Social Media Strategy
MKTG-UB.0045.01
Spring 2014
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Course Description
Social media presents an ongoing series of opportunities for companies to listen to customers, but it also presents an ongoing series of challenges in marketing strategy. Through such platforms as Facebook, Twitter, Pinterest, YouTube, and blogs, consumers share information, attitudes, and experience about a brand, and they can build positive or negative awareness of a brand, sometimes with unstoppable viral impact. As a result, social has taken control of the brand away from the company, creating a new balance of power between the brand and the digitally connected consumer. It gives a voice to customers and even to some who pretend to be customers, sharing information that is sometimes favorable and even true—and sometimes not. For companies and even for non-profit organizations, social media is now essential. Without it, a company or NPO cannot even participate in the dialogue about its brands or services, let alone facilitate or lead the dialogue. However, most companies are not yet prepared for social media. Often, they expect entry-level employees in marketing, management, and even finance to have strong social-media skills because they are digital natives. Like all marketing, social requires strategy, and the execution of the strategy requires the right combination of creative and media to develop a successful campaign, as well as analytic assessment of the campaign results. This course will introduce you to social-media marketing: we will study how to develop the strategy for a product or service in social media, how to execute that strategy in a campaign or ongoing dialogue with customers and prospective customers, and how to assess the results. Since this is a dynamic set of media that evolves on an ongoing basis, with unpredictable innovation, we will focus on fundamental principles and best practices that can be applied to continuing platforms and emerging ones. In class, we’ll develop the methodology for the social-media marketing plan, we’ll analyze how a wide range of brands uses social media, and we’ll hear from guest speakers about how major brands use social effectively. Previous guest-speaker companies include Gilt, Unilever, SAS, Momentum, and Joule (mobile marketing).

Course Objectives
The goal of this course is to introduce students to strategic management of social media for a broad range of products and services.

Students who successfully complete this course will:
• Gain a perspective on what social media can achieve within the marketing mix
• Learn how to plan the strategy for social media
• Learn how to execute the strategy in a successful campaign or ongoing dialogue through development of a social-media marketing plan
• Learn the principles and best practices for listening to customers in the social space, engaging in dialogue, anticipating issues, and knowing when and how to respond or be proactive
• Understand what is measurable and how to measure it, and what measures are most important for success

Course Requirements

Required reading:

2. Course Pack to be purchased via NYU Bookstore consisting of:
   • Introducing iSnack 2.0: The New Vegemite, HBS #9-512-020
   • Pepsi-Lipton Brisk, HBS #9-512-011
   • Sephora Direct: Investing in Social Media, Video, and Mobile, HBS #9-511-137
   • The Ford Fiesta, HBS #9-511-117

Required social media:
Twitter:
1. Set up a Twitter handle for yourself for this class, using your last name and our class, as in @kalterSocStrat; if someone else has your same last name, add the initial of your first name, as in @mkalterSocStrat
2. Send your Twitter handle to me and to our TA: you will need to use it for your Groundswell assignments
3. Using your class Twitter handle, ask to follow Professor Kalter on Twitter for links to news about social media: you will find me @marjkalter

Required assignments:
• Reading of Groundswell (Expanded and Revised Edition), with required Tweets on the key learning from each chapter [individual work]

• Case Studies – for in-class discussion; no write ups will be required, but there will be case questions to guide our discussion, so you should be well prepared with your answers, as a springboard to active and effective participation. [individual work]

• Final Project – Develop a social-media plan for one brand, using the key learning from the course lectures, discussions, and readings, and covering all content areas outlined below, in the order shown. Format: written, PowerPoint, maximum 25 slides, for handing in to the instructor in Week #14. Each group should submit its top 5 choices, via e-mail to the TA, beginning at 9:00 A.M. on 2/12. [group work]
  • Marketing Plan for Social Media for the [ ____ ] Brand
    • Competitive analysis
    • Current social-media situation and assessment
    • Campaign objectives
    • Marketing strategy
- Target audience demographics, psychographics, technographics
- Media selection and rationale
- Product strategy
- Price strategy
- Promotion strategy
- Brand strategy (using laddering format and positioning statement)
- Portfolio implications
- How the plan will be measured/assessed

  - Brand Options [Spring 2014 brand options will be announced]; previous options have included:
    1. NetJets
    2. Swatch
    3. Heifer International
    4. New Museum
    5. Kidzania
    6. Fame perfume
    7. Restoration Hardware
    8. Office Depot
    9. Time Magazine
    10. Gildan
    11. BP
    12. Cheerios
    13. History Channel
    14. Lincoln [automotive]
    15. Monster
    16. Kindle

**Grading**
Class participation (Groundswell Tweets and discussions; case discussions, - individual): 50%
Final Project (group): 50%

**Course Policies**
Students are expected to attend each class and to actively participate in discussion of key issues. Absences or lateness will lower your grade for class participation. An excuse can only be granted for serious illness, grave family emergencies, or religious observance and must be documented. Job interviews and travel are unexcused absences. Please notify me in advance of an absence so that I can excuse it when appropriate.

Turn off all electronic devices prior to the start of the class. Laptops and tablets are not permitted for class use, so please do not use one for copies of cases that you will use in class discussion or for note taking. And, of course, no cell phones in class. Social media is interrupt-driven, but class is not! Therefore, no phones, no tablets, no laptops—and no exceptions to this policy.

Participation is graded on the quality of your contributions, rather than the quantity, so please be prepared for every session and use our discussions to take the key issues further, to provide
new insights, to explore relevant new options, and to build on (but not reiterate) the points made by classmates.

**Academic Integrity**
The entire Stern Code of Conduct applies to all students enrolled in Stern courses and can be found at: [www.stern.nyu.edu/uc/codeofconduct](http://www.stern.nyu.edu/uc/codeofconduct)

*The syllabus is subject to change, especially in the schedule and companies for guest speakers.*

**Course Outline**

**Week #1**

*Wednesday, January 29*

- Introduction to Social Media
- Introduction to Course: What We’ll Learn; How We’ll Work
- Mini-Case Presentation – Pizza Hut

**Week #2**

*Wednesday, February 5*

- The social-media plan:
  - Setting the campaign objectives
- Guest lecture: Jennifer Winberg, Social-Media Strategist, Momentum Worldwide

*Work due today:*

- *Groundswell* – Chapters 1, 2
- Write and send 2 Tweets, using your class Twitter handle:
  1. The key learning from Chapter 1
  2. The key learning from Chapter 2
- As preparation for the guest lecture, look closely at the website for Momentum Worldwide to get a sense of the agency’s organization, culture, and clients

**Week #3**

*Wednesday, February 12*

- The social-media plan:
  - Developing the marketing strategy
- Case Study Discussion: *Introducing iSnack 2.0: The New Vegemite*

*Work due today:*

- *Case reading and preparation- iSnack2.0 pre-discussion questions:*
  1. Define the campaign objectives for “Name Me.”
  2. What would the authors of *Groundswell* say about Kraft’s use of social media for iSnack 2.0?
  3. How would you have managed the campaign?
  4. Should Talbot defend the new name?
  5. What specific options does Kraft have for the new product?
  6. How is social relevant to these options?
Week #4
Wednesday, February 19
• The social-media plan:
  o Identifying the target audience

Work due for today:
• *Groundswell* – Chapters 3, 4
• Write and send 2 Tweets using your class Twitter handle:
  1. The key learning from Chapter 3
  2. The key learning from Chapter 4

Week #5
Wednesday, February 26
• The social-media plan:
  o Analyzing the competition
• Case discussion: *Pepsi Lipton Brisk*

Work due for today:
• Case reading and preparation
  o *Pepsi-Lipton Brisk* case - reading and pre-discussion questions:
    1. Should Brisk be advertised on primetime TV or in viral ads in the months following the Super Bowl ad? What are the benefits of each medium? What are the costs?
    2. How do the ways that target customers view ads in each medium differ? Which differences matter most for brand planning? Can consumer behavior be factored into a single measure that will help management compare the benefits of each medium?
    3. Which of the four ad concepts should Mary Barnard and Marisol Tamaro choose? What key elements are most important in the selection?
    4. What does Mekanism mean by engagement? How do they attempt to increase engagement with the brand using viral ads?

Week #6
Wednesday, March 5
• The social-media plan:
  o Developing the brand strategy
  o Assessing the portfolio strategy
  o Developing the product, price, and promotion strategy
  o Reassessing the portfolio strategy

Work due for today:
• *Groundswell*, Chapters 5 and 6
• Write and send 2 Tweets, using your class Twitter handle:
  1. The key learning from Chapter 5
  2. The key learning from Chapter 6
**Week #7**  
Wednesday, March 12

- The social-media plan:
  - Developing the product, price, and promotion strategy
  - Reassessing the portfolio strategy
- Case discussion: *Sephora Direct: Investing in Social Media, Video, and Mobile*

**Work due for today:**

- Case reading and pre-discussion questions:
  1. Assuming Julie Bornstein receives the additional funding she is seeking, how should she allocate her budget across the various digital categories? Given that the incremental budget requested must be shifted from Sephora’s other marketing spend, where would you propose to cut? Why?
  2. What is your assessment of Sephora’s digital and social media efforts as of the fall of 2010? Was it wise to create Beauty Talk as a separate social platform to Facebook?
  3. As Sephora increasingly uses digital marketing and social media, which competitors should the company be most concerned about?
  4. What metrics do you propose Sephora Direct use to measure the success of digital and social going forward?
  5. What should be the strategic goal of Sephora’s digital and social marketing programs? How can Bornstein satisfy the CEO’s desire to “win” in the digital space?

**Wednesday, March 19: no class – NYU closed – Spring Break**

**Week #8**  
Wednesday, March 26

- The social-media plan:
  - Briefing the creative team
- Mobile marketing:
  - Guest Speakers: Jessica Duignan, Unilever – Nexxus brand group, and Michael Collins, CEO, Joule (mobile-marketing company)

**Work due for today:**

- Groundswell, chapters 7 and 8
- Write and send 2 Tweets, using your class Twitter handle:
  1. The key learning from Chapter 7
  2. The key learning from Chapter 8
- As preparation for the guest lecture, look closely at the Nexxus website to see the company’s positioning in brand.com, and look for it on Twitter, Facebook, and Tumblr

**Week #9**  
Wednesday, April 2

- The social-media plan:
  - Developing the media strategy and objectives
- Groundswell review, 1-10
Work due for today:
- Groundswell, Chapter 9 and 10
- Come to class with your list of key learning from each chapter (a substantial list—not your Tweets!)

Week #10
Wednesday, April 9
- The social-media plan:
  - Developing the media plan
  - Planning for resources/budget
- Case discussion: Ford Fiesta

Work due for today:
- Case reading and pre-discussion questions:
  1. What is the social-media strategy for the Movement, and could it be stronger? If so, how?
  2. Chantel Lenard is concerned about control and metrics. What is your assessment of each, and why?
  3. Could control and metrics be improved? If not, why not? If so, how?
  4. How could the Movement more effectively apply the best practices and methodologies of social media?
  5. What are Lenard’s options as of June 2009?
  6. Which option do you recommend, and why?

Week #11
Wednesday, April 23
- The social-media plan:
  - Planning for metrics/assessment
  - Assembling the plan/review session

Work due for today:
- Groundswell: chapters 11 and 12
- Write and send 2 Tweets, using your class Twitter handle:
  1. The key learning from Chapter 11
  2. The key learning from Chapter 12

Week #12
Wednesday, April 30
- Groundswell final review: Chapters 13, 14
- Social for flash sales:
  - Guest speaker: Jessica Mann, Social-Media Specialist, Gilt Groupe

Work due for today:
- Groundswell, chapters 13 and 14
- Come to class with your list of key learning from Chapters 11, 12, 13, and 14 (not your Tweets—an extensive and complete list!)
- As preparation for the guest lecture, look closely at the Gilt website to see the company’s positioning in brand.com, and look for it on Twitter, Facebook, and Tumblr
**Week #13**  
**Wednesday, May 7**  
- The social-media plan:  
  - Planning for assessment  
- Guest lecture: Suneel Grover, Solutions Architect, SAS  
- The social-media plan: assembling the plan/review session #2

**Work due for today:**  
- No assignment: continue work on your final projects  
- As preparation for the guest lecture, look up the SAS website to see the company’s products and services

**Week #14**  
**Wednesday, May 8**  
- What’s next in social

**Work due for today:**  
- Final project due, in hardcopy PowerPoint format, for handing in to instructor and TA