration.

**ASSIGNMENT TYPES**

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| **Type** | **Designation** | **Discussion of concepts** | **Preparation of submission** | **Grade** |
| **A** | group/group | Permitted with designated group | By group | Same grade for  each member of the group |
| **B** | group/individual | Permitted with designated group | Individually  (No sharing of any portion of the submission.) | Individual |
| **C** | individual/individual | None of any kind | Individually | Individual |

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| **COURSE SCHEDULE** | | | | | |
| **Class 1: February 1**  *(Note: this is a Friday)*  **(Brands in Life and Business)** | | **Class 2: February 4**  **(Brand Planning and Identity)** | **Class 3: February 11**  **(Brand Valuation and Portfolio)** | **Class 4: February 18 (Design and Luxury Branding)** | |
| (a) Brands that make us happy  (b) Brand Value  (c) Case: SAP Part A - *Building a Leading Technology Brand* | | (a) Brand Wheel 1:  Brand Planning  (b) Brand Wheel 2:  Brand Identity | (a) Brand Valuation  *(tentative) Ryan Johnson*  *VP, BAV Group*  (b) Brand Wheel 3: Brand Portfolio  (c) Lenovo Case | 1. Design Lecture   *(tentative) Sagi Haviv*, Principal, Chermayeff & Geismar & Haviv   1. Luxury Branding 2. Prestige Branding   *(tentative) Guest Speaker: JP Kuehlwein*  **DUE: Written Assignment 1** | |
|  | | **MARCH 2019** | | | |
| **Class 5: February 25**  **(Brand Experience)** | | **Class 6: March 4**  **(Brand Execution: Retailing and Ads)** | **March 11**  **Study Day** | **March 18**  **Spring Break** | |
| 1. Brand Wheel 4:   Brand Experience  (b) Case: *Samsung's Next Frontier* | | (a) Retail Tour  (b) Outdoor Ads  **DUE:**  **Written Assignment 2** | \*\* No Class \*\* | \*\* No Class \*\* | |
|  | | **APRIL 2019** | | | |
| **Class 7: March 25**  **(Brand Execution & Global Branding)** | | **Class 8: April 1  (Digital Marketing & Group Presentations)** | **Class 9: April 8**  **(Brand in the Organization)** | **Class 10: April 15**  **(Customer Insight)** | |
| **(a) Retail Visits Presentations**   1. Brand Wheel 5:   Brand Execution  (c) Global Branding | | (a) Digital Marketing *Guest Panel/lecture:*  *(tentative) Matthew Quint, Columbia Business School*  **(c) Final Project Group Presentations:**  **Part 1 - Analysis** | (a) Brand Wheel 6:  Brand in the Organization  **In-class Exercise:**  **Brands in Crisis**  (b) *Speaker TBD*  **DUE:**  **Written Assignment 3** | (a) Customer Insight  **In-class Exercise: Repositioning**  **(Mood Boards)** | |
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| **Class 11: April 22**  **(The Future)** | | **Class 12: April 29**  **(Final Presentations)** |  |  | |
| (a) The future of brands, technology and business | | **Final Project Group Presentations:  Part 2 - Recommendations** |  | | |
| **READING SCHEDULE** | | | | |
| **Class 1: February 1**  **Brands in Life and Business** | * **SAP: Building a leading technology brand (Part A)** * Schmitt, *Happy Customers Everywhere*, Chapter 1-2 | | | |
| **Class 2: February 4**  **Brand Valuation and Portfolio** | * The Economist, *What are brands for?* * Brooks, *The Romantic Advantage* * Schmitt, *Happy Customers Everywhere*, Chapters 3-5 | | | |
| **Class 3: February 11**  **Brand Planning and Identity** | * **Lenovo Case** * Schmitt, *Corporate and Brand Expressions* * Colapinto, *Famous Names* | | | |
| **Class 4: February 18**  **Design and Luxury branding** | * Aaker, *The Brand Relationship Spectrum* | | | |
| **Class 5: February 25**  **Brand Experience** | * **Samsung Case** * Schmitt, *Customer Experience Management*, Chapters 1-5 | | | |
| **Class 6: March 4**  **Brand Execution:**  **Retailing and ads** | * Schmitt, *Customer Experience Management*, Chapters 6-8 * Atwal and Williams, Luxury brand marketing – The Experience is Everything! | | | |
| **Class 7: March 25**  **Brand Execution &**  **Global Branding** | * Salinas, *The Concept and Relevance of Brand* * Roth, *The Challenge of the Global Brand* * Atsmon et al., *Building Brands in Emerging Markets* * Schumpeter, *The Emerging Brand Battle* * Torelli, *Brands and The Fulfillment of Cultural Identity Needs* * Americas Market Intelligence, *The Latin American Consumer of 2020* | | | |
| **Class 8: April 1 Digital Marketing & Presentations** | * Think with Google, *Brand Building in the Digital Age* * Think with Google, *Brand Building in a Digital Age with Andrew Keller* * Think with Google, *Brand Building in a Digital Age with John Battelle* * Think with Google, *Brand Building in a Digital Age with Gareth Kay* * Rogers, *The Customer Network Revolution* | | | |
| **Class 9: April 8**  **Brand in the Organization** | * Schmitt, *Happy Customers Everywhere*, Chapters 8-9 * Bergstrom et al., *Why Internal Branding Matters* * Gray, *Company Removes ‘Rape’ Shirt Listed on Amazon* * Surowiecki, *The Trump-Era Corporate Boycott* | | | |
| **Class 10: April 15**  **Customer Insight** | * Brynjolfsson and McAfee, *The Big Data Boom Is the Innovation Story of Our Time* | | | |
| **Class 11: April 22**  **The Future** | * *To be handed out in the future* | | | |
| **Class 12: April 29**  **Final project** | No readings. | | | |