

The University of North Carolina at Greensboro
The Department of Consumer, Apparel, and Retail Studies

CRS 570 Apparel Brand Management (3 credits) *Online*

Faculty: Dr. B. Jin (212 Stone, b_jin@uncg.edu)

Office Hours: Wed 4:00-5:00pm or by appointment.

Graduate Assistant: Ms. Chloe Shin (361 Stone, d_shin@uncg.edu)

Office Hours: By appointment

Prerequisites: CRS 321 for undergraduates; Graduate student standing

Course Description: All aspects of managing an apparel brand portfolio, including creating and positioning the brand, establishing brand equity and differentiation, and providing a brand experience for global apparel consumers.

Required Texts/Readings/References

- Required: Hameide, K. (2011). *Fashion branding unraveled*. New York, NY: Fairchild.
- Supplementary: D'Arienzo, W. (2016). *Brand management strategies: Luxury and mass markets*. New York, NY: Bloomsbury.
- Supplementary: Kapferer, J. N. (2012). *The new strategic brand management: advanced insights & strategic thinking* (5th ed.). Kogan Page.
- Supplementary: Aaker, D., & Joachimsthaler, E. (2000). *Brand leadership*. New York, Free Press.
- Other reading materials of academic article and case studies will be posted on the Canvas.

Student Learning Outcomes

Upon completion of the course, *both undergraduate and graduate students* should be able to:

1. Describe the concepts related to brand management, including brand equity and brand extension.
2. Identify challenges and opportunities faced by global apparel brand companies.
3. Critically assess the contribution of branding to gaining competitive advantage within the global apparel industry.
4. Analyze the brand management strategies of apparel firms.
5. Assess the factors important to consumers when interacting with brands.

In addition to the above, *graduate students* should be able to:

1. Develop strategies for brand development and management within the global apparel marketplace based on the synthesis of market, company and consumer environments.
2. Integrate theories and concepts and provide strategic solutions for the identified problems in the apparel brand management.

Teaching Methods and Assignments for Achieving Learning Outcomes

This is an online course. Lectures will be provided through Canvas. Each week consists of i) understanding the major concepts of apparel brand management through PPT lecture, and ii) discussion of reading articles/lecture.

Assignments for Achieving Learning Outcomes for both Undergraduate and Graduate ____

Note: Each week starts Monday at noon (12pm) EST when the instructor posts the week's PowerPoint lecture and other related materials and ends Sunday at midnight EST (i.e., Sun 11:59pm), with the exception of Week 2, which starts Jan. 16 (Tues) because of the observance of MLK day on Jan 15. For example, Week 1 starts Jan. 8 (Mon) at noon (12pm) and ends Jan. 14 (Sun) at midnight. Students will need to post questions and responses during this time frame each week to earn full points. All work is to be turned in electronically in the format indicated and by the date and time posted for each assignment on Canvas.

1. **Discussion on lecture** (110pts = 5pts/discussion question x 2 discussion questions/week x 11 weeks with lecture): Students are expected to participate in online discussion much like they would in a face-to-face class. PowerPoint lecture notes will be posted by instructor by Monday noon (12:00pm) each week. Students are expected to read assigned chapters and understand the Powerpoint lecture notes and participate in discussion about the lecture. Instructor will post two discussion questions related to the lecture to be discussed. For each question, you must post your own response to each question (3pts x 2 questions= 6pts) by mid-week (Wed or Thurs) plus at least one response/question to one of your classmate's posts (2pts x 2 questions = 4pts). Each week, you will receive 10pts for participating in case/article discussion.
2. **Discussion on case/reading article** (60pts = 5pts x 12 reading articles): We will discuss one case or reading article related the topic each week. Only Wk 5 has two articles to read. The instructor will post one discussion question from the case/article to be discussed. Same as the above, you must post your own response to the weekly topic discussion question (3pts) plus at least one response/ question to one posting of your peers (2pts). Each week, you will receive 5pts for participating in case/article discussion.

In grading the above #1 and #2 discussion, both quantity and quality of participation will be evaluated. Just a simple response such as "I agree with you" "I like your idea" and "Very good point" will not count. Your responses should include your thinking paths (i.e., why you agree/disagree, etc.). The instructor will monitor and interject in discussions as needed.

To facilitate the discussion above, students will be assigned into a group of roughly ten students and the group members will be shuffled about three times in this semester to allow for more interaction.

Note: Please be aware that you cannot post your responses after 11:59pm on Sunday each week. This means no late posting is accepted and you will receive 0 points for late postings. Students are given one full week to post, so I encourage you to post ahead of time to account for possible technical issues or other conflicts. Also, please be aware that you are more likely to encounter technical issues if you try to upload your post on Sunday due to the high number of students trying to post during this time.

Note: If you use iPad, iPhone or Mac, you may not be able to see peers' postings. Please understand that not responding to peers' posts because you cannot see peer postings from iPad, iPhone or Mac does not serve as an excused reason for not posting.

3. Brand Portfolio Assessment (group project for undergraduate students, individual project for graduate students) (120pts): An assessment of an existing brand portfolio is required. This will take the form of a written report and PowerPoint presentation. This is a group project for undergraduate students and an individual project for graduate students. Choose an apparel company and analyze their brand portfolio. Choose either an American or a global apparel company that has at least two brands in their brand portfolio such as Gap Inc., L Brands, Jones Group, VF Corp, PVH Corp., Inditex Inc., Abercrombie & Fitch, Hanesbrands Inc., Renfro Corporation, Nike, Urban Inc, Ann Inc, Levi Strauss & Co., etc. (e.g., Gap Inc. has multiple brands within their company). You can choose a retail company like TJX or Macy's, and treat the retail brand (e.g., TJX) as a brand within the company's brand portfolio. There are three components of the final project with separate due dates throughout the semester. These due dates are specified in the topic outline/calendar table of this syllabus. Detailed evaluation rubrics will be provided.

Component 1 (30pts): Overview on an apparel company and their brand portfolio
(Company history, target market, positioning for each brand, etc.)

Component 2 (30pts): Analysis of each brand in the brand portfolio in terms of market performance.

Component 3 (40pts): Integrative assessment of factors related to the market performance and suggestion for future direction.

All Components (20pts): Final brand portfolio assessment paper

PPT and presentation (10pts): PowerPoint presentation file with audio

* Group formation: For undergraduate students, you will need to form a group of three with one member designated as the leader. Email information about group members and group leader to the GA of this class - Ms. Chloe Shin (361 Stone, d_shin @uncg.edu) by the end of Week 2 (Sunday, Jan. 21 at 11:59pm). The group leaders will be responsible for coordinating group meetings, collaboration, communication, etc.; accordingly, they will receive 3 extra points (pending on group members' evaluation).

* Peer evaluation for group members: All group members are expected to contribute conscientiously to the group project. To facilitate group collaboration, each group member's participation will be evaluated through peer evaluation. These rubrics for evaluating your group members will be given to you. Each group member's points for the group project will be adjusted based on peer evaluations.

* Non-participatory group members: Your group can kick non-participatory group members out of your group. Group members who are kicked out will receive 0 point for assigned group projects. This action will require clear communication with the instructor/GA about the member's non-participation with solid evidence. Please note that you cannot kick out a group member just before a due date. It is your responsibility to clearly communicate with your group members in advance if you have personal issues or emergency that prevent you from contributing to your group project.

* Format for brand portfolio analysis report: Your paper should be 15-20 pages long including everything using 12 Times New Roman font and 1.5 line space with 1 inch margin on all sides. Your paper should begin with a cover page (title of the project, name) and a table of contents, a list of tables and figures (each of the former items should have a separate page regardless of its length), and should end with a reference list (APA style). Please carefully review and proof read

prior to submission. Papers will be expected to be error-free (spelling, grammar, punctuation, and content). You need to refer at least ten sources and these sources need to be listed in the reference list. Citing only web links will result in losing points. Please note that plagiarism will be checked with the function of turnitin available at Canvas. If your work is substantially identical from previous works, instructor has a right to give you “0” point for the assignment.

4. **Two exams (a midterm and a final) (75pts each=150pts):** Each exam will cover assigned textbook readings and concepts presented from the textbook during lectures. Questions will be a combination of multiple choice, short answer and essay, with an additional essay component for graduate students. Detailed instruction for exam administration will be provided. No make-up exams will be given unless there is an emergency. However, emergencies must be verified through legal/official sources (letter from a doctor/funeral home, etc.) within one week of the exam.

Evaluation

Discussion participation on lecture note	110 pts
Discussion participation on cases	60 pts
Brand portfolio analysis (Report)	120 pts
Brand portfolio analysis (Presentation)	10 pts
Mid-term exam	75 pts
<u>Final exam</u>	<u>75 pts</u>
Total	450pts

Final Grades

A+ = 437-450	A = 419-436	A- = 405-418
B+ = 392-404	B = 374-391	B- = 360-373
C+ = 347-359	C = 329-346	C- = 315-328
D+ = 302-314	D = 284-301	D- = 270-283
F = 269 or below		

Academic Integrity Policy

Each student is required to sign the Academic Integrity Policy on all major work submitted for the course. Refer to the following URL: <http://sa.uncg.edu/handbook/academic-integrity-policy/>

Policy on Late Submission

If your assignment is submitted late, 20% of the assigned grade for that particular assignment will be deducted. Another 20% of the assigned grade will be deducted each day after the due date.

Tentative Cases/Reading Article List

Wk 2 (Jan 15-Jan 21). What is brand? What is brand equity? Why branding is so strategic? _____

McColl, J., & Moore, C. (2011). An exploration of fashion retailer own brand strategies. *Journal of Fashion Marketing and Management*, 15(1), 91-107.

Wk 3 (Jan 22-Jan 28). Creating brands: The brand decision, brand identify, positioning _____

Ross, J., & Harradine, R. (2011). Fashion value brands: The relationship between identity and image. *Journal of Fashion Marketing and Management*, 15(3), 306-325. (Tesco case)

Wk 4 (Jan 29-Feb 4). Building brands: Communication, co-branding

Carroll, A. (2009). Brand communications in fashion categories using celebrity endorsement. *Journal of Brand Management*, 17(2), 146-158.

Wk 5 (Feb 5-Feb 11). Building brand beyond advertising

Masè, S., & Cedrola, E. (2017). Louis Vuitton's art-based strategy to communicate exclusivity and prestige. In B. Jin & E. Cedrola (Eds), *Fashion brand internationalization: Opportunities and challenges*, New York, NY: Palgrave Macmillan.

Childs, M., & Jin, B. (2018). Nike: An Innovation Journey. In B. Jin & E. Cedrola (Eds), *Product innovation in the global fashion industry*, New York, NY: Palgrave Macmillan.

Wk 6 (Feb 12-Feb 18). Brand architecture and brand portfolio

Chailan, C. (2010). From an aggregate to a brand network: A study of the brand portfolio at L'Oreal. *Journal of Marketing Management*, 26(1-2), 74-89.

Wk 8 (Feb 26- Mar 4). Growth strategies through brand extension

Stankeviciute, R., & Hoffmann, J. (2010) The impact of brand extension on the parent luxury fashion brand: The cases of Giorgio Armani, Calvin Klein, and Jimmy Choo. *Journal of Global Fashion Marketing*, 1-2, 119-128.

Wk 10 (Mar 5-Mar 11). Why brands fail?

Lewis, R. (2017, October 10). The rise & still-falling iconic American brand. *The Robin Report*. Retrieved from http://www.therobinreport.com/the-rise-still-falling-iconic-american-brand/?utm_source=The+Robin+Report&utm_campaign=537309b3eb-The+Rise%26Still-Falling+American+Brand_2017_10_10&utm_medium=email&utm_term=0_e90268c709-537309b3eb-229116393

Wk 11 (Mar 12-Mar 18). Brand repositioning, relaunching & revitalization

Smith, R. A. (2017, September 3). Calvin Klein tests its luxury line's staying power. *The Wall Street Journal*. Retrieved from <https://www.wsj.com/articles/calvin-klein-tests-its-luxury-lines-staying-power-1504436405>

Wk 12 (Mar 26 – Apr 1). Luxury branding

Tokatli, N. (2012). Old firms, new tricks and the quest for profits: Burberry's journey from success to failure and back to success again. *Journal of Economic Geography*, 12, 55-77.

Wk 13 (Apr 2-Apr 8). Experiential branding

Borghini, S., Diamond, N., Kozinets, R. V., McGrath, M. A., Muniz, A. M. Jr., & Sherry, J. F., Jr. (2009). Why are themed brandstores so powerful? Retail brand ideology at American Girl Place. *Journal of Retailing*, 85(3), 363-375.

Wk 14 (Apr 9-Apr 15). Global branding

Vianelli, D., Pegnan, G., & Valta, M. (2016). Diesel: An Unconventional, Innovative, International Lifestyle, Italian Company. In B. Jin & E. Cedrola (Eds), *Fashion brand internationalization: Opportunities and challenges* (pp. 1-30), New York, NY: Palgrave Macmillan.

TOPIC OUTLINE/CALENDAR:

Week/Dates	Topic	Chapter	Case/Article	Due
1 (Jan 8-Jan 14)	Introduction and course overview	-	-	-
2 (Jan 16-Jan 21) ¹	<u>Part I. Understanding brand</u> What is brand? What is brand equity Why branding is so strategic?	Hameide Ch. 1 Kapferer Ch. 2	• McColl & Moore (2011)	
3 (Jan 22-Jan 28)	<u>Part II. Creating, building and sustaining brands</u> Creating brands: The brand decision, brand identity, positioning	Hameide Ch. 2	• Tesco	
4 (Jan 29-Feb 4)	Building brands: communication, co-branding	Hameide Ch. 3	• Carroll (2009)	Brand Portfolio #1 (Feb 4. Sun. 11:59pm)
5 (Feb 5-Feb 11)	Building brand beyond advertising	Aaker & Joachimsthaler . Ch. 9	• Louis Vuitton • Nike	
6 (Feb 12-Feb 18)	Brand architecture and brand portfolio: achieving clarity, synergy and leverage	Aaker & Joachimsthaler . Ch. 5		
7 (Feb 19-Feb 25)	Mid-term exam	-	-	Choose two hr. block between Feb 23 (Fri) 11:59am and Feb24 (Sat) 11:59am
8 (Feb 26-Mar 4)	Growth strategies through brand extension	Hameide Ch. 3	• Armani, CK & Jimmy Choo	Brand Portfolio #2 (Mar 4.Sun. 11:59pm)
9 (Mar 5-Mar 11)	Spring Break (No Class)			
10 (Mar 12-Mar 18)	<u>Part III. Revitalizing brands</u> Why brands fail?	Hameide Ch. 3	• Sears	
11 (Mar 19-Mar 25)	Brand repositioning, relaunching & revitalization	Hameide Ch. 3 Kapferer Ch.16	• Calvin Klein	
12 (Mar 26- Apr 1)	<u>Part IV. Special topics in branding</u> Luxury branding	Hameide Ch. 4	• Burberry	
13 (Apr 2-Apr 8)	Experiential branding	Hameide Ch. 8	• American girl place	Brand Portfolio #3 (Apr 8. Sun. 11:59pm)
14 (Apr 9-Apr 15)	Global branding		• Diesel	
15 (Apr 16-Apr 22)	Final exam	-	-	Choose two hr block between Apr 20 (Fri) 11:59am and Apr 21 (Sat) 11:59am
16 (Apr 23- Apr 29)		-	-	All components of brand Portfolio (Apr 29, Sun, 11:59pm)