

**The University of North Carolina
College of Business**

**MKTG 3224: BRAND INNOVATION AND NEW PRODUCT STRATEGY
Spring 2019**

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| Professor: | Dr. Aekyoung (Amy) Kim |
| Office: | Friday Building 250C |
| Email: | akim15@uncc.edu |
| Office Hours: | TR 2:30 PM – 4:00 PM and by appointment |
| Lecture: | TR 1:00 PM – 2:15 PM Friday 132 |

Course Materials:

- Course materials will be posted to the course website or distributed in class. Some handouts will be distributed only in class. Lecture notes posted on the course website will not have complete information; you will need to attend class and take additional notes.
- *Recommended Textbook:* Deborah Roedder John and Carlos J. Torelli, Strategic Brand Management, 1th Edition.

Course Description:

Launching a new market offering, extending an existing market offering, or just maintaining an existing market offering are all challenging in today's marketplace of changing consumer demand and competition. Organizations recognize a need to focus on building innovative better brands and on developing creative new product strategies that create long-term branding relationships with their customers. The brand is a powerful tool for creating lasting value for companies and customers. Even so, brands face the continuing challenge of finding the right balance between underleveraging (failing to monetize brand assets via extension or licensing) versus overleveraging (too much extension and licensing can dilute the meaning of the brand). Students will gain competency in concepts that can be used in careers in brand management, but also used in other business functions that require interface with brands.

Course Objectives:

The objectives of this course are to help students know how to (1) understand brands, (2) build/craft new brands, (3) measure brands, (4) manage the continued building of existing brands and brand extensions, and (5) design, price, and launch new products. Students will also learn how to measure and leverage brand strength and equity. The course will also help students understand the marketing components of the new product development and launch process, along with the associated risks and pitfalls. Students will learn how to design, test, and launch new products. And, students will learn how to price and design new products to obtain specified market penetration levels.

Classroom Conduct:

This course should be exciting, challenging, and fun for everyone. In order to encourage this process there are certain rules about your conduct in the classroom.

- **Come to class on time.** It is extremely disrespectful to show up late on a constant basis or leave early. Do not arrive late, leave early, or take breaks mid-class.
- **Turn off your cell phones and other electronic devices before class begins.** *You are NOT allowed to use cell phones, tablets or laptop computers in class.* It will interfere with the learning environment for everyone. I do not want you to be texting, listening to music, surfing the net, or checking your emails or facebook.
- **Be prepared to actively participate.** The classroom is not the place to sleep, chat with classmates, do crossword puzzles, work on other course assignments, etc.
- **Be respectful when your classmates are speaking** – carefully listen to what they have to say. It is extremely important to remember to respect each other's opinions and to keep an open discussion environment.

Grading:

| Requirement | Weight |
|--|--------|
| Exam #1 | 20% |
| Exam #2 | 20% |
| Exam #3 | 20% |
| In-Class Participation (Attendance, Discussions, and Class Activities) | 10% |
| Brand Audit Project | 20% |
| Individual Assignments | 10% |
| Total | 100% |

All requests for paper or exam re-grades must be submitted in writing **within one week** of the time the grade was announced. This holds for ALL types of re-grade requests. Note that I am not in the habit of changing grades unless I've made a math error. I reserve the right to re-grade the entire contents of any submitted assignment. Your grade may go up or down. The instructors will discuss grades only in person (and not via telephone or e-mail) and only with the student (not with parents, etc.); student e-mails other than related to the class may not be answered by the instructors.

Grading Scale:

| | | |
|-------------|-------------|------------|
| 97-100% A+ | 83-86.9% B | 60-69.9% D |
| 93-96.9% A | 80-82.9% B- | 0-59.9% F |
| 90-92.9% A- | 77-79.9% C+ | |
| 87-89.9% B+ | 70-76.9% C | |

In-Class Participation (Attendance, Discussions, and Class Activities):

Attendance and participation are very important in creating a class environment that is both interesting and meaningful to the student. You should attend class regularly and be on time. *Attendance is taken at the beginning of each class.* If you are out of town for a university approved activity (e.g., with a sports team), please let me know before your anticipated absence in writing. If you miss class, you are responsible for getting announcements and notes from your fellow students.

Your willingness to participate in class discussions, ask and answer questions, and share your experiences on the topic at hand will add to the richness of everyone's learning. This means you should be fully-engaged when you are in class. Each of you can improve the quality of the course by sharing your own insights from the readings and observations in the real world. Your comments will be evaluated based on quality, not quantity. If your behavior is disruptive to the learning environment of other students, your participation grade will be negatively affected and I may ask you to leave.

To encourage participation and attendance, I will periodically (and at random) conduct mini in-class written assignments (including individual or group exercises). These will ask you to reflect upon an event that highlights some aspect of consumer behavior or ask you to answer a series of questions about a consumer behavior topic. We'll then have a discussion of the topic. Grading is pass/fail on the Class Activities. There are no make-ups for Class Activities. If a class activity was conducted in class and you arrive after the papers were collected, there is no recourse. Attendance, participation in discussions, and any Class Activities will count toward your class participation grade.

Grading Scale for Class Participation:

- 0 – Absent or late to class
- 5 – Present but does not participate
- 6 – Participates with basic information such as case facts
- 7 – Offers an opinion or asks/answers a basic question
- 8 – Engages in a meaningful discussion with other members of the class
- 9 – Shares an analysis using data or evidence from the case or reading
- 10 – Provides insight or asks a question that is instrumental in advancing understanding

Exams:

Three in-class exams will be given throughout the course. The exams will not be directly cumulative but knowledge of earlier material may be expected. The questions on the exams will mostly be from the class lecture and discussion; as such, missing classes will affect your grade. Because you will need to be able to apply what you have learned in this class in your career, many of the questions on the exam will emphasize an application of the material learned. All exams must be taken in class at the scheduled time. Barring a valid EMERGENCY, you **MUST** be here on those dates or you will receive a zero (0). If you have an emergency situation or an official test conflict (e.g., University approved activity), you must notify me immediately and provide a documented excuse. In the rare event that a make-up test is needed, it will be held beforehand and can be offered in different formats (e.g., an all-essay format) to ensure academic integrity.

Individual Assignments:

There will be several (out-of-class) assignments as outlined in the syllabus; details will be given in class when it gets closer to the due date for each assignment. Grading is pass/fail on the assignments. Note that all written assignments, except for those completed in class, must be typed. Any written assignment must be uploaded on Canvas by the beginning of the class on the day it is due. The take-home format ensures that everyone has ample time to read and analyze the case carefully. This is an individual assignment. You may not consult with your classmates or any other individuals.

Brand Audit Project (4-5 members in a Group)

Your team will conduct a brand audit of a brand of your team's choice using concepts discussed in Class; details will be given in class. Projects will be graded on the group's understanding of relevant concepts, the depth and appropriateness of the analysis, the insight provided by the recommendations, and the clarity of the report. Please submit both a hard and electronic copy prior to class. Each team will submit the Brand Audit Report (5 single-spaced pages excluding appendices WORD files) and PPT files via Canvas before starting the class of the presentation date. You should also bring a written report and a printout of your PPT deck to class. Your presentations should be about 15-20 minutes including class discussion (each group member should make a presentation at least for 3 minutes).

Assignment Submission & Presentation Details:

Note that strong papers will use the ideas, principles, theories, and research discussed in the assigned books and in class to frame the analysis and provide suggestions for improvement. Presentation order will be determined by random drawing on the day of presentations. Part of your job as presenter will be to facilitate class discussion. Feel free to use resources such as video (e.g., from YouTube), photos, or any other technical equipment available in the classroom to supplement your presentation, but you should not let a video do all of the "talking". You must come to class ready to discuss the assignments on the due date. Note also that it is important for you to carefully listen to your classmates as the materials presented during class *will be included* on the exams. Late submissions will not be accepted after the initial due date. If necessary, you will be asked to evaluate the participation of each team member in your group for the group assignments.

Written Report. All written assignments, project reports, and PPT files should be uploaded on Canvas before the beginning of class on the due date. Standard formatting must also include:

- Typewritten, single-space, numbered pages
- 1-inch margins on all four sides
- 12-point Times New Roman font
- Stapled report, with cover page containing student's name.

Changes:

This syllabus is provided for informational purposes regarding anticipated course content and schedule of courses. The instructors may modify the class schedule and syllabus during the course of the semester depending upon the progress of the class. Thus, students are encouraged to not miss any normally scheduled class sessions—as exam timing may shift class sessions during the semester depending on the rate of class progress. I will communicate any changes in a timely manner. Students are responsible for the awareness of these changes.

Communication

Students are responsible for all announcements made in class and on the class webpage. Students should check the webpage throughout the semester. The instructors will send occasional emails with important information. It is the students' responsibility to make sure that their email addresses are accurate. When sending me an email, please include "MKTG 3224" and your name in the subject heading. I have a filter that will allow me to give priority to your emails. This is also the best way to contact me with any questions.

Academic Integrity

Students have the responsibility to know and observe the requirements of The UNC Charlotte 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. This forbidding includes sharing/copying work between individuals or teams without the permission of the instructor. 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 UNC Charlotte. 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. The Academic Integrity Code is available online at <http://legal.uncc.edu/policies/up-407>. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor.

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 socioeconomic 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.

Please refer to next page for Tentative Course Calendar

Copyright Statement

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden. Violations are subject to sanctions under the Honor Code.

Course Schedule:

| Class | Date | Day | Topic | Suggested Reading/Assignment |
|---|-------|-----|---|--|
| INTRODUCTION TO BRAND MANAGEMENT | | | | |
| 1 | 1/10 | R | Course Introduction and Overview | |
| 2 | 1/15 | T | Importance of Brands and Brand Management | Ch. 1 |
| 3 | 1/17 | R | A Framework for Brand Management | Ch. 2 |
| UNDERSTANDING BRANDS AND BRAND MEANINGS | | | | |
| 4 | 1/22 | T | Types of Brand Associations | Ch. 3 Brand Audit Project Proposal Due |
| 5 | 1/24 | R | The Cultural Meaning of Brands | Ch. 4 |
| BUILDING BRANDS | | | | |
| 6 | 1/29 | T | Establishing Brand Identity | Ch. 5 |
| 7 | 1/31 | R | Communicating Brand Identity | Ch. 6 |
| 8 | 2/5 | T | Exam 1 | |
| 9 | 2/7 | R | Brand Architecture | Ch. 7 |
| 10 | 2/12 | T | Brand Architecture | Ch. 7 |
| LEVERAGING BRANDS | | | | |
| 11 | 2/14 | R | Options for Brand Leveraging | Ch. 8 |
| 12 | 2/19 | T | Guidelines for Effective Brand Leveraging | Ch. 9 |
| 13 | 2/21 | R | Guidelines for Effective Brand Leveraging | Ch. 9 |
| 14 | 2/26 | T | Developing Ethnic and International Marketing | Ch. 10 |
| 15 | 2/28 | R | Developing Ethnic and International Marketing | Ch. 10 |
| | 3/4-9 | | <i>Spring Break – No Class</i> | |
| 16 | 3/12 | T | Exam 2 | |
| IDENTIFYING AND MEASURING BRANDS | | | | |
| 17 | 3/14 | R | Brand Research Overview | Ch. 11 |
| 18 | 3/19 | T | Brand Image Measures | Ch. 12 |
| NEW PRODUCT STRATEGY | | | | |
| 19 | 3/21 | R | New product development | |
| 20 | 3/26 | T | New product development | |
| 21 | 3/28 | R | New product development | |
| PROTECTING BRANDS | | | | |
| 22 | 4/2 | T | Sources of Brand Dilution | Ch. 13 |
| 23 | 4/4 | R | Brand Protection Strategies | Ch. 14 |
| PREPARING BRAND AUDITS | | | | |
| 24 | 4/9 | T | Preparing a Brand Audit | Ch. 15 |
| 25 | 4/11 | R | Exam 3 | |
| 26 | 4/16 | T | Brand Audit Project Presentation | Brand Audit Project Report Due |
| 27 | 4/18 | R | Brand Audit Project Presentation | |
| 28 | 4/23 | T | Brand Audit Project Presentation | |
| 29 | 4/25 | R | Brand Audit Project Presentation | |
| 30 | 4/30 | T | Brand Audit Project Presentation Course Wrap-up | |