MBAD 6173: Promotional Strategy

University of North Carolina at Charlotte
MBA Program

Spring Semester 2011
Center City Building – Room 504
Tuesdays 5:30-8:15pm

Instructor: Professor James L. Oakley
Office Location: Friday Building 250B
Office Hours: Before or after class, or by appointment
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COURSE DESCRIPTION

The course is designed to focus on the advertising and communication areas of marketing, areas which are covered briefly in the general and elective curriculum. You will be exposed to the different techniques and media available as well as the psychological aspects of consumer learning and the cultural implications of marketing and advertising in general. In addition, the course will contain sessions that are focused on emergent trends and tools in advertising and communication (e.g., permission marketing, product placement, viral marketing, etc.). This course is designed to build on and apply the conceptual tools obtained in the core marketing courses.

The course materials will consist of cases, articles, and book chapters covering a number of aspects of advertising and marketing communications. Course assignments will consist of two individual assignments, a team assignment, and a team project. You will need to form teams of 4-5 individuals for the team assignments.

COURSE MATERIALS

- Course packet: Available at Harvard Business Publishing through the following link: TBD
- Additional readings may be distributed in class
1ST INDIVIDUAL ASSIGNMENT

For your first individual assignment, you need to download the BrandSpy materials from The Marketing Democracy and complete the BrandSpy exercise. The choice of brand for the assignment is up to you. The idea of the exercise is to select a brand and study what it projects to the market offering your assessment of the brand’s marketing activities. The result of your efforts will be a BrandSpy matrix representing your evaluation of the brand’s marketing efforts – your BrandSpy matrix will be due on February 8\textsuperscript{th}, at which time several of the matrices will be selected for presentation. The matrix should be prepared either on posterboard or as a single powerpoint slide.

2ND INDIVIDUAL ASSIGNMENT

For your second individual assignment, select your favorite television or print ad, and bring in a copy to show to the class (copies of print ads can often be found on-line, and TV ads often find their way to YouTube). In class, you will discuss the reasons you like the ad, why you think it works, who it is targeted to, etc. You will also turn in a 1-page written summary of the ad and why you believe it is effective. The written summary will be due on March 15\textsuperscript{th}, with the discussions scheduled for the same date.

TEAM ASSIGNMENTS

Your team assignments consist of two case reports and presentations. For 2 of the 7 cases, your group will complete a 1 page written case analysis answering the questions found in the Case Analysis Guide on p.x-x of this syllabus. Your team will also be responsible for leading the case discussion on the day your cases are covered. I will lead the discussion for the first case to provide an example – the remaining 6 cases will be led by student teams. Case assignments/selections will be determined by the second week of the semester.

TEAM PROJECT

Each team will have the responsibility of developing an integrated marketing communications plan for focused on the concept of sustainability. Further details on the project are provided on p.6-7 of this document. The deliverables for the project will center on specific milestones along the way, including the development of ad mock-ups, storyboards, scripts, etc., with a written report and presentation at the end of the semester.
CLASS CONTRIBUTION

Class contribution is evaluated from the perspective of adding to the group discussion. It is critical to be present, prepared, and to make insightful comments that either move the discussion forward or help the class learn - quality is more important than quantity. The course is intended to be interactive in nature, and the learning environment is optimized with everyone’s participation. The key with class contribution is engagement with the material and with your fellow classmates – contribution can come in the form of verbal comments or bringing new and insightful materials to the class for discussion.

ATTENDANCE

Attendance is expected, though I will not record daily attendance. If a class session must be missed, the student is expected to notify the professor prior to missing the class. However, in situations where this is not possible, the student should contact the professor after missing a scheduled session. Frequent missed classes will be detrimental to course performance due to missed contribution opportunities. In addition, missing class means missing the discussion, and while the cases and articles provide a foundation for the course material, the discussion is the true mechanism for learning.

ACADEMIC INTEGRITY

Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students. Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type, and grades in this course therefore should be and will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases the course grade is reduced to F. Copies of the code can be obtained from the Dean of Students Office. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the course instructor.

BELK COLLEGE OF BUSINESS STATEMENT ON DIVERSITY

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity
that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

**GRADING**

- Class Contribution: 15%
- 1st Individual Assignment: 15%
- 2nd Individual Assignment: 15%
- Team Assignments: 25%
- Team Project: 30%

**COURSE MATERIAL**

**Cases:**
1. The New Beetle
2. Dove: Evolution of a Brand
3. Introducing New Coke
4. Starbucks
5. BMW Films
6. (Product) Red
7. Mattel

**Articles:**
1. “Three Questions You Need to Ask About Your Brand”
COURSE OUTLINE*

TBD
SUSTAINABILITY PROJECT

A universally accepted definition of sustainability remains elusive because the concept of sustainability covers a number of different topics and often has different meanings depending on context. Generally, sustainability can refer to something scientific and measurable – improving quality of life for humans while also improving the surrounding eco-system viability – or it can refer to a call to action or a journey towards a more fruitful relationship between the human population and the planet that supports us. The primary issues of concern when addressing the sustainability concept include human consumption, energy (source and usage), climate change and/or pollution, land use, water (again, source and usage), food production and distribution, and waste disposal/recycling/reuse. However, sustainability can also be used to describe the human relationship to nature, social justice, poverty, business practices, and residential or urban planning.

Further complicating a general understanding of the sustainability concept are the tautological definitions provided by the English language dictionary (www.merriam-webster.com):

1. Capable of being sustained
2. Of, relating to, or being a method of harvesting a resource so that the resource is not depleted or damaged
3. Of or relating to a lifestyle involving the use of sustainable methods

The only one of the three that makes an attempt to define sustainability without using the word sustainable is #2, and this definition, while thankfully non-tautological, is, on the other hand, overly specific given the discussion above.

Your task for the group project is to choose a specific form of sustainability, provide a workable definition, and develop an integrated marketing campaign to communicate your group’s concept of sustainability to your chosen target audience. Regardless of your choice of concept, your task is to create a core message and a plan for its execution. The primary components of this assignment are your written report and the oral presentation. The report will be due on May 2\textsuperscript{nd}, and the presentations will be held on the same date (this is our final class session). Each team will have approximately 20-25 minutes for their presentation. The order of the presentations will be determined randomly. The presentation should effectively communicate your core message and its execution, to the extent that your classmates will understand the why and how of your approach without reading the written report.

Your written report should elaborate in more detail upon what you incorporate into your presentation. This is your opportunity to clearly communicate your strategic ideas...
and your thoughts on their implementation. Viable items to be included in your analysis are your approach to market segmentation, target market selection, identification of a positioning concept, elucidation of benefits sought by consumers or solution provided by your concept (what job does it fulfill?), and a sense of how you would execute such a strategy in the marketplace. The executions are the “how” of the campaign, the underlying strategy and core message are the “why.” Both pieces should be present, both in the report and the presentation.

A final recommendation is to think about conducting some research of your own. Once you’ve identified your core target audience, talk to individuals who fit this profile, or conduct a survey (written or on-line) with potential consumers of your chosen concept. The results of your research will clearly assist in the development of your project.
The New Beetle
The New Beetle is being introduced to the U.S. market after a 20 year hiatus. The original Beetle was a cultural icon and unparalleled success, creating both opportunity and challenge for the New Beetle.

1. What are the different target markets available for the New Beetle, and why are they attractive for VW?
2. Why did Newsweek term VW’s positioning decision “Mission Impossible?”

Dove: Evolution of a Brand
The Dove: Real Beauty promotional campaign was a controversial departure from typical beauty product advertising.

1. What is Dove attempting to accomplish with the Real Beauty branding campaign?
2. What are the risks and potential rewards of pursuing the viral and public relations focused campaign employed by Dove?

Introducing New Coke
The introduction of the new coke formula to replace the original formula in 1985 backfired on Coca-Cola’s management. Despite significant clues indicating a change was warranted, consumers responded far differently than management expected.

1. What does the Coke brand stand for? Why was the introduction of the new formula such a big issue for consumers?
2. What was Pepsi’s brand meaning? Was it really a threat to Coke? Was there an alternative means for Coke to respond to Pepsi’s attempts at meaning making?

Howard Schultz & Starbucks Coffee Company
In 1987, Howard Schultz bought Starbucks from its founders. At the time, the company had 6 stores and a roasting plant. By the end of the 20th century, Starbucks had 3,300 stores in 17 countries around the world.

1) What were the 3 most important factors behind Starbucks’ success?
2) What was Schultz’s vision for the coffee market, and what factors made him believe he could be successful?

BMW Films
The BMW Films project was the first of its kind – an exclusively on-line promotional campaign utilizing extended length films as opposed to advertisements. The promotion was unique in both its execution and distribution approach.

1. Why would BMW choose to market itself through 5 minute films available only through the internet?
2. Did BMW reach its target market through the films? Why do you believe BMW was/was not successful in this advertising campaign?

(Product) Red
The core essence of the (Red) brand is to inspire, empower, and connect. A percentage of each (Product) Red product sold is given to The Global Fund which helps women and children affected by HIV/AIDS in Africa.

1. Explain the basics of how the Product (Red) process works.
2. Is Product (Red) successful in fulfilling its mission? What are some of the complaints about Product (Red) and its model?

Mattel and the Toy Recalls
Mattel is the world’s largest and most successful toymaker, with brands like Barbie, Fisher-Price, and Hot Wheels within its portfolio. One of the means by which Mattel maintains its profitability is through the outsourcing of much of their manufacturing to lower cost providers in Mexico, China, and throughout Southeast Asia.

1. Describe what happened with the toy recalls facing Mattel in 2007.
2. What went wrong with Mattel’s recall strategy? What could they have done differently or better?
GRADING POLICY

For each assignment, I will assess performance using the following scheme:
- High Pass (HP)
- Pass (P)
- Low Pass (LP)
- Unsatisfactory (U)

Throughout the workshop, I will assess class contribution using the following scheme:
- High Contribution (HC)
- Positive Contribution (PC)
- Low Contribution (LC)
- Unsatisfactory Contribution (UC)

These scoring schemes have multiple advantages:
- Simple 😊
- Provide feedback without false sense of accuracy
- More descriptive than letter grades
- Permits a more holistic assessment of performance over the duration of the workshop

At the end of the semester, I will convert these holistic assessments into letter grades, following the basic guidelines outlined below. The alternative combinations will fall somewhere between the basic combinations as listed in the table.

EXAMPLE ASSESSMENT CONVERSION CHART

<table>
<thead>
<tr>
<th>Individual Assignments</th>
<th>Team Assignments</th>
<th>Class Contribution</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Pass (HP)</td>
<td>High Pass (HP)</td>
<td>High (HC)</td>
<td>A</td>
</tr>
<tr>
<td>Pass (P)</td>
<td>Pass (P)</td>
<td>Positive (PC)</td>
<td>B</td>
</tr>
<tr>
<td>Low Pass (LP)</td>
<td>Low Pass (LP)</td>
<td>Low (LC)</td>
<td>C</td>
</tr>
<tr>
<td>Unsatisfactory (U)</td>
<td>Unsatisfactory (U)</td>
<td>Unsatisfactory (UC)</td>
<td>F</td>
</tr>
</tbody>
</table>