MARK5813
Product Development and Brand Management

Pam Morrison

Session 1, 2005
Lecturer Pam Morrison, BEcon, MCom, PhD
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Consultation Time Mondays 3.00-4.00pm
Wednesdays 5.00-6.00pm
or by appointment

Lecture Times Mondays 6.00- 8.00pm OR 6.00- 9.00pm as scheduled in the course timetable (p9) in RC Theatre
Tutorials either 5.00-6.00pm OR 8.00- 9.00pm on dates as scheduled in the course timetable (p9) in RC Theatre

Textbook "New Products Management", by Crawford & Di Benedetto

Lecture notes/ notices
WebCt facilities will be used throughout this course. Only students officially enrolled in this course can gain access to these facilities through the site: http://www.webct.unsw.edu.au

This site will be used in a number of ways:
➢ Distribution of lecture notes
➢ Announcements and messages regarding the course.
➢ Links to useful sites.

CONTENTS: Course Overview, Structure and Expectations
Assessment Details
Course Timetable
Other Administrative Matters & Support Materials
Course Overview

New products and services are crucial to successful growth and increased profits in many industries. Our goal is to help you learn how to develop and market new products and services in both the private and public sectors. Whether you are a vice president in charge of a new venture team, a consultant to government, an entrepreneur looking to enter a new market, a market researcher, or a young executive, at some point in your career you will be called upon to make new product or new service decisions. Your tasks may be to decide which market to enter, how to enter it, how to physically design a product/service, or how to build an image around the product/service. Alternatively you may be asked to set corporate strategy by selecting the mix of products/services your firm offers. In any case, you will want to know what can be done and how to do it.

After finishing the course, you should be able to:

1. Follow the basic steps in opportunity identification, design, testing, implementation, and defence;
2. Know what questions to ask and which questions can be answered;
3. Know how to read and interpret new product market research;
4. Enhance your own creativity with research information and idea generating techniques;
5. Define the product and put together its marketing mix;
6. Test the product/service and marketing mix in pretest and/or test market; and,
7. Monitor and refine the product/service and marketing mix as it flows from test market to national introduction.

Course Structure

The instruction method will be a mix of lectures, case studies and industry guests. A new product development assignment will be given to reinforce the course material and to provide a realistic example of how new products/services are designed, tested, and launched.

The course will follow a time line similar to that faced by a firm developing a new product/service. The lectures will present the analysis techniques and evaluate managerial options associated with new products/services. Whenever possible, examples of actual market research and resulting strategy will be used to illustrate the course material. Industry guests will be used to give a practical perspective to the theoretical material.

Expectations

Students in this course will be expected to:

- Do required reading before lecture
- Participate in all class discussions and exercises
- Hand all work in on time and present it according to directions
- Contribute equally to all group work
- Attend at least 80% of classes and tutorials. Falling below this level will greatly inhibit a student’s learning from this subject.
Assessment

<table>
<thead>
<tr>
<th>Assessment Component</th>
<th>Due Date</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Examination</td>
<td>In formal examination period</td>
<td>40</td>
</tr>
<tr>
<td>Mid-session Quiz</td>
<td>18 April (week 7)</td>
<td>10</td>
</tr>
<tr>
<td>Case presentation &amp; write-up (group)</td>
<td>Throughout session</td>
<td>10</td>
</tr>
<tr>
<td>Case write-up (individual)</td>
<td>Throughout session</td>
<td>10</td>
</tr>
<tr>
<td>Project (group)</td>
<td></td>
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<tr>
<td>Report</td>
<td>30 May (week 13)</td>
<td>(20)</td>
</tr>
<tr>
<td>Presentation</td>
<td>30 May/6 June (week 13/14)</td>
<td>(10)</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

**NOTES:**
- *You are required to pass the individual component of the course in order to pass the course.* This means that if you do not get 30 or more out of 60 for the individual component (ie final exam + mid-session quiz + individual case write-up), your individual component percentage will become your mark for the course.
- *Students must be present for their own group presentations in order to gain presentation marks.*

1. **Final Exam**
The final exam will take place in the formal examination period at the end of the session (17/6/05 – 5/7/05). It will be a 3 hour, closed book exam. It will draw on work covered in lectures, discussions, guest speakers, videos and the project. The structure of the exam will be discussed in the last weeks of the session.

*All students are expected to sit for the final exam at the specified time.*

If you cannot sit for the final exam, you must lodge a Special Consideration Form with the Registrar (not SoM staff) and you will be notified by the registrar of the decision.

**NOTE:** You only have 3 days from the due date of the assessment/exam in which to lodge a special consideration form. The lodgment of this form does NOT automatically result in consideration being granted. The final decision rests with academic staff.
2. **Mid-session Quiz**
A multiple choice quiz will take place during class time in **week 7** (i.e., on **18 April**). It will be worth 10% of your final mark for this course. Though multiple choice questions are not ideal, they are an effective way of encouraging you to familiarise yourself with the basic concepts covered in class, which, in turn, is needed to progress to a deeper understanding in your project and future work.

3. **Case presentation (group)**
**Group presentations & write-up** (same groups as for NPD Project) will involve **analysis** and **presentation** to the class of an assigned case. A team will be assigned to each case and will present an analysis of the case. *(cases will be assigned and the amount of time for each presentation will be confirmed when class numbers are finalised).* The presenting group is also to hand in a 2 page write-up of their analysis.

Presenting groups should:
- provide background on the case including the industry, the players (i.e. the companies involved), and the characteristics of the market, and
- discuss in detail the set questions, involving all class members in the discussion.

*All class members to have read the case and prepared brief answers so they can participate by discussing the case with the presenters*

Both the oral presentation and written report should be **theoretically rigorous** and based on original research that goes beyond information provided in lectures and your text.

4. **Case write-up (individual)**
**Individual write-up of case.** Each student is to hand in a brief (max ½ page typed) analysis of **any 5** (apart from the case their group is presenting) of the cases assigned. The write-up is to be handed in at the beginning of the class in which it is discussed. These will not be handed back.

5. **The NPD group project**
**The NPD group project** will involve **one presentation and one written report**, outlining the development and market introduction of a “new product”. Teams will each contain 4-6 members. *(Students will organise themselves into teams during Week 2, 7 March).*

**Objective of new product project**
The objective of the new product development assignment is to provide the opportunity to develop your analytic, problem-solving and social interaction skills in a group setting by applying marketing concepts to a complex business situation.

**Description of new product project**
1. Each group will select a major consumer product manufacturing company, research the corporate objectives, and analyse the current products and their growth potential.

2. Your major task is to identify and develop a new product for the company.
3. The end product will be a marketing plan. Key areas to include in the plan are:
   - Evaluation of the strengths, weaknesses, opportunities, and threats (SWOT) of the company.
   - Research and documentation, especially concerning the need for the new product and product acceptance.
   - Physical development of a prototype, packaging, brand name, costs of production and marketing, pricing strategy, distribution strategy, promotion strategy, target market description, and sales forecast.

4. Minutes should be kept for each group meeting. Group members will be asked to evaluate their individual performance and that of each group member.

5. The project should be conducted in the context of a new product development team. The written and oral presentations should be directed toward the VP of marketing, CEO, and other key executives. Your objective is to persuade the audience to approve and support the introduction of your product.

General Guidelines:
   - Always keep a copy of all written work handed in.
   - If your group is having problems (either of a technical nature or a teamwork nature) make sure you contact me early in the process.
   - Since the best outcomes are achieved when the group consistently and steadily works on the project over the course of the session, each group, in week 7, will have a short consultation with the lecturer-in-charge to outline progress to date.
   - You are referred to the School of Marketing’s “Guide to Presentations and Assignments” for information on structure, referencing and quotations. The guide is available through “Course and Timetables” page on the School’s web site (www.marketing.unsw.edu.au).

(A) Written Project Report [max 10 pages (double spaced, 12 point font) plus attachments]

The project report is to contain three sections: opportunity identification, design and testing, and launch strategy. Writing should be clear and concise. Although writing style is not specifically graded, it will have an effect on the grade. Cogently argued proposals, and clear, concise reports cannot help but impress more than equally comprehensive material which is just jumbled together.

Detailed requirements of the reports are as follows:

Report part 1:
Report 1 is to be a memo to the New Product Development Committee, which has commissioned you to come up with 3-5 possible products for the firm to develop. Make a recommendation (based on market research) as to which product has the most potential for the company.

This section should cover your work in opportunity identification including market definition, idea generation, and resultant proposals. To do this it will be necessary for you to provide some background as to the company you work for and how you see their objectives
(remember the information in your Strategy lecture about matching strengths & objectives of the company with the needs of customers & characteristics of the market).

**Report part 2:**
Take one of the concepts and complete the design and testing work. Develop a CBP (core benefit proposition). Conduct further appropriate market research (both qualitative & quantitative) to understand your market (this includes potential customers & potential competitors).

Sketch the elements of the marketing mix to end up with a complete product. Work out if you wish to launch it, test market it, scrap it, or modify it using all of the information which you can lay your hands on (both qualitative and quantitative). Note that sources of information should be clearly stated.

This section of the report should be directed to the Director of Marketing and should make a recommendation on what to do with the product, and why.

**Report part 3:**
Prepare a brief launch plan, including the important elements suggested by the course material (competitive reaction, proposed monitoring, financials, mix, etc). If you do not have a viable product detail what you will do in the next stage to gain growth. Justify why you think that this new strategy will succeed.

This section of the report should be addressed to the Board who will give the final approval on the project or project redevelopment.

Do not write more than 10 pages (double-spaced) plus attachments.

**Group Contribution**
Each member of the group is expected to contribute equally to the completion of the report and presentation. Peer feedback will be obtained after the task is completed. The lecturer reserves the right to adjust individual group member’s marks on the basis of any discrepancies in contribution arising from this feedback.

**Late submission**
The project is due on the date indicated in this outline. Late submission will incur a penalty of 10% of the percentage weight of the assessment component per day after the due date. Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted because of work and other commitments. Requests for extensions must be made to the lecturer prior to the due date. Medical certificates or other evidence of extreme misfortune must be attached and must contain information that justifies the extension sought.
IMPORTANT: It is the responsibility of all team members to ensure that each group works together effectively as a team, and that each member contributes appropriately. Assistance in working as a group can be obtained from me (Pam Morrison) or the Education Development Unit (EDU) in the Faculty.

IF YOUR GROUP IS HAVING PROBLEMS OF ANY SORT DO NOT LEAVE IT TILL NEAR THE END OF SESSION TO DO SOMETHING ABOUT IT.

(B) Guidelines for the Oral Presentation
Each student within the team will take part in the presentation. This is a formal presentation format, i.e. presenting your work to a Board of Directors of the company. The Board has NOT read your Marketing Plan. It is your task to sell your concept(s) in the MOST CREATIVE FASHION. Total time allocated will be in the vicinity of 15-20 minutes (to be confirmed when the number of groups is known).

Clear and concise communication is the goal. Other important issues will include structure, focus, maintaining audience interest, and audience participation, clear voice projection, use of visual aids and variety, presentation hand-outs will be taken into consideration when assessing this segment.

All students must contribute & participate in their own group presentation in order to gain the presentation mark.

Hints on Successful Group work: Past experience has shown that effective groups are those that are able to:

- meet regularly
- develop and follow a work plan
- divide the work according to each member’s strengths, and as evenly as possible
- encourage open communication, participation and the sharing of ideas, and
- have fun!
# COURSE TIMETABLE

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
<th>Notes / Tutorial preparation</th>
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<tbody>
<tr>
<td>1</td>
<td>28 February</td>
<td>Introduction and Overview</td>
<td>Ch 1 - 2</td>
<td>Select tutorial time (5-6pm OR 8-9pm)</td>
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<td></td>
<td>6-9pm</td>
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<td>2</td>
<td>7 March</td>
<td>New Product Strategies</td>
<td>Ch 3</td>
<td>Form project groups &amp; select company</td>
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<td></td>
<td>6-8pm + tute</td>
<td></td>
<td></td>
<td>Prepare answer to Q4 (p39)</td>
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<tr>
<td>3</td>
<td>14 March</td>
<td>Industry guest: Mr Robert Milland, Spiderbox</td>
<td>Web research on SpiderBox</td>
<td>Prepare answers to Merck case (p40) &amp; Nabisco Snackwell’s case (p41)</td>
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<tr>
<td></td>
<td>6-8pm + tute</td>
<td>(Case study of recent new and innovative communication products)</td>
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<tr>
<td>4</td>
<td>21 March</td>
<td>Concept Generation</td>
<td>Ch 4 - 5</td>
<td>Prepare answers to Q1 (p66) &amp; New Product Strategy at Kellogg case (p67)</td>
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<td></td>
<td>6-8pm + tute</td>
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<tr>
<td></td>
<td>28 March</td>
<td>Semester Break</td>
<td></td>
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<tr>
<td>5</td>
<td>4 April</td>
<td>Attribute Analysis Techniques</td>
<td>Ch 6-7</td>
<td>Prepare answers to Campbell’s IQ Meals case (p115) &amp; Concept Generation in the Toy Industry case (p92)</td>
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<tr>
<td></td>
<td>6-8pm + tute</td>
<td>(Perceptual mapping &amp; Conjoint analysis)</td>
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<td>6</td>
<td>11 April</td>
<td>Industry guest: Rebecca Milton &amp; Pamela Wyatt, Managers, P&amp;G</td>
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<td>Prepare answers to AT&amp;T Magicphone-Fax-Copier case (p133) &amp; Rubbermaid Inc case (p151)</td>
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<tr>
<td></td>
<td>6-8pm + tute</td>
<td>(Case study : Managing New Product Initiatives at P&amp;Gs)</td>
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<td>7</td>
<td>18 April</td>
<td>Mid-session quiz</td>
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<td></td>
<td>6-9pm</td>
<td>Concept/Project Evaluation</td>
<td>Ch.8-10</td>
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<tr>
<td>8</td>
<td>25 April</td>
<td>NO CLASS</td>
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<td></td>
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<td>(Anzac Day public holiday)</td>
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<td>9</td>
<td>2 May</td>
<td>Industry guest: Gillian O’Sullivan, Director, Client Service, ACNielsen Australia</td>
<td>Ch. 11-12</td>
<td>Prepare answers to The G5 Doll case (p175) &amp; Wolverine Car Wash case (p200)</td>
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<td></td>
<td>6-8pm + tute</td>
<td>(Evaluation &amp; Sales Potential for new products &amp; services)</td>
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<td>10</td>
<td>9 May</td>
<td>Development</td>
<td>Ch. 13-16</td>
<td>Prepare answers to Wilson Sporting Goods case (p220) &amp; Bay City Electronics case (p242)</td>
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<td>6-8pm + tute</td>
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<td>11</td>
<td>16 May</td>
<td>Launch Planning &amp; Public Policy Issues</td>
<td>Ch. 17-22</td>
<td>Prepare answers to Marko Products case (p320) &amp; Gillette MACH3 case (p295)</td>
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<td>6-8pm + tute</td>
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<tr>
<td>12</td>
<td>23 May</td>
<td>(no formal lecture or tutorial, use this time for group work on project)</td>
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<tr>
<td>13</td>
<td>30 May</td>
<td>NP project presentations</td>
<td></td>
<td>Presentations (written reports for all groups due)</td>
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<tr>
<td></td>
<td>6-9pm</td>
<td>[To gain group mark for presentation all team members to participate]</td>
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<tr>
<td>14</td>
<td>6 June</td>
<td>NP project presentations</td>
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<td>Presentations</td>
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<tr>
<td></td>
<td>6-9pm</td>
<td>[To gain group mark for presentation all team members to participate]</td>
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</table>
Other Administrative Matters and Support Material

(A) Academic misconduct and plagiarism
Care must be taken to reference all work, from all sources correctly - from books, journals or the web (e.g., by using the Harvard system or an equivalent standard). Failure to do so is plagiarism. Students are advised to refer to the University website regarding academic misconduct and plagiarism.

: http://www.fce.unsw.edu.au/current_students/responsibilities.shtml#misconduct

(B) EDU Facilities
Additional learning support, tailored to the needs of FCE students, is available from the Education Development Unit (EDU) in the Faculty. The EDU offers a range of services for FCE students including:
- Academic skills workshops run throughout the session;
- Printed and on-line study skills resources e.g. referencing guide, report writing and exam preparation;
- A drop-in resource centre containing books and audio visual material that can be borrowed;
- A limited consultation service for students with individual or small group learning needs.

More information about the EDU services including on-line resources, workshop details and consultation request forms are available from the EDU website.

Contacts and location:
EDU Web: http://education.fce.unsw.edu.au
EDU Location: Room 2039, Level 2 Quadrangle Building

EDU services are free and confidential and are available to students of the Faculty of Commerce and Economics.

Other UNSW support
In addition to the EDU services, the UNSW Learning Centre provides academic skills support services for students. The Learning Centre is located on Level 2 of the Library and can be contacted by Phone: 9385 3890 or through their website: http://www.lc.unsw.edu.au/. Students experiencing problems of an academic or personal nature are encouraged to contact the Counselling Service at UNSW. This service is free and confidential and run by professional counsellors. The Counselling Service is located on Level 2, Quadrangle East Wing, and can be contact on 9385 5418

(C) Support Services
Those students who have a disability that requires some adjustment in their teaching or learning environment are encouraged to discuss their study needs with the lecturer prior to, or at the commencement of their course, or with the Equity Officer (Disability) in the EADU (9385 4734). Issues to be discussed may include access to materials, signers or note-takers, the provision of services and additional exam and assessment arrangements. Early notification is essential to enable any necessary adjustments to be made.
(D) AMSRS Certificate in Market Research

*Product Development and Brand Management* is an accredited course of the Australian Market and Social Research Society (AMSRS). After completing this subject, as well as other specified UNSW marketing courses, students can apply to the AMSRS to obtain the Certificate in Market Research. Information and application forms can be downloaded from a page on the AMSRS’s website (www.mrsa.com.au/index.cfm?a=detail&id=140&eid=21). The following subjects need to be completed to obtain the Certificate:

Students to complete:
- COMM5002 Managing Value for Creation 1
- MARK5800 Customer and Market Analysis
- MARK5801 Marketing Management and Marketing Strategy
- MARK5811 Applied Marketing Research

Plus one from the following list:
- MARK5810 Marketing Communication and Promotion
- MARK5812 Distribution, Retail Channels and Logistics
- MARK5813 Product Development and Brand Management

(E) Books

The following books are recommended for further reading:


(F) Newspapers and Magazines

*Fortune*  
*Australian Financial Review*  
*Business Review Weekly*  
*Sydney Morning Herald*  
*The Australian*  
*Marketing (monthly trade publication)*

(G) Academic Journals

- Journal of Product Innovation and Management
- Harvard Business Review
- Journal of Marketing
- Journal of Marketing Research
- Journal of Consumer Research
- International Journal of Research in Marketing
- Journal of the Academy of Marketing Science
(H) Useful Internet Marketing Sites

Academic Marketing Journals

Product Development Management Association
http://www.pdma.org/

Textbook: New Products Management, Crawford & Di Bemedetto
http://www.mhhe.com/crawford07

Australian Marketing Institute
http://ami.org.au