

**Business M727 E  
Marketing Communication  
Winter 2020 Course Outline**

**Information, Marketing, Operations Area  
DeGroote School of Business  
McMaster University**

**COURSE OBJECTIVE**

To provide students with a strong working knowledge of the management of the marketing communication function within organizations by combining industry-based practices with marketing communication and consumer behaviour theory.

**INSTRUCTOR AND CONTACT INFORMATION**

**Thursday Evening 19:00 –22:00**  
**Jim Letwin, Instructor**  
[jletwin@jankelley.com](mailto:jletwin@jankelley.com)

Office: RJC 2<sup>nd</sup> Floor (near Dean's  
Office, West Side)  
Office Hours: Before class and by  
appointment as required  
Tel: 1-800-461-7304 ext 248  
Class Location: RJC

**Course Website:** <http://avenue.mcmaster.ca>

**COURSE ELEMENTS**

Credit Value:	3	Team skills:	Yes	IT skills:	No	Global:	Yes
Ave to Learn:	Yes	Verbal skills:	Yes	Numeracy:	Yes	Political:	No
Participation:	Yes	Written skills:	Yes	Innovation:	Yes	Social:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker(s):	Yes

## **COURSE DESCRIPTION**

M727 builds on previous marketing courses by focusing specifically on aspects of integrated marketing and brand communication (IMC). The course emphasizes customer engagement through advertising, promotion and management of customer brand experience using on and off-line channels, social media and technology applications. We will also dedicate course time to Communications (public relations), personal selling and direct marketing, given their key role in reaching and influencing consumers. Students will learn to apply psychological theory and will gain a high-level understanding of marketing technology applications in IMC contexts. We will share practical managerial knowledge concerning the operation of marketing communication agencies, the development of communication objectives and budgets, and the implementation and evaluation of creative and media strategies. This course has a North American emphasis but we will also be comparing international examples with marketing communication in Canada and the United States. This course is taught through lectures, videos, required reading of on and off-line reference materials, cases and in-class discussion.

## **LEARNING OUTCOMES**

Upon completion of this course, students will be able to complete the following key tasks:

- Define the meaning and key attributes of brands and branding within organizations;
- Explain the concepts of “customer/brand experience”, “customer journey mapping” and their role in developing and fortifying consumer loyalty
- Discuss the important role that marketing communication strategies and tactics can play in establishing and enhancing an organization’s brand(s);
- Explain the impact of digital technology on today’s brands and branding efforts and the range of tools and marketing technologies available to today’s marketers
- Analyze business situations involving marketing communications and determine key strategic issues, strategic options and tactical action plans;
- Formulate an integrated marketing communications plan for profit and not-for-profit organizations;
- Apply and manage marketing communication strategies, tactics and tools as controllable investments in generating measurable results;
- Develop and apply a creative strategy as part of creative development;
- Judge the appropriateness of various marketing communication creative approaches & tactics; and
- Recommend effective marcom budgets, strategies and tactics

<b>COURSE MATERIALS AND READINGS</b>
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Avenue to Learn registration for course content, readings and case materials • <a href="http://avencue.mcmaster.ca">http://avencue.mcmaster.ca</a>	FREE
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<b>COURSE MATERIALS AND READINGS</b>
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Visit recommended web sites and published articles through links provided (Avenue to Learn), read all assigned cases and actively engage in the M727 private Facebook Group (FB account required)	FREE
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<b>EVALUATION</b>
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Learning in this course derives primarily from assigned readings, in-class participation, in-lecture discussions and case analysis. You will also be deeply involved in out-of-class group investigation and analysis of a selected organization's current marketing communications planning and practices. Your effective documentation and presentation of key findings and recommendations related to this investigation is critical to your success in this course.

### ***Components and Weights***

Assignment #1	Individual hand-in of case analysis Week 3	10%
Assignment #2	Group "live" case analysis Week 5	10%
Assignment #3	Creative Strategy Presentation (group) Week 7	10%
Assignment #4	Marketing Communication Plan audit (group) Week 8	15%
Assignment #5	Marketing Communication Plan conclusions and recommendations (group) Week 13	30%
Assignment #6	In-class presentation of Marketing Communications Plan (group) Week 13	10%
Participation	In-class and Facebook Group Contribution (individual – ongoing)	15%
Total		100%

## ***Evaluation Details***

**CONTRIBUTION TO CLASS DISCUSSION (INDIVIDUAL MARK: 15%):** Your participation in class discussion, case analyses and within our M727 Facebook Group will be assessed in terms of the value that it adds to our class meetings and on-line discussions. Simply using “air time” does not add value (please refer to “Class Participation” section below).

**CASE HAND-IN (INDIVIDUAL AND GROUP MARKS: TOTALLING 20%):** The specific cases that you are required to analyze and write up will be presented and distributed in class one or two weeks before your submission is due. Specific guidelines on case analysis are presented in a separate document. **10% per day Grade Reduction late penalty**

**MARKETING COMMUNICATION PROPOSAL (NO GRADE, BUT A REQUIRED TASK):** Your proposal should identify the organization that you plan to work with, briefly outline its marketing situation, its IMC activities and budget, and state your specific focus for the audit and plan.

**MARKETING COMMUNICATION AUDIT (GROUP MARK: 15%):** The audit involves a thorough investigation and analysis of an organization’s marketing plan, relevant environmental trends, and its current situation (internal, competitive, customer and communications factors).

**MARKETING COMMUNICATION PLAN (GROUP MARK: 30%):** Your IMC plan will build on the background that you have established with your audit and will include specific communication objectives, media recommendations, budget allocation and control/evaluation details.

**ADVERTISING CREATIVE STRATEGY DISCUSSION (GROUP MARK: 10%):** Once during the term, your group will be responsible for delivering a 15-minute presentation and discussion about an “advertisement” of your choice. Your group plays the part of a marketing communications agency and the class becomes the client.

**PROJECT PRESENTATION (GROUP MARK: 10%):** Groups are required to present their IMC plans to the class in order to extend their learning experience to the entire class, and to enhance the group’s presentation skills. Members from your client organization will be invited to attend.

**PEER EVALUATION:** You are required to complete peer evaluations at two points during the term. The first evaluation must be submitted by 4:00 pm on the day after your IMC Audit is handed in. This first evaluation should consider individual contributions to the group effort that was required to produce both the IMC Proposal and Audit. You should be assessing your own performance as well as that of your group members. A meeting will be requested with any group whose member ratings are inconsistent or indicative of dysfunctional conflict. You should always be prepared to produce evidence in support of the evaluations that you complete and address any performance gaps within the

group before raising them to the instructor. If you decide to give a group member (other than yourself) a rating that reflects less than what should be their fairly earned share of the available money for distribution, you should communicate that decision to the group member. This will give that group member an opportunity to defend and/or correct their behaviour as the course progresses and will enrich the collective learning experience.

The second evaluation must be submitted by 4:00 p.m. on the day after your IMC Plan has been handed in. This evaluation should be based on your assessment of individual contributions to the group effort that was required to prepare and present your Creative Strategy Presentation, complete your IMC Plan, and present a summary of your IMC work to the class.

The peer evaluation form and instructions for its completion are available on your Avenue to Learn site. A certain amount of give and take between group members is expected throughout the course of the term. However, at the end of the term we will review your evaluations in order to determine whether any students have made less than equitable contributions to their groups. Where warranted by individual performance, the average evaluation scores will be used as a discounting factor applied to the group mark. For example, a person who has been “paid” \$750 on the interim evaluation and \$800 on the end-of-term evaluation could receive 75% of the recorded marks for the Audit and 80% of those recorded for Recommendations & presentation.

**Remember: if you are submitting evaluation score less than yourself or other group members to any one group member you must inform that group member of the lower grade, and your reasons for assigning it. Openness and transparency as the term progresses will help avoid end of term conflict and “surprise” accusations of underperformance.**

**GRADING CONVERSIONS:**

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the conversion schedule above.

## ***Communication and Feedback***

Students who are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://www.degroote.mcmaster.ca/curr/emailchairs.aspx>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

## ***Participation***

Depending on class size, name cards and class pictures are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed in front of you for every class.

Prescribed readings of handout cases and on-line blogs, articles and posts for in-class discussion will be identified and in advance of a given class. Cases and assignments for grading and written feedback are due on the dates presented in the course lecture schedule (attached). Students must be prepared to discuss these assignments with the class as a whole on the specified dates. Student participation in analyzing and developing an informed point of view regarding case assignment material is essential to the success of this course.

I will **cold-call** on anyone at any time to provide a point of view on a case or assigned reading for a given class. It is therefore advisable that you prepare for every case and reading for in-class discussion. In general, contributions are evaluated in an ascending order from physically but not mentally present, to minor contributions, to quite substantial comments, to case cracking contributions. Debate and challenge are important activities that help in the learning process. Your willingness to engage in such activities with your classmates is important to your learning and the overall value of this course. However, using “**air time**” involves an obligation to contribute something of value to the issue/challenge/dilemma under discussion. None of us appreciates time-wasting activities such as recitation of case facts, bland summaries of prior discussion or observations that are devoid of implications. You are therefore strongly encouraged to answer the question “**so-what?**” prior to offering a point of view. Participation will **NOT** be graded by counting each contribution a student makes. Participation will be graded by examining the quality of contributions in each class. It should be noted

however, that attendance will be taken for each class given that a student cannot contribute to classes that they do not attend. Attendance will therefore have an impact on evaluation of class participation.

## **ACADEMIC DISHONESTY**

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf>

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

<http://www.mcmaster.ca/academicintegrity>

## **MISSED EXAMINATIONS / TESTS / CLASS PARTICIPATION**

When students miss a regularly scheduled midterm, test or class participation for legitimate reasons as adjudicated by the MBA Academic Services Office, the weight for that midterm/test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the MBA Academic Services Office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate, which can be found on the DeGroot website at:

<http://www.degroot.mcmaster.ca/MBA/registration.html>

University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide documentation supporting the reason for the absence and the Petition for Relief for MBA Missed Term Work:

<http://www.degroot.mcmaster.ca/MBA/documents/relief.pdf>

Students unable to write a midterm at the posted exam time due to the following

reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled midterm exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the MBA Academic Services Office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by the MBA Academic Services Office.

All applications for deferred and special final examination arrangements must be made to the MBA Academic Services Office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the term immediately following. There will be one common sitting for all deferred exams. Please refer to the MBA Calendar for further details.

If any exam is missed without a valid reason, students will receive a grade of Zero (0) for that component.

**Grades will be reduced at the rate of 10% per day for all late assignments.**

## **STUDENT ACCESSIBILITY SERVICES**

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for examinations on or before the last date for withdrawal from a course without failure (please refer to official university sessional dates). Students must forward a copy of such SAS accommodation to the instructor immediately upon receipt. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

## **POTENTIAL MODIFICATIONS TO THE COURSE**

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.



## RESEARCH USING HUMAN SUBJECTS

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being.

To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca/english/policystatement/policystatement.cfm>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

[http://www.mcmaster.ca/ors/ethics/students\\_intro.htm](http://www.mcmaster.ca/ors/ethics/students_intro.htm)

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

## ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA M727 E will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

## APPROACH TO THE COURSE

Every effort will be made to illustrate the “real world” business application of the concepts and terms presented in the course. To this end, business practitioners will be invited into the classroom to present their first hand experiences in managing marketing communication issues. Throughout the duration of the course, your instructor will be actively soliciting individual opinions, informed points of view and rationale from as many students as possible. The atmosphere will be open and challenging. Well-developed written and verbal presentation skills will therefore be an asset in successfully completing M727.

In keeping with our commitment to applied marketing communication problem solving, all case and assignment submissions will be made in "business recommendation" format. Each case analysis will include key short and longer term recommendations put forward in the form of a business document from you (the decision maker within the case) to the key decision maker in the case (the person from whom you are seeking support and approval for your recommendations). Specific guidelines for writing effective business recommendations are presented separately for your review and reference. Please refer to “Guidelines to Better Business Writing” and “Guidelines to Successful Case Analysis in M727” for further information.

### Group Work

As a business practitioner, I am acutely aware of the training and learning benefits associated with group work. Although some students are employed full or part time (making involvement in group work challenging), I believe that the extra scheduling and coordination effort required for group management is more than offset by the superior learning experience that it provides.

To help better manage the challenges noted above, the size of your group should be no more than four people. This will make scheduling easier, and will keep the number of group members low enough that each one is essential. It will also help prevent diffusion of responsibility.

You will be asked to submit the names of your group members in writing by the end of the second class.

## OTHER COURSE INFORMATION

Throughout the course, I will be distributing articles, cases, and materials from various sources through Avenue to Learn and our Facebook Group that will be part of your required reading. I also recommend that you scan various on-line resources such as Canada's [www.strategyonline.ca](http://www.strategyonline.ca), the excellent USA-based reference for advertising called Advertising Age ([www.adage.com](http://www.adage.com)) as well as sources for marketing technology information and news such as <https://twitter.com/chiefmartec> and [www.martechtoday.com](http://www.martechtoday.com).

### ***The Major Assignment***

The most significant assignment to be completed for this course is the major in-field research paper. For this assignment, you will be asked to conduct an analysis of and provide recommendations for the marketing communication strategies and tactics of a brand or company of your choice. You will be required to submit this analysis to your instructor, present it to your classmates and, through me, to the management of the company analyzed. As outlined above, this major group assignment is worth 55% of your grade in this course.

As a member of a group or team, there should be a reasonable chance for having a management contact within a business firm that could serve as a study subject.

### **Completing the Major Assignment**

#### Overview

The purpose of working with business decision makers as part of the requirements for this course is to ensure that each student has an opportunity to learn how selected organizations manage marketing communication.

While the readings and your instructor's experience can help develop an understanding of this process, direct contact with managers making marketing communication decisions and recommendations is a powerful (and enjoyable) learning experience.

Because selected information regarding each company studied will be shared with the rest of the class, there will be an opportunity to discuss the range of approaches and management techniques uncovered during this exercise, and the relative merits of each.

At its core, your major assignment represents a "Marketing Communications (Marcom) Audit" of a selected organization or brand. Like any audit, you must investigate what the organization or brand is currently doing, and then recommend any changes which you believe should be made (based on the information you have gathered, assumptions that you may have made, and material covered in this course).

The Major Assignment is divided into four parts; the Study Proposal, Marcom Audit, the Recommended Marketing Communication Plan and the in-class presentation of the Audit and Recommended Plan.

The study proposal identifies the organization that you will be engaging as part of your major assignment, and ensures that you have adequately “thought it through” before launching into this important undertaking. It is a critical instructor “coaching opportunity”; if we start well, we have a good chance of finishing well.

The Marcom Audit identifies key findings (what the organization has done in the past and is currently doing within the environment that it finds itself) as well as key marketing communication issues, challenges and opportunities faced by the organization. The audit, therefore, is not a passive listing of “what” the organization has done and is doing, but also an active articulation of the “so what” associated with the facts uncovered in the process.

The Marcom Audit however, is not a presentation of recommendations; it lays a solid foundation for the presentation of the recommended plan.

Detailed requirements of the Marcom Audit are presented below.

The recommended marketing communication plan is an extension of the audit, in that it uses the audit as the basis for presenting recommended IMC strategic direction, tactics and rationale.

As indicated, you will be required to present the results of the major assignment to your class mates, as well as any invited members of the organization that you choose as your subject of study. **If no members of the company can attend, you are obligated to send a copy of your final report to these “clients”. To ensure that this occurs, you will submit the name, title and e-mail contact information of the client that you are working with for this project.**

### ***1) Marketing Communications (Marcom) Audit (15%)***

**One copy due in class Thursday, March 5, 2020**

**Must include your group’s peer evaluation (download from course website)**

**10% per day late penalty**

Before you can develop a communications plan for your selected organization, you must understand their history, current position and future plans. The audit elements are outlined in the hand out on this subject.

Your Marcom Audit should include the components outlined below. Your work here has two purposes. First, your audit will provide the foundation for your IMC plan. Second, it will allow me to assess the extent to which your foundation is adequate. For this document I am your audience. This means that you need to provide information

concerning the points below whether or not these are facts that your organization already knows and understands. Next, your primary and secondary sources should be cited appropriately. Furthermore, if you identify areas for which your organization has no information, you should state this rather than omit these items from discussion.

Finally, you should provide justification for any assumptions based on your understanding of the organization subject matter covered in the course.

### **Executive Summary**

- Highlight key findings of the Marcom Audit – outline key marketing communication strategies and tactics being used and their perceived impact on the business versus objective

### **General Introduction to the Organization and its History**

- Very briefly describe the origins of the organization and its relevant history

### **Review of Current Marketing Plan**

- Where does the organization want to go and how does it plan to get there?
  - Marketing objectives
  - Target(s)
  - Core strategies, broad description of past tactics
  - Control/measurement/evaluation process

Environmental Analysis: What trends (both opportunities and threats) could affect the organization's position in the marketplace? What trends could affect their marcom planning? If specific elements outlined below do not impact the organization, state so briefly.

- Political/Regulatory
- Economic

Environmental Analysis (cont'd)

- Social/Cultural/Demographic
- Technological

Situation Analysis: What internal, competitive, customer and communications factors are important?

- **Internal**
  - Strengths and weaknesses of the organization itself that could affect their promotional planning
  - Strengths and weaknesses of product/service offering (e.g., key benefits, USPs, packaging and labeling if relevant, general perceptions about the organization's image, etc.)
  - Assessment of the firm's promotional organization and capabilities

- Role of Marcom elements (e.g., advertising, promotion, public relations, social media) in the current marketing plan. Assessment of owned/earned/invented/paid media and overall promotional efforts
  - Organization of Marcom department
  - Capability of firm to develop and execute marcom programs
  - Determination of the role and function of ad agency and other Marcom facilitators
- 
- Review of previous programs and results
    - Description of Marcom objectives
    - Promotional mix strategies and programs
    - Does the company/brand have an integrated marketing communications program?
    - What creative strategy is being used? How was this determined?  
**Please include a copy of the current creative strategy document being used to drive marketing communications development**
    - Is the advertising and promotion consistent with the creative strategy? Include samples or digital links to samples of advertising and promotional campaigns that may have been used to support the organization/brand
    - Is the creative effective? How do we know this (how are results tracked?)
    - Budgets and allocations
    - Results
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- **Competition**
    - Identification of direct and indirect competitors
    - Competitors' key benefits and positioning
    - Competitors' message and media strategy (how do they differ versus the subject company?)
    - Organization's position relative to competitors (How would the subject company or brand appear on a positioning map? Can you estimate the brand or company's share of voice versus competitors?)
- 
- **Customers**
    - How do the organization's past and current customers/clients/supporters perceive the organization and its offerings?
    - Why is the product/service sought? What needs are satisfied?
    - Decision making process
      - Who influences the decision?

- What kind of information is sought and where is it sought?
- Who ultimately makes the decision?
- Where and how is the purchase made?
- Are there timing or seasonal factors associated with communication and/or purchase? Is the product/service well accepted and understood? Where in the product life cycle does it seem to be?
- Who is the end user?
- How is current and emergent technology impacting customers and their decisions?

### **Initial IMC Planning**

- Description of organization's current Marcom objectives (in their own terms, whether general or specific)
- Refined communication objectives (your group's definition)
- Budget determination: tentative budget and allocation

### **Conclusion**

- Set the stage for your recommended IMC plan by identifying high level strategic recommendations and direction for your path forward.

## **2) Marketing Communications (IMC) Plan (30%)**

**One copy due in class Thursday, April 9, 2020; your group will be responsible for sending one copy of your IMC report to the client organization *after* the in-class presentation and instructor feedback has been provided.**

**You will receive feedback on your IMC *presentation* immediately after it is delivered to the class on April 9. If feedback warrants it, you may find it necessary to adjust your final *client* copy of the IMC recommendation. Please remember that the paper that your group submits will reflect not only the group and its members, but also the DeGroote School of Business and the university to the business community. Your attention to accuracy, completeness and relevance is therefore critically important.**

**Please hand in your group's peer evaluation (download from course website)  
10% per day late penalty**

Your integrated marketing communications plan should build on the background that you established with your audit. The checklist presented below will be helpful. ***Note that your plan is not expected to address every single communication platform – just the most important to your selected company.*** Depending on your

organization, some of them will be inappropriate and/or irrelevant. Furthermore, you may be dealing with scarce resources both in terms of dollars and personnel. Your group's organization is the primary audience for the final IMC plan. This plan should include the elements described below.

## **Executive Summary**

The first section of your paper should include:

### **Marketing Communications Audit Key Findings** (A Summary, Not the Full Report)

#### **Overall IMC Objectives**

- Clearly state the company or brand's overall communication objectives. There may be sub-objectives that are particular to certain marketing communication elements (such as social media or public relations; these should be addressed in your Detailed IMC Plan section.
- Provide a summary that helps readers to understand the whole IMC picture, which IMC elements are being used, and why you have chosen them. This section also should address "higher-level" evaluation and control issues if appropriate.

#### **Summary of Budget Allocation**

- Provide an overview of recommended budget deployment and brief rationale

#### **Detailed IMC Plan**

- Provide specific plan details that include:
  - Specific target(s)
  - Specific objectives
  - Positioning/message strategy
  - Recommended message distribution strategy (e.g. owned media, social media, paid media, earned/PR etc.) and within paid media, recommended media strategy (on and off-line channels)
  - Recommended media vehicle(s) (e.g., social media channels, specific vehicles, Regional Vs National), supported with general timing and frequency of placement (a detailed media plan is not required)
  - Budget ranges (including costs of production, media budget allocation and other execution details)
  - Evaluation and control details

#### **Conclusion**

Brief summary and future outlook if recommended plan is implemented



## **REPORT LENGTH AND FORMAT FOR BOTH THE MARCOM AUDIT AND PLAN**

Each of the reports that you submit (audit and recommended IMC plan) should be no more than 12 double-spaced typewritten pages long (not including exhibits). You may use point form if you are presenting lists of facts or information within the body of your report. If within the recommended IMC plan you have a number of recommendations regarding each aspect of a company's promotional activities, you may wish to present these in point form by listing the company's current approach on the left hand page, and your corresponding recommendations on the right hand page. This should prove to be beneficial to both author and reader.

Remember to use memorandum format (this is not just a way of writing a business document but a way of thinking), and that I am the audience for your audit, but your selected client organization is the audience for your recommended IMC plan. You will receive a separate hand out on memo writing.

### ***3) Project Presentation (10%)***

Depending on enrolment, group presentations will take place either during the last two classes or only during the last class. Presenting IMC Recommendations will result in learning for both the group and class. You are encouraged to invite “clients” to your in-class presentation. Presentation time will be limited to a maximum of 20 minutes, followed by a maximum of five minutes for questions. Because you will be receiving your IMC plan “content” marks for the audit and the plan itself, your presentation grade will be based entirely on your presentation skills. I expect that all group members will play an active role in both the development and delivery of the presentation. Please be reminded that a peer evaluation form must be submitted at the end of the last class.

### ***A Note About Lecture Content Scheduling***

The course schedule presented on the following pages represents the intended in-class delivery timing of the described content. Although the schedule will be followed as closely as possible, you will note that some lecture content delivered by guest lecturers has been labeled as “tentative”. This is because guest lecturers – industry practitioners who have been invited into our class to present their informed and experienced point of view – must sometimes reschedule their classroom time for business reasons beyond their control. While this is not ideal, the benefit of receiving up-to-date information on practical matters important to our academic and professional development far outweighs the schedule juggling that it sometimes involves.

Avenue to Learn will be the primary tool used to notify students of any scheduling updates. Please note that assignment due dates for case studies and the Major Assignment (IMC Audit and Recommendation papers) will not be changing.

<b>COURSE SCHEDULE</b>
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**Business M727  
Marketing and Communication  
Winter 2019 Tentative Course Schedule**

<b>WEEK</b>	<b>DATE</b>	<b>LECTURE CONTENT/ASSIGNMENTS &amp; DUE DATES</b>
1	Thurs. Jan. 9	<ul style="list-style-type: none"> <li>• Review course outline, class introduction, expectations</li> <li>• Discuss Major Assignment &amp; Facebook Group formation</li> <li>• What is Marketing? What is Communication?</li> <li>• Digital Shift – Where is it all headed?</li> <li>• Assigned readings for weeks 2 &amp; 3 identified</li> </ul>
2	Thurs. Jan. 16	<ul style="list-style-type: none"> <li>• <b>Submit names and email addresses of Group Members</b></li> <li>• Establishing Objectives and Budgeting</li> <li>• Introduction to Marcom Strategy; approaches to planning, iterating and customer problem solving</li> </ul>
3	Thurs. Jan. 23	<ul style="list-style-type: none"> <li>• <b>Tentative:</b> Guest Lecturer on the strategic influence of eCommerce on Marketing and Communication</li> <li>• <b>Submit Proposed Organization for IMC Study</b></li> <li>• Brands and branding; Role of IMC in the Marketing Process</li> <li>• <b>Distribution of case assignment</b></li> </ul>
4	Thurs. Jan. 30	<ul style="list-style-type: none"> <li>• <b>Hand in and take up case assignment</b></li> <li>• Brand Strategy &amp; Positioning decisions</li> <li>• Broad discussion of legal &amp; ethical issues related to Marcom</li> </ul>
5	Thurs. Feb 6	<ul style="list-style-type: none"> <li>• <b>Field Visit to Jan Kelley</b></li> <li>• Organizing for Marcom; client/Agency relationships</li> <li>• State of the industry – key challenges and opportunities</li> <li>• Creative Strategy and Execution workshop</li> </ul>
6	Thurs. Feb. 13	<ul style="list-style-type: none"> <li>• <b>Live Case Briefing</b></li> <li>• Consumer and B2B – differences and similarities; strategies, tools and tactics</li> <li>• Martech stacks</li> </ul>

WEEK	DATE	LECTURE CONTENT/ASSIGNMENTS & DUE DATES
	Thurs. Feb. 20	Study Break
7	Thurs. Feb 27	<ul style="list-style-type: none"> <li>• <b>Hand in and take up case assignment</b></li> <li>• Creative Strategy Presentations (one group)</li> <li>• Agile Marketing – generating results in the “always on” world</li> </ul>
8	Thurs. Mar 5	<ul style="list-style-type: none"> <li>• <b>Marcom Audit due in class</b></li> <li>• Tentative: Customer/Brand Experience – Guest Lecturer</li> </ul>
9	Thurs. Mar 12	<ul style="list-style-type: none"> <li>• <b>Initial Feedback on Marcom Audit Submissions</b></li> <li>• Tentative: Guest lecturer – Running Marketing at a Startup</li> <li>• Personal Selling</li> <li>• Sales Promotion</li> </ul>
10	Thurs. Mar 19	<ul style="list-style-type: none"> <li>• Paid and Social media – interdependencies &amp; integration</li> <li>• Mobile media – current and future</li> </ul>
11	Thurs. Mar 26	<ul style="list-style-type: none"> <li>• Creative Strategy Presentations (two groups)</li> <li>• Public Relations, Publicity and Corporate Advertising</li> </ul>
12	Thurs. Apr 2	<ul style="list-style-type: none"> <li>• Synthesis of all material covered</li> <li>• Any remaining Creative Strategy presentations</li> <li>• Instructor coaching and Group preparation for IMC Reco presentations</li> <li>• Initial Group presentations if necessary</li> </ul>
13	Thurs. Apr 9	<ul style="list-style-type: none"> <li>• <b>IMC plan due in class</b></li> <li>• Group Presentations</li> </ul>