

## M488-MBA534: BRANDING – Course Plan

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### **Detail: class 1, Tuesday, January 3<sup>rd</sup>:**

Time	Topic	Activity
noon-1:00	Course outline, introductions	everyone
1:00-1:05	Break	everyone
1:35-1:45	The Brand Landscape, the purpose of the compass, knapsack and snapshot	Group Conversation
1:35-1:45	Handed out the assignment, shared where it is on Blackboard	Ann leads

**Today is about jumping right into the material and how the course will progress.** It is important to take note of class participation and how it works. What is new in marketing today is a good way to gain participation exposure.

### **Detail: class 2, Thursday, January 5<sup>th</sup>:**

	Topic	Activity
noon-12:30	Share a bit of your assignment	Group conversation
12:30-1:00	Clarify course direction, get ourselves ready to rock	Ann leads
1:00-1:35	Dig deeper on targeting and positioning	Some Ann led, some group conversation
1:35-1:40	Closeout the day, clarify assignment	Ann leads

**Prepare for class Assignment #1, delivered on a separate sheet.** We will share some of the insights of the 3 elements of essential information that go into writing a positioning statement.

### **Detail: class 3, Tuesday, January 10<sup>th</sup>:**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-1:35	This is a big-time lecture of a complex topic – one that is new to this curriculum but vitally important - alternative view of positioning based primarily on views from Youngme Moon	Lecture, Ann leads
1:35-1:40	Closeout the day	Ann leads

**Prep for class:** Read Youngme Moon, HBR 9963, “Break Free from the Product Life Cycle”, on reserve at the library also available for sale at the link at the top of page 1:

**Handout & on Blackboard:** Positioning 2-pager, Ann’s creation

### **For consideration: Different, Escaping the Competitive Herd, Youngme Moon:**

Terrific resource for branding people! Amazon.com has copies in the \$8 range, \$11 Kindle, and I encourage you to consider a purchase of this book. The book takes the theories in the article and makes them more approachable and introduces the idea of Hostile Brands which is not in the article. Moon is an engaging and thoughtful writer, for many of you this will be a pleasure to read as well as provide solid underpinnings for your branding knowledge.

**Detail: class 4, Thursday, January 14<sup>th</sup> :**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-1:35	Continuing forward with positioning, using the same readings and ideas from Tuesday's class	Ann & Group
1:35-1:40	Closeout the day	Ann leads

**No specific reading for today.** You are going to get busy as the semester progresses. My advice? Start read Branding with Brains, the first chapters required are 1, 3, 5 & 7.

**In-Class:** See Tuesday notes for materials.

**Detail: class 5, Tuesday, January 17<sup>th</sup>:**

Time	What is new in marketing today?	Activity
Noon-12:15	Break	everyone
12:15 – 1:35	Lively conversation covering storytelling, brand personality, a reading from Emotional Branding by Marc Gobé on target audience personification, some slides of Ann's thinking on these topics, and a lot of conversation about Victoria's Secret. Nancy Duarte's Resonate referenced for storytelling structures.	Group Conversation
1:35-1:40	Closeout the day, clarify assignments	Everyone

**Books specifically referenced in Class:**

**Resonate, Nancy Duarte – on reserve at the library:**

This book was written to create presentations, and I highly recommend it for that purpose. While looking for great story outlines I realized that Duarte's framework – based on historical storytelling structures also utilized in Storytelling, Branding in Practice below – was the best I had seen and would be the most useful to everyone as a go-to resource. This book is on reserve at the library and I encourage you to review it and even more encouragement for purchasing it. It is available on amazon.com for around \$16, used, \$15 new (go figure!).

**Emotional Branding, Marc Gobé:**

We use this book twice – once here and once in Brand Experiences. There are two versions of this book – original and revised. If you consider this book buy the original version, available on amazon.com for \$0.10. Reviews say the "new" version isn't very current, and that the original covers the core concepts well.

**An optional, on reserve book, Storytelling: Branding in Practice:**

The authors hypothesize that a lack of traditions or dominating authority such as science or religion in many modern societies has an important and predictable outcome: we seek meaning in other ways. Since we're all making it up (lacking structure from religion in particular) we seek symbols and visuals expressions to support our personal expressions and values. Strong brands with elements that can fulfill this need do well. Since this is an emotional attachment, brands driven by rational arguments do not do well – because there is no experience component to support a story and reason to purchase. The author's then posit that companies must build values into their brands, the linkage being that brand stories become synonymous with whom they are as people. Without a story, there is not brand (because there is no connection) just a product that will be vulnerable to replacement with a "full brand" (my term) which is one with a story. The rest of the book talks about how to do this, with examples. Available on Amazon.com around \$34, I do not recommend purchasing at that price (or frankly anything over \$5).

**Detail: class 6, Thursday January 19<sup>th</sup>:**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-12:45	Your insights from the storytelling and personality exercise that you handed in. What stories did you tell? What did you learn?	Group conversation
12:45-1:30	We are going to cover the Creative Brief format I have created for our use in this class	Lecture, Ann leads
1:30-1:40	Hand out the Creative Brief assignment, walk through it share where to find the assignment online.	Ann leads

**No specific reading for today.** My advice? Read the optional article outlined below, as it provides excellent texture on communicating well which you will find very useful writing your creative brief AND continue reading [Branding with Brains](#).

**In-Class:** There will be handouts and a new assignment, both in paper and on Blackboard after class.

**An optional, on reserve article, Crafting a message that sticks: An interview with Chip Heath:**

This is an excellent short version of Made to Stick, a book written by Chip and his brother that made the best seller lists. Amazon.com has available used copies for \$7. While this article provides much of the theory and structure that the book provides, the book covers examples that bring the ideas to life, and that makes it worthy of a place on your bookshelf. This is less about branding, more about excellent writing, presenting, and communication – which is the essence of the marketing profession – and therefore applicable to all disciplines within marketing.

**Detail: class 7, Tuesday, January 24<sup>th</sup> :**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-1:30	Today we cover the elements of the Sensory Inventory.	Lecture, Ann leads
1:30-1:40	Discuss the Sensory Inventory & Ignition-Experience assignment, due October 27 <sup>th</sup>	Ann leads

**Prep for today:** You are working on your Creative Brief, so there is no additional prep for today. You have several upcoming readings that you may wish to begin reading. Additionally, on reserve is the article “A Logo is not a brand” which has a strong connection to the idea that everything communicates.

**Detail: class 8, Thursday, January 26<sup>th</sup> :**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-12:45	We discuss the reading from Tony Hsieh	Group conversation
12:15-12:35	The Zappos reading is an outstanding leadoff to our conversation of the elements between ignition and experience	Lecture, Ann leads
1:35-1:40	Closeout the day	Ann leads

**Prep for today:** On Course reserve is the article “Zappos’s CEO on going to extremes for customer” by Tony Hsieh HBR July August 2010. This article has also been placed online for potential purchase for those of you who would like a personal copy. This article is one of many resources about how Zappos’ is taking a very different look at marketing. Prepare a tight “one pager” to bring to class to discuss and post online for grading prior to class the answers to the following questions:

1. “our philosophy has been that most of the money we might ordinarily have spent on advertising should be invested in customer service, so that our customer will do the marketing for use through world of mouth.” Pretty amazing statement. Do you agree or disagree with that statement? Why or why not?
2. Hsieh outlines several radical customer service policies. Create a chart, policy on the left, your interpretation on the right, of several of those policies. Push yourself to think about how the policy expresses the brand and make that linkage. Comments of “this is smart” level of thinking will receive lower grades.

**An optional, recommended book Delivering Happiness A Path to Profits, Passion, and Purpose by Tony Hsieh:**

There is a lot more in the book than there is in the article assigned. I feel compelled to comment, however, that Tony is fascinated by drinking and peppers the book with examples of business meetings in bars or being conducted while drunk. My personal opinion is that this detracts from the impact of the book, and my recommendation does not serve as an endorsement of these policies and practices. However, what Tony has fostered at Zappos is a distinctly different brand, brought to life not through traditional marketing channels but who they hire, how they train them, and the corporate culture that surrounds them. The ideas are compelling and well worth reading as a real life example of outstanding brand execution.

**Detail: class 9, Tuesday, January 31<sup>st</sup>:**

**Creative Brief Day!! 😊**

Time	Topic	Activity
noon-12:10	Team #6 presents	
12:12-12:22	Team #4 presents	
12:24-12:34	Team #1 presents	
12:36-12:46	Team MBA presents	
12:48-12:58	break	
1:00-1:10	Team #3 presents	
1:12-1:22	Team #5 presents	
1:24-1:34	Team #2 presents	
1:36-1:46	Team #7 presents	

**Today is presentation day. You must be in class today.** You will be evaluating the other presentations as well as presenting the fine work of your team.

**Bring your laptop to class this day.** If you don’t have one, its fine, you may borrow one from the end of the hall computer station for the class period.

**Come to class as early as possible, as we have a VERY full class period.** Log in to the Google Forms link provided in class – see board upfront for directions.

**Your assignment was handed to you in class and posted on Blackboard.** Use the format provided, input your information, save including team name, and post to Blackboard.

**Detail: class 10, Thursday, February 1<sup>st</sup>:**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-1:35	Today we will focus on the Three Laws of Branding, as laid out by Tjaco in <u>Branding with Brains</u> .	While Ann will lead this, it is open for conversation and ideas from all of you.
1:35-1:40	Closeout the day	Ann leads

**Reading for today:** today's lecture will be about **Branding with Brains** chapters 1, 3, 5, & 7, the 3 laws of branding, which are the key elements of those chapters.

**Detail: class 11, Tuesday, February 7<sup>th</sup>:**

**Share your Sensory & Ignition-Experience Observations**

Time	Topic	Activity
noon-12:10	Team #1 presents	
12:12-12:22	Team #2 presents	
12:24-12:34	Team #3 presents	
12:36-12:46	Team #4 presents	
12:48-12:58	break	
1:00-1:10	Team #6 presents	
1:12-1:22	Team #6 presents	
1:24-1:34	Team #7 presents	
1:36-1:46	Team MBA presents	

**Presentation day! You must be in class today.** This is a learning by doing day – your insights on your brand help all of us internalize and learn the concepts we're working on!

**Your assignment:** Use the brand you have been working with. If you feel you need to move off of this brand and we'll discuss it.

What you "hand in" and share with the class is a presentation, in PowerPoint or Keynote or OpenOffice. Your slides are the visuals you use, you put either as a full script or the bullet points you'll be talking from in the notes section below. Plan to present for 8 to 8.5 minutes. You may present the required elements from the list below in any order except you should open on the positioning of the brand so that we're all grounded in this critical element.

1. Brand name: what is it, is it an example of good branding?
2. Brand logo: show it, evaluate it
3. Brand colors: show them, evaluate them
4. Brand as package: does this brand have this element? Hint – its rare. If not, skip it.
5. Brand packaging: explain how your brand either uses packaging well or what they could do better in this area.
6. Brand icons/sidekicks: are there any? What role do they play? Are they working for the brand?
7. Other sensory inventory elements: sounds? Tastes? Tactile elements? Share if they exist, just move on if they don't.
8. Identify at least one example of each of the following items for this brand, and comment upon it.
  - a. One way communication – print, OOH, something 2D
  - b. One way communication – web site

- c. One way communication – TV if findable, otherwise web
- d. Two way communication – evaluate their Facebook, Linked In, and Twitter presence.

*Many of the brands you will be working on will do a poor job of connecting their positioning as you view it to the activities you find. That's ok – you get to provide your point of view on what's working, what isn't and even if you like what you think they should have done.*

**Hand in your assignment on Blackboard.** Aside from that, this assignment is yours to have fun with in terms of format and direction. If links to YouTube are used, insure they are in the presentation so while grading I may reference them again if needed.

**Detail: class 12, Thursday February 9<sup>th</sup>:**

**MBA Share Day!! 😊**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-1:35	One hour and 20 minutes where we learn from some of our advanced marketers.	MBA led day
1:35-1:40	Closeout the day	Ann leads

**Prep:** You are working at applying the 3 laws to the “your” brand. Today should enhance those connections.

**MBA Prep:** See separate recommendation sheet on this topic.

**Detail: class 13, Tuesday February 14<sup>th</sup> (Happy Valentine's Day everyone!):**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-12:40	This moves into the arena of the “other” ideas that	Group conversation
1:35-1:40	Closeout the day	Ann leads

**Prep: Branding with Brains chapters 2, 4 & 6.** There will be an assignment here, but it is under development.

**Detail: class 14, Thursday, February 16<sup>th</sup>:**

**Today is sharing. Think of this as less of a presentation day and more of a teaching day.**

**You must be in class today.** Think of this as learning by doing, and teaching by sharing. Making connections of how brand adhere to, or violate, the 3 laws and the ideas behind them in the book is challenging. You will share your findings about your brand in this class which is less about “how smart are we” and more about “look at this link- its meaningful, let me share it with you.”

**Detail: class 15, Tuesday February 21<sup>st</sup>:**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-12:40	Discuss the findings from your reading of Zingerman’s	Group conversation
12:40-1:35	Move into the topic of Brand Experiences includes models from The Experience Economy below	Lecture, Ann leads
1:35-1:40	Closeout the day	Ann leads

**Prep for today:** see below, reading to do!

***On reserve, recommended book* Zingerman’s’ Guide to Great Service by Ari Weinzwig:**

A quick read, an incredibly insightful book, designed to be actionable and useful. Pages 28-37 are the most essential to read, engage with, and digest, as their impact on the ability to deliver great brand experiences cannot be underestimated. Come to class ready to discuss:

1. Which of the 8 listed observations on pages 28-37 on why great customer service is so rare “spoke to you” the most?
2. Which one, if any, didn’t resonate at all? Why do you think that is? If all seemed to make sense simply select another and comment on how it assists you in understanding brand delivery.
3. Do you have any personal stories either validating or invalidating these “laws”? They can be on either side – recipient or delivery of service. Bring them to class to discuss!

Note: amazon.com has this new for \$6.83,used for \$0.50. Consider it for your personal bookshelf

***Optional reading for context:* “The Coolest Small Company in America”, Bo Burlingham, Inc Magazine, January 1, 2003, (available free online)**

This is an article all about Zingerman’s, providing helpful context on the company, how it was founded, how it operates (at least operated in 2003) and perspective from this small firm that was “doing it local” long before local was cool. Burlingham went on to write Small Giants in 2005, and Zingerman’s is mentioned several times in the book as well. If you have entrepreneurial dreams, both the book and the article are very useful.

***An optional book* The Experience Economy Pine & Gilmore**

The word recommended does not appear next to this book as its value is more marginal than other recommendations I have made. I will be presenting in class two slides that in a way encapsulate the mental model or overall structure presented in the book quite well. Written in 1999, the value of many of the examples is marginal for your age group – you were hardly old enough to be interpreting things when they happened. That said, this is the definitive, original book on the topic of experiential marketing.

**Detail: class 16, Thursday February 23<sup>rd</sup>:**

Time	Topic	Activity
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noon-12:15	What is new in marketing today?	Group conversation
12:15-12:30	We may have more things to discuss from our previous lecture – if that is the case, that’s great, we’ll cover them and then move to	Group conversation
12:30-1:35	Discuss the two questions below as well as others about the idea of corporate versus line brands. Ann has a few ideas too – but this is designed to be mostly conversation	Group conversation, Ann guides it but you guys have lots of opinions!
1:35-1:40	Closeout the day	Ann leads

**Prep for today:** On Course reserve is the article “Big Pharma and the Value of the Umbrella Brand” by Richard Levick from Fast Company, March 17, 2011. This article takes a thoughtful view of corporate branding by looking the “Big Pharma” and exploring whether or not they might be better off if their corporate brand – in this case the company name –was more well known. Please read the article and come to class prepared to discuss the following ideas:

1. From the article – do you agree that it might make more sense to have corporate brands working to assist in the marketing of pharmacological products? Why or why not?
2. Now take that same thinking to

**Today and Thursday give you the tools for the case study on November 22<sup>nd</sup>. Remember to buy, read, and begin to work on the case now (if not already at this point).**

**Detail: class 17, Tuesday February 28<sup>th</sup>:**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-1:30	Customer Lifetime Value (CLV) will be a focalpoint and then we’ll cover the rest of the Brand Health metrics	Lecture, Ann leads
1:30-1:40	Talk about how the case day Tuesday will go	Ann leads

**Prep:** Working on the case – CLV is critical to the solution. Today rounds out all you need to know to have a great time with the case.

**Detail: class 18, Thursday March 1<sup>st</sup>:**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-1:00	Discuss the case. I will be looking to you & your teams to take portions of the case and present you thinking.	Group conversation
1:00-1:15	Ann will share a Podcast that takes an entirely different approach to this work	We’re listening
1:15-1:30	How does this new opinion make you feel about your recommendations on Rosewood?	Group conversation
1:30-1:40	Hints about Brand You readings to do over the break	Ann leads

**Rosewood Hotels Discussion guide:**

This case has two distinct parts to it. You should think of your reading and prep work in both areas. You will hand in both parts of this assignment.

1. First, which do you believe is better, to corporate brand with the Rosewood name or to keep each hotel individually branded?
  - a. Create a grid of pros and cons for both individual and corporate branding.



- b. Take a stand: what is your advice as a branding consultant to Rosewood reviewing the facts as presented? Prepare 3 points to support your position.
  - c. First line: your recommendation of corporate or individual branding
  - d. 3 paragraphs of conversation: each should begin with your support point, followed by your rationale as to why this is a compelling way to think about your recommendation.
  - e. The pro/con and recommendation section should take no more than a page and ½ .
2. Customer Lifetime Value: Calculate the total guest CLV two ways: with/without corporate branding.
- a. You need to work through 5 years of data to get a good feel for this. Create an Excel Spreadsheet with the information for each assumption each year, such as visits, expenses, avg daily spend, number of stays, etc. (there are other variables to discover in the case).
  - b. We'll have one team present their spreadsheet from the podium, and have other teams comment, challenge, and enhance that work.
  - c. All individual spreadsheets should be printed and handed in with your branding recco.

**Detail: class 19, Tuesday March 6<sup>th</sup>:**

Time	Topic	Activity
noon-12:15	What is new in marketing today?	Group conversation
12:15-12:40	Ann presents her thoughts – Brand You	Lecture, Ann leads
12:40-1:35	You've read about it – now you discuss it.	Group conversation
1:35-1:40	Closeout the day	Ann leads

**Prep:** Read at least one of the following articles on Brand You. Within reason, you're not constrained to this list, you are welcome to add others. If you do NOT read something in this list, however, you must email me before class with all the information about what you did read. Here is why: I will compile all the sources and publish to our Blackboard site.

**Potential readings:**

**The one, the only: The Brand Called You, Tom Peters, Fast Company August 17, 1997**

<http://www.fastcompany.com/magazine/10/brandyou.html> : Most of the examples here make little to no sense in today's world, but this is the beginning of this concept of Brand You. Tom went on to write a book on the same topic, which gets mixed reviews and I would not personally recommend investing in.

**Brand you survival Kit, Tom Peters, Fast Company, June 1, 2004** Interesting update to the previous. I assumes you have bought into the concept of Brand You, and provides some excellent advice within that context.

**When you are the Brand, Chris Brogan, blogpost May 3, 2010**

<http://www.chrisbrogan.com/when-you-are-the-brand/> : Chris writes well, and it is much more up to date. I must say that some of the most brilliant writing is in the comments section. Yes it's a ton of reading, but there are some true gems in that area.

**Brand You, Garr Reynolds, blogpost <http://www.garreynolds.com/Branding/brandyou.html> May 31, 2011** This is a pretty good current look at this idea from a very good writer.

**Managing Brand You: 7 Steps to Creating Your Most Successful Self by Jerry S Wilson & Ira Blumenthal** 2008 on amazon.com for \$15 (new) to \$10 (used). I have not read the book. I did, however, work for Jerry and thought he was an AMAZING boss, with much to share. I can assume his book is valuable. However, he posts his 7 steps free on his website:

<http://jerryswilson.com/managing-brand-you> and this would be where I would recommend starting your reading – if you like it, consider the book.

**Detail: class 20, Thursday March 8<sup>th</sup>:**

Time	Topic	Activity
noon-12:25	What is new in marketing today?	Group conversation
12:25-12:40	As much time as is required – student evaluations	Individual in-class work
12:40-1:40	Closeout topics to course	Lecture, Ann leads

**Prep:** Work on your take home exam.