

MKT445- New Product Development & Branding

Syllabus – Fall 2014:

M/W -- 10:00-11:50 am HOH 304 (Section 16494)

T/TH -- 12:00-1:50 pm BRI5 (Section 16496)

2:00-3:50 pm HOH 305 (Section 16492)

Professor: Therese Wilbur

Office: ACC 306P

Office Phone: 213-740-4790

Office Hours: W, 12:00-2:00 pm,

TH 11:00-11:30 am, 4:00-4:30 pm, and by appointment

E-mail: twilbur@marshall.usc.edu

Course Description

The MKT445 class will develop an overall understanding of how to build strong brands and introduce new products. The concept of brand equity and how to build, grow and sustain brand equity will be the focus and framework for the branding portion of the class. Additional aspects of brand management such as trademark protection and global branding are also addressed. In addition, the class examines how new product ideas are generated and tested for further development or ultimately, brought to the marketplace. Students will also be able to analyze why new products fail. The course is appropriate for students who already understand marketing fundamentals and want to develop skills and knowledge related to brand management and new product development.

Learning Objectives

The course will provide you with the cognitive processes and knowledge to:

1. Understand how to build, grow, protect and sustain global brands.
2. Understand the importance of brands and new products for both the consumer and company.
3. Evaluate brands based on the concept of brand equity and its sources.
4. Recall overall New Product Development Process (NPD) and apply 3/5 NPD steps.
5. Execute the role of a Brand Manager by evaluating a brand in the context of a Brand Audit and creating a New Product Proposal for a “real world” brand in the context of your own Brand Management Teams.
6. Develop, analyze and evaluate various forms of consumer research to measure sources of brand equity and to measure consumer response to new product concepts.

The Marshall School of Business Learning Objectives aligned with the course are:

- Students will gain factual, conceptual, procedural, and metacognitive knowledge of brand management and new product development.
- Students will apply theories, models, and frameworks to analyze new products and brands in global markets.
- Students will have knowledge of the role of the legal, competitor, and consumer environments for brands and new products.
- Students will gather, categorize, analyze, interpret, and evaluate relevant qualitative and quantitative information for the Brand Audit and New Product Proposal.
- Students will critically question problems and competing priorities in situations characterized by ambiguity and/or uncertainty related to new product development and branding cases.
- Students will demonstrate the ability to be creative and entrepreneurial in the New Product Proposal.
- Students will conduct research using a broad range of sources, synthesizing and judging the quality of collected information and support their perspective logically and persuasively.
- Students will write effectively in professional contexts and in all common business formats.
- Students will create and deliver context specific presentations and/or lead meetings individually or collaboratively.

Required Materials

The following are required to complete your assignments and prepare yourself for exams. These materials are also on reserve at the Crocker Business Library on the second floor of Hoffman Hall.

Available at the USC bookstore or other websites:

1. *Strategic Brand Management: Building, Measuring, and Measuring Brand Equity*, 4th Edition, Kevin Lane Keller, © 2013, Pearson Education, Inc.
2. *Brand New, Solving the Innovation Paradox -- How Great Brands Invent and Launch New Products, Services, and Business Models*, G. Michael Maddock, Luisa C. Uriarte, Paul B. Brown, 1st Edition, © 2011, Wiley

Students need to acquire the following through websites. They are not offered at the USC bookstore due to costs and publisher requirements:

3. *Best Practice Cases in Branding: Lessons from the World's Strongest Brands*, 3rd Edition, Kevin Lane Keller, © 2008, Pearson Education, Inc.
4. Additional Case: *Nanda Home: Preparing for Life After Clocky*, Ofek, Avery, Harvard Business School case (9-511-134); download directly from hbsp.harvard.edu.

On-line Sources:

5. Access to Blackboard. All course content will be added to Blackboard (<http://learn.usc.edu>) as the class progresses. In addition, all Course Assignments will be posted under "Assignments" on Blackboard for reference. Please contact x03000 (Marshall Help Desk) if you do not know your USC account name and password or if you have any trouble accessing material from this class.
6. Access to Marshall Library's databases and resources.
7. Access to industry and business publications such as, BRANDWEEK.com, through the internet.

Prerequisites and/or Recommended Preparation:

BUAD 307-- Marketing Fundamentals

Course Notes:

All class information and slides will be posted to Blackboard. For acceptable usage, refer to Class Notes Policies.

Grading Policies:

Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target or curve, but on your performance. Historically, the average grade for this class is about a B+. Three items are considered when assigning final grades:

1. Your average weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible).
2. The overall average percentage score within the class.
3. Your ranking among all students in the class.

ASSIGNMENTS AND GRADING DETAIL:

<u>Individual Total:</u>		<u>55%</u>	<u>550 Points</u>
Mid-term Case Exam		15%	150 Points
Case Assignments & Discussion		10%	100 Points
Cumulative Final Exam		25%	250 Points
In-Class Participation		5%	50 Points
<u>Group Total:</u>		<u>45%</u>	<u>450 Points</u>
Brand Audit + Peer Evaluation impact		20%	200 Points
Course Capstone Project: New Product Proposal + Peer Evaluation impact		25%	250 Points
Course Total		100%	1000 Points

Assignment Submission Policy:

Assignments are due on the date assigned, before class begins and in hard copy form (and sometimes in ecopy form). Late project assignments have a 25% penalty per day. No late case assignments are accepted.

ASSIGNMENT OVERVIEW:

CRITICAL THINKING: ALL assignments are designed to develop and strengthen your Critical Thinking skills to make you a more successful problem solver. This supports a key USC Marshall Learning Goal and initiative. During the course of the semester, you will be directed to a website and specific learning modules that will provide you with references supporting this learning goal.

Case Assignments = 5%, Case Discussion = 5%

- Cases allow you to step into the role of a Brand Manager and think analytically and creatively.
- To insure you are prepared for our 5 case discussions and keeping up with the course concepts, you will be required to complete 1-2 pages of case questions posted to Blackboard.
- Case assignments are required in typed form and you need to bring 2 copies to class for each discussion. Each assignment is worth 1% and graded as pass/fail. Hand written or minimally complete assignments receive 0% credit.
- You must be present for a case discussion to earn credit. Each discussion is worth 1%.
- **Sorry, NO LATE CASE ASSIGNMENTS CAN BE ACCEPTED since the answers are discussed in class that day. Any exceptions to this policy (medical emergencies) require written documentation and completion of a substitute assignment.**

Exams = 40%; Mid-term Case Exam = 15%; Cumulative Final Exam =25%

- A study guide will be given prior to the exam, along with details on the format.
- I provide all Blue Books. You need to bring a pen.
- Notes, books, calculators, cell phones, PDAs or other aids are NOT allowed during exams. I am available during all exams to answer questions on non-marketing word translations and for clarification.
- Issues with exam scoring need to be discussed with me within 1 week of returning the exam.

Exam Make-up Policy

- Make-up exams are penalized 25% and must be re-scheduled within 24 hours of the missed exam date (except for documented medical emergencies).
- A student will be considered taking a late exam if he/she begins the exam after the first student has completed an exam at the scheduled time.

Religious Holidays

- Religious Holidays and associated travel plans are well known in advance. If you require accommodations due to conflict with a religious holiday, I expect you to notify me at least 7 days in advance. Failure to follow this policy will result in stated penalties noted above.

In-Class Participation = 5%

- There will be participation exercises given throughout the semester, most being unannounced.
- Completing each participation exercise is worth 5 points.
- Active, positive and quality contributions to class discussions, in-class exercises, or bringing in outside examples are encouraged throughout the semester and may be assigned "points" at my discretion. You cannot earn more than 50 points.
- Unannounced absences receive no points. Scheduled absences have the opportunity to make-up participation points by bringing in outside examples for case discussions. There are no "retro-active" points allowed. You need to sign the participation roster the same class day.

ASSIGNMENT OVERVIEW—GROUP PROJECTS

The Brand Audit and New Product Proposal = 45%

- Students will form a Brand Management Team of 4-5 students and select a “real world” brand for both the Brand Audit and New Product Proposal.
- I will form teams based on diversity guidelines communicated in class.
- **To insure integrity and fair competition, NO brands may be duplicated between the 3 class sections and NO brands can be duplicated from the prior academic year’s classes. A list of excluded brands will be provided.** Each team will develop a first, second and third choice from their brand selection and brands will be “awarded” based on a lottery between the class sections.
- **Brands must be existing brands (no fictional or yet to be launched brands allowed).** No illegal or illicit products. Alcohol or tobacco brands are not permitted. No fantasy technology.
- It is recommended that brands be publicly held and based on product, service or product/service combinations, and targeted to a consumer segment you have easy access to.
- Projects are due on the assigned date/time or a 25% penalty per day applies.

The Brand Audit= 20%

The Brand Audit is a project that will help you understand your brand from the consumer perspective and its sources of equity. Key parts of the project are, but not limited to:

- Define your brand’s positioning in your product category based on a consumer target.
- “Audit” the strength of your brand in terms of how it builds and manages its brand equity. Using the Customer Based Brand Equity Model, you will evaluate and outline its current sources of brand equity FROM your consumer target’s perspective during your primary research.
- Conduct primary research with a representative sample of your consumer segment and with a minimum of 50 completed, qualified consumer surveys (excluding marketing concentrations).
- Your Brand Management Team needs to hand-in a hard copy and ecopy of not more than 30 slides, excluding the Appendix. All primary research must be documented in the Appendix.

Course Capstone Project: The New Product Proposal=25%

The New Product Proposal (NPP) allows your team to experience 3/5 steps in the New Product Development process. The NPP builds upon The Brand Audit and all the concepts learned in the course, therefore it is a capstone project as your final assignment.

The parts of the project are:

- Brainstorming 3 potential new product concepts, along with providing consumer/brand rationale and product design rationale for each.
- Concept testing potential new product concepts. Both qualitative and quantitative primary research must be conducted. More details provided in class.
- Developing a management recommendation on which New Product Concept or revision of should be explored or not explored further AND how it fits or does not fit with your brand.
- Your Brand Management Team needs to hand-in a hard copy and ecopy of their New Product Proposal in a maximum of 45 slides, including exhibits. All primary research must be documented in an Appendix.
- Additionally, each Brand Management Team will present their New Product Proposal to the class on an assigned date within an allocated time. ALL Brand Team members must be present during their final presentation or the absent team member receive 0 credit for the presentation grade.

Peer Evaluations

A Peer Evaluation Process occurs after each group project. The process is put into place to insure all members are contributing fairly and consistently throughout the group project.

Group members will evaluate other members' quantity and quality of contributions (not their own). If group evaluations are **consistently** below 100% (from 2 or more group members) and have strong rationale, then the average of the members' feedback will be used to determine the conversion from team grade to individual grade for that member, based on final approval by me. Final team grades will be converted to individual grades based on the following scale:

Final Team Evaluation	Conversion from Team to Individual Grade
90-95%	-5%
85-89%	-7%
80-84%	-10%
75-79%	-12%
70-74%	-15%
Less than 70%	-20% & Professor Meeting Required

Following the completion of the Brand Audit and the New Product Proposal, each member of the Brand Management Team will be required to complete a peer evaluation assessing each member's contributions. For example, if the team scores 90% on a project, but 2 or more teams member indicated a student contributed at a level of 80%. Therefore, this student would receive a final grade of 80%, or 10% less than the team grade. Any changes to your grade based on the peer evaluation process will be communicated to you via email.

If you miss the deadline, I will penalize your grade for the relevant group project -1% per day until I receive a completed peer evaluation form. Any issues with peer evaluation grading need to be communicated to me within 3 days of receiving your grade.

Brand Management Team Protocol

To insure each Brand Management team is functional, the following guidelines apply.

Brand Management Team Director Role

- Each team is required to have a Director with prior college level directorship experience. The Director is automatically appointed the team's leader.
- The Directors can self-nominate themselves, but are interviewed and selected by the Professor. Directors can also be appointed by the Professor.
- To insure Directors meet the team's expectations, Directors are graded identically in the Individual Peer Evaluation Process.
- To reward Directors for their extra responsibilities, Directors will receive extra credit of (+5%) added to their GROUP only grades for both the Brand Audit and New Product Proposal projects, but not more than 100% is allowed. ***This extra credit is NOT rewarded to Directors receiving 2 or more negative peer evaluations for a project.***
- Directors have the privilege of using the title of "Brand Management Team Director" on their resumes.

Director responsibilities include:

1. Fostering a professional, productive, and open team environment.
2. Maximizing the team's performance for each project. This requires:
 - Leveraging each member's strengths
 - Allowing for a fair allocation of work
 - Motivating the team
 - Scheduling team meetings to be inclusive of team members and insuring work is well organized
3. Assisting with the process of Trades, Reprimands and Firings.

Team Trades

Members (but not Brand Team Directors) of any team may negotiate a trade by the deadline indicated on the weekly schedule. Requesting a trade will have no effect on the evaluation of the person requesting one. A student requesting a trade to another team must:

- Submit his/her request in writing to each of the Team Directors (from/to) and the Professor.
- The request must indicate your substitute and have approval of the other student who is trading with you.
- The request must articulate the specific reason(s) why s/he is requesting the trade.
- All trades will be considered and approved/disapproved jointly by the Team Directors and the professor, however, a transfer does not need unanimous consent to be approved.

Reprimands

- **A minimum of 2 team members must FIRST communicate the need for performance improvement directly to the lagging team member, both verbally and via email. In addition, the Director and Professor should be copied on the email.**
- If there is no performance improvement in 1 week, then the team members may decide to issue an official reprimand.
- Any Brand team member may receive a reprimand from other team members or the Professor.
- All reprimands must be approved and issued from the Professor.

Firings

- Any brand team member that receives 2 reprimands during the course of the semester is automatically fired from a team.
- **Anyone who is fired will receive zero credit for the group project and will fail the class.**
- Each group project must be completed to pass the course because each project achieves multiple learning objectives for the class.

Evaluation of Your Work:

You may regard each of your assignments as an “exam” in which you apply what you’ve learned according to the assignment. I will do my best to make my expectations for the various assignments clear and to evaluate them as fairly and objectively as I can. If you feel that an error has occurred in the grading of any assignment, you may, within one week of the date the assignment is returned to you, write me a memo in which you request that I re-evaluate the assignment. Attach the original assignment to the memo and explain fully and carefully why you think the assignment should be re-graded. Be aware that the re-evaluation process can result in three types of grade adjustments: positive, none, or negative.

MARSHALL GUIDELINES

Add/Drop Process

If you are absent six or more times prior to Nov. 14th (the last day to withdraw from a course with a grade of “W”), I may ask you to withdraw from the class by that date. These policies maintain professionalism and ensure a system that is fair to all students.

Retention of Graded Coursework

Final exams and all other graded work which affect the course grade will be retained for one year after the end of the course **if** the graded work has not been returned to the student (i.e., if I returned a graded paper to you, it is your responsibility to file it, not mine).

Technology Policy

Laptop and Internet usage is not permitted during academic or professional sessions unless otherwise stated by the respective professor and/or staff. Use of other personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions. ANY e-devices (cell phones, PDAs, I-Phones, Blackberries, other texting devices, laptops, I-pods) must be completely turned off during class time. Upon request, you must comply and put your device on the table in off mode and FACE DOWN. You might also be asked to deposit your devices in a designated area in the classroom. Videotaping faculty lectures is not permitted due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

Statement for Students with Disabilities

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. For more information visit www.usc.edu/disability.

Statement on Academic Integrity

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. *SCampus*, the Student Guidebook, (www.usc.edu/scampus or <http://scampus.usc.edu>) contains the University Student Conduct Code (see University Governance, Section 11.00), while the recommended sanctions are located in Appendix A.

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Class Notes & Materials Policy

Notes or recordings made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from the student's membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated or in any way displayed for use in relationship to the class, whether obtained in class, via email or otherwise on the Internet, or via any other medium. Actions in violation of this policy constitute a violation of the Student Conduct Code, and may subject an individual or entity to university discipline and/or legal proceedings.

No recording and copyright notice. No student may record any lecture, class discussion or meeting with me without my prior express written permission. The word "record" or the act of recording includes, but is not limited to, any and all means by which sound or visual images can be stored, duplicated or retransmitted whether by an electro-mechanical, analog, digital, wire, electronic or other device or any other means of signal encoding. I reserve all rights, including copyright, to my lectures, course syllabi and related materials, including in class exercises and worksheets, study guides, summaries, PowerPoint's, case paper questions and analysis, project formats, prior exams, answer keys, and all supplementary course materials available to the students enrolled in my class whether posted on Blackboard or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites. Exceptions are made during the semester only for students who have made prior arrangements with DSP and me.

Students are expected to be familiar with USC's Academic Integrity Policies (i.e., copying, fraudulent possession of an exam, plagiarism, submission of purchased papers, submitting the same assignment to more than one instructor) and be aware of recommended sanctions (i.e., F for the course, suspension or expulsion) associated with violating such policies. See Appendix A in the SCAMPUS Guidebook for more detail.

Emergency Preparedness/Course Continuity

In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies.

Please activate your course in Blackboard with access to the course syllabus. Whether or not you use Blackboard regularly, these preparations will be crucial in an emergency. USC's Blackboard learning management system and support information is available at blackboard.usc.edu.

Course Advisory

Students need to be flexible and open to the learning process. Additional readings and/or assignments may be added at the discretion of the professor. Furthermore, unforeseen circumstances may arise which mandate changes in the content and/or structure of the course.

COURSE CALENDAR/CLASS SESSIONS

Please refer to the separate course calendar.

MKT 445 Excluded Brands for Fall 2014

Brands A-M	Brands N-Z
5 Hour Energy	Nestle Tollhouse Chocolate
Apple	Netflix
Beats by Dre Headphones	NIKE
Ben & Jerry's Ice Cream	Penny Skateboards
Chick-fil-a	Pinkberry Yogurt
Chipotle	Red Bull
Cliff Bar	Snapple
Clocky	Snickers
Five Guys burgers	Sour Patch Kids
Go Pro	Spotify
H&M	Target
Herschel Backpacks	Vans
Intel	Vitamin Water
Jamba Juice	YouTube
Las Vegas	
Lay's Potato Chips	
Monster Energy Drink	

Following pages:

Appendix 1: Marshall Learning Goals Assessment for this course

Marshall Undergraduate Program Goals			
Goal	Program Learning Goal Description (and specific selected sub-goals)	Emphasis/ Relation to Course Objectives	Relevant Course Topics
1	<p>Our graduates will understand types of markets and key business areas and their interaction <i>to effectively manage different types of enterprises</i>.</p> <p>Specifically, students will:</p> <p>1.1 Demonstrate foundational knowledge of core business disciplines, including business analytics and business economics</p> <p>1.2 Understand the interrelationships between functional areas of business so as to develop a general perspective on business management</p> <p>1.3 Apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets)</p> <p>1.4 Show the ability to utilize technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices</p>	High (Course learning objectives 1 to 6)	Brand Managements Brand Equity Perceptual Mapping Mental Mapping Customer Based Brand Equity Model New Product Development Qualtrics, Excel
2	<p>Our graduates will develop a global business perspective. They will understand how local, regional, and international markets, and economic, social and cultural issues impact business decisions <i>so as to anticipate new opportunities in any marketplace</i>.</p> <p>Specifically, students will:</p> <p>2.1 Understand how local, regional and global markets interact and are impacted by economic, social and cultural factors.</p> <p>2.2 Understand that stakeholders, stakeholder interests, business environments (legal, regulatory, competitor) and business practices vary across regions of the world.</p>	High (Course learning objectives 1 to 5)	5 Case Assignments & Discussions Brand Management Brand Equity Brand Positioning & Mantra Brand Elements New Product Development Process
3	<p>Our graduates will demonstrate critical thinking skills <i>so as to become future-oriented decision makers, problem solvers and innovators</i>.</p> <p>Specifically, students will:</p> <p>3.2 Critically analyze concepts, theories and processes by stating them in their own words, understanding key components, identifying assumptions, indicating how they are similar to and different from others and translating them to the real world</p> <p>3.3 Be effective at gathering, storing, and using qualitative and quantitative data and at using analytical tools and frameworks to understand and solve business problems</p> <p>3.4 Demonstrate the ability to anticipate, identify and solve business problems. They will be able to identify and assess central problems, identify and evaluate potential solutions, and translate a chosen solution to an</p>	High (Course learning objectives 1 to 6)	All class concepts 5 Case Assignments & Discussions Brand Audit New Product Proposal 2 Exams Qualitative and Quantitative Research In class exercises
4	<p>Our graduates will develop people and leadership skills to promote their effectiveness as <i>business managers and leaders</i>.</p> <p>Specifically, students will:</p> <p>4.1 Recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors).</p> <p>4.2 Recognize, understand and analyze the roles, responsibilities and behaviors of effective managers and leaders in diverse business contexts e.g., marketing, finance, accounting.</p> <p>4.3 Understand factors that contribute to effective teamwork.</p>	Moderate (Course learning objectives 2, 4, 5)	Brand Team Projects: Brand Audit New Product Proposal Role of brands 5 Case Discussions
5	<p>Our graduates will be effective communicators <i>to facilitate information flow in organizational, social, and intercultural contexts</i>.</p> <p>Specifically, students will:</p> <p>6.1 Identify and assess diverse personal and organizational communication goals and audience information needs.</p> <p>6.2 Understand individual and group communications patterns and dynamics in organizations and other professional contexts.</p> <p>6.3 Demonstrate an ability to gather and disseminate information and communicate it clearly, logically, and persuasively in professional contexts.</p>	High (Course learning objectives 3 to 6)	Brand Audit New Product Proposal & Presentation 5 Case Assignments & Discussions In-class exercises

Goals Not Explicitly Covered In This Course <i>(Move any goal from above that is not explicitly covered in your course to the section below; you don't have to add any emphasis, or relevant course topic [delete this line]).</i>	
6	Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities <i>and aspire to add value to society.</i> <i>Specifically, students will:</i> 5.1 Understand professional codes of conduct 5.2 Recognize ethical challenges in business situations and assess appropriate courses of action