



CIEE Barcelona, Spain

Course title:	Branding and Cultural Icons: The Case of Barcelona (English)
Course code:	MKTG 3002 BASP (ENG)
Programs offering course:	Business and Culture, Economics and Culture, Global Architecture and Design, Language and Culture
Language of instruction:	English
U.S. semester credits:	3.00
Contact hours:	45.00
Term:	Fall 2023

Course Description

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. To do so, the city capitalized on its role as a leader in art and architecture, fashion and sports, and gastronomy. A key concept for understanding this process is the definition of City Branding and the development of key cultural icons, associated with the city's international representation. A cultural icon can be a person, an image, a logo, a symbol, a building. But what makes a cultural icon? How can you use cultural icons for branding a city, a product, or a service? In order to understand the impact of a cultural icon, we will study the city of Barcelona, typifying the cultural icons patterns: the creation of the Icon, its explosion, the mass influence that it creates and the timelessness that it acquires. We will also analyze the emotional connection that a cultural icon establishes with people and how this connection works in marketing and managing a city brand.

Learning Objectives

By completing this course, students will:

- Assess the importance of cultural Icons in the creation, marketing and managing of a city brand.
- Analyze the case of the Barcelona city brand and the cultural icons that have been used to make it successful.
- Analyze the connections between branding and the different dimensions of the urban space considering the context of the contemporary city.
- Apply marketing and managing strategies to design a city branding strategy.
- Formulate an integrated communications plan to reposition a City brand.

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.	Short Assignments	10%
2.	Midterm Presentation	10%
3.	Group Project	30%
4.	Individual Project	30%
5.	Class Participation	20%
	TOTAL	100%

Course Requirements

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.

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).

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.

Attendance

To encourage engaged learning, regular class attendance is required throughout the program. This includes any

to encourage engaged reading; regular class attendance is required throughout the program. This includes any required co-curricular class excursion or event, as well as internship, service-learning, or other required field placement.

An excused absence in a CIEE course will only be considered if approved by a CIEE Center Director/Academic Director (not the Instructor), and:

- it is a self-certified absence for illness (only once per course, requires formal request before or within 24 hours, cannot miss assessment worth more than 5% of final course grade)
- a doctor's note from a local medical professional is provided
- evidence of a family emergency is provided
- it is a pre-approved observance of religious holiday

Unexcused absences include personal travel and/or travel delays, as well as missing more than 25% of a single class period (including tardiness and early departure). Assessments missed due to unexcused absences will be marked as zero. Students with over 10% unexcused absences will be contacted by CIEE staff. Students with over 20% unexcused absences will be contacted by CIEE staff, receive a formal warning letter (shared with their home institution) and lose 10% of the final course point total (e.g., a final A grade of 93% will be lowered to a B grade of 83%).

For more detail, please consult your CIEE Academic Manual.

Academic Integrity

Academic integrity is essential to a positive and inclusive teaching and learning environment. All students are expected to complete coursework responsibilities with fairness, respect, and honesty. Failure to do so by seeking unfair advantage over others or misrepresenting someone else's work as your own can result in grade penalties or disciplinary action. See the CIEE Student Academic Manual for further information on academic integrity.

N.B. Course schedule and co-curriculars are subject to change. The final duration and distribution of content and assignments will be determined and presented to students at the onset of the course.

Weekly Schedule

Week 1

Class: 1.1 Course Introduction

Class: 1.2 Branding: What Is A Brand?

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?"

Week 2

Class: 2.1 Branding Go-to-market

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. *Aaker on Branding* (Chapters 1 and 2)

Class: 2.2 Segmentation Strategy

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. *Market Segmentation, Target Market Selection, and Positioning* (Case Study)

Week 3

Class: 3.1 Segmentation Cases

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.

Class: 3.2 Session 6 Project Brief

We will provide the structure both for the group project and individual project. This is a complete communication plan to rebrand Barcelona.

Week 4

Class: 4.1 External Speaker: Tourism Promotion Director Catalunya

Class: 4.2 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>

Week 5

Class: 5.1 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.

Class: 5.2 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.

Week 6

Class: 6.1 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.

Class: 6.2 Midterm Group Project: Presentations

Week 7

Class: 7.1 Midterm Group Project: Presentations

Class: 7.2 Logotype and Visual System

We will review several 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.

Week 8

Class: 8.1 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).

Class: 8.2 Barcelona Entrepreneurship

Barcelona is one of the top start-up cities in Europe. We will review this ecosystem and its agents.

Week 9

Class: 9.1 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.

Class: 9.2 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.

Week 10

Class: 10.1 Communications-Influence

Using influence and earned media to build the brand. We will discuss various causes related to city branding.

Class: 10.2 Deadline: Group and Individual Project

Week 11

Class: 11.1 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.

Class: 11.2 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.

Week 12

Class: 12.1 Company Visit: Barcelona Top Start-Up Incubator

Class: 12.2 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.

Week 13

Class: 13.1 Wrap-up Session

Course Materials

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/>

