Course Description:

“Mass advertising can help build brands, but authenticity is what makes them last. If people believe they share values with a company, they will be loyal to the brand”
– Howard Schultz, Retired CEO and Executive Chairman of Starbucks

“Your brand is what other people say about you when you’re not in the room”
– Jeff Bezos, Founder of Amazon.com

“Your brand is the single most important investment you can make in your business”
– Steve Forbes, Editor in Chief of Forbes Magazine

More than ever, organizations are recognizing that the creation of differentiated and enduring brands is a fundamental strategic imperative. Strong brands can help simplify consumers’ decision-making processes, drive loyalty, and build advocacy. Thus, branding is one of the most important investments that organizations can make in their businesses. In this course we explore the theories, frameworks, and concepts that organizations use to create, manage, and grow successful brands. These tools have been used across industries and around the world to help organizations (as well as individuals!) build enduring and profitable brand franchises.

The scope of branding is vast. To facilitate a broad discussion of the topic, the course will consist of three modules. The first of these – Designing Brand Strategy – will focus on the concepts and tools used in developing a brand positioning strategy. This starts with a landscape analysis, segmentation, and target selection to help guide the identification and articulation of a differentiated brand positioning.

After exploring the principles of strategy design, module two – Implementing Brand Strategy – will examine the means by which marketers design and implement integrated marketing communications to build brand equity.
Finally, module three – Extending Brand Strategy – will consider the concept of brand architecture and techniques for growing brand equity through innovation and brand extensions. In this module, students will learn and apply a specific methodology – Systematic Inventive Thinking – to identify new brand extensions.

Accordingly, by the end of the course, successful students will be able to:

- Explain the role of brands, the concept of brand equity, and the advantages of creating and investing in brands
- Understand how companies use brand positioning to build competitive advantage in the marketplace
- Demonstrate the importance of segmentation and targeting for a marketing strategy
- Create a differentiated brand positioning using a strategic brand management framework
- Formulate the intent of marketing communications: setting objectives and defining audiences
- Understand how to carry out the execution of marketing communications: crafting the message and determining where, when, and how the message is delivered
- Develop a brand architecture as a framework to guide the process of change and growth
- Apply the principles of systematic innovation to identify future growth opportunities and build brand equity

**Required Course Materials:**
- Custom Course Pack [Click here](#)

**Recommended Course Materials:**

**Course Assignments**

**Individual Assignments**

- Case Analysis #1: Red Lobster 100 points (10%)
- Case Analysis #2: Old Spice 100 points (10%)
- Case Analysis #3: Snapple 100 points (10%)
- Case Analysis #4: Vegemite 100 points (10%)
- Class Participation 100 points (10%)
Group Assignments
Brand Audit Project 300 points (30%)
Brand Innovation Project 200 points (20%)
Individual Contribution Adjustment*

TOTAL POINTS 1000 points (100%)

* Applied at the end of the term, based on team assessment of each individual's contribution

Individual Assignments
Case Analysis (40%): Four cases will be assigned. For each one, the student will be expected to turn in a 2-4 page case write up. The length will vary from case to case. Questions for each case will be provided to focus your analysis.

Class Participation (10%): Attendance and active participation are critical to getting the most from this course. Class participation means coming to class prepared to discuss the cases, raising and answering questions, articulating ideas or insights, and building upon the ideas of others. Bonus points for outstanding participation may be awarded to the students at the discretion of the professor.

Group Assignments
Brand Audit Project (30%): Working in teams, students will immerse themselves in an extensive analysis of the consumers, competitors, and strategies of a specific brand. They will develop a comprehensive assessment of the current brand strategy and executional elements used to support that strategy. The final report will integrate research findings to generate marketing recommendations that address specific branding issues. An example of a completed brand audit will be provided in class.

Brand Extension Project (20%): In the third module of the semester (extending brand strategy), teams will apply a specific innovation methodology to identify ideas to extend the brand they studied in the brand audit project. Teams will apply the techniques learned in class to develop a portfolio of new ideas and select an idea that will add the most value to the brand’s portfolio. Teams may demonstrate the utility of their portfolio with product mock-ups and develop an abbreviated launch strategy (target market & positioning statement) for the new product.

Other Class Information:
It is important that you read and adhere to the following guidelines, as failure to do so will impact your grade.

• All assignments must be uploaded to Canvas prior to the start of class and a hardcopy must also be handed in on the due date. Failure to comply with both of these requirements will result in a 5-point deduction
• Unless prior approval has been received, a late case assignment will be deducted **20 points each day**, up to 5 days (i.e. Monday by 5:30). **After 5 days, late assignments will not be accepted and a zero will be given.** No exceptions will be made. **For the two group projects, late assignments will not be accepted at all.**

• All relevant course communications will be posted on Canvas. **If you are missing a grade for a particular assignment that you believe you have handed in, contact me immediately.**

**Academic Integrity:**
All students have the responsibility to know and observe the requirements of The UNCC Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students. Academic evaluations in this course include a judgment that the student’s work is free from academic dishonesty of any type, and grades in this course therefore should be and will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNCC. The normal penalty for a first offense is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases the course grade is reduced to F. Copies of the code can be obtained from the Dean of Students Office or online at http://www.uncc.edu/policystate/ps-105.html. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor.

**Belk College of Business Statement on Diversity:**
The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

**Disability Accommodations:**
UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services early in the semester. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 or visit their office in Fretwell 230.

**Course Outline:**
The outline provided below provides a preliminary guide to the course organization. It is subject to change based upon the learning speed of the class or other relevant events.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Read/Due</th>
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</thead>
<tbody>
<tr>
<td>Wed 23-Aug</td>
<td>Course Overview/Brands and Brand Equity</td>
<td>Read: Brands and Brand Equity (HBS)</td>
</tr>
<tr>
<td>Wed 29-Aug</td>
<td>Designing Brand Strategy: Segmentation &amp; Positioning</td>
<td>Read: Brand Positioning (HBS)</td>
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<tr>
<td>Wed 5-Sep</td>
<td>Designing Brand Strategy: Positioning</td>
<td>Due: Case #1 - Red Lobster, Read: Positioning Statements (Darden)</td>
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<tr>
<td>Wed 12-Sep</td>
<td>GUEST SPEAKER - Personal Branding</td>
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<td>Wed 19-Sep</td>
<td>Designing Brand Strategy: Positioning</td>
<td>Due: Case #2 - Old Spice</td>
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<td>Wed 26-Sep</td>
<td>Executing Brand Strategy: Integrated Marketing Comms</td>
<td>Due: Case #3 Snapple, Read: Mktg Comms (HBS)</td>
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<td>Wed 3-Oct</td>
<td>Executing Brand Strategy: Integrated Marketing Comms</td>
<td>Due: Case #4 - Vegemite</td>
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<tr>
<td>Wed 10-Oct</td>
<td>Executing Brand Strategy: Integrated Marketing Comms</td>
<td>Read: The Key to Brand Architecture</td>
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<td>Wed 17-Oct</td>
<td>GUEST SPEAKER - Marketing Communications</td>
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<td>Wed 24-Oct</td>
<td>Brand Audit Project</td>
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<td>Wed 31-Oct</td>
<td>Brand Audit Presentations</td>
<td>Due: Brand Audit Project</td>
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<td>Wed 7-Nov</td>
<td>Extending Brand Strategy: New Products &amp; Brand Extensions</td>
<td>Read: Inside the Box</td>
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<tr>
<td>Wed 16-Nov</td>
<td>Extending Brand Strategy: New Products &amp; Brand Extensions</td>
<td>Read: Inside the Box</td>
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<tr>
<td>Wed 21-Nov</td>
<td>Thanksgiving break</td>
<td>NO CLASS - Thanksgiving</td>
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<tr>
<td>Wed 5-Dec</td>
<td>Wrap Up/Brand Extension Project Work</td>
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<tr>
<td>Wed 12-Dec</td>
<td>Brand Extension Presentations</td>
<td>Due: Brand Extension Project</td>
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