**Advanced Marketing Strategy**: Spring 2020 (Full term). Provisional Syllabus.

**Room:** TBD

**Instructor**: Tom Hafen. Email: [th2643@columbia.edu](mailto:th2643@columbia.edu) Phone: 847-530-3824.

Feel free to email me anytime or text/call during daytime hours.

**Class Description:** This course will introduce you to the principles of advanced marketing strategy and how they are practiced by large firms such as Procter & Gamble, Porsche, Coca-Cola, Pfizer, and Sephora as well as digitally native brands such as Glossier, Warby Parker, and Drunk Elephant. We will assume that one size does not fit all and that value creation involves understanding and catering to different consumer segments.

Although the implementation of marketing programs is undergoing a massive transformation from conventional to digital media, the underlying principles of consumer driven marketing remain essentially the same; we will discuss how great marketing strategy, including digital programming, is driven by a sound understanding of consumer segmentation and distinctive product benefits.

This course is relevant for students interested in driving consumer demand regardless of career path. Course principles are not only applicable to large scale consumer marketing programs but also those practiced by start-ups and direct-to-consumer brands. There are no prerequisites.

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | Topic | Reading/Assignments |
| Week 1 | Course Introduction: Assess the Landscape | Basics of Brand Management  **Prepare:** Come prepared with examples of brands that are well-marketed/not well-marketed | |
| Week 2 | Assess the Landscape | Category Evaluation | **Classroom Presentation:** Your group should come prepared to present the brand for your class project.  **One Page Assignment:** Ikea invades America  **Read:** Marketing Success Through Differentiation--of Anything by Theodore Levitt. |
| Competitive Dynamics | **One Page Assignment:** Nestle |
| Week 3 | The “Who” | Consumer Segmentation | **One Page Assignment:** Black and Decker Case Study |
|  | **One Page Assignment:** Mountain Man Brewing Company |
| Week 4 | The “Who” | Segmentation and Targeting | **One Page Assignment:** Porsche: The Cayenne |
|  | **One Page Assignment:** ASICS: Chasing a 2020 Vision |
| Week 5 | The “What” | Commercial and Innovation Strategy | **One Page Assignment:** Cialis Case Study: Getting Ready to Market  Introduce brand equity tool |
|  | **One Page Assignment:** Snapple |
| Week 6 | Mid-Term Check In | **Prepare and Present:** Brand Management Project Check-In | |
| Week 7 | The “What” | Pricing | **One Page Assignment:** JC Penney |
| Retail Strategy | **One Page Assignment:** Red Bull |
| Week 8 | The “Why” | Brand Positioning | **One Page Assignment:** Dove: Evolution of a Brand |
|  | **One Page Assignment:** Lululemon Athletica |
| Week 9 | The “How” | Communication and Execution | **One Page Assignment:** Mini-USA: Finding a New Advertising Agency |
|  | **One Page Assignment:** Kraft Foods Canada: Targeting the Millennial Consumer |
| Week 10 | The “How” Communication in Mass and Interactive Environments | The “How” Communication in Mass and Interactive Environments | **One Page Assignment:** Coca-Cola Liquid and Linked  **Watch:** Wendy Clark, Liquid and Linked Marketing Presentation (Youtube June 4, 2013)  **Watch:** Bob Hoffman, The Golden Age of Bullsh\*t (Youtube April 10, 2014) |
|  | **One Page Assignment:** Glossier |
| Week 11 | The “How” | Interactive Marketing, Social Media, and CRM | **One Page Assignment:** [Sephora Direct Case Study: Investing in Social Media, Video, and Mobile](https://hbr.org/product/sephora-direct-investing-in-social-media-video-and-mobile/511137-PDF-ENG). |
|  | **One Page Assignment:** Accor: Strengthening the Brand with Digital Marketing |
| Week 12 | Final Project | **Prepare and Present:** Brand Management Project Presentations | |

Recommended Weekly Reading: Adweek, CMO Today at WSJ.

Assignments/Grade Break Down:

* One Page Assignments: 20%. Most classes you will turn in a write up on one of two cases discussed in that session. You are still responsible to prepare the other case for discussion. Each assignment should be one single spaced page written up to the best of your ability according to the framework of the course:
  + **Landscape**:Assess category and competitive dynamics
  + **Who:** Consumer Target and Segmentation
  + **What:** Product Strategy and Brand Purpose
  + **How:** Communication/retail strategy
  + **Strategic Recommendation:** Given the above, what should the strategy be going forward?

We will grade write-ups according to “Complete” (10 pts.) “Incomplete” (7 pts.) or “Non-Existent” (0 pts). I will share individual feedback with those who get incompletes or with those who specifically request it. If you wish, you can have up to 1 week to resubmit the write-up for full credit. Late assignments are not eligible for resubmissions.

* Participation: 20%
  + Expectations are that you will come to each class prepared for discussion of the assigned materials. This class has a no electronic device policy except where specifically called for. If you need to use your device for academic reasons, please speak to me before class. We will take roll and 100% attendance is expected for the duration of each class. We will grant exceptions only in accordance with school guidelines. If you need to be absent for all or part of a class I would appreciate you reaching out directly to me and/or the class T.A.
  + We track both attendance and active participation—leaving class early, violations of device usage policy, and any other indications of less than full engagement will result in a lower participation grade. You also need to carry your weight on your team to get full credit for the Marketing Management Project.
  + In order to facilitate and track participation I ask that students sit in the same seats each class period and use name tents. We will record attendance and participation via a seating chart.
* Key Visuals:In order to help us get to know each other better, I ask two students per class to share key visuals from their lives in a single power point slide they can email to me/T.A. prior to class. Similar to the key visual in an advertising campaign, these visuals should help us understand your purpose and key attributes/interests. If participation slots are full and you still would like to present a key visual please contact the T.A. You will get participation credit for sharing these visuals with the class.
* Feedback: In order to maximize the value of the class I ask that one or more volunteer class captains stay in touch with their classmates and channel feedback in terms of positive reinforcement, suggestions for improvement, and topics the class would like to see emphasized. Class captains can provide informal feedback at any time; the TA and I will also have brief, informal meetings with captains after class on Week 4 and Week 9. We will also conduct an anonymous survey at the end of class in Week 6.

**Brand Management Project:** Your mid-term and final exams will assess your ability to apply concepts of the class to a brand of your choice. This should not be a brand that any team member has worked on in a professional capacity.

* Make sure that you are a member of a 5-6 person group by the end of Week 1.Please send your group name, brand chosen, and group members to the TA prior to Class 2. You will give a brief presentation on your brand and why you chose it at the beginning of Class 2 (no ppt necessary).
* Brand Immersion Experience:You are strongly encouraged to engage yourself in the brand and have a prior to the mid-term that involves your team getting up close and personal with the brand and its consumers.
* Mid-Term Check In: 20%. (Week 6 / Oct. 9) Opportunity to make sure you and your group are on track for your class project. You will be expected to make a 10 minute presentation during the second hour of class where you provide an overview of the brand you have selected: category, consumer target, product strategy, brand purpose, and communication/retail strategy. An important part of assessing retail strategy will be store visits and on-line assessment.
* Final Brand Management Project: 40% (Week 12 / Dec. 11)
  + Assume that your team manages a brand of your choice. Assess category and competitive dynamics (landscape), consumer target (who), product assortment and innovation strategy (what), and communication/retail strategy (how). Make concrete and actionable recommendations as to how to best drive growth in the next 2-3 years.
  + Remember to use all relevant tools from the class, and include pricing strategy, incremental opportunity, and size of prize in your analysis. Also remember that you need to emphasize a new emphasis or change in direction—not just report on something the company is already doing. Please assess the risks of your plan and what steps you could take to mitigate them.

This should be a 15 minute Power Point presentation which will be uploaded to Canvas prior to the presentation. If necessary, please let msharing these visuals with the class.