Social Media for Brand Managers

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I Course description

A. Overview

Social media is transforming the way marketing organizations are thinking about building strong brands and durable customer relationships. Increasingly, brands are being managed as conversations and personifications that transcend the features and functions they offer. For example, in attracting more than 8 million fans to its Facebook page, Coke had to be a socially interesting relative to McDonald’s, Aston Kusher (aplusk), Starbucks, Levi’s, etc. It’s as if people were deciding which brands to walk up to and chat with at a cocktail party. Tony Shieh, CEO of Zappos says brands are culture and opens his brand up to a million or more people every day via dialogue on Twitter and his blog. Social media creates two way brand channels, where the brand can speak, listen, and respond – and where people are speaking to each other about the brand outside of the brand’s control. Probably the greatest social media case is Obama for President in 2008. Effective integration of a brand into social networks must begin with listening, which is a new form of marketing research. Listening to the blogosphere allows you to hear how people are expressing their passions, to know where these conversations are taking place, to understand the sentiment and context for these conservations, and to engage in these conversations. Because social media combines advertising, PR, customer care, analytics, and marketing research, it is transforming brand management structures. We are seeing cross-functional social media teams start to emerge. Anyone entering marketing management or marketing research must be prepared to lead such cross-functional teams as part of their career path. While the need to participate in the conversation is being recognized, the current generation of marketing managers is not generally comprised of social media natives; thus, new and retooled talent is needed.
This course is intended to equip marketing students to lead brands in a social media world and to contribute and even run cross-functional social media teams in a marketing world that is moving from brands broadcasting a message to brands listening and then engaging with people.

You are asked to bring your wifi enabled devices (laptops and tablets) as there will be classroom work at selected points in each lecture.

**B. Grading and assignments**

Students will be graded on:

1. Social media participation via Twitter and class participation (25%)
2. First assignment: comparative analysis of the social graph of two competitive marketers (specifics of this assignment will be handed out in class (25%)
3. Final exam: Group assignment where each group will create a social media marketing strategy and plan for assigned brand that is currently marketed (specifics of this assignment will be handed out in class) (50%).

**C. Syllabus**

**Textbook: Groundswell, Newly expanded edition 2011**

**READ CHAPTERS 1 AND 2 OF GROUNDSWELL**

1. Introduction to Social media for Brand Managers
   a. Introductory comments
   b. Reinforce the use of Twitter and the hashtag for the course. Review of the social media environments with particular emphasis on how to join and use Twitter and Slideshare
   c. Broader context of change
      i. Digitalization changes everything
      ii. Emergence of mobile
      iii. Long-tail of media and brand choices
      iv. Power shifts to the retailers
      v. Power shifts to the consumer
      vi. Thinking about “store-back marketing” and how social media might fit in
      vii. Social media landscape (the main social media networks and environments)
d. Drivers of joining social media networks: need to belong, need to share, need to participate

Contemporary thinking about building strong brands by entering the conversation. How social media combines analytics, insights, advertising, customer care, and PR. Review selected case history.

CLASS PARTICIPATION ASSIGNMENT: JOIN TWITTER, SLIDESHARE. FOLLOW ME AND TF (DANIELLA) ON TWITTER. (WE WILL FOLLOW YOU BACK AND CREATE LIST TO FOLLOW). START TWEETING INTERESTING BLOG POSTINGS, PRESOS, ETC. USE TWITTER AND ICEROCKET.COM TO FIND OTHERS TO FOLLOW. STAY ACTIVE THROUGHOUT THE COURSE.

2. Listening and digital measurement

READING IN PREPARATION FOR THIS SESSION; READ CHAPTER 5, GROUNDSWELL

a. Marketing via social media starts with listening which can be defined as “the study of naturally occurring conversations, behaviors, and signals, that may or may not be guided, that brings the voice of people’s lives into the brand.

b. Invited speaker: Frank Cotignola, Kraft.

c. Broad classes of tools for listening
   i. Text mining of the blogosphere for insights and forecasting
   ii. “listening” to search (terms and volume) for insights and forecasting
   iii. Managed customer communities—an evolution of focus groups

d. Overview of leveraging listening into innovation, sense and respond, customer care and satisfaction, PR, conversation, advertising, and research strategies. Case histories discussed.

e. Examples of building a dashboard using free tools.

f. Relationship of listening to more traditional forms of marketing research

   o ASSIGNMENT FOR GRADING: (full details to be handed out in class) CREATE 10 PAGE DOCUMENT/PPT PRESENTATION THAT COMPARES AND CONTRASTS THE SOCIAL GRAPHS OF TWO COMPETITORS (TO BE ASSIGNED). USE FREE LISTENING TOOLS TO ADD TO YOUR ANALYSIS. SUBMIT ASSIGNMENT ELECTRONICALLY FOR GRADING PRIOR TO THE THIRD CLASS (25%)
   o Students should form teams by the 3rd class for final assignment
3. Building brand engagement and Measurement

READING IN PREPARATION FOR THIS CLASS: CHAPTER 6 GROUNDSWELL

How listening can lead to creating brand presence that builds engaged customers and uncovers unhappy customers.

a. Brand backyard (creating environments you own, like My Starbucks idea, or peer to peer customer care)

b. Consumer backyard (places where people talk about your brand or their relevant passions sponsored by others, e.g. Facebook, Twitter, Youtube, Forums)

c. metrics that are used to judge success of brand participation in social media.

d. Understanding the relationship of brand loyalty to social media strategies (warning: this will get a bit mathematical!)

4. How to build sharing into everything you do

a. Examples of how to build a social media campaign and ongoing presence

b. Understanding Facebook Connect. Case in point: Hallmark

c. Invited speaker Andrew Stephens, ShareThis: “How to build sharing into everything you do”

5. Brand social media architecture: cases and crises

READING IN PREPARATION FOR THIS CLASS: CHAPTER 7, PP 186-191, 197-203 OF GROUNDSWELL.

Contrasting Barbie and star crossed lovers cases


READ: http://www.slideshare.net/candace/motrin-moms-tweet-case-study


a. Enabling those you dialogue with to become contributors, advocates and ambassadors for your brand

b. Creating sharable assets that spread

c. Focus on cases: Obama, Dove Campaign for Real Beauty
d. Metrics and digital approaches for tracking advocacy and asset sharing

e. Examples of crises that arose and spread via social media and how companies responded (Dell computers bursting into flames, “United Breaks Guitars http://www.youtube.com/watch?v=5YGc4zOqozo”, Motrin)

f. How presence in social media can help you defuse the crisis and increase the propensity for customer forgiveness

g. Examples and sources for listening dashboards that help a company to monitor 24/7/365

h. One hour of final assignment group time

6. Equipping the organization

READING IN PREPARATION FOR THIS CLASS: CHAPTERS 11-12 GROUNDSWELL

a. Creating the listening and fast-learning organization that also engages the social media customer

b. Corporate cultural change and understanding of social media

c. What are the new organization structures, breaking down of silos, cross-functional team creation, etc. that are needed to effectively manage the brand conversation?

d. Who owns social media?

e. What are the new talents the organization needs

f. Leveraging this new organization into redesigned innovation and brand sense and respond processes

g. One hour of final assignment group time

SUBMIT FINAL ASSIGNMENT BY ONE WEEK FROM THE DATE OF FINAL CLASS.