



BRAND INNOVATION & NEW PRODUCT STRATEGY
MKTG 3224-001 | Spring 2019 | MWF: **10:10-11:00 a.m.** | FRIDAY 132
Prerequisite(s): MKTG 3110 with grade of C or above
Instructor: Brian Whelan, M.S.
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Office Hours: Th 12:30-1:30 p.m. and 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 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. 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

Recommended Course Text: *Strategic Brand Management, Building, Measuring and Managing Brand Equity*. 5th Edition. ISBN-13: 978-0-13-266425-7. Author: Kevin Lane Keller & Vanitha Swaminathan

Course Assignments

Exams:

Final Exam 250 Points

In Class Assignments (5):

5 Selected for Final Grade 250 Points

Case Studies (5): 250 Points

Group Project 250 Points

TOTAL POINTS 1000 points

Course Grading Policy:

A = 900 – 1000 pts.

B = 800 – 899 pts.

C = 700 – 799 pts.

D = 600 – 699 pts.

F = 1 – 599 pts.

Your final grade for the course will be tabulated out of 1,000 points as indicated above. **Grades will not be rounded.** For example, 899 points is a B, and will not be rounded to an A. It is imperative that students put forth their best effort on each assignment to ensure the maximum number of points are secured throughout the term. Individual grading rubrics will be provided for the brand audit project and case studies during the term

Comprehensive Exam (250 points - 25% of your final grade): There will be a final exam, which will test your cumulative knowledge from the course. This will be a closed-book exam. The exam date will follow the normal final exam schedule posted from the Belk College of Business. **There are no makeup exams, and an absence from the final exam will result in a grade of zero for the exam.**

Case Studies / Discussions (5 assignments @ 50 points each - 25% of your final grade): To bring the course concepts and frameworks to life, we will make significant use of actual case studies. Specifically, five cases will be assigned over the course of the semester, with specific

questions for you to consider as you read through the case. You are expected to prepare for case discussions by thoroughly thinking through the assigned questions in advance of class and be prepared to discuss them. Each case is worth 50 points. Case studies will be provided by the professor. Assignment questions will be posted in Canvas. **Late assignments will not be accepted, for any reason.**

Group Project (Brand Audit) (25% of your final grade): 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. Groups will present their Brand Audits in April, subject to change as needed depending on class progress and at the discretion of the professor. An example of a completed brand audit will be provided in class. Attendance is **MANDATORY** for the group project presentation for all students. A portion of your grade will be determined based on your team's peer feedback of your work involvement/effort in the project.

In-Class Assignments (25% of your final grade):

There will be a series of in-class assignments given throughout the term that you will turn in at the end of class. At the end of the term, 5 of these assignments will be chosen at random and graded. Failure to attend a class period where an assignment is given will result in a score of zero for that assignment if it is chosen to be graded at the end of the term. No makeups will be allowed.

Class Participation & Attendance Policy: There is no strictly enforced attendance mandate, however, attendance and active participation are critical to getting the most from this course. Class participation means coming to class prepared to discuss readings, raising and answering questions, articulating ideas or insights, and building upon the ideas of others. If you are not present during a class period where an exam is given, your score will be zero. There are no make-up exams or opportunities for extra credit to make up for missed assignments, exams, or quizzes. In addition, attendance is **MANDATORY** for the group project presentations scheduled in April.

Use of Electronics Policy:

The use of cell phones is not permitted in class. Laptop computers may be used solely for the purposes of taking notes in class. Failure to observe this policy will result in a reduction of your final grade by one full letter grade.

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

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, please contact me immediately.

Classroom Conduct Policy:

You are expected to be on time to class, as you would be for an actual business meeting in private industry. You are also expected to treat your fellow students and your professor, with courtesy, politeness and respect. Disruptive behavior, including loud arguing, disrespectful or offensive language, harassment and other behaviors deemed disruptive or offensive will not be tolerated. Failure to observe this policy will result in your permanent removal from the class.

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 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, the professor's discretion or other relevant events:

Class	Coursework	Text Chapter	Case Study Due
1/8/2020	Course Introduction		
1/10/2020	NO CLASS		
1/13/2020	Brands & Brand Management	Keller: Ch. 1	
1/15/2020	Brands & Brand Management	Keller: Ch. 1	
1/17/2020	Brands & Brand Management	Keller: Ch. 1	
1/20/2020	NO CLASS		
1/22/2020	Customer Based Brand Equity & Positioning	Keller: Ch. 2	
1/24/2020	Customer Based Brand Equity & Positioning	Keller: Ch. 2	
1/27/2020	Customer Based Brand Equity & Positioning	Keller: Ch. 2	Starbucks
1/29/2020	Brand Resonance & Brand Value Chain	Keller: Ch. 3	
1/31/2020	Brand Resonance & Brand Value Chain	Keller: Ch. 3	
2/3/2020	Choosing Brand Elements to Build Brand Equity	Keller: Ch. 4	
2/5/2020	Choosing Brand Elements to Build Brand Equity	Keller: Ch. 4	
2/7/2020	NO CLASS		
2/10/2020	Choosing Brand Elements to Build Brand Equity	Keller: Ch. 4	
2/12/2020	Designing Marketing Programs to Build Brand Equity	Keller: Ch. 5	
2/14/2020	Designing Marketing Programs to Build Brand Equity	Keller: Ch. 5	
2/17/2020	Designing Marketing Programs to Build Brand Equity	Keller: Ch. 5	Target
2/19/2020	Integrating Marketing Communications to Build Brand Equity	Keller: Ch. 6	
2/21/2020	Integrating Marketing Communications to Build Brand Equity	Keller: Ch. 6	
2/24/2020	Branding in the Digital Era	Keller: Ch. 7	
2/26/2020	Branding in the Digital Era	Keller: Ch 7	
2/28/2020	Branding in the Digital Era	Keller: Ch 7	
2/26/2020	Leveraging Secondary Brand Associations to Build Brand Equity	Keller: Ch. 8	
2/28/2020	Leveraging Secondary Brand Associations to Build Brand Equity	Keller: Ch. 8	
3/2/2020	SPRING RECESS WEEK		
3/9/2020	Developing a Brand Equity Measurement & Management System	Keller: Ch. 9	got Milk?
3/11/2020	Developing a Brand Equity Measurement & Management System	Keller: Ch. 9	
3/13/2020	NO CLASS		
3/16/2020	Measuring Sources of Brand Equity	Keller: Ch. 10	
3/18/2020	Measuring Sources of Brand Equity	Keller: Ch. 10	
3/20/2020	Measuring Sources of Brand Equity	Keller: Ch. 10	
3/23/2020	Designing & Implementing Brand Architecture Strategies	Keller: Ch. 12	
3/25/2020	Designing & Implementing Brand Architecture Strategies	Keller: Ch. 12	
3/27/2020	Designing & Implementing Brand Architecture Strategies	Keller: Ch. 12	
3/30/2020	Introducing & Naming New Products & Brand Extensions	Keller: Ch. 13	
4/1/2020	Introducing & Naming New Products & Brand Extensions	Keller: Ch. 13	
4/3/2020	Introducing & Naming New Products & Brand Extensions	Keller: Ch. 13	
4/6/2020	Managing Brands Over Time	Keller: Ch. 14	Nike
4/8/2020	Managing Brands Over Time	Keller: Ch. 14	
4/10/2020	NO CLASS		
4/13/2020	Group Project Presentations		
4/15/2020	Group Project Presentations		
4/17/2020	Group Project Presentations		
4/20/2020	Group Project Presentations		
4/22/2020	Group Project Presentations		
4/24/2020	Group Project Presentations		
4/27/2020	NO CLASS		Red Bull