



BRAND INNOVATION & NEW PRODUCT STRATEGY
MKTG 3224 | Fall 2018 | T/Th 10:00-11:15 | FRIDAY 122

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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. 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 Case Pack [Click Here](#)
- Drew Boyd and Jacob Goldenberg (2014), *Inside the Box: A Proven System of Creativity for Breakthrough Results*, ISBN-13: 978-1451659290

Course Assignments

Individual Assignments (60%)

Case Preparation Quizzes (3 @50 pts each)	150 points (15%)
Snapple: Consumer Beliefs Model	100 points (10%)
Personal Positioning Statement	150 points (15%)
Brand Strategy Exam	200 points (20%)

Group Assignments (40%)

Brand Audit Project	250 points (25%)
Brand Innovation Project	150 points (15%)
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 Preparation Quizzes (3 quizzes @ 50 points each - 15%):

To bring the course concepts and frameworks to life, we will make significant use of actual case studies. Specifically, three cases will be assigned during the first half 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. While you do not need to turn in a written assessment of the case questions, at the beginning of each class, a short quiz will be administered to check your understanding of the key issues covered in each case. Each case is worth 50 points. Importantly, quizzes cannot be made up. If you miss a class, you will receive a zero for the quiz, unless prior arrangements have been made. In the event of an unforeseen emergency or illness, please contact me before class.

Snapple Case: Representation of Consumer Beliefs Model (10%):

Based on a reading of the Snapple case, you will be asked to create a visual representation of the different types of consumers in the soft-drink category using a psychographic segmentation model and, second, to be able to explain which segment best represents the Snapple consumer.

Personal Brand Positioning Statement (15%):

The techniques you will learn to use for developing a differentiated brand position are also useful to you as individuals in developing your own personal brand. In this assignment, you will complete an analysis that will allow you to develop your own personal positioning statement, that captures your own unique brand promise.

Brand Strategy Exam (20%):

An exam, given mid semester, will be administered to assess students' understanding of the concepts covered in the first half of the course.

Class Participation (bonus points)

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 will be awarded to the students at the discretion of the professor.

Group Assignments

Brand Audit Project (25%):

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 (15%):

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 assignment will be deducted a **full letter grade each day**, up to 3 days. **After 3 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.

T	21-Aug	Course Overview	
Th	23-Aug	What is a Brand/Branding?	Read: Brands and Brand Equity (HBS)
T	28-Aug	Designing Brand Strategy: Segmentation and Targeting	Read: Read Brand Positioning (HBS)
Th	30-Aug	Designing Brand Strategy: Segmentation and Targeting	
T	4-Sep	Designing Brand Strategy: Segmentation and Targeting	Read: Positioning Statements (Darden)
Th	6-Sep	Designing Brand Strategy: Segmentation, Targeting & Positioning	Prepare: Case #1 - Red Lobster
T	11-Sep	Designing Brand Strategy: Positioning	
Th	13-Sep	GUEST SPEAKER: Personal Branding	
T	18-Sep	Designing Brand Strategy: Positioning	Prepare: Case #2 - Old Spice
Th	20-Sep	Designing Brand Strategy: Positioning	
T	25-Sep	Executing Brand Strategy: Integrated Marketing Comms	Read: Mktg Comms
Th	27-Sep	Executing Brand Strategy: Integrated Marketing Comms	Due: Case #3 - Snapple
T	2-Oct	Executing Brand Strategy: Integrated Marketing Comms	
Th	4-Oct	Executing Brand Strategy: Integrated Marketing Comms	Prepare: Case #4 - Vegemite
T	9-Oct	FALL BREAK	
Th	11-Oct	Executing Brand Strategy: Integrated Marketing Comms	
T	16-Oct	Extending Brand Strategy: Brand Architecture	Read: The Key to Brand Architecture
Th	18-Oct	GUEST SPEAKER: Marketing Communications	
T	23-Oct	Designing and Executing Strategy - Exam	EXAM
Th	25-Oct	Brand Audit Projects	
T	30-Oct	Brand Audit Due - Presentations	Due: Brand Audit Project
Th	1-Nov	Brand Audit Due - Presentations	
T	6-Nov	Extending Brand Strategy: New Products & Brand Extensions	Read: Inside the Box
Th	8-Nov	Extending Brand Strategy: New Products & Brand Extensions	Read: Inside the Box
T	13-Nov	Extending Brand Strategy: New Products & Brand Extensions	Read: Inside the Box
Th	15-Nov	Extending Brand Strategy: New Products & Brand Extensions	Due: Personal Positioning Statement
T	20-Nov	Extending Brand Strategy: New Products & Brand Extensions	Read: Inside the Box
Th	22-Nov	Thanksgiving break	
T	26-Nov	Extending Brand Strategy: New Products & Brand Extensions	Read: Inside the Box
Th	28-Nov	Brand Extension Projects	
T	4-Dec	Last day of class - Course Review	
TBD		Final Exam: Brand Extension Project Presentations	Due: Brand Extension Project