COURSE OVERVIEW

The Advertising Management course examines the process of planning, executing, and analyzing advertising strategy. The first section of the course focuses on planning: how to use consumer insight to position, segment, and target. Well-chosen targets (audiences) have a variety of needs that match the positioning of the brand against its competitors. The second section of the course examines advertising execution: the development of media and creative strategy. Here, we analyze media contexts and how they match the various media consumption practices of target audiences, well as how creative content engages audiences with the brand message. In the third and final section, we bring together the planning and execution analyses developed in the course to examine advertising campaigns.

COURSE MATERIALS

The materials for the course include a text, Advertising Strategy, 2nd ed (2011) by Brian Sternthal and Derek D. Rucker, a blog, and a series of mini cases and written cases that are designed specifically for this course. Readings from Advertising and mini cases are assigned for each class meeting. Advertising provides a basis for case analysis. The mini cases are accessed via Concourse. Submit answers to mini-cases on Qualtrics; the link will be emailed to you two days prior to class. Each class participant completes the questions individually. The written cases are accessed via Concourse as well, and are submitted via email to ksredl@nd.edu. There is no written feedback on mini cases, although there is for written cases. The class blog is at http://advertisingmanagementnotredamemba.blogspot.com, and works in conjunction with class discussion. Sign-up at the site as a contributor.

You can buy Advertising Strategy from the bookstore and from amazon.com – the link is here: http://www.amazon.com/gp/product/1581527640/ref=olp_product_details?ie=UTF8&me=&seller=

COURSE ASSESSMENT

The course grade is based on individual and group work. Form groups of 2 or 3. Submit your work to ksredl@nd.edu at 10am on the date due (the final is due at 5pm). These are the assignments, their weight in the overall grade, and their organization as individual or as group work:

Nov 1: due via email at 10am: Green River Beer (individual assignment) 10%
Nov 15: due via email at 10am: Dunkin’ vs. Starbucks (group assignment) 15%
Nov 27: due via email at 10am: Olay Daily Facials (group assignment) 15%
Dec 4: due via email at 10am: Live case (group assignment) 20%
Dec 12: due via email at 5pm: Final exam (individual assignment) 25%
Class participation 15%

Office hours are by appointment, 383 MCOB. The Professor’s email address is: ksredl@nd.edu.
November 1: Green River Beer Case. Turned in at class (Individual, 10%)
Using as much of the case data as possible, develop a scenario that accounts for non- and ex-GRB drinkers’ disposition toward the GRB brand. This is your consumer insight. It is the most important facet of the analysis.

Once you have developed your consumer insight, identify the one question that is most crucial to answer in validating the scenario you developed, and describe in a sentence the research that would be recommended to address this question.

Identify two alternative marketing strategies that might be pursued to halt GRB’s decline. The strategies should pertain to alternative segmentation and targeting opportunities. For each strategy, describe the segment(s) you would target and how you would appeal to them. How you would appeal to them can be discussed in terms of what the essence of the advertising message would be and in terms of the product that would be marketed. You might develop a new product as part of your strategy. Evaluate the virtues and liabilities of each strategy in terms of the data presented in the case and indicate which strategy you would select.

- Develop a storyboard for the target you have selected for the brand.
- This is an individual written assignment. The page limit has been set at 2 single-spaced pages (font size 12 and 1” margins). Present the storyboard on a 3rd page.

November 15: Dunkin’ vs. Starbucks. Turned in at class (Group, 15%)
Case analysis takes the form of a debate. The case is set in the present. Half the groups will be assigned to argue that Dunkin has the advantage in competing for coffee customers against Dunkin’ and half the groups will argue that Starbucks has the advantage. All groups will develop a Powerpoint presentation, advocating for their position, which will be turned in at class. One group assigned to each position will make an oral presentation of its analysis. The oral groups will be assigned prior to the presentation. Each group will be given 10 minutes to present its advocacy.

These presentations should include:
- A description of the target, insight about the target’s motivation for using the category and advocated brand (i.e., Dunkin or Starbucks), and a positioning statement for the brand being advocated.
- A list of factors that are important determinants of success, and an evaluation of the brands on these factors. On the basis of this assessment, develop a scenario about how the advocated brand might win.
- Class members will have an opportunity to support their brand following the presentations for Dunkin’ and Starbucks.

November 27: Olay Daily Facial Case. Turned in at class (Group, 15%)
The analysis occurs at a point four months after the ODF launch when Dove enters the market. Who should be the target for the ODF brand? Consider point of entry, older women, and all women in developing your targeting recommendation. Provide a brief evaluation of the virtues and limitations of each target considered.
Present a detailed customer insight for the target(s) selected. This entails developing a description of the targets activities, interests, and opinions that are relevant to the category and brand. Your insight should include a discussion of what motivates category use, what is symbolized by using the category and what attracts the target to the ODF brand.

What should the brand’s position be? Specify a frame of reference and a point of difference. Evaluate whether the frame of reference should be personal cleansing, facial cleansing, or some other frame. In selecting the frame, assess the strengths and weaknesses of the alternative frames. In addition, establish a point of difference for the ODF brand. This might entail selecting from the benefit list presented in Table 4, or from a consideration of Olay’s equity, the frame of reference and competitive positions.

Identify media choices. Here, the task is to identify the media that will be used to attract consumers. Consider different constituencies you wish to reach with special attention on mindset and moment. Do not list a series of vehicles such as magazines or TV shows, but rather focus on the media you would select so that the message is relevant to the target. Evaluate the creative executions for ODF presented in the case in detail. Use insights emerging from this analysis to develop a story board that reflects your positioning of the brand.

A limit of 5 double-spaced pages with one-inch margins and font size 12 has been set for this case, exclusive of appendices. A word document is appropriate for this assignment.

December 4: Live Case. Due at Class (Group, 20%)
Please inform the instructor on or before than Nov 3 about the brand you have selected for the Live Case. You may wish to discuss your consideration set of brands prior to the deadline.

The live case assignment involves evaluating an advertising issue or campaign related to a firm you worked for or some other ad campaign of your own choosing. Where appropriate, the presentation should include relevant background information about the company, its competitors and consumers. A brief that outlines the target and the position should also be included in your report. The consumer insight underlying the brand positioning should be discussed. The analysis should also include an assessment of the creative strategy. This entails examining the content of the advertising as well as the manner in which it is presented. Depending on the complexity of the creative, you might select a single ad or a campaign composed of multiple ads and multiple media. In addition, where appropriate, you should consider competitors’ advertising to help you assess the uniqueness and impact of the focal campaign.

The advertising evaluated can be Internet (blog, brand Facebook page, brand YouTube page) print, radio, TV, signage or from any other medium. Representative ads should be included (actual ads or URLs).

There are two elements to the report. One is to describe the campaign. The other is to analyze it. The analysis should go beyond describing what the firm has done and the logic for the strategy. Your assessment of the strengths and weaknesses of the strategies is an important in your analysis. Use the Analysis slide from class on Oct 25 to prepare your analysis.
• How do you find a brand to study if one does not readily come to mind? Conduct an online search for the brand and examine what has been written about it in credible, objective sources such as WSJ, NYT, FT, AdAge. Then check if advertising is available for the brand on YouTube or elsewhere. Use a reference page.
• This is a group assignment. Ten double-spaced pages is the target length for this report. Additional pages can be devoted to appendices. Submit your peer evaluation via email when you hand in your Live Case.
• Several groups will be asked to make a short presentation (15 minutes) of their report. The goal of this activity is to share the group’s learning from the analysis with others in the class. Sample Live Cases are on Concourse.

December 12: Final Exam: (Individual, 25%)
Submitted via email to ksredl@nd.edu by 5 pm. The Final Exam will be posted on Concourse. It will be a case. The questions will require you to analyze the case, using the ad analysis we will discuss in class, as well as the consumer insight and STP topics we cover over the semester.

Several sample questions are described on Concourse. There is not a specific answer to the sample questions. If you complete the question and email it to me, I shall provide feedback about your response until 5 pm December 9. The Final Exam will be posted on Concourse on December 4.

Class Participation: (Individual, 15%)
Half of the class participation grade depends on the submission and quality of the written responses to the daily case questions. These assignments are reviewed by the instructor and used as a basis for class discussion. No written feedback is provided for these responses to case questions. Participation in class, participation on the blog by posting relevant content and by continuing class discussion, and peer evaluation on group cases by other group members account for the remainder of the class participation grade. One-third of your participation grade comes from posting in the class blog. The class blog address is: http://advertisingmanagementnotredamemba.blogspot.com.

COURSE SCHEDULE

TU October 23: Introduction to Advertising Management
This class introduces the content and approach to developing advertising. An overview is provided of the issues and processes involved in developing advertising strategy. This introduction includes a description of the course structure and content, its relations to other courses, and the pedagogical approach followed. Fundamental issues are then discussed briefly: when to advertise, what elements to consider in planning an advertising strategy, and how to evaluate advertising. Finally, we examine how client-agency relations are managed effectively.
• Prior to class, read the Kelly&McGraw mini-case. Kelly&McGraw Advertising Agency involves a consideration of the role of ad agency personnel and their clients in managing the advertising function. Please read the written responses to the questions that will be e-mailed to you prior to class. Also, read the World of Warcraft case. It provides an opportunity to discuss elements in the planning and execution of advertising strategy. No written response is requested.
• In Advertising Strategy, read chapter 1 as background for discussion and Appendix A as background for the Kelly&McGraw Advertising Agency Case.
TH October 25: Targeting for Growth
This class provides an analysis of targeting strategy from an advertising perspective. Targeting begins with a consideration of current users of the category and the brand. Growth can be achieved by increasing usage among current users, attracting competitors’ users, or targeting nonusers, who are either about to enter the category (point of entry), or are achieving the goal that motivates use of a brand by purchasing some other category (category build). We assess the circumstances under which each of these strategies is appropriate.

- The Häagen-Dazs mini-case examines a typical strategy of a single target focus. The Jif mini-case offers the opportunity to make a choice among multiple targets. Provide a written response to all of these cases.
- In Advertising Strategy, reach chapter 2. We will begin discussing the Green River Beer case and the Live Case – please read the Live Case assignment and come with any ideas of brands.

TU October 30: Targeting & Consumer Insight
This class discusses two types of consumer insight. One pertains to what consumers know, believe and prefer. This type of consumer insight is the critical link between a brand’s target and its position. Discussion of this insight involves an assessment of how insight is used to link target and position, and where errors in developing insight are likely to occur. The other type of insight describes how consumers process and use advertising information to make decisions. This analysis underscores the importance of insight about consumers’ knowledge, beliefs and preference, because most of persuasion is self-persuasion: ad strategies that fit with target consumers’ knowledge and disposition are likely to be persuasive. An assessment of how consumers make decisions also highlights the fact that it is not only message content that determines message impact, it also depends on consumers’ feelings about the process by which a decision is made. We refer to this latter type of judgment as metacognitive because it involves cognitions about the message content (which is cognitive).

- Read the Milk mini-case and respond to the questions in writing. Milk describes how two distinct insights lead to different strategies for promoting the consumption of milk.
- Read the Yellow Tail Wines case and provide a written response to the questions. This case examines how insight about consumers links a target to a brand position for a new product in a mature category.
- We will discuss the Green River Beer case. In Advertising Strategy, read chapter 3 and 4.

TH November 1: Consumer Insight & Brand Positioning
This class focuses on developing a brand position. This analysis begins with an assessment of a positioning of a consumer brand (Bud Light) and a business-to-business brand (Berol 226 this case is optional). The Bud Light and Berol 226 cases are assigned to illustrate the elements of a position. Bud Light describes the evolution of a position over time. This analysis is followed by an in-depth assessment of the three key elements of a brand position: the frame of reference (consumers’ goal in using the brand), the point of difference (why brand is better at achieving the goal) and the brand’s personality.

- Written responses to the questions posted are required for Bud Light.
- Due: Green River Beer case is due.
TU November 6

- Guest Lecture, Scott Griffith, VP, Planning Director, Energy BBDO, Chicago
  Scott.Griffith@energybbdo.com (tentatively scheduled)

TH November 8: Sustaining a Position

Sustaining strategies are important because in most cases, efforts to reposition a brand fail. A variety of strategies designed for this purpose are examined. These strategies include modern instantiation, laddering down, laddering up and promoting value.

- In preparation for discussion, please read the Grape-Nuts mini-case, in which a modern instantiation strategy is used to sustain the brand’s position, and respond in writing to the questions. Review GEICO ads, but no written responses to these ads are required.
- We will address the Dunkin’ vs. Starbucks written assignment. Please read the discussion of that assignment, which is found earlier in this document.

TU November 13: Repositioning and Media Strategy

This lecture completes the discussion of positioning by examining when repositioning is likely to be a viable strategy. This lecture also develops a strategic approach to media selection. Four factors are considered: matching, monopolizing, moment and mindset. Matching involves finding media that attract people with the profile of the brand’s target and do so efficiently. Monopolizing requires outshouting competitors, particularly in the media where a brand’s advertising is presented. Moment is achieved by selecting media that reach people when the brand and the category in which it holds membership are of interest to them. Mindset entails the selection of media that resonate with interests and issues important to the target.

- Read the Ingersoll mini-case and respond to the questions posed in writing.

TH November 15: Dunkin’ vs Starbucks

- The Dunkin’ vs. Starbucks case is presented and submitted in written form at this class.
- Also, please read the Olay Daily Facials case, and come to class with any related questions.

TU November 20: Media Strategy

This class examines the relationship between effective strategy and creative. One factor that enhances the impact of creative is the elaboration of the benefit. We examine a variety of approaches to elaboration including hard sell, the big idea, story grammar and comparison and discuss when and why each might be employed.

- In Please read the TLC mini-case.
- In *Advertising Strategy*, read chapter 8

TH Nov 22 Thanksgiving Day, no class

TU November 27: Evaluating & Managing Creative Strategy

We examine two factors that determine the effectiveness of a strategy: motivation and brand linkage. Because elaboration of an advertising message is effortful, its processing is often enhanced by motivational devices such as humor and threat. We examine the appropriate use of these devices. Even when people are motivated to elaborate on the brand information presented in
an ad, the failure to link the benefit to the brand might undermine the effectiveness of the appeal. Factors that limit brand linkage are examined.

- Due: Olay Daily Facials Case is due in class.
- Please read the Hallmark mini-case.

**TH November 29: Social Media: Engagement Strategies**

We examine the structure of advertising with social media and factors that influence successful advertising with social media. The first structure of advertising on social media is predator-prey, in which firms hunt for consumers, who may find ways to either hide or to be found. Likewise, consumers may hunt for brands, who try to make their presence known. The challenges of predator-prey are privacy, technological advancements, and search. The second structure is engagement, in which the marketer is an entity possessing culture and is invited into exchange. The challenge of engagement is to offer a brand with a point of view toward an industry. Within the predator-prey structure, two forms of advertising take place: thought tracking and ubiquitous connectivity. For thought tracking, search and algorithms that predict behavior are important. Given constant connectivity, brands are concerned with marketing opportunities that keep the pace of emerging technologies. In the engagement structure, two platforms of advertisements are found: social exchanges and cultural exchanges. In social exchanges, consumers include brands as part of their identity and status in virtual communities. Here, firms may sponsor or co-opt communities. Likewise, in cultural exchanges, the marketer is an entity possessing culture and is invited into the exchange. Brands compete to provide cultural content. We will discuss the ethics of advertising in an era of evolving technology.

- Read the Pepsi mini-case as an example of the use of social media to re-position a brand. Answer the questions to the Pepsi case.
- Read the Volkswagen mini-case as an example of media integration of on-line and television advertising that creates engagement and amplification with the target audience and beyond. Please provide written answers to the Volkswagen case.

**TU December 4: Social Media and Strategies: Targeting**

We continue the examination of social media by exploring two examples of the use of social media for the strategic goal of targeting.

- The Tough Mudder case discusses consumer use of social media (especially facebook) by consumers to find a brand. There are no written answers required for the Tough Mudder case.
- *Moving U by Kotex to Dec 6* Final exam is available on Concourse.
- Due: Live Case is due in class

**TH December 6: Analysis of Campaigns and their Effectiveness**

We examine approaches to measuring ad effectiveness and review advertising campaigns. This class uses the advertising analysis and strategies developed in the course to examine campaigns.

- In Advertising Strategy, read chapter 10
- In preparation for class, please read the Grainger case. U by Kotex CaseThe U by Kotex case is an example of the use of social media to reach an audience. Please answer the questions to the U by Kotex case

**FINAL EXAM DUE by 5 p.m. TU DEC 12 via email to ksredl@nd.edu**