Course Objectives
This course is targeted at any MBA student that wants to understand how to create and evaluate compelling advertising campaigns and brands. It targets students who seek careers in marketing, advertising, brand management, media and entertainment as well as anyone aiming for general management positions or entrepreneurship who want to be able to effectively communicate with consumers in creating demand for their products or services. This course will also lay a strong foundation in communication strategies and skills that can be used in organizations internally (e.g. to communicate a company’s change effort) as well as personally (e.g., communicating your own story and value as a leader or applicant).

Course Description
The number of choices that consumers have has exploded over the last decade. More than ever, brands must engage with potential consumers. How do you get through to your audience and move them from the point of awareness to the point of engagement and purchase? This is the main question that this course addresses. We will expose you to cutting edge marketing tools, methods and cases as well as most recent trends in advertising and branding such as targeted, viral and interactive ways of advertising and engage you in evaluating advertisements and campaigns. You will learn different
approaches to innovative thinking about advertising and branding and will get a chance to practice these skills in various exercises that will form part of the larger Advertising Plan that you will develop for a client.

You will leave this class with a strong understanding of

- **The principles of influence and persuasion:** Learn the basics of psychological research on persuasion and attitude formation and understand principles of communicating a persuasive message.
- **Message “stickiness” and contagion:** Understand what makes some messages survive, and “stick around” longer than others and why.
- **Positioning the brand and defining communication objectives:** Learn how to use data to understand market segments and select target markets, tasks and themes for your communication.
- **Creativity & creativity evaluation techniques:** Learn about ways to systematically use creativity templates and evaluate the creativity of campaigns.
- **Viral and other forms of non-traditional forms of advertising:** Using concrete case examples, learn principles of viral and other non-traditional forms of advertising and learn about the role of these in media allocation.
- **The use of storytelling in advertising:** Gain awareness of what makes for a good (and bad) story, and how to use stories in creating infectious campaigns and differentiating a brand

**Instructor Bios**

**Matthias Birk** (Dr. rer.pol.: HU-Berlin; Dipl.-Psych.: RWTH Aachen) is an adjunct professor at Columbia Business School. After his PhD in Marketing and a visiting scholarship at Columbia Business School he worked as a strategy consultant for McKinsey & Company advising clients primarily from the healthcare, pharma, telecom, chemical and financial industry. Matthias background is in psychology and he is an expert in the area of influencing and changing consumers’ attitudes and behaviors. His research focuses on how to communicate with customers in times of crisis and he has published in major academic and business journals such as the Sloan Management Review. Matthias is also a guest lecturer at The Wharton School, and the School of Public Policy at CEU Budapest and works for Mobius Executive Leadership and the Exetor Group, advising large corporate clients and training corporate as well as NGO executives in the US, Europe, South America and Asia.

**Gita Johar** (PhD: NYU; MBA: Indian Institute of Management) has been on the faculty of Columbia Business School since 1992 and is currently the Meyer Feldberg Professor of Business. Professor Johar’s expertise lies in consumer psychology, focusing on how
consumers react to marketing efforts, especially advertising. She has published several influential articles in the areas of consumer persuasion and decision making in leading marketing journals such as the Journal of Consumer Research, Journal of Consumer Psychology, Journal of Marketing Research, Journal of Advertising, Journal of Experimental Psychology, and Organizational Behavior and Human Decision Processes. Professor Johar serves as the Associate Editor of the Journal of Marketing Research and the International Journal of Research in Marketing and sits on the Editorial Review Boards of the Journal of Consumer Research (ex Associate Editor) and the Journal of Consumer Psychology. Professor Johar teaches courses on Advertising and Branding, Global Marketing Consulting for Social Enterprise, Research Methods, and Consumer Behavior to MBA, Executive MBA and PhD students.

**Grading**

Your overall evaluation is based on class participation and your group advertising plan (quality of ideas and presentation).

<table>
<thead>
<tr>
<th>Assignment</th>
<th>% of grade</th>
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<tbody>
<tr>
<td>Class participation</td>
<td>25</td>
</tr>
<tr>
<td>Presentation of ad plan project (group)</td>
<td>75</td>
</tr>
</tbody>
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**Class Participation**

Participation includes regular on-time attendance and contribution to class discussions. There will be plenty of time for students to contribute to class discussions. You’ll be graded based on the *quality* of your contribution, not the amount of time you demand in the discussion. In case discussions, high quality class participation includes comments that add to our understanding of a situation and go beyond mere repetition of case facts. You should also take into account the comments and analyses of your classmates to move our discussion *forward*.

**Ad Plan Project**

For the purpose of the ad plan project, you will work in groups of four students. You may select your own group members. We will work on a “live case” (client TBD). The brand team will present us with a communication challenge that they are facing. The project involves secondary research to understand the brand’s competitive environment and consumer promise. The segments in the market need to be described and a cogent argument made for who should be the target for the communication campaign. You will
develop a detailed advertising objectives document that will provide input into the message strategy and the creative brief. The message strategy should be based on your research into the target market’s motivations using focus groups and surveys. You will then create ads in the appropriate media as well as develop a new media campaign that dovetails with your proposed traditional campaign. You will test your ads using surveys/focus groups and refine them based on feedback. Finally, you will make recommendations to the brand team on the right metrics to judge the effectiveness of your campaign. The brand team will be present during the final Ad Plan presentations and will give each team feedback on their strengths and weaknesses. Final submission: Submit your presentation slides (with detailed annotations as needed) as well as all the ads created in different media.

Class Schedule
(Please note that the class schedule is still preliminary and that an updated, more detailed schedule will be posted prior to the class)

<table>
<thead>
<tr>
<th>Session / Date</th>
<th>Topic</th>
<th>Reading</th>
</tr>
</thead>
</table>
| 03/24 | Introduction | - Holt, Doug, (2004), How Brands Become Icons. (Selected Chapters)
- Strutton, David et al. (2011). What would Don Draper Do?
- Case: The Ad Council and AdoptUsKids A & B |
| 03/24 | Principles of influence and persuasion | - Cialdini, Robert B. (1993), Influence: The Psychology of Persuasion. (Selected chapters)
- Goldstein, Noah et al. (2009). 50 Scientifically Proven Ways to Be Persuasive. (Selected chapters)
- Garvin, David et al. (2005). Change Through Persuasion. HBR
- Kalyanam, Kirthy et al. (2005). The perfect message at the perfect time. HBR |
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>References</th>
</tr>
</thead>
</table>
| 03/31 | Message stickiness and contagion                                      | ● Heath, Chip (2007), Made to Stick: Why Some Ideas Survive and Others Die. (Selected chapters)  
                             |                                                                                             | ● Case: The Blair Witch Project                                                           |
| 03/13 | Ad Project Presentation by company                                    |                                                                                                                                            |
| 04/07 | Brand Positioning and Communication Objectives (1/2)                  | ● Aaker, David (1996). Building Strong Brands. (Selected chapters)  
| 04/07 | Brand Positioning and Communication Objectives (1/2)                  | ● Case: Clean Edge Razor. Splitting Hairs in Product Positioning                                                                       |
| 04/14 | Creativity & creativity evaluation techniques (1/2)                   | ● Goldenberg, Jacob et al. (2009), Cracking the Ad Code. (Selected chapters)                                                                  |
|       | **Guest lecturer: Prof. Rom Schrift, The Wharton School**              |                                                                                                                                            |
| 04/14 | Creativity & creativity evaluation techniques (2/2)                   | ● Reinartz, Werner (2013). Creativity in Advertising. When it works and when it doesn’t. HBR                                                  |
                             |                                                                                             | ● Case: How To Tell a Story (A) & (B)                                                    |
| 04/21 | Viral marketing and other forms of non-traditional marketing          | ● Aaker, Jennifer et al. (2010). The Dragonfly Effect: Quick, Effective, and Powerful Ways To Use Social Media to Drive Social Change. (Selected chapters)  
                             |                                                                                             | ● Teixeira, Thales (2013). The new science of viral ads. HBR  
                             |                                                                                             | ● McKinsey Consumer Insights (2013). TV or not TV: Making more of your marketing dollars in Brazil  
                             |                                                                                             | ● Case: UnME Jeans: Branding in Web 2.0                                                      |
Readings
- Goldenberg, Jacob et al. (2009), Cracking the Ad Code, Cambridge: Cambridge University Press.
- Goldstein, Noah et al. (2009). 50 Scientifically Proven Ways to Be Persuasive. Simon and Schuster
- McKinsey Consumer Insights (2013). TV or not TV: Making more of your marketing dollars in Brazil
- Reinartz, Werner (2013). Creativity in Advertising. When it works and when it doesn't. HBR
- Teixeira, Thales (2013). The new science of viral ads. HBR
- Underhill, Paco (1999), Why We Buy: The Science of Shopping.
- Weston, Drew (2007), The Political Brain.
- Strutton, David et al. (2011). What would Don Draper Do?

Cases
- The Blair Witch Project
- Lexicon Branding
- The Double-Goal Coach (C): Spreading the Message
- Propecia. Helping Make Hair Loss History
- Clean Edge Razor. Splitting Hairs in Product Positioning
- How To Tell a Story (A) & (B)
- Kiva and the Power of Story
- Amplifying perceptions: How Jetblue uses Twitter to drive engagement and satisfaction
- Obama and the power of social media and technology
- UnME Jeans: Branding in Web 2.0

**Reference Sources**

**Magazines:**
- Advertising Age (www.adage.com)
- Adweek (www.adweek.com)
- American Demographics (www.americandemographics.com)
- Businessweek (www.businessweek.com)
- Mediaweek (www.mediaweek.com)
- Brandweek (www.brandweek.com)
- PROMO (www.industryclick.com)
- Sales and Marketing Management (especially their survey of buying power—
- www.salesandmarketing.com)

**Websites on new media**
- http://www.sreetips.com/landscape.html

**Journals:**
- Journal of Advertising
- Journal of Advertising Research

**Data Reference Sources (in the library):**

- **Product/Brand Information**
  - Encyclopedia of Major Marketing Campaigns
  - Standard and Poor’s Industry Survey (www.standardandpoors.com)
  - Market Share Reporter
  - Standard Directory of Advertising Agencies
- **Category/Brand Users Information**
  - Simmons Market Research Bureau (Choices III CD in library)
  - Mediamark (aka MRI) Research Reports (CD in library)
- **Media audience Information**
  - Consumer Dimensions
  - TV Dimensions
○ Nielsen Station Index (www.nielsenmedia.com)
○ Magazine Dimensions
○ Simmons Market Research Bureau (Choices III CD in library)
○ Mediamark (aka MRI) Research Reports (CD in library)

● Advertising Budgets
  ○ CMR Ad $ summary (formerly Leading National Advertisers) o Standard Directory of Advertisers
  ○ Advertising Ratios and Budgets
  ○ Brand Week Superbrands

● Advertising Rates
  ○ Standard Rates and Data Services
  ○ Marketer’s Guide to Media

Consumer Trends:

● See also American Demographics (www.americandemographics.com)
● www.gallup.com
● www.louisharris.com
● www.yankelovich.com

Organizations:

● American Marketing Association (www.marketingpower.com)
● American Association of Advertising Agencies (AAAA of 4As) (www.aaaa.org)
● Direct Marketing Association (www.the-dma.org)
● Public Relations Society of America (www.prsa.org)
● Advertising Educational Foundation (www.aef.com—a source of lots of info including industry events and career information)

Other Interesting Sites:

● www.adcritic.com
● www.advertiser.com
● www.imfilm.com
● www.adforum.com
● advertising.utexas.edu/world (a marketing communications directory and archive of ads)