



Market Research Honors

11-12, Career & Technical Education

Developed By: Ms. Kara McNish & Mr. Vincent Vicchiariello

Effective Date: Fall 2022

Scope and Sequence

Month	Unit	Activities/Assessments
September	Unit 1: The Marketing Mix & Segmentation Process	<ul style="list-style-type: none"> • M.M.Lafleur: Market Segmentation and Targeting • Annie's: Growing Organically • Montreaux Chocolate USA: Are Americans Ready for Healthy Dark Chocolate?
October	Unit 1: The Marketing Mix & Segmentation Process	<ul style="list-style-type: none"> • Abercrombie & Fitch: Is it Unethical to be Exclusive? • Shake Shack: Can an Enlightened Burger Company Steer Away From Beef? • Headspace vs. Calm: A Mindful Competition • McDonald's: Can a Behemoth Lead in the Era of Artificial Intelligence?
November	Unit 1: The Marketing Mix & Segmentation Process Unit 2: Public Relations	<ul style="list-style-type: none"> • McDonald's: Can a Behemoth Lead in the Era of Artificial Intelligence? • Homeland Foods: The Sweet Fruit of Growth • David Dao on United Airlines • Peloton: In Need of Product Recall?
December	Unit 2: Public Relations	<ul style="list-style-type: none"> • Lululemon Athletica • Starbucks Corporation: A Bittersweet Reputation Recovery • The Kroger Co.: Public Relations and Social Responsibility • Uber: The Push for Autonomous Vehicles
January	Unit 2: Public Relations	<ul style="list-style-type: none"> • Hasbro's Easy Bake Oven: Pink vs. Blue • Transparency and Ethics at Everland • Dove Real Beauty Sketches Campaign
February	Unit 3: Branding	<ul style="list-style-type: none"> • Amazon As An Employer • YouTube for Brands • Does Mattel's Iconic Barbie Doll Need a Makeover? • La Colombe Coffee Roasters: Tangible and Intangible Elements of Brand Identity
March	Unit 3: Branding	<ul style="list-style-type: none"> • Coke Puts Its Brand between a Rock and a Hard Place: Aligning Activism with Brand Purpose • The WW Wellness Journey: The Rebranding of Weight Watchers • Longchamp • Understanding the Brand Equity of Nestle Crunch Bar
April	Unit 4: Consumer Behavior	<ul style="list-style-type: none"> • Hot Wheels at Mattel: Reinventing the Wheel • The Hillshire Farm Brand: Growth Opportunities in Snacking • Aspire Food Group: Marketing a Cricket Protein Brand
May	Unit 4: Consumer Behavior	<ul style="list-style-type: none"> • Planters Nuts: The Power of the Peanut • Amazon Shopper Pane: Paying Customers for Their Data • A Supreme Case of Coolness? • Wendy's Capitalizing on Emerging Social Media Trends
June	Unit 4: Consumer Behavior	<ul style="list-style-type: none"> • L'Oreal USA: Digitally Optimizing Consumer Insights • Drop Technologies Inc.: Understanding the Influencer Marketing Channel

Unit 1

The Marketing Mix & Segmentation Process

Summary and Rationale

Students will analyze current scenarios in the business world and apply their prior learned knowledge to engage in a case discussion. They will apply the Harvard Business School “Case Method” to read and analyze the case, discuss the case, engage in class discussion on the case, come to a decision and reflect. This method provides students with a dynamic and engaging discussion that is led by them and provides diversity of thought, experience and knowledge. Students will take on the role of a real person, leading a real company through a case that is presented with a tough, real life challenge. The students will sift through the information which is incomplete by design, discuss with classmates and reflect on then, ultimately deciding what they would do. In this unit students will use their knowledge of the marketing mix (4P’s), the segmentation process, analyzing markets, evaluating sustainability, determining the lucrative prospect of entering a market, identifying & effectively serving their target customer, expand into other product categories to broaden a target market, determine how to make a brand culturally transferable, and implementing and analyzing market research.

Recommended Pacing

7-8 weeks

Standards

9.3 Career and Technical Education: **Marketing**

9.3.MK.1	Describe the impact of economics, economics systems and entrepreneurship on marketing.
9.3.MK.7	Determine and adjust prices to maximize return while maintaining customer perception of value.
9.3.MK.8	Obtain, develop, maintain and improve a product or service mix in response to market opportunities.
9.3.MK.9	Communicate information about products, services, images and/or ideas to achieve a desired outcome.
9.3.MK.10	Use marketing strategies and processes to determine and meet client needs and wants.

9.3 Career and Technical Education: **Marketing Communications**

9.3.MK-COM.1	Apply techniques and strategies to convey ideas and information through marketing communications.
9.3.MK-COM.4	Obtain, develop, maintain and improve a marketing communications product or service mix to respond to market opportunities.

9.3 Career and Technical Education: **Marketing Management**

9.3.MK-MGT.6	Obtain, develop, maintain and improve a product or service mix in response to market opportunities.
9.3 Career and Technical Education: Marketing Research	
9.3.MK-RES.2	Design and conduct research activities to facilitate marketing business decisions
9.3.MK-RES.3	Use information systems and tools to make marketing research decisions.
Interdisciplinary Connections	
English Language Arts	
NJSLSA.R1.	Read closely to determine what the text says explicitly and to make logical inferences and relevant connections from it; cite specific textual evidence when writing or speaking to support conclusions drawn from the text.
RH.11-12.7	Integrate and evaluate multiple sources of information presented in diverse formats and media (e.g., visually, quantitatively, qualitatively, as well as in words) in order to address a question or solve a problem
NJSLSA.W2	Write informative/explanatory texts to examine and convey complex ideas and information clearly and accurately through the effective selection, organization, and analysis of content.
Integration of Technology	
8.1.12.A.2	Produce and edit a multi-page digital document for a commercial or professional audience and present it to peers and/or professionals in that related area for review.
8.1.12.A.5	Create a report from a relational database consisting of at least two tables and describe the process, and explain the report results.
8.1.12.C.1	Develop an innovative solution to a real world problem or issue in collaboration with peers and experts, and present ideas for feedback through social media or in an online community.
8.1.12.E.1	Produce a position statement about a real world problem by developing a systematic plan of investigation with peers and experts synthesizing information from multiple sources.
Instructional Focus	
Enduring Understandings:	Essential Questions:
<ul style="list-style-type: none"> Segmenting a market into smaller niches can pose ethical challenges for a company but is not illegal. Utilizing a SWOT (Strength, Weaknesses, Opportunities and Threats) and PEST (Political, Economic, Social and 	<ul style="list-style-type: none"> What are the ethical challenges associated with segmenting a market? What makes a given market ready to penetrate? What does it mean for a company to be environmentally friendly? How do a brand's 4P's support its product strategy?

Technological) analysis helps provide the information necessary to make an informed business decision on the current risk of a given market penetration.

- Analyzing business practices help determine the environmental consciousness of a company.
- The 4 P's (product, price, place and promotion) help effectively identify and serve a company's target customer.
- Consumer behavior is affected by many factors, most notably advertising and its controversial persuasion and targeting tactics to complete a sale.
- Product line extensions and brand extensions are key to a company that is looking to grow and expand, executing them successfully will rely on an analysis and adjustment to the brand's marketing mix (4P's).
- When evaluating a company's international expansion, brand's need to evaluate and consider whether or not there is a market for potential customers that would be interested and if the brand's message is culturally transferable.
- Brands develop research methods that will measure consumer attitudes, usage, motivation, features, and benefits of their product through methods such as: focus groups, market research surveys, market research testing, etc.
- A company must assess the competitive advantage gained through investing in and incorporating new technologies.

- How does advertising affect consumer behavior across the purchase funnel?
- What can an established company do to their 4P's of marketing if they are focused on growth?
- What makes a brand transferable across cultures?
- How can a brand use market research techniques to test the viability of new products?
- Do the benefits of introducing new technology to a business outweigh the costs associated with it?

Evidence of Learning (Assessments)

- Case Studies:
 - Abercrombie & Fitch
 - Headspace vs. Calm
 - Shake Shack
 - M.M. Lafleur
 - Tobacco Plain Packaging & Advertising
 - Annie's Organics
 - Homeland Foods
 - Montreaux Chocolate USA
 - McDonald's

Objectives (SLO)

Students will know:

- The 4P's of marketing.
- How line extensions and brand extensions build a brand's portfolio.
- Strategies brands can use to respond to ethical challenges and complaints.
- How to determine target markets and segment them geographically, demographically, psychographically and behaviorally to benefit a brand.
- The advantages and disadvantages of maintaining a district brand image.
- How to determine whether a current market space has potential to penetrate the market.
- How to design consistent and cohesive marketing tactics for growth.
- How to use a SWOT (Strength, Weaknesses, Opportunities and Threats) and PEST (Political, Economic, Social and Technological) analysis to analyze current markets.
- The link between the 4P's and an integrated marketing strategy.
- How market research can be utilized to test the viability of new products.
- What makes a company environmentally friendly.
- How to determine the promotional tactics for brands introducing new products.
- How to provide recommendations for a company's growth strategy.
- What segmentation and targeting strategies go into creating customer value.
- How advertising affects demand and how this is related to price elasticities.
- The difference between cultures as it relates to products and marketing/advertising.
- How to develop a plan to introduce a product into an international market, making necessary adjustments to the brand and aspects of the marketing mix.

Students will be able to:

- Apply the 4P's of marketing mix to the context of growth through line extensions and brand extensions.
- Understand the goals and objectives of target market and market segmentation.
- Discuss the ethical challenges of target/niche marketing.
- Explore the societal responsibility of companies.
- Identify strategies to respond to customer complaints.
- Analyze a current market using a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis to determine entering and disrupting the market.
- Understanding the roles of various marketing communications through the states of the purchase funnel.
- Determining which combination of marketing mix strategies best position firms for growth.
- Analyze how context in a PEST (Political, Economic, Social and Technological) analysis can influence brand strategy and marketing decisions.
- Analyze the market dynamics including the competitive landscape.
- Analyze different pricing strategies to promote growth and maximize retention.
- Assess a company's major acquisition.
- Understand how technology can impact the 4P's (product, price, promotion and place) of marketing and how they can be linked together into one integrated marketing strategy.
- Analyze research techniques to test the viability of new products.
- Analyze research results to determine the most viable new product opportunities in order to be able to make recommendations.
- Evaluate whether a company is environmentally friendly or not.
- Describe the company's product and how decisions related to product, price, place and promotion to support product strategy.
- Assess the role that segmentation and targeting strategies play in creating customer value.
- Understand what advertising and advertising objectives are and how they are developed/determined.
- Determine how advertising affects consumer behavior across the purchase funnel.
- Evaluate the transferability of a brand across cultures.

Suggested Resources/Technology Tools

- Schoology
- Google Suite
- YouTube
- AdAge, Forbes, Harvard Business School
- Case Studies Supplementary Readings/Videos:
 - Abercrombie & Fitch:
 - Netflix- White Hot: The Rise & Fall of Abercrombie & Fitch
 - Headspace vs. Calm
 - <https://www.youtube.com/watch?v=H77PL7SII1M>
 - <https://www.youtube.com/watch?v=5nVACafZAJw>
 - <https://www.youtube.com/watch?v=5nVACafZAJw>
 - <https://www.youtube.com/watch?v=c1Ndym-IsQg>
 - <https://www.youtube.com/watch?v=EsVw4WmTXlo>
 - <https://www.youtube.com/watch?v=q7rzz9asT7Q>
 - Shake Shack
 - <https://www.cnbc.com/video/2020/08/31/impossible-foods-turned-plant-based-burger-into-a-billion-dollar-brand.html>
 - <https://www.cnbc.com/2016/03/17/insects-food-of-the-future.html>
 - <https://www.youtube.com/watch?v=QO9SS1NS6MM>
 - Annie's Organics
 - <https://www.forbes.com/sites/meghancasserly/2013/10/09/homegrown-success-mild-indigestion-annies-natural-foods/?sh=49c70f9e164d>
 - Montreaux Chocolate USA
 - <https://www.businesswire.com/news/home/20121112005704/en/Research-and-Markets-2012-Report-on-the-US-Candy-Manufacturing-Industry-Featuring-Barry-Callebaut-and-Nestl%C3%A9-Hershey-Company-and-Mars-Cadbury-and-Ferrero>
 - <https://www.packagedfacts.com/Chocolate-Candy-6746112/>
 - McDonald's
 - <https://www.youtube.com/watch?v=wcawawyVzYo>
 - https://www.youtube.com/watch?v=Pls_q2aQzHg&feature=youtu.be
 - <https://www.youtube.com/watch?v=NZ6nqqnqp6E&feature=youtu.be>

Tier 1 Modifications and Accommodations

Including special education students, Multilingual Language Learners (MLLs), students at risk of school failure, gifted and talented students, and students with 504 plans

Special Education/IEP/504 - Modifications and accommodations must be aligned to the stated plan and uphold expectations of the plan lawfully. Every student requires a different set of accommodations based upon need. Examples specific to visual arts practice include, but are not limited to:

- Follow individual IEP/504 plans for specific modifications.
- Preferential seating
- Extended/Additional time for assessments
- Behavior management support
- Assignments/resources in electronic and physical format
- Break down assignments with oral directions, written directions, and visuals.
- Provide frequent reminders to stay on task and reinforce on-task behavior

- Work on organizational skills
- Provide visual supports
- Partnering/Grouping of students
- Re-teaching and review
- Multi-media approach to accommodate various learning styles
- Decrease/Modify number of project requirements
- Teacher/Aide/Para assistance
- Demonstrations of techniques on an individual level
- Show slide presentations to encourage exploration of project ideas

MLL - Teachers identify the modifications that they will use in the unit as related to the needs of their student population. Examples specific to visual arts practice include, but are not limited to:

- Allow the use of Google Translate where appropriate.
- Provide alternate ways for the student to respond (verbal/pictographic answers instead of written)
- Substitute a hands-on activity or use of different media in projects for a written activity
- Prepare and distribute advance notes
- Provide model sentence frames and sentence starters for both oral responses and written responses
- Provide additional time to complete assessments and assignments
- Model and use gestures to aid in understanding
- Model tasks by giving one or two examples before releasing students to work independently
- Present instructions both verbally and visually
- Simplify written and verbal instructions
- Speak clearly and naturally, and try to enunciate words, especially their ending sounds.
- Provide Visual, Graphic, Interactive, and/or Sensory Supports
- Simplify the language, format, and directions of the assessment
- Allow for alternate seating for proximity to peer helper or teacher as necessary
- When showing videos, use Closed Captioning.
- Support use of student's primary language by translating key words in directions, or key vocabulary terms or giving students opportunities to communicate in their primary language (written or orally).

Gifted and Talented/Enrichment - Utilize differentiation in the areas of acceleration, enrichment, and grouping. Examples specific to visual arts practice include, but are not limited to:

- Complex, in-depth research assignments
- Independent study where applicable
- Provide a variety of individualized work centers or student choice
- Lead demonstrations for class
- Individual presentation

Career Readiness, Life Literacies, and Key Skills Practices (June 2020)

- Act as a responsible and contributing citizen and employee.
- Apply appropriate academic and technical skills.
- Attend to personal health and financial well being.
- Communicate clearly and effectively and with reason.
- Consider the environmental, social and economic impacts of decisions.
- Demonstrate creativity and innovation.
- Employ valid and reliable research strategies.

- Utilize critical thinking to make sense of problems and persevere in solving them.
- Model integrity, ethical leadership, and effective management.
- Plan education and career paths aligned to personal goals.
- Use technology to enhance productivity.
- Work productively in teams while using cultural global competence.

Unit 2

Public Relations

Summary and Rationale

Students will analyze current scenarios in the business world and apply their prior learned knowledge to engage in a case discussion. They will apply the Harvard Business School “Case Method” to read and analyze the case, discuss the case, engage in class discussion on the case, come to a decision and reflect. This method provides students with a dynamic and engaging discussion that is led by them and provides diversity of thought, experience and knowledge. Students will take on the role of a real person, leading a real company through a case that is presented with a tough, real life challenge. The students will sift through the information which is incomplete by design, discuss with classmates and reflect on then, ultimately deciding what they would do. In this unit students will use their knowledge of public relations best practices, crisis management, maintaining a brand’s reputation, social media threats to a brand, non-traditional forms of advertising, a company’s value proposition, managing detrimental viral videos and the connection between public relations and profit.

Recommended Pacing

8 weeks

Standards

9.3 Career and Technical Education: **Law, Safety, Corrections & Security Careers**

9.3.LW-SEC.11	Describe the importance of utilizing good public relations techniques and building relationships in security and crisis situations.
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9.3 Career and Technical Education: **Marketing**

9.3.MK.2	Implement marketing research to obtain and evaluate information for the creation of a marketing plan.
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9.3.MK.8	Obtain, develop, maintain and improve a product or service mix in response to market opportunities.
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9.3.MK.9	Communicate information about products, services, images and/or ideas to achieve a desired outcome.
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9.3 Career and Technical Education: **Marketing Communications**

9.3.MK-COM.1	Apply techniques and strategies to convey ideas and information through marketing communications.
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8.1.12.E.1	Produce a position statement about a real world problem by developing a systematic plan of investigation with peers and experts synthesizing information from multiple sources.
Instructional Focus	
Enduring Understandings:	Essential Questions:
<ul style="list-style-type: none"> ● Brands must evaluate product related injuries and liability and decide whether or not to recall a product. ● Brands must be consistent in messaging and values with strategic decisions. ● Non-traditional advertising campaigns help a brand build good publicity and obtain a standing in the public eye. ● In order to maintain corporate reputation, brand's must manage customers' reactions to business mishaps. 	<ul style="list-style-type: none"> ● Why should a brand consider recalling a product? ● Does your product have potential issues with product liability? ● How can a company's strategy conflict with their stated values? ● How can non-traditional advertising campaigns be beneficial for a brand? ● What is best practice in responding to public relations crises? ● How can a company regulate operations?

<ul style="list-style-type: none"> ● Hospitality brands must recognize the impact social media and electronic devices can have on their brand and disclose usage expectations to customers. ● A brand's value proposition must be specific, appropriate and reflective of not only the brands products but the employees' comments and actions. ● A brand must evaluate all complexities and potential challenges of adopting autonomous technology before launching it. ● Online reputation management is an important part of public relations in the 21st century and is vital to a brand's long term stamina in the market. ● There are various forms of ways to manage a public relations crisis, each crisis handling will be different in order to handle them efficiently. 	<ul style="list-style-type: none"> ● How can hospitality brands regulate social media and electronic device usage? ● What is the importance of a brand's value proposition? ● How can autonomous technology influence a service strategy? ● Which stakeholders (brand's management, the public, partners, government) are to blame for a brand accident? ● Why is online reputation management important? ● How should a brand explore public relations crisis management options efficiently?
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Objectives (SLO)

<p>Students will know:</p> <ul style="list-style-type: none"> ● How a company determines whether or not to recall a product. ● What to do when a brand's product causes injury to customers. ● How to explain a company's product and the product mix. ● The steps a brand should take to move forward after a public relations crisis. ● Non-traditional advertising techniques to achieve positive publicity for a brand. ● Best practices to respond to a public relations crisis. ● How to recognize implicit biases in a company. ● The importance of diversity and inclusion in corporate settings. ● Corporate legal requirements as a standard vs. a floor. ● The impact of social media in both uncovering misconduct and altering the interested public. ● What a value proposition is and how to analyze if it is appropriate for a brand. ● The relationship between a company's public relations and its profits. 	<p>Students will be able to:</p> <ul style="list-style-type: none"> ● Critically analyze sources of product related injuries. ● Evaluate whether a company should recall a product. ● Analyze issues of product liability. ● Evaluate strategies to avoid a product recall. ● Assess the alignment of a sustainable company's state values and strategic decisions. ● Recommend how a company should move forward after a public relations crisis. ● Explore non-traditional techniques used to achieve publicity. ● Analyze the role of corporate reputation in customers' reactions to business mishaps. ● Describe the role of human resources management and corporate culture in delivering the customer experience. ● Assess the risk of a company doing the legal minimum. ● Evaluate operations in a regulated environment and the difficulty of complying. ● Describe how social media is a useful tool but also a threat to a company. ● Explore ways to respond to a crisis in the name of your brand that has gone viral on social media. ● Analyze a value proposition for a brand. ● Understand and examine the connection between business's public reputations and the profits generated by consumers.
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- How new technologies or innovations can influence a brand's service strategy.
- The impact of a changing, progressive society on the company's product, marketing and advertising strategies.
- How to manage a brand's online reputation.
- How to decide which option of public relations crisis management communication to select and why.

- Understand the complexities for a brand that is trying to adopt a new, controversial technology.
- Evaluate current market trends and pain points in order to prepare appropriate product and marketing strategies.
- Understand how a brand's reputation can be intensified with online discussions.
- Explore and evaluate various options in the formulation of public relations crisis management and communication.

Suggested Resources/Technology Tools

- Schoology
- Google Suite
- YouTube
- AdAge, Forbes, Harvard Business School
- Case Studies Supplementary Readings/Videos:
 - Peloton:
 - <https://www.youtube.com/watch?v=ocUz3kyJfXM>
 - <https://www.youtube.com/watch?v=Nmnsk4HChxA>
 - https://www.law.cornell.edu/wex/products_liability
 - <https://hbr.org/2016/11/consumer-warning-labels-arent-working>
 - <https://incompliancemag.com/article/the-role-of-product-instructions-in-product-liability-prevention/>
 - Everlane:
 - https://www.ted.com/talks/april_perrin_the_value_of_fast_fashion
 - https://www.hbs.edu/ris/Publication%20Files/15-017_f67df7f5-8336-47fc-a0c1-098838aa550d.pdf
 - Pages 5-21
 - Dove:
 - <https://www.youtube.com/watch?v=XpaOjMXyJGk>
 - https://www.youtube.com/watch?v=_3agBWqGfRo
 - Starbucks Corporation:
 - <https://implicit.harvard.edu/implicit/takeatest.html>
 - <https://hbr.org/2015/09/the-organizational-apology>
 - https://www.youtube.com/watch?v=84MV_SLi9Vs&feature=youtu.be
 - <https://stories.starbucks.com/press/2018/a-follow-up-message-from-starbucks-ceo-in-philadelphia/>
 - https://www.youtube.com/watch?v=o_5xvIE3bU
 - United Airlines:
 - <https://heavy.com/news/2017/04/david-dao-police-report-james-long-steven-smith-mauricio-rodriguez-officers-united-airlines-video-passenger/>
 - <https://www.scribd.com/document/346207635/1-Accident-Incident-Report>
 - <https://www.united.com/ual/en/us/fly/travel/inflight/devices.html>
 - Lululemon:

- <https://www.cbc.ca/news/business/lululemon-founder-chip-wilson-says-pants-don-t-work-for-some-bodies-1.2417980>
- https://www.huffpost.com/archive/ca/entry/lululemon-rubbing-thighs-window_n_4379280
- Kroger:
 - <https://www.forbes.com/sites/clareoconnor/2014/08/23/groceries-not-guns-will-kroger-back-down-to-bloomberg-funded-gun-control-group/?sh=17d4c55970f9>
 - <https://www.cnbc.com/2014/11/20/gun-laws-vary-state-by-state-cnbc-explains.html>
 - <https://www.everytown.org/press/new-ads-highlight-alarming-contrast-in-krogers-policies-permitting-open-carry-of-loaded-firearms-but-prohibiting-skateboards-food-shirtless-shoppers/>
- Uber:
 - <https://hbr.org/1990/07/the-profitable-art-of-service-recovery>
 - <https://www.brinknews.com/the-true-value-of-autonomous-driving/>
 - https://www.youtube.com/watch?v=0Za_L_fbg2w
 - <https://www.youtube.com/watch?v=CHV4AiCvSmw&feature=youtu.be>
 - <https://www.youtube.com/watch?v=SnR2449jFV8>
 - <https://www.youtube.com/watch?v=k5vbjl3TNEE&feature=youtu.be>
 - https://www.youtube.com/watch?v=GDO_J8vJ_Nc
- Hasbro:
 - <https://hbr.org/2015/09/why-some-videos-go-viral>
 - <https://hbr.org/2013/10/research-the-emotions-that-make-marketing-campaigns-go-viral>
 - <https://hbr.org/2016/05/research-the-link-between-feeling-in-control-and-viral-content>

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- Complex, in-depth research assignments
- Independent study where applicable
- Provide a variety of individualized work centers or student choice
- Lead demonstrations for class
- Individual presentation

[Career Readiness, Life Literacies, and Key Skills Practices \(June 2020\)](#)

- Act as a responsible and contributing citizen and employee.
- Apply appropriate academic and technical skills.
- Attend to personal health and financial well being.
- Communicate clearly and effectively and with reason.
- Consider the environmental, social and economic impacts of decisions.
- Demonstrate creativity and innovation.
- Employ valid and reliable research strategies.
- Utilize critical thinking to make sense of problems and persevere in solving them.
- Model integrity, ethical leadership, and effective management.
- Plan education and career paths aligned to personal goals.
- Use technology to enhance productivity.
- Work productively in teams while using cultural global competence.

Unit 3

Branding

Summary and Rationale

Students will analyze current scenarios in the business world and apply their prior learned knowledge to engage in a case discussion. They will apply the Harvard Business School “Case Method” to read and analyze the case, discuss the case, engage in class discussion on the case, come to a decision and reflect. This method provides students with a dynamic and engaging discussion that is led by them and provides diversity of thought, experience and knowledge. Students will take on the role of a real person, leading a real company through a case that is presented with a tough, real life challenge. The students will sift through the information which is incomplete by design, discuss with classmates and reflect on then, ultimately deciding what they would do. In this unit students will use their knowledge on branding. Including the following topics: brand management, brand equity, brand loyalty, brand positioning, brand activism, brand purpose, rebranding and brand influence.

Recommended Pacing

6 weeks

Standards

9.3 Career and Technical Education: **Marketing**

9.3.MK.4	Plan, monitor and manage the day-to-day activities required for continued marketing business operations.
9.3.MK.6	Select, monitor and manage sales and distribution channels.
9.3.MK.8	Obtain, develop, maintain and improve a product or service mix in response to market opportunities.
9.3.MK.9	Communicate information about products, services, images and/or ideas to achieve a desired outcome.

9.3 Career and Technical Education: **Marketing Communications**

9.3.MK-COM.1	Apply techniques and strategies to convey ideas and information through marketing communications.
9.3.MK-COM.3	Access, evaluate and disseminate information to enhance marketing decision-making processes.

9.3 Career and Technical Education: **Marketing Management**

9.3.MK-MGT.5	Determine and adjust prices to maximize return and meet customers' perceptions of value
9.3.MK-MGT.6	Obtain, develop, maintain and improve a product or service mix in response to market opportunities.
Interdisciplinary Connections	
English Language Arts	
NJSLSA.R1.	Read closely to determine what the text says explicitly and to make logical inferences and relevant connections from it; cite specific textual evidence when writing or speaking to support conclusions drawn from the text.
RH.11-12.7	Integrate and evaluate multiple sources of information presented in diverse formats and media (e.g., visually, quantitatively, qualitatively, as well as in words) in order to address a question or solve a problem
NJSLSA.W2	Write informative/explanatory texts to examine and convey complex ideas and information clearly and accurately through the effective selection, organization, and analysis of content.
Integration of Technology	
8.1.12.A.2	Produce and edit a multi-page digital document for a commercial or professional audience and present it to peers and/or professionals in that related area for review.
Instructional Focus	
Enduring Understandings:	Essential Questions:
<ul style="list-style-type: none"> ● Brands must continue to update their mission and vision statements as the brand evolves and markets change. ● Rebranding is a complicated process that includes analysis from SWOT (Strength, Weaknesses, Opportunities and Threats) analysis and a structured plan with a core purpose. ● Depending on the brand's position and goals, generic brands can be a good option. ● Brand positioning has an important impact on branding strategies. ● Brand activism can benefit the business if done correctly and can negatively impact a brand. ● Effective brand purposes are essential to a brand. 	<ul style="list-style-type: none"> ● What are the brand differences between mission and vision statements? ● How does a brand determine if they are in need of a rebrand? ● What is the difference between generic and branded options from a brand management perspective? ● How can brand positioning affect the success of a brand long and short term? ● How can brand activism impact a business? ● How can a brand design an effective brand purpose? ● What are the benefits of catering to a niche market? ● What are the benefits of catering to a mass market? ● How can a brand determine if the international market is right for them? ● How can a strong brand have an influence on society? ● How does brand equity affect consumer behavior and vice versa? ● What is the importance of a brand portfolio?

<ul style="list-style-type: none"> ● Brands must perform essential market research in order to position a niche or mass marketing approach. ● International markets require brands to adjust their products and marketing in order to be successful. ● Brands can influence society through a defined and strong purpose. ● Brand equity can affect how consumers behave and interact with the brand. ● Brand portfolios are important parts of the branding process. ● Extensions to a brand can be successful after market research and proper analysis of the market. 	<ul style="list-style-type: none"> ● Do brand extensions add value to a brand?
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Evidence of Learning (Assessments)

<p>Case Studies:</p> <ul style="list-style-type: none"> ○ Amazon As An Employer ○ YouTube for Brands ○ Does Mattel’s Iconic Barbie Doll Need a Makeover? ○ La Colombe Coffee Roasters: Tangible and Intangible Elements of Brand Identity ○ Coke Puts Its Brand between a Rock and a Hard Place: Aligning Activism with Brand Purpose ○ The WW Wellness Journey: The Rebranding of Weight Watchers ○ Longchamp ○ Understanding the Brand Equity of Nestle Crunch Bar
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Objectives (SLO)

<p>Students will know:</p> <ul style="list-style-type: none"> ● The difference between a mission and vision statement and how to revise them. ● How to conduct a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis with a focus in mind. ● The options in brand management. ● How to determine the best route for a brand’s positioning strategy. ● What brand activism entails. ● What brand purpose is and how to develop one. ● How brand activism impacts profit and overall brand growth. ● How brand purpose affects the branding strategy from start to finish. ● How a brand can rebrand to grow into the international market. 	<p>Students will be able to:</p> <ul style="list-style-type: none"> ● Differentiate between mission and vision statements and their revision process. ● Conduct a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis with the focus being on rebranding. ● Describe and compare the generic options in brand management. ● Construct perceptual maps. ● Assess the positioning of different brands. ● Assess the market potential of different alternatives. ● Explore the business impacts (pro and con) of engaging in brand activism. ● Understand a model of brand activism and brand purpose. ● Design an effective brand purpose. ● Understand a company’s business and brand strategy.
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- Where brands can position themselves vs. their competitors.
- What a niche market it and the benefits of serving one.
- How to scale up a brand and the benefits of doing so.
- How to reposition a brand that is failing.
- Where to find industry trends and how to analyze them.
- Strong brands can have an influence on society and societal norms.
- Inbound marketing campaigns are not inexpensive and straightforward but require as much research and budget as an outbound campaign.
- How major brands successfully produce content through video advertisements.
- Branding is not only important for the potential and current customer but, the employees too.
- Employer branding includes care and compassion in the workplace as well as talent engagement and innovation.
- How to link market research insights to data-based analytic marketing decision making.
- Brand portfolio strategies to discover and manage multi-brand and multi-product lines.

- Understand how a brand positions itself relative to competitors in the external environment.
- Analyze the pros and cons of scaling up a business vs. catering to a niche market.
- Examine international aspects of a brand.
- Examine the influence a strong brand has on society.
- Understand how to review reputational issues and shifts in the competitive landscape.
- Dissect changing industry trends.
- Reflect on a failing brand and decide how to reposition it.
- Analyze what makes a brand successful at video advertisements.
- Explore the necessary conditions that a major brand needs to have in order to successfully produce content and distribute it on YouTube for marketing.
- Understand process marketings have to go through before launching an inbound marketing campaign.
- Understand the importance of sustainable employer branding.
- Examine employer innovation encouragement strategies.
- Understanding the dimensions of brand equity and how they work together to affect consumer behavior.
- Understanding how to link market research and the insights it provides to data-based analytic marketing decision making.
- Explore brand portfolio strategy and discover how to manage multi-brand and multi-product product lines.
- Understand the return and risk profile associated with extending a brand across categories via brand extensions.

Suggested Resources/Technology Tools

- Schoology
- Google Suite
- YouTube
- AdAge, Forbes, Harvard Business School
- Case Studies Supplementary Readings/Videos:
 - Amazon As An Employer
 - <https://sloanreview.mit.edu/article/combining-purpose-with-profits/>
 - YouTube for Brands
 - Does Mattel's Iconic Barbie Doll Need a Makeover?
 - <https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2F8197-PDF-ENG%2Fcontent&metadata=e30%3D>
 - <https://embapro.com/frontpage/porter5forcesanalysis/12672-barbie-doll>
 - La Colombe Coffee Roasters: Tangible and Intangible Elements of Brand Identity

- <https://www.youtube.com/watch?v=2TOt-Oc8oSs>
- <https://www.youtube.com/watch?v=5o-1MCSlbuY>
- <https://www.youtube.com/watch?v=adCKCOCSGpg>
- Coke Puts Its Brand between a Rock and a Hard Place: Aligning Activism with Brand Purpose
- The WW Wellness Journey: The Rebranding of Weight Watchers
 - <https://www.youtube.com/watch?v=01CWN922QEO>
 - <https://www.youtube.com/watch?v=aFFD9QQNsgM>
- Longchamp
- Understanding the Brand Equity of Nestle Crunch Bar
 - <https://media.imaxws.com/912/howcustomersthink.pdf>
 - <https://www.olsonzaltman.com/>

Tier 1 Modifications and Accommodations

Including special education students, Multilingual Language Learners (MLLs), students at risk of school failure, gifted and talented students, and students with 504 plans

Special Education/IEP/504 - Modifications and accommodations must be aligned to the stated plan and uphold expectations of the plan lawfully. Every student requires a different set of accommodations based upon need. Examples specific to visual arts practice include, but are not limited to:

- Follow individual IEP/504 plans for specific modifications.
- Preferential seating
- Extended/Additional time for assessments
- Behavior management support
- Assignments/resources in electronic and physical format
- Break down assignments with oral directions, written directions, and visuals.
- Provide frequent reminders to stay on task and reinforce on-task behavior
- Work on organizational skills
- Provide visual supports
- Partnering/Grouping of students
- Re-teaching and review
- Multi-media approach to accommodate various learning styles
- Decrease/Modify number of project requirements
- Teacher/Aide/Para assistance
- Demonstrations of techniques on an individual level
- Show slide presentations to encourage exploration of project ideas

MLL - Teachers identify the modifications that they will use in the unit as related to the needs of their student population. Examples specific to visual arts practice include, but are not limited to:

- Allow the use of Google Translate where appropriate.
- Provide alternate ways for the student to respond (verbal/pictographic answers instead of written)
- Substitute a hands-on activity or use of different media in projects for a written activity
- Prepare and distribute advance notes
- Provide model sentence frames and sentence starters for both oral responses and written responses
- Provide additional time to complete assessments and assignments
- Model and use gestures to aid in understanding
- Model tasks by giving one or two examples before releasing students to work independently
- Present instructions both verbally and visually
- Simplify written and verbal instructions
- Speak clearly and naturally, and try to enunciate words, especially their ending sounds.

- Provide Visual, Graphic, Interactive, and/or Sensory Supports
- Simplify the language, format, and directions of the assessment
- Allow for alternate seating for proximity to peer helper or teacher as necessary
- When showing videos, use Closed Captioning.
- Support use of student's primary language by translating key words in directions, or key vocabulary terms or giving students opportunities to communicate in their primary language (written or orally).

Gifted and Talented/Enrichment - Utilize differentiation in the areas of acceleration, enrichment, and grouping.

Examples specific to visual arts practice include, but are not limited to:

- Complex, in-depth research assignments
- Independent study where applicable
- Provide a variety of individualized work centers or student choice
- Lead demonstrations for class
- Individual presentation

[Career Readiness, Life Literacies, and Key Skills Practices \(June 2020\)](#)

- Act as a responsible and contributing citizen and employee.
- Apply appropriate academic and technical skills.
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- Consider the environmental, social and economic impacts of decisions.
- Demonstrate creativity and innovation.
- Employ valid and reliable research strategies.
- Utilize critical thinking to make sense of problems and persevere in solving them.
- Model integrity, ethical leadership, and effective management.
- Plan education and career paths aligned to personal goals.
- Use technology to enhance productivity.
- Work productively in teams while using cultural global competence.

Unit 4

Consumer Behavior

Summary and Rationale

Students will analyze current scenarios in the business world and apply their prior learned knowledge to engage in a case discussion. They will apply the Harvard Business School “Case Method” to read and analyze the case, discuss the case, engage in class discussion on the case, come to a decision and reflect. This method provides students with a dynamic and engaging discussion that is led by them and provides diversity of thought, experience and knowledge. Students will take on the role of a real person, leading a real company through a case that is presented with a tough, real life challenge. The students will sift through the information which is incomplete by design, discuss with classmates and reflect on then, ultimately deciding what they would do. In this unit students will use their knowledge on consumer behavior. Including the following topics: product lines, customer behavior as it relates to a changing marketplace, brand changes as a result of consumer behavior, market research to understand consumer behavior, consumer data, consumer insights, etc..

Recommended Pacing

7-8 weeks

Standards

9.3 Career and Technical Education: **Marketing**

9.3.MK.4	Plan, monitor and manage the day-to-day activities required for continued marketing business operations.
9.3.MK.6	Select, monitor and manage sales and distribution channels.
9.3.MK.8	Obtain, develop, maintain and improve a product or service mix in response to market opportunities.
9.3.MK.9	Communicate information about products, services, images and/or ideas to achieve a desired outcome.

9.3 Career and Technical Education: **Marketing Communications**

9.3.MK-COM.1	Apply techniques and strategies to convey ideas and information through marketing communications.
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9.3.MK-COM.3	Access, evaluate and disseminate information to enhance marketing decision-making processes.
9.3 Career and Technical Education: Marketing Management	
9.3.MK-MGT.5	Determine and adjust prices to maximize return and meet customers' perceptions of value
9.3.MK-MGT.6	Obtain, develop, maintain and improve a product or service mix in response to market opportunities.
Interdisciplinary Connections	
English Language Arts	
NJSLSA.R1.	Read closely to determine what the text says explicitly and to make logical inferences and relevant connections from it; cite specific textual evidence when writing or speaking to support conclusions drawn from the text.
RH.11-12.7	Integrate and evaluate multiple sources of information presented in diverse formats and media (e.g., visually, quantitatively, qualitatively, as well as in words) in order to address a question or solve a problem
NJSLSA.W2	Write informative/explanatory texts to examine and convey complex ideas and information clearly and accurately through the effective selection, organization, and analysis of content.
Integration of Technology	
8.1.12.A.2	Produce and edit a multi-page digital document for a commercial or professional audience and present it to peers and/or professionals in that related area for review.
Instructional Focus	
Enduring Understandings:	Essential Questions:
<ul style="list-style-type: none"> ● Innovation strategies help existing products match changing consumer needs and wants. ● Digital transformations help analog products stay relevant while retaining their core product. ● Consumer trends affect product development in certain categories/industries. ● Collecting information about consumer behavior can be difficult, timely, and expensive. ● Studying consumer behavior is important and analyzing it will vary by brand and objective. ● Customer data is invaluable to a brand's decision making process in each part of the 	<ul style="list-style-type: none"> ● How can innovation strategies help an existing product adapt to changing consumer behavior? ● How can digital transformation affect long standing analog products? ● What do consumer trends do to new product lines? ● How can a brand incorporate consumer trends in product development? ● What consumer behavior should be analyzed? ● How should a brand collect consumer behavior? ● Why is consumer behavior so challenging in an emerging product category? ● How can a brand thoroughly analyze consumer behavior and consumption habits effectively?

business (finance, marketing, product developing, etc.).

- Consumer behavior as a result of trends are constantly changing and evolving which poses a risk to brands.
- Social media affects consumer behavior consciously and subconsciously.
- Privacy is a concern for consumers thus, collecting relevant and pertinent data poses a huge challenge for brands.
- Loyalty programs should benefit the consumer and alter their behavior with the brand positively.
- Brands that acquire new customers have higher expenses, brands that create lifetime customers have lower expenses.

- What type of market research (qualitative vs. quantitative) is the best for given scenarios?
- How valuable is customers' data to a brand?
- What type of privacy issues arise with collecting and analyzing customers' data?
- How does the role of "coolness" pose a risk to changing consumer behaviors within a brand?
- What social media trends affect consumers?
- How do social media trends affect consumers' buying habits?
- How do loyalty programs affect consumers' buying habits?
- What is the trade off of a new customer and a lifetime customer?

Evidence of Learning (Assessments)

Case Studies:

- Hot Wheels at Mattel: Reinventing the Wheel
- The Hillshire Farm Brand: Growth Opportunities in Snacking
- Aspire Food Group: Marketing a Cricket Protein Brand
- Planters Nuts: The Power of the Peanut
- Amazon Shopper Pane;: Paying Customers for Their Data
- A Supreme Case of Coolness?
- Wendy's Capitalizing on Emerging Social Media Trends
- L'Oreal USA: Digitally Optimizing Consumer Insights
- Drop Technologies Inc.: Understanding the Influencer Marketing Channel

Objectives (SLO)

Students will know:

- Innovation strategies and how they differ from category/industry to category/industry.
- How the digital transformation process affects analog brands or products.
- How brands design new products in line with consumer trends.
- How brands track and analyze consumer trends.
- The process of changing products or developing new ones in response to changing consumer wants and needs.
- The brand extension framework and how to apply it to a potential extension proposal.

Students will be able to:

- Assess innovation strategies within existing product lines, particularly for a long-standing category leader.
- Learn about digital transformation of analog products.
- Explore how to design new products that support a brand's essence and line up with consumer trends.
- Discuss decision on target segments and the implication on product design.
- Navigate how changing consumer wants and needs should be reflected in new product development.
- Make brand extension decisions using a framework.
- Recognize the imperative to balance the goal of revenue growth against the goal of protecting an existing brand when deciding to extend the brand.
- Identify methods to overcome challenging consumer behavior in an emerging product category.

- How to overcome challenging and inconsistent consumer behavior in product categories.
- How to conduct a thorough analysis of consumer behavior and consumption and the links between the two.
- How to develop market research driven segmentation targeting and positioning.
- Market research techniques (qualitative and quantitative).
- How to analyze customers' data and the value of their data.
- The privacy concerns with consumers' data.
- How to add to a customer experience in response to their behavior and in order to add value.
- The risk brands take with responding to “coolness” trends in consumer behavior.
- Look at emerging trends in social media.
- How to link social media trends with consumers behavior with a product.
- How to develop a market research strategy.
- How to gain insights from consumers.
- A digital landscape's opportunities and threats to a brand.
- How customers interact with a loyalty program and what brand's can do to increase loyalty based on their consumers' behavior.
- How customer acquisition costs and customer lifetime value affects a brand's budget.
- How customer acquisition costs and customer lifetime value is based on consumers' behavior with a brand's product line.

- Conduct a thorough analysis of consumer behavior and consumption habits in order to estimate segment attractiveness and profitability.
- Assess brand equity in a situation that involves charting a future strategy or both a new brand and an existing brand.
- Explore market research- driven segmentation, targeting and positioning decisions in a highly competitive and evolving environment.
- Demonstrate how quantitative and qualitative market research techniques are used in developing marketing strategy and identify their relative advantages and limitations.
- Understand the value of customers' data to companies (and to customers), and the different types of data companies collect (and share with each other).
- Understand and analyze concepts and issues in internet and mobile data collection such as first party data, cookies and privacy regulations and its implications on brands.
- Explore the privacy paradox in which customers want to protect their data but do not take actions to do so.
- Analyze customer experience to identify potential connections with behavioral strategies.
- Example the roles “coolness” and risk have in strategies to change consumer behavior.
- Understand emerging trends in social media and how that affects consumer behavior with a product.
- Develop a market research strategy to gain insights from consumers.
- Examine how an evolving digital landscape creates both strategic opportunities and threats.
- Understand how consumers interact with a loyalty program.
- Learn about customer acquisition costs and customer lifetime value calculations.

Suggested Resources/Technology Tools

- Schoology
- Google Suite
- YouTube
- AdAge, Forbes, Harvard Business School
- Case Studies Supplementary Readings/Videos:
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 - The Hillshire Farm Brand: Growth Opportunities in Snacking
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 - <https://vimeo.com/217187381>

- <https://vimeo.com/225122210>
- Aspire Food Group: Marketing a Cricket Protein Brand
 - <https://onlinelibrary.wiley.com/doi/10.1111/nbu.12291>
- Planters Nuts: The Power of the Peanut
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 - <https://hbr.org/2018/09/uninformed-consent>
- A Supreme Case of Coolness?
 - <https://brandequity.economictimes.indiatimes.com/be-blogs/a-general-theory-of-coolness/2860#:~:text=The%20general%20theory%20of%20coolness,against%20the%20expectations%20of%20others.>
- Wendy's Capitalizing on Emerging Social Media Trends
 - <https://www.youtube.com/watch?v=pLIDQkvpAlk>
 - <https://www.youtube.com/watch?v=A3njWaAJyf0>
 - <https://www.youtube.com/watch?v=apmIEkJIOM8>
- L'Oreal USA: Digitally Optimizing Consumer Insights
 - <https://consumertesting.lorealusa.com/>
 - <https://www.jpmorgan.com/insights/research/beauty-industry>
 - <https://www.forbes.com/sites/richardkestenbaum/2017/06/19/how-the-beauty-industry-is-adapting-to-change/?sh=2c6d15423681>
 - <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/an-incumbents-guide-to-digital-disruption>
- Drop Technologies Inc.: Understanding the Influencer Marketing Channel
 - <https://www.youtube.com/watch?v=2HJQXw0bVWk>
 - <https://www.youtube.com/watch?v=WcVZIU8Lhck>
 - <https://www.youtube.com/watch?v=nL15-iCkS6w>
 - <https://www.youtube.com/watch?v=7KOrBqqonGY>

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