

Marketing 755 – Advertising Management

The Wharton School

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Objective: The objective of this course is to provide a framework for the Advertising – Marketing Communications process. Strategically, this will be accomplished by sharing Best Practices case examples, tools, and templates covering the major elements of the Advertising – Marketing Communications Process. The course examines Marketing Communications and Advertising across a variety of media and industries, with particular emphasis on the target consumer and how they interact with various media. Tactically, the course utilizes active class discussion, case studies drawn from a variety of industries, selected readings covering a wide spectrum of Advertising – Marketing Communications examples, and a group project.

Learning Objectives: Course participants will understand and be able to successfully apply the following concepts:

- The “Naked” Communications Idea
- Brands Versus Products, Communicating Brand Equity
- Customer Insight
- Communications Strategy
- Integrated Communications – “Surround Sound” Vs. “Matching Luggage”
- Creative Brief and Assessing Briefs
- Marketing Communications – Advertising Assessment
- Communications Testing
- Successfully leading the Brand – Agency team

Discussion: This is a Marketing course focusing on Marketing Communications across a variety of media. The course provides participants with a framework for Marketing Communications creation – a process map of elements to consider, questions to answer, and key organizational partnerships to form for success.

The course focuses on the Marketing Manager’s role in leading the Marketing Communications process. The Advertising Agency, Public Relations, additional media agencies, and Market Research are also addressed in the course. Importantly, they are viewed from the Marketing Manager’s perspective and how these disciplines impact the Marketing Team leading the Marketing Communications development process.

This course focuses on real-world concept application rather than the theoretical. Case studies and class examples are drawn from a wide variety of industries with the goal of concept understanding and application, regardless of industry. Course participants will complete this course with a set of skills and tools that are immediately applicable to the marketing discipline in any organization or industry.

Course Structure: The course is comprised of 90-minute sessions. These sessions are conducted twice weekly, beginning October 23, 2008 and ending December 4, 2008. The course is comprised of three main elements:

- Course content and case study presentation, class discussion of course concepts and related case materials;
- Team Mid-Term project development and presentation that reflect integration of concepts presented to-date;
- Team major – case development and presentation that reflects integration of all course concepts with particular emphasis on application assessment;

Course Content Presentation: Each class focuses on a specific topic(s) in the Marketing Communications – Advertising process. Case studies and readings are assigned for each class and illustrate that concept(s) and either its successful or unsuccessful application in a real-world situation. Active class participation is encouraged, with a special emphasis on thoughtful, clear, concise commentary and analysis.

Team Projects: Course participants are encouraged to form project teams and address two Marketing Communications - Advertising opportunities – a Mid-Term and a Major project. The Major project comprises:

- A marketing communications case study about an existing, in-market product/service (ideally within 12 months of actual communications campaign launch) and the inferred application of course concepts - tools to this product and the critical evaluation of their application success/failure.

Team participants will be evaluated upon their project selection, presentation, analysis, concept application, and their ability to successfully function as a team. Team participants will be asked to assess the performance-contribution of their peer team members.

Mid-Term and Major Case Development and Analysis: The Mid-Term Case Presentation focuses on the application of the concepts presented through the first half of the course. This concise analytical presentation addresses these critical concepts and evaluates their successful – unsuccessful application to an actual Marketing Campaign. The Mid-Term will be completed by project teams of 4-5 per team.

The Major Case presentation should include an analysis on the successful/unsuccessful application of all course concepts. Major presentations should be Powerpoint, created by the entire project team, and submitted via Web-Café for grading and assessment. Some may be presented in class and course participants are assessed on their constructive commentary regarding these presentations.

Course Participant Assessment – Grading: Course participants are evaluated on the three basic elements of the course, as follows:

- **Class participation (40%)** – Active, thoughtful, clear, concise participation reflecting comprehension and application of the concepts – topics presented. *This is about Quality, not Quantity.*
- **Major Team Project (40%)** – Original, creative, unique product/service example presentation that demonstrates complete comprehension, integration, and evaluation of the concepts and their application in the marketplace.
- **Mid-Term Case Development and Analysis (20%)** – Presentation of a Marketing Communications – Advertising case that demonstrates application, analysis, and assessment of the course concepts presented to-date.

Class	Topic	Tool(s)	Cases, Readings	Other
One	<ul style="list-style-type: none"> • Introduction to Course – Objectives - Overview; • Marketing Communications Process. • Goals and Objectives; • Assignments, Grading, Course Perspective • Campaign Idea 	<ul style="list-style-type: none"> • Marketing Communications Process • The “Naked” Idea • The Idea Tool 	<p>Communication Examples across media types;</p> <p>“My Favorite Ad”.</p>	
Two	<p>“What Think of This Ad?”</p> <p>“What is the Big Idea?”</p>	<ul style="list-style-type: none"> • Idea, Cont'd • Key Copy Words • Core Visuals • Idea Assessment Tool • Idea Template • “Tissue Meeting” Approach 	<p>Application to Global Examples, including Cannes Award Winners</p>	
Three	Introduction to Target Audience, Insights	<ul style="list-style-type: none"> • Brand, Agency Roles 	<i>Mountain Dew: Selecting New Creative</i> (HBS)	<ul style="list-style-type: none"> • Form Project Teams
Four	Target Audience Definition	<ul style="list-style-type: none"> • Target Audience Tools 	<i>Mountain Dew</i> , cont'd	<ul style="list-style-type: none"> • Form Project Teams
Five	Positioning Review	<ul style="list-style-type: none"> • Positioning Statement • Positioning Matrix 	The Diaper Wars, <i>Rising Tide</i> , pp. 229-239	<ul style="list-style-type: none"> • Teams Finalized; projects selected for Major presentation
Six	Customer Insight – THE Critical Element to Great Communication	<ul style="list-style-type: none"> • Customer Insight examples • <i>Faux</i> Insights 	Commercials That Sell, <i>Ogilvy</i> , pp. 103-116	<ul style="list-style-type: none"> • Mid-Term Case distributed
Seven	Communications Strategy	<ul style="list-style-type: none"> • Communications Strategy Statement • Strategy Development Tool • Strategy Assessment Tool 	Crest Story, Ivory, Crest, Olay, <i>Rising Tide</i> , pp. 141-158, 345-363	
Eight	Communications Strategy, Part II	<ul style="list-style-type: none"> • Target Audience • Benefit Ladder • Reason Why • Brand Character 	Always Success, Pantene Restage, <i>Rising Tide</i> , pp. 190-192, 261-278	<ul style="list-style-type: none"> • Mid Term Case Due
Nine	<p>Creative Brief</p> <p>Creative Brief Assessment</p>	<ul style="list-style-type: none"> • Creative Brief • Creative Brief Assessment Tool 		<ul style="list-style-type: none"> • Creative Brief Workshop
Ten	Brief to Execution: Evaluating the Communications Campaign	<ul style="list-style-type: none"> • Test Market to National Rollout Assessment 	<i>Charles Schwab & Co., Inc.</i> (HBS)	
Eleven	<p>The Brand – Agency Relationship</p> <p>Assessing Marketing Communications</p>	<ul style="list-style-type: none"> • Assessment Process – Questions 	Print, <i>Ogilvy</i> , pp. 70-101;	

Twelve	"Surround Sound" – Integrated Communications	<ul style="list-style-type: none"> • Surround Sound Template • Cannes Award Winners 	<i>Google Advertising (HBS)</i>	
Thirteen	Integrated Communications Continued Media Types – Pro's, Con's	<ul style="list-style-type: none"> • Media Selection Scorecard 	Advertising That Sells, <i>Ogilvy</i> , 9-25.	Final Presentation Questions
Fourteen	Marketing Communications Testing	<ul style="list-style-type: none"> • Millward Brown • ASI 		<ul style="list-style-type: none"> • Millward Brown Tips Video

Texts:

- * Davis Dyer, Frederick Dalzell, Rowena Olegario, *Rising Tide: Lessons from 165 Years of Brand Building at Procter & Gamble* (Boston: Harvard Business School Publishing, 2004)
- * David Ogilvy, *Ogilvy on Advertising* (New York: Vintage Books, 1985)
- * Mountain Dew: Selecting New Creative (HBS 9-502-040)
- * Charles Schwab & Co., Inc.: The "Talk to Chuck" Advertising Campaign (HBS 9-507-005)
- * Google Advertising (HBS 9-507-038)
- Richard Czerniawski and Michael Maloney, *Creating Brand Loyalty: The Management of Power Positioning and Really Great Advertising* (New York: AMA Publications, 1999)
- Randal Rothenberg, *Where the Suckers Moon* (New York: Vintage Books, 1995)
- Roderick M. McNealy, *Making Customer Satisfaction Happen: A Strategy for Delighting Customers* (Dordrecht, Belgium: Kluwer Publishing, 1999)

* Required for course, others are optional