



## **CIEE in Barcelona, Spain**

<b>Course name:</b>	Branding and Cultural Icons: The Case of Barcelona
<b>Course number:</b>	MKTG 3002 BASP (ENG)
<b>Programs offering course:</b>	Barcelona Business and Culture, Barcelona Economics and Culture, Barcelona Global Architecture and Design, Barcelona Language and Culture
<b>Language of instruction:</b>	English
<b>U.S. Semester Credits:</b>	3
<b>Contact Hours:</b>	45
<b>Term:</b>	Spring 19

### **Course Description**

This is a Branding course that uses the Barcelona city Brand as the key case. The course will review the aspects of key Branding from strategy to implementation. We will use examples and review strategies from various industries, and the students project will be about the Barcelona Brand.

Barcelona is well known as a prototype for the new tourist city. Since it hosted the Olympic Games in 1992, Barcelona has remade itself, becoming one of the leading tourist destinations in the world. In order to do so, the city has capitalized on its role as a leader in art and architecture, fashion and sports, gastronomy and gradually building its reputation for its innovation capacity.

However, Barcelona is much more than just a tourist destination. It is one of the most prosperous European business cities, and one of the top start up capitals in Europe. Today Barcelona's perception in the world is more linked to its touristic assets than to its economy.

During this course we will work on repositioning Barcelona's Brand beyond being perceived as a low cost, party oriented tourist city.

To achieve this goal we will work on the following lines:

- Build and in depth undertaking of brand building and communication strategies and implementation.
- Understand the economic reality of the city and what are the assets that can sustain a city brand repositioning.

### **Learning Objectives**

By the end of this course, students will be able to:

- Learn the fundamentals of Brand building



- Understand the case of the Barcelona city brand
- Apply marketing and managing strategies to a Barcelona Brand repositioning exercise

### **Course Prerequisites**

Students should have a basic understanding of Business Strategy and Marketing.

### **Methods of Instruction**

Lectures, guest speakers, fieldtrips, class debates, research activities and readings.

### **Assessment and Final Grade**

1. Class Participation:	20%
2. Short Assignments:	10%
3. Midterm Presentation:	10%
4. Group Project:	30%
5. Individual Project:	30%

### **Course Requirements**

#### **Class Participation**

Students are expected to participate actively in class. They will have the opportunity to contribute with open questions, comments, presentation of short group exercises and individual or group projects. The quality of the contributions will be judged according to its contribution to the class learning, and the link with the subject (8% Attentive in class; 5% Makes questions/participates; 7% Quality of contributions).

#### **Short Assignments**

Short assignments are performed in class or as a result of a field trip. They are performed in small groups and they will be graded as a group. Groups will vary by assignment.

#### **Midterm Presentation**

Students are expected to complete the first half of their group project by the midterm. Grades will be assigned to the entire group.

#### **Group Project**



This is a fundamental part of the class. In this project students are expected to apply the class learnings to a real case of re-branding an aspect of the Barcelona City Brand.

5%. On brief. Is the project aligned with the project brief and includes all contents?

5%. Quality research. Has the team undertaken a complete research, understood Barcelona reality and brand perceptions, competitors and benchmarks?

5%. Creativity-Idea. Is the campaign idea impactful? Does it have potential to change the brand perception? Is it appropriate to the Barcelona brand and culture?

10%. Strategic thinking. Is the challenge/opportunity linked to a market opportunity assessed by research? Are the goals SMART? Are the actions linked to the goals? Have the relevant metrics been employed?

5%. Quality of presentation.

### **Individual Project**

5%. On brief. Is the project aligned with the project brief and includes all contents?

5%. Quality research. Has the team undertaken a complete research, understood Barcelona reality and brand perceptions, competitors and benchmarks?

5%. Creativity-Idea. Is the campaign idea impactful? Does it have potential to change the brand perception? Is it appropriate to the Barcelona brand and culture?

10%. Strategic thinking. Is the challenge/opportunity linked to a market opportunity assessed by research? Are the goals SMART? Are the actions linked to the goals? Have the relevant metrics been employed?

5%. Quality of presentation.

### **CIEE Barcelona Attendance Policy**

Students are expected to attend all scheduled class sessions on time and be prepared for the day's class activities. CIEE does not distinguish between justified or unjustified absences, whether due to sickness, personal emergency, inevitable transportation delay and/or other impediments. You are considered responsible of managing your own absences. Please keep in mind that exams, paper submission dates, presentations and any other course work deadlines cannot be changed.

No academic penalty will be applied if students miss up to 3 class sessions. If students miss up to 5 class sessions, students' final course grade will drop 5 points out of 100 on the CIEE grade scale for each additional absence beyond 3 (for example a 95 will become a 90 if they reach the 4th absence, and an 85 if they reach the 5th absence).



**Students will automatically fail the course if they miss more than 20% of total class hours (i.e. if they exceed 5 absences).**

For students who miss up to 20% of the total course hours due to extenuating circumstances, the Academic Director may allow for exceptions to the local attendance policy based on documentation such as proof of bereavement, religious observances, hospitalization etc.

Students arriving more than 10 minutes late to the class will be considered absent for a day.

### **Weekly Schedule**

<b>Session 1</b>	<b>Course Introduction</b>
<b>Session 2</b>	<b>Branding: What Is A Brand?</b> Understanding the fundamentals of a Brand is one of the key pillars of this course. We will review what is a brand, and what is the brand value. We will work with the functional vs. emotional brand model and discuss the cases of Disney, Fairi, CK Jeans, Porche and Channel. Reading: Michael E. Porter. "What Is Strategy?"
<b>Session 3</b>	<b>Branding Go-to-market</b> We will review the go-to-market strategies for each type of brand and work on applying the Brand model to the real-life cases of both functional and emotional Brands Reading: David Aaker. <i>Aaker on Branding</i> (Chapters 1 and 2)
<b>Session 4</b>	<b>Segmentation Strategy</b> We will define segmentation and evaluate the different segmentation models that exist, from demographic-based and product-oriented to attitudinal. Reading: Miklos Sarvary & Anita Elberse. <i>Market Segmentation, Target Market Selection, and Positioning</i> (Case Study)
<b>Session 5</b>	<b>Segmentation Cases</b> Students will put in practice the concept of segmentation by defining segmentation models for key categories such as Danone Yogurts or Oakley glasses among others.
<b>Session 6</b>	<b>Project Brief</b> We will provide the structure both for the group project and individual project. This is a complete communication plan to rebrand Barcelona



- Session 7**                      **External Speaker: Tourism Promotion Director Catalunya**
- Session 8**                      **Barcelona Economy**  
We will review the economic history of the city and its current economic structure as key assets for the Barcelona Brand.  
Readings: <https://www.theguardian.com/travel/2017/aug/10/anti-tourism-marches-spread-across-europe-venice-barcelona>  
<http://lameva.barcelona.cat/bcnmetropolis/en/dossier/construir-marca-fer-ciutat/>  
<http://www.wired.co.uk/article/100-hottest-european-startups-2015-barcelona>
- Session 9**                      **Communications: Brand Structure**  
Brands have different elements and each element performs a unique function. We will review the structure of the different Brand and communication elements and review the long and short term strategies and content for each of them.
- Session 10**                      **Brand Visual Identity And Icons**  
Identity and icons are the top elements of a brand. We will review what those are and what icons have driven city branding with a review of the cases of London and Paris.
- Session 11**                      **External Speaker: MWC PR Manager**  
The Mobile World Congress is a top gathering for the mobile industry worldwide. The global PR Manager for the MWC will provide a framework on global PR and will discuss the impact of this leading event on the city brand.  
**Midterm Deadline**
- Session 12**                      **Midterm Group Project: Presentations**
- Session 13**                      **Midterm Group Project: Presentations**
- Session 14**                      **Logotype and Visual System**  
We will review a number of cases of visual identity redesigns, analyze the strategy framework and define the key elements of success of each redesign. We will review in depth the case of MTV re-branding
- Session 15**                      **Communications: Advertising**  
We will review the advertising brief and how to define an advertising strategy. The class will analyze the cases of Coca Cola, Volvo Trucks and the advertising for cities such as Amsterdam, London, New York and Barcelona.  
Reading: Keith Dinnie. *City Branding: Theory and Cases* (Chapters 1, 10 and 15).



- Session 16**                    **Barcelona Entrepreneurship**  
Barcelona is one of the top start-up cities in Europe. We will review this ecosystem and its agents.
- Session 17**                    **Brand Tone and Manner**  
Building on the Dove case, this class will discuss the importance and the deployment of a global tone and manner model.
- Session 18**                    **Friday Field Trip: Bacardi**  
We will visit the original Bacardi Factory in Sitges, near Barcelona, review the company history and get a deeper understanding on the brand building strategy for this unique company.
- Session 19**                    **Communications-Influence**  
Using influence and earned media to build the brand. We will discuss various cases related to city branding.
- Session 20**                    **Deadline: Group and Individual Project**
- Session 21**                    **Group and Individual Project Presentation**  
During this session we will combine the group presentations and the review of key concepts related to city branding. Some additional contents and cases will be introduced.
- Session 22**                    **Group and Individual Project Presentation**  
During this session we will combine the group presentations and the review of key concepts related to city branding. Some additional contents and cases will be introduced.
- Session 23**                    **Company Visit: Barcelona Top Start-Up Incubator**
- Session 24**                    **Group and Individual Project Presentation**  
During this session we will combine the group presentations and the review of key concepts related to city Branding. Some additional contents and cases will be introduced.
- Session 25**                    **Wrap-up Session**

### Readings

- Aaker, David. *Aaker on Branding: Aaker on Branding: 20 Principles That Drive Success* (2014).
- Dinnie, Keith. *City Branding: Theory and Cases* (2011).
- Porter, Michael E. "What Is Strategy?". *Harvard Business Review* (Nov-Dec 1996)



Sarvary, Miklos & Anita Elberse. *Market Segmentation, Target Market Selection, and Positioning* (Sep 9, 2005). Case Study.

**Online Resources**

<https://www.theguardian.com/travel/2017/aug/10/anti-tourism-marches-spread-across-europe-venice-barcelona/>

<http://lameva.barcelona.cat/bcnmetropolis/en/dossier/construir-marca-fer-ciutat/>

<http://www.wired.co.uk/article/100-hottest-european-startups-2015-barcelona/>