



BRAND BUILDING & NEW PRODUCT STRATEGY
MBAD 6273 | Fall 2019 | W 5:30-8:15 | CCB 1102

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Office Hours: Immediately after class or by appointment

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 Shultz, 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. In this class we have 4 main modules. Each module culminates in a small group activation assignment that is started in class and may be finished out of class.

In part one, we develop a common understanding of brands and the elements that make up a great brand. We use these to analyze the development of a brand.

In part two, we explore how a brand comes across as authentic through integrated marketing communications. This is activated with an analysis and content creation for a brand.

In part three, we explore different ways a brand is valued and we measure brand equity and performance. This culminates in a brand audit project.

In part four, we identify how product innovation is an integral part of growing and sustaining a brand and use brand architecture as a means to communicate the brand portfolio. Systematic Inventive Thinking as a method of innovation is introduced and used in the final project to grow the brand.

Course Objectives:

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
- 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
- Measure brand equity and carry out a brand audit.
- Develop a brand architecture as a framework to guide the process of change and growth
- Apply the principles of systematic innovative thinking to identify future growth opportunities and build brand equity

Required Course Materials:

Strategic Brand Management >> Building, Measuring, and Managing Brand Equity

by: Kevin Lane Keller; Vanitha Swaminathan

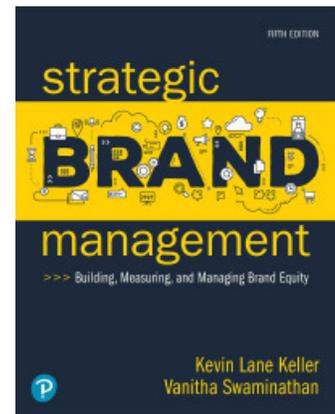
Publisher: Pearson

Print ISBN: 9780134892498, 0134892496

eText ISBN: 9780134877952, 0134877950

Edition: 5th

Copyright year: 2020



Recommended Course Materials:

Drew Boyd and Jacob Goldenberg (2014), *Inside the Box: A Proven System of Creativity for Breakthrough Results*,

ISBN-13: 978-1451659290

Attendance Policy

This is an advanced level class where most of the learning occurs as a result of the discussions and interactions that happen during class. Attendance is required for this class. Students not present cannot fully participate in the discussions and their participation grade will naturally suffer. Understanding that MBA students have busy schedules, some absences may be inevitable, however excessive absences (3+) will result in a poor participation grade. It is up to the students to catch up on any missed work as a result of an absence.

Course Assignments

Individual Formative Assignments

Weekly Online class discussions	200 points (20%)
Class Participation	100 points (10%)

Group Assignments

Favorite Brand	100 points (10%)
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Branded Integrated content strategy	200 points (20%)
Brand Audit	200 points (20%)
Brand Innovation	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

Online class discussions (20%):

Each week there will be reading material, homework and online class discussions. These will serve as the basis for our in-class analyses and exercises. The number and length of responses will vary from week to week.

In Class Participation (10%):

This class is generally structured to have individual work done out of class, and the majority of group work done in class time. Therefore, attendance and active participation are critical to getting the most from this course. Class participation means coming to class prepared by raising and answering relevant questions, articulating ideas or insights, and building upon the ideas of others. The participation grade will depend upon the quality as well as the quantity of contributions. Bonus points for outstanding participation may be awarded to the students at the discretion of the professor.

Group Assignments

Favorite Brand (10%)

This introductory assignment will have students develop a brand for a given product category such as beverages, automobiles, art supplies, etc. Students will define and communicate the competitive frame of reference and choose and establish POPs and PODs to arrive at the optimal competitive brand positioning.

Branded Integrated content strategy (20%)

Students will analyze an existing brand's multichannel communication, considering audiences and setting objectives. The students will develop a marketing communications strategy, generating and recommending actual on brand content to actualize growth. In order to experience different branding types, students may be given a non-profit organization as the subject.

Brand Audit Project (20%):

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%):

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 submissions are done online, in Canvas, unless otherwise specified in class.

- Discussion assignments have two parts to them. The initial content must be submitted. Then students will read other people's submissions and comment constructively. Therefore, contents have two "due dates" the first for the initial submission and the second for the discussion. Initial submissions are generally due on Monday night, and comments are due by Tuesday night. This method keeps the class engaged throughout the week. Failure to comply with both of these requirements will result in a **5-point deduction per day, until the day of class, after which a zero will be assigned.**
- Given that it is hard for students to meet out of class time, group assignments are designed for the group part of the work to be done mostly in class, and writeups and individual research to be done as homework. All members of the group are required to contribute, and there will also be a peer evaluation that may affect individual grades. All deadlines are kept up to date in Canvas. **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, guest speaker availability or other relevant events. Up to date schedule is posted on Canvas.**

	Date			Assignments due	H/W discussions Due
1	21-Aug	Intro, brand, brand equity	Ch1, 2		
2	28-Aug	Brand positioning, resonance, value chain	Ch3		Ch2,3
3	4-Sep	How to build brand equity	Ch4,5	Brand positioning	Ch4,5
4	11-Sep	IMC brand equity and digital communication	Ch6,7		Ch6,7
5	18-Sep	Secondary brand Associations	Ch8		Ch8
6	25-Sep	Measuring brands	Ch9	Content marketing	Ch9
7	2-Oct	Measuring brands: Customer	Ch10, 11		Ch10
8	9-Oct	Branded you/ Guest Speaker			Ch11
9	16-Oct	Measuring brands: Market	Ch 11		Ch12
10	23-Oct	Brand Architecture	Ch12	Brand audit	
11	30-Oct	Brand extensions	Ch13		Ch13
12	6-Nov	SIT Subtraction/Multiplication	Book		Subtraction/Multiplication
13	13-Nov	SIT Division/Task Unification	Book		Division/Task Unification
14	20-Nov	SIT Attribute Dependency /Managing brands	Ch14		Ch14/ Attribute Dependency
	27-Nov	Thanksgiving			
15	4-Dec	Market Segments	Ch15	Brand Growth	Ch15
Final	11-Dec	Presentations			