MBAD 6173: Promotional Strategy
University of North Carolina at Charlotte
MBA Program
Spring Semester 2013
Center City Building – Room 606
Wednesdays 5:30-8:15

Instructor: Professor Robert Roundtree
Office Location: Friday Building 246
Office Hours: Before or after class, or by appointment
Email: roundtree@uncc.edu
Phone Number: 704.687.7621

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

BrandSpy Materials: www.themarketingdemocracy.com/downloads
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 8th, 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 13th, with the discussions scheduled for the same date.
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 a social issue concept. The available concepts will be presented in class, and the project will be conducted throughout the semester. Each team will develop their integrated campaign for their chosen concept, based on the goals and ideas provided. The project will have milestones along the way, including the development of your basic strategy, along with executional ideas (ad mock-ups, storyboards, scripts, etc.), with a written report and presentation at the end of the semester. The written report will be limited to five written pages of text (exhibits and appendices do not count against this limit), and the presentation will be limited to a 7-minute pitch of your proposed promotional strategy and its execution. The presentations will take place during our final exam period, with the written report due at that time as well. More details will be provided within the first two weeks 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%

Cases:

1. Dove: Evolution of a Brand
2. Starbucks
3. The New Beetle
4. Introducing New Coke
5. BMW Films
6. Wal-Mart’s Katrina Aid
7. “Plugging In” the Consumer

Articles:

1. “Three Questions You Need to Ask About Your Brand”
<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>TEXT CHAPTER READINGS</th>
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<tbody>
<tr>
<td>W 1/9</td>
<td>Introduction &amp; History of Advertising</td>
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<tr>
<td>W 1/16</td>
<td>Integrated Marketing Communications</td>
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<td>W 1/23</td>
<td>IMC in Practice</td>
<td>Case: Dove—Evolution of a Brand</td>
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<td>W 1/30</td>
<td>In-Class Exercise Brand Promotion</td>
<td>Article: “Three Questions…”</td>
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<tr>
<td>W 2/6</td>
<td>Promotion without Mass Marketing</td>
<td>Case: Starbucks</td>
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<td>W 2/13</td>
<td>STP in Practice</td>
<td>Case: The New Beetle</td>
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<tr>
<td>W 2/20</td>
<td>Customer Communication &amp; Behavior</td>
<td>Article: “Snapple”</td>
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<td>W 2/27</td>
<td>Consumer Co-Creation of a Brand</td>
<td>Case: Introducing New Coke</td>
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<tr>
<td>W 3/6</td>
<td>Student Recess – No Class</td>
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<tr>
<td>W 3/13</td>
<td>New Media</td>
<td>Case: BMW Films</td>
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<tr>
<td>W 3/20</td>
<td>Advertisement Evaluation</td>
<td>Individual Assignment Due</td>
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<tr>
<td>W 3/27</td>
<td>Public Relations &amp; Social Media</td>
<td>Assigned</td>
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<td>W 4/3</td>
<td>Doing Good with Marketing</td>
<td>Case: Wal-Mart’s Katrina Aid</td>
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<td>W 4/10</td>
<td>In-Class Exercise</td>
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<td>W 4/17</td>
<td>Marketing Cutting Edge Products</td>
<td>Case: Plugging in the Consumer</td>
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<tr>
<td>W 4/24</td>
<td>Project Presentations</td>
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*NOTE: This is a tentative schedule. It is anticipated that we will have guest speakers and their schedules may not conform to ours. Also, we may move through the material at a pace that differs from that anticipated in the above schedule. Final schedules may change. Be flexible. Read ahead. Be prepared for contingencies.*
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?

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?

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 unparalled 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?”

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?

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?

Wal-Mart’s Katrina Aid
Though Wal-Mart was not alone in its efforts to provide relief for victims of Katrina, the company came to be known as the leader of the pack. Even longtime critics of Wal-Mart were impressed by the company’s role as a “first responder” to the crises created by the hurricane.
1. How did Wal-Mart effectively establish trust as it responded to Katrina?
2. How is a disaster different from other kinds of reputational crises, such as quality or safety crises? And, what is a company’s responsibility in responding to a natural disaster?

“Plugging In” the Consumer
The role of marketing in the promotion and adoption of hybrid and electric vehicles is extremely influential. It is critical to understand the cost-benefit analysis that consumers apply to the decision to adopt or not adopt electric vehicle options.
1. What is the key deterrent to consumer adoption of Hybrid Electric and Electric Vehicles? What marketing efforts can be utilized to overcome this deterrent?
2. What role should governments play in encouraging the adoption of non-fossil fuel vehicles? What actions are necessary to encourage such adoption?
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>
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<tbody>
<tr>
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<td>High Pass (HP)</td>
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<tr>
<td>Pass (P)</td>
<td>Pass (P)</td>
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<tr>
<td>Low Pass (LP)</td>
<td>Low Pass (LP)</td>
<td>Low (LC)</td>
<td>C</td>
</tr>
<tr>
<td>Unsatisfactory (U)</td>
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<td>Unsatisfactory (UC)</td>
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