NYU Stern
School of Business
Brand Strategy & Planning

Professor Michelle Greenwald

Spring 2020 - Mon./Wed. 3:30-4:45pm **Room: KMC 5-75**
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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

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

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

- Form teams & select a project topic
- Write a 1-paragraph description of your topic. Include team member names & e-mail addresses

Session 2: 1/29

Topics

- Competitive tracking as a background for plan
- Information sources
- Industry analyses

Session 3: 2/3

Topics

- Trend analysis
- Librarian presentation of data sources

Session 4: 2/5

Topics

- Marketing research questionnaire development

Session 5: 2/10

Topics

- Marketing Strategy
- Market structures & segmentation
- Perceptual maps

Session 6: 2/12

Topics

- Brand positioning
- Sources of Volume
- Consumption chain to identify points of differentiation
- Product strategy (differentiation, improvement, line extension, etc.)

Assignment Due

- **1st draft of marketing research questionnaires**

Session 7: 2/19

Topics

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

Session 8: 2/24

Topics

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

Session 9: 2/26

Assignments Due

- Team Presentations: Smartest & Dumbest Competitive Tactics
    - What were they?
    - Why did they or did they not achieve the brand's marketing objectives?
- **Competitive tracking binders due**

Session 10: 3/2

Topics

- Advertising Media Plans Part 1

Session 11: 3/4

- Advertising Media Plans Part 2

Session 12: 3/9

Topics

- Guest Speaker: Brand Management

Session 13: 3/11

Topics

- Advertising Creative Part 1

Session 14: 3/23

Topics

- Advertising Creative Part 2
- Campaign Evolution – Old Spice & Dove with 1-page write-up for Dove

Session 15: 3/25

Topics

- Trade (& intermediary) Promotion Plans
- Trade Plan Costing

Assignment:

- Upfront Analysis Team Meetings

Session 16: 3/30

Topics

- Consumer Promotion Plan
- Consumer Promotion objectives & strategies
- Vehicle options & when they're appropriate
- Plan considerations & costing
- Competitive consumer promotion tracking

Session 17: 4/1

Topics

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

Session 18: 4/6
Guest Speaker: Digital Marketing Agency

Session 19: 4/8
Topics
- Digital Marketing Part 1

Session 20: 4/13
Topics
- Digital Marketing Part 2

Session 21: 4/15
Exam (Advertising Creative, Media, Consumer & Trade Promotion)

Session 22: 4/20
Topics
- Sephora Digital & Social Media Case Discussion w/ 1 page write-up (questions will be provided)

Session 23: 4/22
Guest Speaker: Return on Investment Analytics

Session 24: 4/27
- Marketing plan execution
- Marketing ROI metrics
- Differences in Marketing roles at companies

Session 25: 4/29
- Class examples of marketing that stands out & fulfill brand strategies: What makes great marketing

Session 26: 5/4
Team Presentations

Session 27: 5/6
Team Presentations

Session 28: 5/11
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)**
- **Risk & 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

(15 Minutes/Team, w/ another 4 minutes Q&A)
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**