



MKTG-GB.2365: Brand Strategy
Summer I 2021

Logistics

Monday + Wednesday 6:00 PM – 9:00PM

Location: Zoom

Office hours: Tuesdays, 4-6PM

<https://calendly.com/profgormley/prof-gormley-office-hours>

Professor: Fran Gormley – fran@greenwichmarketing.com

Teaching Fellow: TBD

Course Description

Who says you can't get real world experience in a virtual classroom?

Fran Gormley has worked in the Branding business for three decades and can teach you how to create Branding ideas that can propel a business forward.

This course analyzes real life strategies used by branding professionals—including planners, managers, strategists and consultants—to create, nurture, reenergize, and lead Brands. We will discuss many successful—and some ill-conceived—branding initiatives, drawing from Professor Gormley's experience in financial services, consumer packaged goods, healthcare and non-profit.

Topics include Brand Identity, Positioning, Architecture, Portfolio Strategy, and the role they play in building and fostering powerful Brands. We will also explore how an individual Brand fits into an overall corporate Branding strategy, the challenges of creating global Brands, and effective strategies for revitalizing mature or declining Brands.

Since Branding is both a strategic and creative venture, you will learn how to combine analytical and strategic thinking with the creative development of ideas.

You will also meet top people in the Branding industry, from both companies and agencies.

There will be no midterm. There will be no final. Instead, you will be given individual Branding exercises and one semester-long project to complete with a team.

Just like the real world, this course will be challenging, but fun.

Course Material + Text

All course lectures and materials can be found on NYU Classes.

Presentations given by guest speakers, if available, will be posted after class.

In the initial classes, the Professor will review a framework for developing iconic Brands. This framework is based on her extensive Branding experience and will be the basis for your individual (Personal Branding) and group (Rebranding) projects.

All of the readings are recommended, but not required. The following two books are suggested:

Brand Portfolio Strategy by David Aaker, The Free Press, 2004

Positioning: The Battle for The Mind, Al Reiss & Jack Trout, McGraw Hill, 1981

The Reiss & Trout book is a classic with many of their principles standing the test of time.

Please note that you are not required to purchase the course pack.

Additional Readings

Happy Customers Everywhere by Bernd Schmitt, Palgrave MacMillan, 2012

Designing Brand Identity: An Essential Guide for the Whole Branding Team by Alina Wheeler, 5th Edition, Wiley, 2018

Quantum Marketing: Mastering The New Marketing Mindset For Tomorrow's Consumers by Raja Rajamannar, Harper Collins, 2021

Online Resources

It's helpful to explore Branding firms to gain an understanding of the type of work they do and their Branding philosophies. Some notable firms are:

Interbrand	Pentagram	Frog
IDEO	Turner Duckworth	Collins
Doyle Partners	Chermayeff & Geismar & Haviv	Landor
Wolff Olins	Seigel +Gaye	2x4
St. Urbain	Two Times Elliott	Clase
Alex Hunting Studio		

Luxury Marketing Specialization

If you would like the course to count towards the Luxury Marketing specialization, your team must select an appropriate Brand for the group project, and you must seek approval from the Professor at the beginning of the semester.

Grading

The following outlines the components of your final grade for this course:

Personal Branding (Individual)	20%
Participation (Individual)	20%
Situational Assessment (Group)	20%
Brand Visual World (Group)	15%
Final Presentation (Group)	25%

Teams for Group Project

Students will be assigned to teams at the end of the first class. We have found that teams work best when they are diverse and balanced in terms of creative and analytical skills as well as industry experience.

Late Assignment Policy

Late assignments will be downgraded.

Guest Speakers

Due to their demanding schedules, guest speakers may change over the course of the semester.

Submitting Assignments

All individual assignments are to be submitted via NYU Classes. All group assignments are to be emailed to the Professor and TF. Group assignments must be submitted as PDF's, PowerPoint or Keynote files. Please use Hightail or WeTransfer if your file size is too large to submit over email.

Final Presentations

You will present to your recommendations for revitalizing your declining brand to two branding experts as well as a group of your peers at the end of the semester. You will have 20 minutes to present, followed by 10 minutes of feedback. All team members must present. Please divide up the presentation to play to each team member strengths.

COURSE OUTLINE

Class 1: Introduction to Branding

May 19

Topics:

What is Branding? Overview of Frameworks for Building Iconic Brands (Corporate Mission, Brand Vision, Brand Positioning, Brand Belief, Brand Personality, Brand Values, Brand Iconography, Brand Experience and Innovation Principles).

Recommended Readings:

"The World of Business: Famous Names, Science of Branding," John Colapinto, The New Yorker, October 3, 2011, p38.

"Understanding Brands," Keinan and Avery, #509041, HBS, 2008.

Guest Speaker:

Marguerite Longo, Sr. Director Future of Self Care, Johnson & Johnson Consumer Health (to be confirmed)

Class 2: Brand Names + Positioning

May 24

Topics:

Importance of and Types of Brand Names, Creating a Brand Positioning Statement, Positioning Principles.

Recommended Reading:

"Three Questions You Need to Ask Your Brand," Keller, Sternthoal and Tybout, HBS, September 2002.

Brand Basics, Designing Brand Identity, Alina Wheeler, Wiley, 2018, pages 1-32.

Guest Speaker:

Andrea Hagelgans, Managing Director, Edelman

Class 3: Positioning Journey

May 26

Topics:

Understanding the Competitive + Cultural Context in Which a Brand Operates, Defining + Exploring Consumer Needs, Aspirations + Behaviors (Consumer Discovery), Uncovering Enlightening Thoughts about the Category + the Consumer (Fresh Insights) and Brand Selling Ideas.

Recommended Readings:

Kellogg on Branding, Chapter 1 – Brand Positioning, Alice Tybout and Brian Sternthal, John Wiley & Sons, 2005.

Guest Speaker:

Frederic Fekkai, Founder, Executive Chairman, Frederic Fekkai & Co and Bastide

Class 4: Personal Branding

June 2

Topics:

Applying Branding Tools to Your Personal Branding

Required Reading:

Professors Personal Branding Example

Assignment for Class Discussion:

Prior to class, please submit in NYU Classes, in the Assignments section, a succinct presentation that defines Brand You. Label your file: LastName_FirstName_BrandYou.pdf

Guest Speaker:

Mark Strong, Founder, Strong Coaching

Class 5: Brand Value + Equity

June 7

Topics:

Brand Value vs. Brand Equity, Approaches for Measuring Brand Value + Brand Equity

Recommended Readings:

- "What are Brands for?", The Economist, August 30, 2014
- Brand Portfolio Strategy – Chapter 5: Energizing and Differentiating the Brand, David Aaker, Free Press, 2004.

Guest Speaker:

Sharon Stone, Vice President, Strategy, Momentum by Hypothesis

Class 6: Global Brand Portfolio Strategy

June 9

Topics:

Discussion of Alternative Brand Portfolio/Architecture Models

Recommended Reading:

Brand Portfolio Strategy – Chapter 2: The Brand Relationship Spectrum, David Aaker, Free Press, 2004.

Guest Speaker:

Emanuele Madeddu, Senior Director Brand Strategy + Branding, PayPal

Group Assignment Due Class 7:

Situational Assessments are due next class. Please submit via NYU Classes and email to Professor and TF. Label your file: Group Name_Brand Name_Situational Assessment.pdf.

Class 7: Global Branding

June 14

Topics:

Fundamentals of Global Branding, Presentation and Discussion of Mastercard Priceless Campaign and Evolution, Sonic Branding, and Global Branding Best Practices

Recommended Reading:

Fundamentals of Global Strategy: Chapter 7 – Global Branding, Cornelis De Kluyver, Harvard Business School Product # BEP0145-PDF-ENG. August 2010.

Guest Speaker:

Chris Arakelian, Head of Business Development, Wolff Olins

Assignment due Class 8:

Find 5 or 6 images that convey your Brand's current Visual World. Based on the images, describe the Brand's current Personality with three or four adjectives. If your Brand's Visual World needs to be revitalized, focus on how you would modify it. Prior to class, email PDF to TF and Professor.

Class 8: The Brand's Visual World

June 16

Topics:

Review + Discussion of Professor's Case History: Creating a Brand Identity System for Axogen Biotechnology; Elements of a Brand's Visual Vocabulary

Recommended Reading:

Designing Identity, Designing Brand Identity, Alina Wheeler, Wiley, 2018, pages 148-165.

Guest Speaker:

Michael Bierut, Partner, Pentagram

Class 9: Brands in Decline or Crisis

June 21

Topics:

In-Depth Review + Discussion of Professor's Global Branding Case History (Bausch + Lomb Corporate Branding + Development of Two New Brands: Biotrue, Naturelle)

Please note that no slides are posted from Professor's lecture due to confidentiality.

Recommended Reading:

"A Brand is Forever! A Framework for Revitalizing Declining and Dead Brands," Thomas and Kohli, HBS, Product # BH340-HCB-ENG

Guest Speaker:

Raja Rajamannar, Global CMO Mastercard and author of Quantum Marketing (to be confirmed)

Class 10: Team Meetings with Professor

June 23

Depending on the class size, it may be necessary to hold some meetings outside of class time.

Wednesday June 23

Team Midnight: 6:00-6:30PM

Team Turquoise: 7:00-7:30PM

Team Teal: 8:00-8:30PM

Team Cobalt: 6:30-7:00PM

Team Aqua: 7:30-8:00PM

Thursday June 24

Team Navy: 6:00-6:30PM

Team Iris: 7:00-7:30PM

Team Denim: 8:00-8:30PM

Team Sapphire: 6:30-7:00PM

Team Cyan: 7:30-8:00PM

Class 11: Student Final Presentations – Round 1 – June 28

Email your final document to the Professor and TF in advance of class.

Team Teal: 6:00-6:30PM

Team Aqua: 7:30-8:00PM

Team Cobalt: 6:30-7:00PM

Team Midnight: 8:00-8:30PM

Team Turquoise: 7:00-7:30PM

Branding Experts:

Debra Coughlin, Former EVP, Draftfcb and CMO, Citi Cards

Joe Zubkoff, Director, Business Development, Gartner L2

Class 12: Student Final Presentations – Round 2 – June 30

Email your final document to the Professor and TF in advance of class.

Team Denim: 6:00-6:30PM

Team Sapphire: 7:30-8:00PM

Team Iris: 6:30-7:00PM

Team Navy: 8:00-8:30PM

Team Cyan: 7:00-7:30PM

Branding Experts:

Mike Marotta, Associate Director, Interbrand

Rina Plapler, Partner, MBLM

The Group Project: Rebranding A Declining Brand

Your job will be to pick a struggling or declining Brand and to act as branding consultants, providing strategic and implementation recommendations to the management of the Brand.

The Brand can be a consumer, industrial, service, or technology Brand. Please note fashion Brands (e.g., Michael Kors) and those associated with politicians (e.g., Trump Hotels) cannot be selected for this project.

The Brand must be struggling or in a state of decline – meaning it's either under competitive pressure, losing market share, recovering from a recall, negative publicity, poor management decisions and/or neglect.

Brands selected for the project must be approved by the Professor. Teams should email the Professor their proposed Brand with data highlighting its decline by the second class.

Each team is comprised of up to six students. Teams can consider dividing tasks as follows:

- Student 1:** Consumer Target
- Student 2:** Competitive Positionings
- Student 3:** Primary Research
- Student 4:** Potential Positioning Territories
- Student 5:** Category Insights
- Student 6:** Brand Innovations

The above is merely a suggestion. It is important that all students in the team work together to create a cohesive recommendation. The Professor is available throughout the course to help teams develop work plans.

There are 3 parts to the project.

Part 1 – Situational Assessment – Due June 14

Teams submit a brief presentation describing how and why the Brand is struggling.

Part 2 – Brand Visual World – Due June 16

Your brand visual world should be incorporated into the materials you will review with the Professor during your team meeting.

Part 3 – Final Presentation – Due June 28 + 30

Students will present recommendations (20 minutes) to Brand experts who will provide feedback (10 minutes).

Examples of prior Situational Assessments, Brand Visual Worlds and Final Presentations can be found on NYU Classes.

Fran Gormley

Founder + Managing Partner, Greenwich Marketing Group Inc.

Fran Gormley is a highly successful serial entrepreneur in branding and innovation. She founded and sold a branding firm to an Interpublic Group venture, and then opened Greenwich Marketing Group.

Her clients have included: Citibank, J.P. Morgan Chase & Company, Mastercard, Johnson & Johnson Consumer Healthcare, The Metropolitan Museum of Art, Novartis, Bausch + Lomb, Hologic and PayPal.

Fran has led the strategic development for over 45 brands spanning the healthcare, technology, financial services, communications, consumer packaged goods, and non-profit sectors. Her global branding experience encompasses positioning both corporate (Johnson & Johnson, Bausch + Lomb, Citibank) and product brands (Acuvue, Aveeno, Band-Aid Brand, Chase Freedom, Johnson's, Neutrogena and Rogaine).

Fran also has a solid track record of innovation, including the creation of Chase Freedom, a new credit card that generated a record number of accounts in its first year and is still going strong a decade later; Biotrue, a new, highly successful global eye health brand for Bausch + Lomb; and rebranding Genius 3D Mammography, a superior exam that significantly improves early detection.

Prior to her consulting career, Fran was Director of Positioning, New Products & Advertising at Citibank Card Services. She began her career at Young & Rubicam in New York.

Fran is an Adjunct Professor of Marketing in the Graduate Program at NYU Stern School of Business. She created the Branding + Innovation Consulting Lab. Citibank, Mastercard, BlackRock, National Geographic Partners, Time Inc. and Spotify have been clients in this experiential learning course.