



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 457 L0101

Strategic Marketing Communication

Winter 2017

Course Meets: Fri 9-11am RT142

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 Office Hours: Thu 12-2pm, Fri 5-6pm (Fri 11am-1pm is impossible because of other class.)
 For other times, please email to schedule an appointment (Tue afternoon is good.)

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Course Scope and Mission

In this course, you will learn how marketers communicate with customers – knowledge that is useful to you both as a manager and a consumer. The course will introduce the foundation knowledge of marketing communications as well as new trends in non-traditional media including sponsorships, social media, and digital marketing.

No product can be commercially successful without effective communication with customers – whether this takes the form of advertising, personal selling, public relations, or the myriad of other forms that are available. But with the growth of new media technologies, the environment for marketing communications is more challenging than ever, and old assumptions are constantly being questioned.

This course also covers the use of cutting-edge experimental methods to quantify the causal effect of marketing decisions. Experimental methods have been used since the early days of marketing in settings such as retail test-markets and direct mail. In recent years, technological change, particularly the proliferation of online A/B testing, has fundamentally altered the methods and benefits of marketing experimentation. This course will cover the fundamentals of conducting marketing experiments and students will learn how to incorporate experimental results into managerial decision making. In particular, we will discuss:

1. The kinds of decisions for which experimental tests are most beneficial compared to alternative approaches.
2. How to design experiments, taking into account factors including cost, sample size and effective treatment rates, analytic complexity, modeling and decision needs, potential information leakage and other sources of bias, and customer reaction.

3. How to statistically analyze experimental results to draw valid conclusions that will generalize reliably to the decisions being made.
4. How to incorporate experimental results into decision making, including differences between tactical and strategic findings, identifying and managing threats to internal and external validity, and incorporating experimentation into long-term knowledge-building.

This course is concerned with the science, art and ethics of marketing communications. As a result of the course, you will develop a refined understanding of how advertising/Marcom works, the effect it has on consumers and how this knowledge is, for better or for worse, used by businesses.

Class sessions will combine lectures, case studies, and group exercises. The course will be providing an integrated Marcom model based on the 3C-STP-4P Marketing Strategy framework. Students should apply this framework as part of their final group presentation.

COURSE PREREQUISITES

Principles of Marketing (RSM250) and Marketing Management (RSM251).

READINGS

Required Online Course Packet. All Harvard course material (e.g., most of the cases and a few of the readings) can be purchased by accessing the Harvard Business School Publishing website (<http://cb.hbsp.harvard.edu/cbmp/access/66387160>).

Additional course resources including announcements, case material, required readings, lecture notes, handouts, and links to relevant websites are available on the **Blackboard**. You must log on to this website before the first class and regularly during the course in order to access required reading and case material.

Recommended Readings. Although there is no required text for this course, you will find it very helpful to have access to at least one advanced marketing management textbook. For example, Advertising and Promotion: An Integrated Marketing Communications Perspective, 5th Canadian edition, 2014, by George E. Belch, Michael A. Belch and Michael A. Guolla, McGraw-Hill Ryerson.

EVALUATION AND GRADES

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

<u>Work</u>		<u>Due Date</u>
Research requirement	3%	Ongoing
Participation/attendance	12%	Ongoing
Mid-term exam	20%	Week 8
Group Projects	35%	Week 9, 10, 12
Final exam	30%	Exam Period (TBD)
Bonus Points		Ongoing

Given the nature of the course, you will be graded on your strategic analysis as well as your creativity.

COURSE FORMAT AND EXPECTATIONS

Conduct Policies. You are expected to attend all class sessions, actively participate in discussions and assignment, complete assignments, and follow the honor code. **This course adheres to UofT core culture. Students are expected to be:**

Present:

- On time and present for every session
- Attendance tracked

Prepared:

- Complete pre-work needed, expect cold calling
- Bring nameplates (*Failure to do so may preclude any participation credit for that day*)

Participating:

- Constructive participation expected and part of grade
- No INTERNET AND PHONES unless explicitly called for by the instructor

1. Research requirement (3%)

Marketing researchers develop hypotheses and run experimental studies to test these hypotheses against actual behaviour. The research requirement in this course is intended to supplement the material on marketing by giving you more direct exposure to research in marketing. In order that you might better understand the research process, you may fulfill this requirement by:

1. Participation in three hours (credits) of research studies, or
2. Analysis of three articles that report research studies, or
3. A combination of research studies and article analyses

You will receive one point toward your course grade for each one-hour research study or article analysis that you complete, up to a maximum of three points.

Participation in research studies. To participate in a research study, sign up for the research participation website (<https://rotman.sona-systems.com>) and read the descriptions of research studies that are posted there. Once you identify a study in which you would like to participate, choose a time slot in which to participate. Studies usually take place in the behavioural lab in the Rotman building, but some studies may run online or in another physical location. Participation in the actual research will take between 45 and 60 minutes for a 1 credit study or between 15 and 30 minutes for a 0.5 credit study. You will be debriefed at the end of the study, and you will be asked to answer a question about some aspect of the study. Once you correctly answer the question you will be given credit. You must complete three credits worth of studies to fulfill your research participation requirement in this course. Participation in research studies will take place from **09/11/17-12/01/17**.

Analysis of articles. To analyze an article, go to the Robarts library and find a copy of one of the approved journals. You may use the Journal of Consumer Research, the Journal of Marketing, or Marketing Science. Look through the articles from the previous three years until you find one that interests you. Read the article. Write a summary of: 1) the objectives and hypotheses of the article; 2) the importance of the issues to the marketing community; 3) the research reported in the article, including the design of the study, the sample, and the materials (stimuli) used in the study, 4) the key results, 5) strengths and weaknesses of the study, and 6) the usefulness of the results to marketers practitioners. The analysis will be graded on a pass/fail basis. You will need to review three articles to complete your research requirement. Please contact the Behavioural lab manager, Autumn Bynum (416-946-5072, autumn.bynum@rotman.utoronto.ca, Rotman 547), if you would like to analyze research articles to fulfill your research requirement. The analysis will be graded on a pass/fail basis. Please submit your summaries to Autumn Bynum by **12/01/2017**.

2. Individual class participation (12%)

You will complete a photobook in class. Do NOT complete the survey before class. Details will be supplied in class. This survey is also available on Blackboard.

By default, every student will receive 6 (out of 10) points for class participation. If you make significant contributions to class discussions, you may receive more than 6 points. On the other hand, you will receive fewer than 6 points if you (1) do not attend all the classes and all the presentations, (2) arrive late on a regular basis, (3) do not actively participate in class discussions and presentations, (4) consistently make non-constructive comments, or (5) consistently disrupt the class by using the Internet or texting, or making a disruptive entrance when arriving late. If you must arrive late for reasons beyond your control, please enter the classroom quietly and be seated quickly.

The following questions will be considered in grading participation:

- Does the student arrive **promptly** for class and participate in discussions? Do the questions and comments move the discussion forward and contribute to a learning environment?
- Is the student prepared to report facts, analyses, and conclusions? Do comments interpret and integrate case facts using marketing theories, concepts, and analytical tools.
- Does the student take a defensible position on the recommended course of action? Are the arguments and answers to questions persuasive?
- Is the student able to communicate effectively? Are comments presented in a concise, compelling, and convincing manner?
- Does the student listen to other comments? Is the student able to build upon and evaluate other comments? Does the student learn from and show respect for other speakers and their points of view?

In order to facilitate your participation, it may be useful to prepare a one page summary of your major analyses and conclusions. This summary can be a useful memory cue at the time of discussion and during later review of the material.

3. Midterm Exam (20%) and Final Exam (30%)

There will be two exams, a midterm (**in-class, week 8**) and a final exam (Exam Period; TBA). Both exams will be closed-book. The midterm will cover materials up to **week 7**. The final exam will be comprehensive. The exams will be based not only on assigned readings but also on material discussed in class but not covered in the readings.

Note: The midterm exam is shorter than the final. You may consider it as an in-class exercise. If you are not satisfied with your midterm score, you may ask us to discard it, and we will then weigh your final score accordingly. You must complete the midterm in order for us to discard it later. Submit your request at least one week prior to the last day of class and must do so via e-mail to my TA.

4. Group Work (35%)

All the group projects require students to work in teams of 3-4. The purpose of the project is to develop an integrated Marketing Communications Plan for a not-for-profit initiative or organization of your choice. It could be part of UofT (e.g., student clubs) or organizations that are affiliated with UofT. For example, in the past, students who were members of the coffee club contacted a local shop that sponsored the club and

completed a project for them. Alternatively, you may choose to design a fund raising campaign for the initiative or organization.

The final project report should be submitted in the form of a PowerPoint presentation. Note that strong projects will use the ideas, theories, and research discussed in class to frame the analysis and provide suggestions. Use of the 3C-STP-4P framework discussed in class is strongly encouraged.

Campaign target selection - this will be assigned on a “first-come, first-served” basis if more than one group propose the same campaign target (start in Week 2). Submit two initiatives or organizations for the final project and include the rationale (75 words or less for each campaign target) in Week 4. You may include up to two figures in total as supplementary materials.

Part I (10%) - Design of A/B testing: What are the main goals of the campaign? Why are experimental tests most beneficial compared to alternative approaches for the kinds of decisions that you are trying to make? What is the design of your experiment? What is the cost, sample size? How would you collect and analyze the data?

Part II (10%) - Data collection and analysis: Once you finalize your experimental design, you should start collecting data as soon as possible. In your analysis, you should present statistical analysis and draw valid conclusions that you expect to generalize reliably to the decisions being made.

Part III (15%) - Data driven SMC: Present your group’s integrated Marcom plan based on your experimental results. Include your proposed plan of action, providing examples of implementation. In doing so, please use the 3C-STP-4P framework¹ studied in class.

Each team is responsible for obtaining access to their target market for their data collection efforts (think creatively, e.g., post on brand or category user groups on the web, use “snowball sampling” by asking research participants to pass along a survey link to relevant others, or visit public locations where the target market is likely to congregate). Free on-line survey options include: surveygizmo.com, Zoomerang, and Survey Monkey. The Rotman School of Management maintains a site license for faculty and students to use the Qualtrics Research Suite. Details on signing up for a Qualtrics account will be supplied on Blackboard. In addition, you are responsible for locating appropriate facilities, developing procedures, and providing material for other data collections methods employed.

Deliverables for group work:

- Form groups – Complete the group assignment form (Google Doc to come) by Week 3.
- Submit campaign targets and the rationales – First come, first serve; by the start of class in Week 4
- Final presentation (I) – Week 9
- Final presentation (II) – Week 10
- Final presentation (II) – Week 12

Except for group formation, all the write-ups and presentation decks must be **uploaded to Blackboard by 9:00am on the day of class**. You must also turn in a hardcopy of your assignments at the **start** of class. For all the documents, try to print on both sides. For the presentation decks, print two slides per page.

Name the file using this format:

RSM457-GroupName-Initiative/Organization, e.g. RSM457-GroupVine-FishingClub

¹ SMC model based on the 3C-STP-4P Marketing Strategy framework (see page 1 of the course outline).

The first slide should include: (1) **group number**, (2) **club name**, and (3) **UofT student ID numbers**. Do not put your name on the written assignments. Failing to follow these instructions will result in lower grade.

The grade for all the group presentations will be based on a process of peer evaluation (inter-group) that will be explained later by the professor. The evaluation criteria for the presentation will include “Conceptual content”, “Choice of topics”, “Structure/sequence (of the presentation)”, “Clarity of Communication”, “Learning for the audience” and the “Likelihood that you would approve the plan”.

Peer-evaluation. Peer-evaluation of group participation/contribution will be conducted twice; after the Final Presentations Part I and the Final Presentations Part III respectively. Inadequate contribution will result in deductions of your individual final grades, and the amount of deduction is at the discretion of the professor. Forms will be supplied at the beginning of the class and participants are requested to complete them by the end of the class. These forms will be used as basis for evaluation; however, we expect that almost every student in the class will get full marks for group participation/contribution. A secondary role of these forms is to identify group dynamics problems so that they can be managed before they start affecting team performance.

Groups in which everyone pulls their weight and contributes perform best.

5. *Bonus Points*

From time to time, I may ask you to do an extra exercise or complete an extra questionnaire in class or after class, and I will give you a few bonus points per project. I may do this a few times in the semester without advance notice. If you miss the class, you miss the credit.

WEEKLY SCHEDULE

Class Schedule & Reading List. The class schedule may be modified by the instructor depending on contingencies. Students are responsible for staying in touch with the progress of the course and for obtaining additional reading materials from Blackboard.

- CP = Course Packet. Cases and HBS Notes must be *purchased* online; see *Required Readings*
- All the other articles are available on Blackboard

Week	Date	Topic, Cases, Readings, and Assignments
1	Sep 8	Introduction Readings: Course Outline; Branding in the Age of Social Media Case: United Airline Incidents
2	Sep 15	3C*, STP* & Marcom Case: Milk, Yellow Tail Readings: Being a Mad Man Without Losing the Plot; Don't Let Big Data Bury Your Brand
3	Sep 22	3C, STP & Marcom (cont'd) Case: Apple Watch Readings: Integrated Marketing Communications ^{CP} ; Think with Google "Evolution of TV: Measuring TV and Video Audiences Across All Screens" <i>Form groups for Group Work (by Week 3)</i> Retail Visit to Eaton Center
4	Sep 29	Assessing Effective Creative/Concept Testing Case: Mountain Dew: Selecting New Creative ^{CP} Readings: Effective Ads Work on the Heart, Not on the Head Guest Speaker: TBA <i>Submission of 3 campaign targets due</i>
5	Oct 6	Marcom ROI Case: Charles Schwab & Co.: Talk to Chuck ^{CP} Readings: Run Field Experiments to Make Sense of Your Big Data
6	Oct 13	Digital Marketing: A/B Testing - Design and Application Readings: Tsai & Thomas (2011, Study 2); Zhao & Tsai (2011, Study 1); Lee & Tsai (2014; Study 1 & Study 2); How to Design Smart Business Experiments; Questionnaire Design and Development ^{CP}
7	Oct 20	Digital Marketing: Campaigning on Social Media and Review Readings: Adding Social Media to the Marketing Mix ^{CP} ; Why Consumers Rebel Against Slogans
8	Oct 27	Midterm No Readings
9	Nov 3	Final Project Group Presentations Part I – Design of A/B Testing Data Collection Tutorial Readings: Advertising Analytics
<i>READING WEEK Nov 6-10</i>		
10	Nov 17	Final Project Group Presentations Part II – Analysis Readings: Increasing the ROI of Social Media Marketing
11	Nov 24	Experiential Marcom and Account Planning Case: elBulli ^{CP} and Rotman Enterprise Readings: Luxury Brand Marketing – The Experience is Everything!
12	Dec 1	Final Project Group Presentations Part III – Data-driven Marcom Strategy No Readings

*3C = Customer, Company, Competition; STP = Segmenting, Targeting, Positioning

POLICY AND PROCEDURE

Missed Tests and Assignments (including midterm examinations). Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a later report of illness made by the student to a physician.

If approval is granted, a resolution will be determined by the instructor and may take the form of an alternate deliverable, a re-weighted grade calculation, a make-up exam or rewriting the exam. For situations in which students are not granted an academic accommodation for a missed or late deliverable, the missed or late deliverable will be subject to an academic penalty. The extent of the penalty is at the discretion of the instructor.

Accessibility Needs. The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: accessibility.services@utoronto.ca or <http://www.studentlife.utoronto.ca/as>.

Academic Integrity. Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters.

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers

- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Email. At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Blackboard and the Course Page. The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at <http://www.portalinfo.utoronto.ca/content/information-students> and review the Frequently Asked Questions.

Recording Lectures. Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Group Work. Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, "Working in Teams: Guidelines for Rotman Commerce Students" which is available on the RC portal under the Academic Services tab.
2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honor the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team's process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

**For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at nouman.ashraf@rotman.utoronto.ca Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.