B8660: Advertising & Branding - (Fall 2015 MBA Course)  
Prof. Matthias Birk (mb2880@columbia.edu)  
Thursdays 5:45PM to 9:00PM  

Syllabus  
(preliminary version – an updated version will be posted prior to class)  

Course Description and Learning Goals  

This course aims to build a solid understanding of how advertising can be used to position brands and influence consumers’ consumption and other relevant behavior.  

It is the aim of the class to build a solid understanding of the foundations and the underlying psychology of advertising and branding, in other words, what we pay attention to and why, why we remember certain things and not others, how we form an opinion of something and how we ultimately make a decision to purchase, recommend or engage with a product or a service. We will analyze how we “construct” brands as consumers and what that means for marketing managers.  

We will learn specific tools to focus and create effective campaigns, such as brand positioning statements, attribute value mapping, creativity templates, story telling, as well as how to choose the right media channels and measure the effectiveness of a campaign.  

We will also take a few excursions into “neighboring” fields of advertising and branding, specifically the topic of personal branding, advertising and the science of happiness as it relates to advertising and how to present in a manner that engages people.
Class Framework and Questions we will tackle:

1) Foundations of Advertising and Branding:
   - What is a brand?
   - What can we learn from the history of advertising and branding?
   - What are important developments in the field?
   - How do consumers perceive different brands?
   - How can we manage brand perception?
   - How can we create awareness for our brand?
   - How do we influence consumers attitudes towards brands?
   - How do we ensure the consumer remembers our message at the point of purchase?
   - How do we make consumers choose in favor of our brand?
2) **Tools for building effective campaigns:**
- What is the ideal target audience for your brand?
- How do you find out what matters most to your target audience?
- How do you focus your campaign on relevant benefits for your target audience?
- How do you create advertisements that stand out from the thousands of others consumers see each day?
- How can you create and tell a good brand story?
- What are the most effective and cost-efficient channels?
- How can you effectively use social media to interact with your consumers?
- How do you measure the effectiveness of advertising and branding campaigns?

3) **Excursions of Advertising and Branding:**
- In what other areas do we need to communicate to create a desired impact?
- How can we use the principles of advertising and branding to our advantage in those situations?
- How do we present a proposal or idea using those principles?
- How do those principles apply to others’ (e.g., employers or colleagues) perceptions of us and our qualities?
- What are our naïve theories about happiness, how do we look for it and how does advertising take advantage of it?
- How does advertising affect society?

**Who should attend this class?**

Anyone interested in working in a marketing or advertising role, entrepreneurship, consulting or general management can profit from taking this class. You should enjoy group work, as well as working on an actual project. This class requires active participation.
Pre-reading
To ensure a good learning experience and a high quality of discussion in class you will be assigned a set of readings for each class. This reading is mandatory and it is important that you come prepared. Please note that to start the discussion on a certain topic I will call randomly on you to summarize your key learning from a paper or what you found interesting. Be prepared to share your learning and point of view on a paper with the class.

The majority of the readings are from articles targeted towards practitioners (such as the Harvard Business Review). For some topics however I will ask you to read original research articles. Although you will likely not read original research on a day-to-day basis in your professional careers I think it is important to be able to read it and critique it and develop your own point of view. Note, that these are intense readings and will require some patience and persistence to get to the bottom of them. As with the practitioner articles I expect you to come to class with a thorough understanding and a point of view on them.

Cases
You will also be asked to read and prepare cases for some of the topics. For each case I will ask you to reflect on a set of questions. As with the pre-reading, be prepared to be called on randomly to start the discussion.

Attendance
Attendance to all sessions of this course is mandatory. Because this class requires you to do a lot of group work, some of which happens in class and some of it after class you would place a heavy burden on your team by not coming to class. Hence, any non-excused absence will reflect negatively on your grade. Please review the CBS guidelines for excused absence (early trains, weddings, and job interviews are not part of them).
Grading

Class Contribution: A quarter of your grade is based on the quality of your contribution in class. Make sure you come prepared and add quality to the discussion. I go through the roster after every class and will likely call on you in the class if I don’t get a sense yet of your understanding of the topic.

Individual Assignment: Another quarter of your grade is based on your individual assignments (see Assignments Section of Syllabus for further information). It usually takes me around a week to grade your individual papers and I will inform you via Canvas about your grades.

Group Assignment: Half of your grade is based on your group work. As in most of corporate assignments your grade therefore depends heavily on how well you can work in teams, group creativity but also on how much time your group puts into this project. You will be asked to have joined a group by the second class. Each group must consist of 5-6 members. It is extremely important that you find a regular weekly 90 mins time slot with your group to meet, as almost every week you will need to work on a group assignment. Our TA will send around a link to a google sheet after the first class. This sheet will have various time slots, so you can put your name down after each possible time slot. Our TA will then assign you to a group with others that can do the same time. If you already have a group of people you know you want to work with you can send your group names to the TA. Please include the time of the week that you are planning to meet. You may also want to use the first class break to self-organize.

Some groups will experience that there are some group members that do the majority of the lifting. I highly recommend that you communicate about workload and contributions (as you will need to divide and conquer some of the work) and ensure roughly equal contribution of all team members. To ensure accountability however I will ask you to evaluate each other in the team at the end of the semester and send me your group member evaluations individually. You will allocate anything between 0 and 100 points to each team member, depending on their level of contribution.
Office Hours and Mid-Class Touch-Base
I don’t hold regular office hours but I am happy to schedule time with you individually or with your group any time during the semester. Please reach out to me directly to schedule.

In addition there is a mandatory group-touchbase mid-semester. I will meet with your group for at least half an hour to discuss your experience in your group, where you are, anything you are struggling with and progress on your presentation.

Mid-class feedback
I work hard to ensure that I hear your feedback and incorporate it into the class. In the middle of the class I will ask you to provide feedback (in addition to the feedback at the end), so that I can build on it for the remainder of the class.

Class Calendar
The following outlines the class calendar: Topics and Learning goals for each week, pre-reading for the class and post-assignments. We will largely stick to this calendar. However the nature of an interactive course is a bit dynamic so it may be that a topic starts slightly earlier or gets slightly delayed over the course of the semester.

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<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Learning Goals</th>
<th>Pre-Work</th>
<th>Post-Assignment</th>
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</table>
| 09/03| Introduction to the Class | • What is the focus of this course?  
• What is the expectation in this course as well as workload?  
• What is advertising and branding? | • Syllabus                | #1: Join a group with a regular weekly meeting that you can commit to (due: 9/10) |
| 09/03| Introduction to Advertising | • Learn about the history of advertising and branding  
• Learn about the advertising industry  
• Learn about different forms of | • The Consumer Decision Journey  
• The Amygdala as a Sales Tool |                                                     |
| 09/10 | What is a brand? | • Understand the role of advertising in the wider mix of marketing activities  
• Discuss the consumer decision process  
• Discuss current trends in advertising | • The Continuing Power of Mass Advertising  
• How Advertising Works  
• Watch: [John Oliver on Native Advertising](#) |
|---|---|---|---|
| 09/10 | Brand Positioning  
(Guest: Kevin Kells, Google) | • Understand the difference between brand identity and brand image  
• Learn what creates brand meaning  
• Discuss different models to assess the health of a brand  
• Discuss the implications of brand personality  
• Learn about Brand Life Cycle Stages  
• Discuss challenges of brand extensions | • Case: Eileen Fisher: Repositioning the Brand  
• Dimensions of Brand Personality  
• Understanding Brands |
| 09/10 | | • Discuss how to position your brand?  
• Practitioner Deep-Dive: How Google works with companies to position their brands | • Three Questions You Need to Ask About Your Brand  
• The Brand in the Boardroom |
<p>| 09/10 | | | #2 (Group): Create agency brand positioning statement (due: 09/17) |</p>
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<thead>
<tr>
<th>Date</th>
<th>Event Title</th>
<th>Objectives</th>
<th>Notes</th>
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<tbody>
<tr>
<td>09/17</td>
<td>Agency Positioning Review</td>
<td>• Review agency pitches</td>
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<td>09/17</td>
<td>Introduction to Advertising Challenge</td>
<td>• Understand the advertising and branding challenge</td>
<td>#3 (Individual): Conduct a brand and advertising audit</td>
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<td>(Guest: Jim Elliot, Arnold Worldwide)</td>
<td>• Learn how an agency approaches a creative brief?</td>
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<td>• Understand sources of information relevant and available to the challenge</td>
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<td>09/24</td>
<td>Target segmentation</td>
<td>• Learn about different ways of segmentation, benefits and downsides</td>
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<td>• Understand how to link segmentation to strategic marketing goals</td>
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<td></td>
<td>• Case: Red Lobster or What’s The Deal With Living Social</td>
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<td></td>
<td>• Using a consumer-segmentation approach to make energy-efficiency gains in the residential market</td>
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<td>09/24</td>
<td>Market Research for segmentation</td>
<td>• Understand different forms of market research for market segmentation and positioning</td>
<td>Complete Survey at <a href="http://www.sric-bi.com/vals/presurvey.shtml">http://www.sric-bi.com/vals/presurvey.shtml</a></td>
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<td>• Learn about different available secondary research sources</td>
<td>• When customers think differently</td>
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<td>• Understand how to develop a research design</td>
<td>• Focus on the benefits</td>
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<td>• Customized Research Using Primary Data</td>
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<td>#4 (Group): Conduct marketing research and create a brand positioning statement</td>
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<td>Date</td>
<td>Topic</td>
<td>Content</td>
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<td>10/01</td>
<td>Principles of Persuasion (cont.)</td>
<td>• See above</td>
<td>See above</td>
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<td>10/01</td>
<td>Principles of Effective Persuasion</td>
<td>• Principles of Effective Persuasion</td>
<td>#5 (Group): Prepare mid-class presentation (due on class 6)</td>
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<td>10/08</td>
<td>Mid-class presentation</td>
<td>• Present your suggested positioning and use of persuasion principles</td>
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<td>10/08</td>
<td>Attribute Value Mapping</td>
<td>• Understand the difference between attribute and value based advertising</td>
<td>• Attribute-Value Mapping</td>
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<td>10/22</td>
<td>Excursion: Personal Brand</td>
<td>• Discuss how principles of branding apply to others’ perceptions of us and our qualities?</td>
<td>• Applying the Principles of Branding to Build Personal Brands</td>
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<td>Date</td>
<td>Topic</td>
<td>Activities</td>
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<td>10/22</td>
<td>Excursion: Advertising and Happiness</td>
<td>• Understand consumers’ naïve theories about happiness</td>
<td>• The Happiness of Pursuit</td>
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<td></td>
<td>• Learn how advertisers systematically exploit those theories</td>
<td>• Would You Be Happier if You Were Richer?</td>
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<td>• Reflect on what makes you happy and on your own naïve theories about happiness</td>
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<td>10/29</td>
<td>Creativity</td>
<td>• Discuss ways to create advertisements that stand out from the thousands of others consumers see each day</td>
<td>• Creativity in Advertising – When it works and when it doesn’t</td>
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<td>• Learn and apply different creativity templates to systematically create creative ads</td>
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<tr>
<td>10/29</td>
<td>Creativity</td>
<td>See above</td>
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<td>11/05</td>
<td>Class Presentation &amp; Creativity Guest Lecture (Guest: Jonathan Kenyon, Vault 49)</td>
<td>• Discuss the application of creativity templates in your own and your classmates’ presentations?</td>
<td>#7 (Group): Apply templates to create advertisements – present in next class (due: in class 9)</td>
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<td>• Practitioner Deep-Dive: Learn how a creative agency translates a creative client request into</td>
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<td>Date</td>
<td>Topic</td>
<td>Key Points</td>
<td>Assignments</td>
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| 11/05  | Creating a Brand Story (Guest: Tom Burke, Voice Studio) | • Understand principles of good storytelling  
• Practice creating a brand story for the brand challenge | #8 (Individual): Create a compelling brand story (due: before class 10) |                  |
| 11/12  | Media-planning (Guest: Josh Martin, ZenithOptimedia) | • Understand the entire media landscape  
• Learn to define media objectives  
• Understand different relevant indexes in deciding on media plan  
• Discuss effective frequency and sequencing  
• Understand budget considerations  
• Learn how to create a media plan  
• Practitioner Deep-Dive: Learn how to use an ROI approach to media planning | • Global Media Trends 2014  
• Advertising Analytics 2.0  
• Case: Pepsi-Lipton Brisk | #9 (Group): Create a media-plan (due: before class 11) |
| 11/12  | Digital & Social Media Advertising (Guest: Hope Cowan, Facebook) | • Understand the Digital & Social Media Landscape and how to use it effectively  
• Discuss effective approaches in creating a “buzz”  
• Learn how to evaluate effectiveness of social media campaigns  
• Discuss advantages and risks of social media advertising | • Demystifying social media  
• The New Science of Viral Ads  
• When controversy creates buzz  
• Why marketers should keep sending you e-mails  
• What Drives Advertising Success on Facebook? |                  |
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<tr>
<th>Date</th>
<th>Topic</th>
<th>Details</th>
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| 11/19   | **Measuring effectiveness of campaigns**                             | Measuring the effectiveness of campaigns (Guest: John Piccone, Simulmedia)  
  - Discuss challenges in measuring advertising and branding campaigns  
  - Understand different criteria and metrics, their advantages and disadvantages  
  - Learn to set up a testing process, pre- and post-test methods  
  - Learn about Neuromarketing  
  - Practitioner Deep-Dive: Understand data driven audience targeting in TV advertising  
  - Case: Dove – Evolution of a Brand  
  - Measuring The Long-Term Effects Of Television Advertising  
  - Neuromarketing: The Hope and Hype of Neuroimaging in Business.  
  - Online Metrics: What Are You Measuring and Why? |
| 11/19   | **Pitching and Presentation Skills**                                | How do we effectively present our proposal or idea?  
  - Watch: Steve Job's iPhone Launch  
  - The Knockout Presentation: A Timeless Tool of Persuasion  
  #10 (Group): Prepare and practice final presentation |
| 12/03   | **Final Presentations & Discussion**                                | How do we assess the quality of a campaign proposal?  
  - #10 (Group): Prepare and practice final presentation |
Assignments

This class takes a heavy action learning approach. In addition to attending the class you will likely spend an equal amount of time working on assignments between classes. These assignments bring the learning alive and are designed to put them into practice, so we can reflect on them, receive feedback, compare with other groups’ learnings and findings and re-evaluate our approaches. At the beginning of the class you will be presented with an advertising and branding challenge. The challenge is presented to you as if you were a real agency. Over the course of the semester you will work on the challenge and present back your findings as well as a suggested advertising and branding campaign. There will be individual and group assignments.

Specifically the assignments are:

1. Join a group with a regular weekly meeting that you can commit to: Organize in a group of 5-6 fellow students that can commit to a weekly meeting time. (due: before class 2)

2. Create a group agency Pitch (Group Assignment): Find an agency name for your group and create an agency pitch video (no longer than one minute). Think about the positioning of your agency and about how you want to bring it alive. Upload your video on vialogues.com. I will give further instructions in class and show some agency pitches from past classes. (due: before class 3)

3. Conduct a brand and advertising Audit (Individual Assignment): Write no more than two pages on: What are the brand’s competitors? What is the brand’s heritage? What were the past brand’s brand-building activities?
4. Conduct marketing research and create a brand positioning statement (Group Assignment):
   a. Use secondary data to understand market segments. Use primary data, interviews and questionnaires with members of your target market and capture insights on their product choice and usage. What is the brand image? What is its perceived quality? Its brand personality? What is the awareness level? What is the brand’s point of differentiation? What is its current value proposition? Write one page on what research methodology you used, whom you surveyed and interviewed and your rationale for your choice.
   b. Define your target segment and create a brand positioning statement. Prepare a 3min PPT presentation on your suggested brand positioning including your rationale for this choice.

5. Prepare mid-class presentation (Group Assignment): Create a mid-class presentation that should be no longer than 4 minutes outlining your suggested positioning and how you will apply the persuasion principles to your campaign. You should have a PPT deck that you can present in class 6 and hand in the PPT after the class.

6. Create an Attribute Value Map: Create an Attribute Value Map. In addition to your map explain in no more than two pages your rationale for choosing to focus your campaign on those values. We may start doing this group work during class, so that you have an option to ask questions.

7. Apply templates to create advertisements – present in next class (Group Assignment): Use at least two creativity templates to create advertisements (I recommend that you play around with the templates and create several advertisements per template). The advertisements should highlight the benefits that you chose to focus on in your Attribute Value Mapping Exercise. It is important that the class sees both the execution of the ads as well as how you applied the template. It can be a short video, a graphic mock up of the ad or simply a description of how your ad would look like. Please prepare a short 2 min presentation to the class, showing the ads, how you applied the template, what benefits they are highlighting and why you chose those and be prepared to ask questions.

8. Create a compelling brand story (Individual Assignment): Write a brand story in no more than two pages using the principles of story telling. The brand story should be on the brand that your group is developing a campaign for. It is OK for your group members to use the same ideas but I do want you to each write the story in your own words.
9. **Create a media-plan (Group Assignment):** Create a plan on what media channels you plan to use for your campaign and how? How will the different channels support the overall message? What percentage of advertising spend do you plan to deploy per channel and why. Write no more than two pages outlining our rational.

10. **Present your final campaign pitch (Group Assignment):** Create a final campaign pitch presentation that should be no longer than 5 minutes. Imagine the audience being the client that you are pitching your campaign too. Resist the urge to present all the research and work you have done so far. However your presentation should clearly state how you propose to position the brand, and how you are suggesting to execute the plan. Keep in mind that in many ways you are also advertising your proposal. Think about how you want to stand out from the other pitches and how you will do that.

**Guest Speakers**

Advertising is an extremely fast paced field, largely driven by the rapid technological advances as well as cultural and demographic changes affecting consumers’ behaviors and attitudes. To address some of the latest thinking and developments in the different fields, and to understand what practitioners think, we will have some of the leading experts in their respective fields join our class to provide us with “Practitioner Deep-Dives”: Deep-dives into their work, case studies and expert advice.

**Jim Elliott, Arnold Worldwide**

Jim Elliott is the Global Chief Creative Officer at Arnold Worldwide, a global advertising company headquartered in Boston. Prior to joining Arnold he was Chief Creative Office at Young and Rubicam New York, leading it’s creative efforts for clients including Land Rover, Dell, Campbell Soup Co. and Virgin Atlantic. He studied English and Communications at the University of Pennsylvania. Jim will provide the case for this semester’s class: An actual campaign that his team is working on at current. He will also join the final class to review your campaign proposals and provide feedback.
Jonathan Kenyon, Vault 49

Jonathan is the co-founder and Creative Director of Vault 49, a NY based branding, advertising, design and art agency with clients like MTV, Orange, Nike, Honda, Pepsi, Bacardi and Kiehls. Founded 13 years ago, it began as the collective name of two street artists in London (Jonathan and his co-founder John Glasgow). John studied Arts at the University of Arts London. He will be joining us to talk about the creative process from client request to final design.

Tom Burke, Voice Studio

Tom is a voice, communication, and marketing coach for professional speakers. Since 2008 he has provided strategic storytelling coaching for several teams and large marketing events at Google including: Think Events, Adwords Performance Forum, Google Analytics Summit, Creative Sandbox, Client Advisory Board, Executive Partner Summit, Made with Code, YouTube Insights, and more. Tom received his Master's in Speech-Language Pathology at Loyola College. He will join us to share his experience on creative story telling in marketing.

Josh Martin, ZenithOptimedia

Josh is the President of ZenithOptimedia Direct. ZenithOptimedia is a leading global media services network with over 7,500 people working in 74 countries. Clients include Kering, L'Oréal, LVMH, Nestlé, Oracle, Sanofi, Toyota and 21st Century Fox. Prior to his current role he was the lead of the Digital and DRTV strategic planning department for ID Media representing clients like J&J, Verizon, American Express and Nikon. Josh graduated in Advertising and Communication from Boston University. He will join our class on media-planning.
Hope Cowan, Facebook
Hope is a Creative Agency Partner at Facebook. Previously to that she has been the Chief Strategy Officer North America at Young& Rubicam and the Global Planning Director for Kellogg at Leo Burnett. She has an MBA from Emory University. Hope will be joining our class on Digital & Social Media Advertising.

John Piccone, Simulmedia
John is the Chief Strategy Officer at Simulmedia a pioneer and market leader in audience-based advertising on TV, focused on data driven audience targeting to sell and deliver precise, results-driven national TV advertising. Prior to his current role he was the SVP of Business Development at HealthiNation as well as a VP of Sales at BlackArrow and 24/7 Media. He studied History at Alleghney College. John will join our class on measuring effectiveness of media campaigns.

Literature
• Espinoza, F. (2014). Applying the Principles of Branding to Build Personal Brands. ESMT Technical Note

**Cases**