

**NYU Stern**  
**School of Business**  
**Brand Strategy & Planning**

**Professor Michelle Greenwald**

**Spring 2020 - Mon./Wed. 3:30-4:45pm**

**Office: 803 Tisch**

**Office Hours: After Class**

**Room: KMC 5-75**

**Tel: (212)998-0549 (no voicemail)**

**E-mail: michelleatstern@gmail.com**

**Course Description**

Approximately 95 percent of a brand manager's responsibilities involves the development, execution, evaluation, and refinement of marketing plans. In this tremendously practical, semester-long course, developed based on best practices at top marketing companies, students are guided through the entire marketing plan process. Teams then apply the learning to create comprehensive plans for existing or new brands at the company & in the industry of their choice, or for their own entrepreneurial venture.

The course covers marketing plan pre-work, with student generated marketing research and competitive marketing strategy & tactics observation. The ins and outs of brand positioning, marketing plan budget setting, pricing strategy, volume forecasting, and success measurement/ROI metrics are included. The student teams will develop media plans and advertising creative, as well as consumer promotion, trade promotion, direct marketing, digital marketing & viral/buzz marketing ideas & plans. The relationship of the annual Marketing Plan to the longer-term Strategic Planning Process is reviewed.

The course culminates with team marketing plan presentations to the class. A written plan will be submitted that utilizes a format similar to what's typically used at large companies. Strategic, analytical, and creative skills are utilized in developing the plans.

Classes will consist of lectures, several relevant case discussions, guest speakers from the brand management, advertising, promotion, digital marketing and marketing metrics fields, and two separate team presentations to the class that will enable students to learn from each other about marketing across different industries and in different countries.

The course will help students in the interviewing process and with summer internships: making them totally conversant in the "language" of marketing plans, giving them an opportunity to develop in-depth insights in industries they may wish to work in, and enabling them to say they have done a complete marketing plan, with precise knowledge of what that entails. It's a good choice for anyone interested in Brand Management, Advertising Account Management, Consulting for products, services, or non-profit organizations, and students starting their own entrepreneurial ventures.

**Course Material**

Detailed class notes, handed out each session, serve as the textbook. A Marketing Plan checklist, a template for each plan section, and prior project examples will clarify the content that's expected.

## **Evaluation Components**

<b>Marketing Plan prep work:</b>	<b>20% (team &amp; individual)</b>
- Industry & competitive analysis	
- Past performance analysis	
- Marketing research	
- Lessons learned, implications, insights	
<b>Marketing Plan doc &amp; presentation</b>	<b>35% (team &amp; individual)</b>
- Includes peer contribution assessments	
<b>Class participation</b>	<b>20% (individual)</b>
- Comments & questions	
- Attendance, conduct & sincere interest in learning	
<b>1 exam (media, consumer &amp; trade promotion)</b>	<b>25% (Individual)</b>

The competitive tracking portion will be evaluated based on the breadth of materials collected and the insights derived from them. The marketing research portion will be evaluated based on the quality and thoroughness of the questionnaire and the insights derived from it. Class participation will be based on attendance, questions asked in class, sharing of insights from your own experience, and project feedback sought. The marketing plans will be evaluated based on:

- 1) Quality of the marketing strategies
- 2) Creativity and “out-of-the box thinking” regarding strategies and tactics
- 3) Thoroughness and detail of each plan segment

## **SESSION CONTENT**

### **Session 1: 1/27**

#### **Topics**

- Overview of Marketing Plan Process & how it relates to Strategic Planning
- Key elements of the Marketing Plan
- Course expectations/deliverables/assignments/structure
- Marketing Plan team formation

#### **Assignment For Wednesday January 29<sup>th</sup>**

- Form teams & select a project topic. Must be an existing brand you think can do better marketing or should be repositioned
- Bring to class on 1 sheet of paper the brand, the brand challenge, team member names & e-mail addresses
- List competitive brands & start collecting examples of all types of their marketing

### **Session 2: 1/29**

#### **Topics**

- Trend analysis

- Competitive tracking as a background for plan
- Social listening

**Reading: Reading: [The Future 100: 2020, JWT Intelligence](#)**

**Assignment Due Monday February 3<sup>rd</sup>**

- Key trends affecting your industry (1-page summary & implications & 10 pages attached w/ examples of products, packages, ads, charts, consumer quotes, etc.)

**Assignment Due for Monday February 10<sup>th</sup>**

- Look at keywords from print ads & packaging
- Social listening examples for brand & competitors, on Twitter, Instagram, Pinterest, YouTube, Snapchat, memes, Reddit, chat rooms. Take screenshots & summarize perceptions & obstacles the brand should overcome.
  - What keywords/language are they using?
  - What is the brand sentiment, attitudes & pain points relative to competitors?

**Assignment Due Monday March 2<sup>nd</sup>**

Competitive tracking binders w/:

- Key competitor tactics by marketing element
- What is the content: programs, influencers, offers, brand aesthetic & brand personality
- Competitive social media chart metrics (likes, followers, shares, comments for engagement)
- What seems to be working in the category w/ implications for your brand
- Competitive pricing & attributes chart

**Session 3: Monday February 3<sup>rd</sup>**

Guest Speaker: Janneke Van Guens: Head of Insights & Analytics at Google

**Topics**

- Google Analytics, Search, Creative & New Features
- YouTube Analytics, Search, Creative & New Features

**Assignment Due for Monday February 17<sup>th</sup>**

- Search term popularity relating to brand & category (Google Trends)
- Seasonality & geography of search for brand & category
- Look at brand & competitor websites, YouTube videos & display ads **for keywords**

**Session 4: Wednesday February 5<sup>th</sup>**

**Topics**

- Upfront Analysis Components

**Assignment Due for Wednesday February 19<sup>th</sup>**

- Competitive pricing & features chart

**Session 5: Monday February 10<sup>th</sup>**

Librarian Presentation about data sources

- Information sources for industry & competitive analyses

**Assignment Due for Wednesday February 19<sup>th</sup>**

Use data sources to determine & include **1 sentence of findings for each slide:**

- Category, segment & brand/key competitor size & growth rate & brand market shares

- Market structures & segmentation for each target persona
- Channels of distribution
- Competitive marketing spending by element
- Key product claims
- Geography & seasonality

### **Session 6: Wednesday February 12<sup>th</sup>**

#### **Topics**

- Target personas
- Customer journey maps

### **Assignment Due Monday March 9<sup>th</sup>**

- 2 Target Persona Profiles, following class example
- 1 Customer journey maps: Brand's past marketing organized by customer journey stage

### **Session 7: Wednesday February 19<sup>th</sup>**

#### **Topics**

##### Marketing Strategy

- Perceptual maps
- Brand positioning
- Sources of volume

### **Assignments due Monday March 31<sup>st</sup>**

##### Marketing Strategy

- Perceptual maps for each target persona
- Brand positioning w/ rationale for each target persona
- Sources of volume for each target persona

### **Session 8: Monday February 24<sup>th</sup>**

**Guest Speaker:** Marta Mateu Vilalta, Global Creative Strategist Facebook & Instagram

### **Session 9: Wednesday February 26<sup>th</sup>**

**Guest Speaker:** Claire Powell VP At MullenLowe Ad Agency

### **Session 10: Monday March 2<sup>nd</sup>**

**Guest Speaker:** Etan Bednarsh, Creative Director & Strategist at Twitter

### **Session 11: Wednesday March 4<sup>th</sup>**

**Smartest & Dumbest Competitive Tactics Team Presentations - What's working & not in the category**

- What were they?
- Why did they or didn't achieve brand objectives?

### **Session 12: Monday March 9<sup>th</sup>**

**Guest Speaker:** Max Rivera - Strategy Lead EU & LATAM. Snap

### **Session 13: Wednesday March 11<sup>th</sup>**

#### **Topics**

- Branding/product naming
- Packaging strategies (functionality & communication)
- Marketing & financial objectives
- Pricing strategies

#### **Assignments due by Monday March 31<sup>st</sup>:**

- Any price change recommendations?
- Any name change recommendations?
- Customer journey map with questions, feelings & tactics along the way.

### **Session 14: Monday March 23<sup>rd</sup>**

#### **Topics**

Integrated Marketing Communications

- Budgeting
- Seasonality & geography
- Spending Splits
- Budget splits by marketing element (adv., cons., trade, Internet, direct, MRD)

#### **Assignment Due Monday April 6<sup>th</sup>**

- Integrated marketing message/tagline for each target persona or same
- Marketing element selection for each target

### **Session 15: Wednesday March 25<sup>th</sup>**

#### **Topics**

Traditional Advertising Media Plans

#### **Assignment Due Monday April 13<sup>th</sup>**

What TV shows, print magazines, radio genres, billboards would you use if any?

### **Session 16: Monday March 30<sup>th</sup>**

#### **Topics**

Omni-channel integration & digital technology at store visits

- Microsoft Store VIP Presentation (see below)
- Nike flagship 5<sup>th</sup> Ave.
- Sephora 5<sup>th</sup> Ave.
- Puma flagship store 5<sup>th</sup> Ave.
- American Girl Doll

<b>VIP Store Tour</b>
Tour starts outside and brief overview of the 5th Ave Flagship store is presented
<b>1st Floor:</b> Surface Family introduction, Adaptive controller (D&I), and Surface Hub demo - Includes intro to Hub 2
<b>2nd Floor:</b> Answer Desk/Services introduction, IOT wall, theater area and Community events, Xbox & gaming wall
<b>3rd Floor:</b> Gaming experience - gaming pods and Acer Thronos all-in-one gaming chair *Thronos demos are not on tour*
<b>5th Floor:</b> E-Sports Gaming Studio - in-store gaming events, professional e-sports teams, scholarships offered by universities
<b>6th Floor:</b> Community space (business and education events), IMAX theater, Hololens experience and introduction video for Hololens 2

**Assignment Due April 1<sup>st</sup>**

- List all the omni-channel marketing elements you can for Microsoft & Nike. Make 1 list for each store. How did the in-store experience relate to or support the online experience?

**Session 17: Wednesday April 1<sup>st</sup>**

**Guest Speaker:** Natalie Silverstein VP Brand & Culture Collectively

**Session 18: Monday April 6<sup>th</sup>**

**Topics**

Advertising Creative

**Session 19: Wednesday April 8<sup>th</sup>**

**Topics**

- Trade/intermediary (& intermediary) Promotion Plans
- Trade Plan Costing
- Retail tech & experiential retail

**Assignment Due for April 20<sup>th</sup>**

Any in-store discounts, merchandising, events, technology

**Session 20: Monday April 13<sup>th</sup>**

**Topics**

- Consumer Promotion Plan
- Consumer Promotion vehicle options & when they're appropriate
- Consumer Promotion costing
- Competitive consumer promotion tracking

**Assignment Due for April 27<sup>th</sup>**

Any sampling, couponing, sweepstakes, contests ideas?

**Session 21: Wednesday April 15<sup>th</sup>**

**Guest Speaker:** Owen Li – Marketing at Tik Tok

**Session 22: Monday April 20<sup>th</sup>**

**Topics**

- Public Relations
- Event Marketing
- Scent Marketing
- Cause Marketing
- Experiential

**Session 23: Wednesday. April 22<sup>nd</sup>**

**Guest Speaker:** Ashley Rogers, Brand Manager, Home Care

**Session 24: Monday April 27<sup>th</sup>**

**Exam (Advertising Creative, Media, Consumer & Trade Promotion)**

**Session 25: Wednesday April 29<sup>th</sup>**

**Topics**

- Digital Marketing Part 1

**Session 26: Monday May 3<sup>rd</sup>**

- Digital Marketing Part 2

**Session 27: Wednesday May 5<sup>th</sup>**

**Team Presentations**

**Session 28: Monday May 10<sup>th</sup>**

**Team Presentations**

## **Marketing Plan Elements Checklist**

### **Upfront Preparation & Analysis**

- Industry analysis (trends, size, growth, players, market structure chart)
- Competitive analysis (key players, size, performance, marketing strategies, spending, advertising, pricing, merchandising, tracking notebooks)
- Competitive smartest & dumbest marketing tactics
- Past year's analysis of marketing elements that worked & didn't
- Marketing research (target refinement, key attributes vs. competitors, areas for improvement, how consumers find out about category products)
- Consumer "touchpoints/journey map"
- Perceptual maps (3 minimum)
- Sources of volume
- Lessons learned from the above with **IMPLICATIONS FOR THE PLAN**
- **SWOT analysis w/ IMPLICATIONS FOR THE MARKETING PLAN**
- **Brand positioning statement w/rationale for target audience, frame of reference, point of difference & end benefit**

### **The Plan**

- **Brand positioning statement w/rationale for target audience, frame of reference, point of difference & end benefit**
- **Business objectives/Next year's business goals (share, sales, HH penetration, repeat purchase frequency, amount per purchase occasion)**
- **Product line identification, description & % of volume by item**
- **Packaging & branding strategies**
- **Pricing w/ rationale**
- **Geography/geographic strategy emphasis**
- **Seasonality strategy**
- **Marketing budget determination (overall & item emphasis)**
- **Marketing spending splits**
- **Integrated marketing message with tagline**
- **Communications strategy & examples (TV, print, radio, or banner ad)**
- **Media Plan (vehicles, timing, costs, rationale & flowchart)**
- **Consumer Promotion Plan (vehicles, timing, costs, rationale & flowchart)**
- **Channel of distribution strategy & % volume by channel**
- **Trade & Intermediary Plan (items "dealt" by channel, performance sought, % discount, incentives, merchandising, training, timing, costs, rationale & flowchart)**
- **Direct Marketing Plan (communications objectives, timing, media targeted, costs, rationale & flowchart)**
- **Internet Marketing Plan (site objectives, links, keywords, e-marketing lists,**

- frequency, timing, costs, rationale & flowchart)
- **Public Relations Plan (communication objectives, media targeted, sample press release, timing, costs, rationale & flowchart)**
- **Buzz/Viral/Stealth Marketing Plan (programs, markets, timing, costs)**
- **Experiential & Event Marketing Plans (events, scope, timing, costs)**
- **Integrated marketing flowchart**
- **Marketing Research Plan (issues to be researched in coming year, with costs & timing of studies)**
- **Marketing metrics (how will the success of the plan be measured overall, and how will each plan element be evaluated)**
- **Risks & Hedges (what could go right or wrong, financial impact, how to cover shortfall, prioritization of marketing programs)**
- **P&L with % change vs. year ago by line & explanation of variances vs. prior year**

## **Final Presentation Content**

(14 Minutes/Team)

All Team Members Must Present

- **Market structure w/ where brand is & wants to go**
- **Perceptual maps w/ where brand is & wants to go**
- **Brand Positioning Statement (with rationale)**
- **Target audience(s)/persona profile(s)**
- **Integrated Marketing Message/tagline/name subhead w/ rationale**
- **Marketing element spending splits (% allocation & change: prior & plan years & sunburst chart with marketing elements)**
- **Program descriptions or visualizations w/ how they accomplish strategic objectives of awareness, trial, repeat frequency or trade-up & reinforce integrated message**
- **Geography (where brand will focus efforts & why: opportunity markets)**
- **Integrated 52-week Marketing element flowchart**
- **Prioritization (must haves & nice to haves)**
- **Specificity matters (key words, magazines, blogs, partners, influencers, events)**