

Strategic Account Management

ADVR 3320-001

Spring 2022

Class Meeting: Tuesdays 5:30-8:30 p.m.

Meeman Journalism Room 112

Prof. Joel M. Nichols

Office: 312 Meeman Journalism Building

Office Hours: Mondays 11 a.m.- 2 p.m. & Tuesdays 2 – 4 p.m. or by appointment

Email: joel.nichols@memphis.edu

COURSE REQUIREMENTS

Catalog description

Exploration of how advertising account management is the center of decision-making and problem-solving—critical skills in today's advertising structure. Trends in account management such as the account management information system (AMIS) will be included. Paid media, business-to-business, and digital and interactive techniques will be explored, created and evaluated.

Prerequisites

ADVR 3300 or PBRL 3400

Textbooks, Software and Required Materials

Dickman, Don and Davis, Craig, "The New Account Manager," Third edition (2018) Melvin & Leigh.

Course Introduction

Account service professionals are the voice of the consumer within ad agencies. They constitute the crucial link between client objectives, account management, creative development, and the media teams. Account planners are strategists that are particularly attuned to the emotions and thoughts of the target audiences of advertising messages. As such, account planners need to know how to obtain valid information from the consumers of communications. Most importantly they need to know how to obtain key kernels of knowledge and emotion that will make advertising campaigns successful. After all, only advertising that sells the intended products, services, or ideas is ultimately successful.

Course requirements and evaluations

- In-class contribution. Adequate preparation for, regular attendance of, and full participation and involvement in the class sessions
- Various assignments (group and individual)
- Final project

Course Objectives

At the end of the semester the student will be able to:

- Describe the function of an account manager in an advertising agency
- Explain the context of planning
- Identify the role of advertising in marketing
- Enumerate the perils of not involving consumers in advertising planning
- Practice the skills needed by an account manager
- Gather consumer input for the purposes of account planning
- Become a critical doer and consumer of research
- Obtain practice in generating insights from consumer speech and behavior in general
- Uncover the roots of truthful consumer thought and emotion
- Stimulate creative ideas through research or “creative development research”
- Develop an advertising strategy
- Compare different types of creative briefing and their attributes
- Develop creative briefs
- Gather opinions of creatives regarding creative briefs
- Rehearse how to avoid the perils of researching rough creative ideas
- Create the conditions in the advertising agency context for a successful strategy to prosper and capitalize on the synergy of all the parties involved
- Describe the role of the planner in campaign evaluation
- Coordinate with the media planning function
- Enumerate issues in international account planning
- Describe the potential role of the planner as consultant to clients and other communication industries

Accessing the course website

1. Go to the University of Memphis eLearn home page: <https://memphis.instructure.com/>
2. Log in using your University of Memphis username and password.
3. In the Term Year course list available to you, click on the link for ADVR 3320 to enter your course and read the instructions on the welcoming page

Format

The course is designed for active participation. Most weeks there will be assignments due where individuals or groups will make presentations to the class. Thus, a combination of lectures, interaction, and presentation of assignments to the class will be common during most class sessions. Student presentations and papers are to be submitted electronically via the class Dropbox on the day they are due. See details below.

Grading

Assignment categories and points or percentage weights. A+ = 96.5-100%; A = 92.5-96.4%; A- = 89.5-92.4%
B+ = 86.5-89.4%; B = 82.5-86.4%; B- = 79.5-82.4%
C+ = 76.5-79.4%; C = 72.5-76.4%; C- = 69.5-72.4%
D+ = 66.5-69.4%; D = 59.5-66.4%
F 0-59.4%

Assignments #1-5	35%
In-Class Exercises #1-4 (Groups)	15%
Communications Plan	25%
Final Presentation	20%
Peer Evaluation	5%

COURSE SCHEDULE *(Schedule is tentative and subject to change as necessary.)*

Week 1, January 18

January 18, Introduction to the course, review of syllabus, overview of account management and the advertising industry in Memphis.

For next class: Read Chapter 1 – The View from 20,000 Feet

Week 2, January 25, Chapter 1 – The View from 20,000 Feet

Assignment #1: Scoping Out the Big Shops – Due by next class.

Visit the websites for some advertising agencies and see how they differentiate themselves in terms of their creative philosophy, their work, and their client list.

- Grey Worldwide
- J. Walter Thompson
- McCann-Erickson
- FCB Global
- Leo Burnett
- BBDO
- DDB (Doyle Dane Bernbach)
- Goodby Silverstein & Partners
- Crispin Porter + Bogusky
- RGA

Select one and analyze how the agency differentiated itself from the others on the basis of:

1. Creative/business philosophy
2. Display of creative work
3. Presentation of client list
4. Overall look and feel of their website

Due January 31 by 5:30pm: Submit a 2-3 page paper that documents your analysis of the 4 areas above and be prepared to present your findings to class.

For next class: Read Chapter 2 – The View from 200 Feet & submit Assignment #1 *Week 3, February 1,*

Chapter 2 – View from 200 Feet

In-Class Exercise #1: Building a Marketing Mix Spreadsheet

Divide into groups of 2-3 and build a matrix grid/spreadsheet (There is a worksheet on page 80 for

reference). On the left, list all the communication types found in the promotional mix (Chapter 2, section 2.2). Then set up three columns. Select three local agencies' clients and document the marketing mix list based on their websites. You can choose from:

- Archer Malmo
- Sullivan Branding
- Loaded For Bear
- Inferno
- Baby Grand
- DCA
- Farmhouse
- Harvest
- Red Deluxe
- Hemline

Submit your spreadsheet by end of class on @ 8:30pm.

For next class: Read Chapter 3 – Tools of the Craft

Week 4, February 8, Chapter 3 – Tools of the Craft: Documenting & Tracking Assignment #2: Complete the Conference Report – Due via Dropbox before next class.

Review the complete agency-client meeting dialogue in the appendix for Chapter 3 on page 129. Reference the examples of what the report entry should look like on page 124.

For next class: Read Chapter 3 – Tools of the Craft & submit Assignment #2 *Week 5, February 15, Chapter 3*

– Tools of the Craft: Writing

Assignment #3: Re-Reverse Engineer a Creative Brief - Due via Dropbox before next class. Reconstruct a creative brief that would have resulted in the radio spots on page 126-127. Consider what the ads and media buy tell you about what the agency was thinking when you answer the following questions:

1. Who and where is the specific target audience (demographically, geographically, psychographically and behavioristically)? Don't assume the obvious.
2. What is the target audience's mind-set when it comes to home improvements?
3. What is the Big Creative Idea? (Here is where you discuss the creative strategy and execution of spots.)

Due February 21 by 5:30pm: Submit a 2-3 Creative Brief and be prepared to present your findings to class.

For next class: Read Chapter 3 – Tools of the Craft & submit Assignment #3

Week 6, February 22, Chapter 3 – Tools of the Craft: Presenting Assignment #4: Present the Creative – Due by next class

Divide in groups of 2-3 and prepare a digital presentation based on the creative brief and campaign you are assigned. Each presentation should be 5-10 minutes in length.

Due February 28 by 5:30pm: Submit digital presentation via Dropbox and be prepared to present to the class.

For next class: Read Chapter 4 – Wants, Needs, Expectations and submit Assignment #4 *Week 7, March 1,*

Chapter 4 – Wants, Needs, Expectations

In-Class Exercise #2: Defining Brand Personality

Divide into groups of 2-3 and make a list of five well-known consumer brand products from different product categories. As a group, decide on three personality traits you would associate with each of the brands if those brands were actually people. For example, if Nike were a person, its personality traits might include aggressive, athletic and cutting-edge.

Submit by end of class on March 1 @ 8:30pm.

Assignment #5: Power of Observation - Imagine you are the account coordinator on a new client the agency just landed: Shelby County Parks Commission. Visit a park, (for example: Overton Park, Tom Lee Park, Shelby Farms Park, or another frequently used park near you.) And observe ten people utilizing the park. Make a record sheet for each observation. Based on what you see, make the best guesstimate you can about the following:

- Sex
- Age
- Marital Status
- Job (use your imagination based on what you observe)
- Alone or with another person
- Type of activity they are doing (walking, running, biking, playing/playground, etc.)
- Products, equipment or apparel purchased for this activity
- Behaviors that give you insight into why this person comes to the park or what they gain from the experience
- Any other observations about those observed that might give a glimpse into lifestyle or economic status?

Due March 16 by 5:30pm: Submit observations via Dropbox and be prepared to present to the class.

For next class: Read Chapter 5 – What a Ride!, Chapter 6 Super-Human & submit Assignment #5

Week 8, March 8 – SPRING BREAK – NO CLASS

Week 9, March 15 - Chapter 5 – What a Ride! & Chapter 6 Super-A Human

In-Class Exercise #3: Evaluate a Creative Concept

Divide into groups of 2-3 and evaluate the ad campaign as if it were in concept stage and being presented to you, the account manager, for reaction. Use the D'Arcy/Ogilvy/Bernbach model (Page 96-97) to accomplish your assessment and then write a memo to the creative team summarizing your opinion of the ad as a creative concept.

For next class: Read Chapter 8 – Primer on Paid Media

Week 10, March 22 – Chapter 8 – Primer on Paid Media *In-Class Exercise #4: Spotting the Difference in Media*

Divide into groups of 2-3 and Reference Page 325-326. Create a spreadsheet and identify each objective by its category: marketing, advertising or media. Then identify the primary focus of each objective within its category. In the case of media objectives, some will also have a secondary focus, which you should also identify.

Submit by end of class @ 8:30pm.

For next class: Research your final project client

Week 11, March 29 – Discovery Session with your client for the final project Weeks 12 - 14 – April 5, 12 &

19 – Work on Final Project

The Final Project will be a culmination of all that has been covered in the course. The class will be broken into groups who will act as agencies all making a pitch. The team is expected to research the brand, develop a communications plan that includes a situation analysis, executive summary, goals, target audiences, strategies and tactics that include marketing, advertising and media recommendations and an allocated budget. Creative concepts should NOT be included. The plan will be delivered as a written document (10-15 pages in length) and will be presented to the client on the last day of class in the digital format determined by the group. Teams will be given 20 minutes to present their plans.

Week 15, April 26 – Final presentations to client & Tips on Managing Your Career

Submit communications plan and presentation by beginning of class on April 26 @5:30pm.

JOURNALISM AND STRATEGIC MEDIA POLICIES

Portfolio requirement

All students in the Department of Journalism and Strategic Media are required to develop and maintain an active portfolio of their work. Undergraduate students are to begin the portfolio in JRSM 3900 and graduate students are to begin in JRSM 7002. Students are to contribute to it in every skills course thereafter. The portfolio should contain samples of the student's work from courses and/or professional experiences and should develop as the student builds skills. Portfolios will undergo a final, external review while students are enrolled in their capstone courses.

Students may use any type of web hosting for their portfolios, but it must have an independent and professional URL. Students may use any content management system, but students are encouraged to use WordPress, Wix or SquareSpace. Students are encouraged to consider purchasing a URL and hosting if they plan to use the portfolio for a long term, but they must keep the portfolio active for six months following graduation from the University of Memphis.

Students should have a professional email address they plan to use throughout their professional lives, via a common email service, such as Gmail.

All portfolios must contain the following items:

- Samples of work from courses and/or professional activities. (Example: Broadcasting students must include a video reel)
- A current résumé
- A personal profile
- Contact information/means of contact

- Social media links

Students might wish to include a blog, video reels, photograph galleries, SoundSlides presentations, design PDFs, audio files and writing pieces as examples of professional work. The professional work should ultimately be tailored to the career the student seeks after graduation. Thus, each student's portfolio should show a unique blend of work.

Email

Students must have their UofM email accounts activated. Students using another provider, such as Google, are required to have all UofM email forwarded to that account. Students should go to the <http://iam.memphis.edu> website to implement forwarding of UofM email. Students are required to check their email daily. They are responsible for complying with any email sent to by professors or others in the University.

Electronic devices

Some classes require a tablet, laptop or a smartphone. Others do not. Instructors will set the policy for their specific classes.

Attendance

Class attendance is mandatory in Journalism and Strategic Media. Students may be assigned a failing grade for the semester for nonattendance or habitual late arrival. No late work will be accepted without prior arrangements with the class professor. Students may not be permitted to make up any missing work unless it is for an absence because of illness or other catastrophic emergency, such as a death in the family that can be documented (e.g. with a doctor's note or a copy of the newspaper obituary). Journalism and Strategic Media is a professional program, and students are expected to understand and comply with deadlines. Students who have some problem making it to class on time should make arrangements to correct the problem or consider taking another class. Students should consider this class as a "job" in the educational process and be on time just as they would elsewhere.

Course repetition

Majors and minors who fail to earn the minimum passing grade ("C-") in a class required by their program of study in Journalism and Strategic Media more than three times will be dropped from the program.

Students may not use or submit work from a previous course, even if it is the same course being repeated, to fulfill requirements for assignments in another course. If students wish to substantially rework the original submission, or to work with the same general idea, that may be permissible upon discussion with and written approval from the professor of the current course. All written work will be checked for policy adherence via TurnItIn.com. All creative work will be checked for policy adherence by the professor, and judged against previous submissions. The only exception to this policy is the student's online portfolio and its attendant pieces (for example, the résumé and logo).

Academic integrity

In addition to University-wide policies stated in the Code of Student Rights and Responsibilities, the Department of Journalism and Strategic Media considers making up quotes from sources, turning in substantially the same assignment for credit in two different courses or students receiving any assistance from others for work assigned to be done on their own, as acts of cheating punishable to the degree determined appropriate by the course instructor and department chair. Punishment may include grade reductions or seeking dismissal of the student from the University.

Further, as this is a journalism and strategic media class, students are expected to comply with copyright law and must have sufficient permission to use any copyrighted materials used in creative projects, unless otherwise informed in cases of exercises or reproduction.

Your written work may be submitted to Turnitin.com, or a similar electronic detection method, for rating originality of your ideas. Also to evaluate proper use and assignment of sources. As part of this process, you may require to submit electronic as well as hard copies of your work. Other instructions to follow may also be given. By taking this course, you agree that all assignments may undergo this review process. The assignment may be included as a source document in Turnitin.com's restricted access database. It is solely for the purpose of detecting plagiarism in such documents. Assignments not submitted according to the instructor's procedures may be penalized or may not be accepted at all. (*Office of Legal Counsel, October 11, 2018*)

Online SETEs

Students are urged to complete the SETEs evaluation of this course. Once the instructor has posted grades, student can immediately see that grade, provided they have completed a the SETE for that class. To access evaluation forms, students should log in to MyMemphis using their UUIDs and email passwords; click on the gray "Student" tab; complete an evaluation for each course listed and hit the "Submit" button at the bottom of the form. Completing the SETE will only take a few minutes. Faculty take the evaluations very seriously and use them to improve courses and instructional quality. Student feedback is essential and is appreciated.

Deadlines

All deadlines are firm. This is journalism and strategic media. Students needing an extension on an assignment must receive approval from the instructor. Exceptions will be made for reasonable circumstances if the student notifies the instructor prior to the due date.

AP Style and grammar

All written work in this class must follow the AP Stylebook and accepted rules of grammar and punctuation. Students are responsible for learning these rules and checking their work for errors.

Disability and accommodations

Students who need an accommodation based on the impact of a disability should contact the Office for Disability Resources for Students at 901-678-2880 in 110 Wilder Tower Hall to coordinate reasonable accommodations for students with documented disabilities.

Diversity and inclusivity

Students are required to respect the differences of others and treat all persons with respect. Discriminatory, derogatory and threatening language or behavior will not be tolerated. Further, students are expected to consider their work through a diverse mind. Media reach a mass audience, and students should be aware of how those messages are received by a diverse audience.

Weather policy

Always check with local media and the University of Memphis website regarding inclement weather. If the University is closed or classes are canceled, this course will not meet. However, students will still be responsible for that day's work.

Student support

Students who are experiencing personal or academic challenges including, but not limited to food or housing issues, family needs, or other stressors, should visit the Office of Student Accountability, Outreach & Support page to learn about resources that can help: <https://www.memphis.edu/saos/sos/crisis-resources.php>. Any student who faces personal challenges including, but not limited to securing their food or housing and believes this may affect their performance in the course is urged to contact the Office of Student Accountability, Outreach & Support (901-678-2187) located in the University Center, Suite 359 for assistance. Students may also talk with course instructors about the challenges they are experiencing. Instructors may be able to assist in connecting with campus or community support.

COVID-19 protocols for this course

COVID-19 Health and Safety Policy - Masks and Social Distancing

Faculty, staff, students and visitors are expected to monitor current health and safety measure requirements posted to our website and shared through other official communication channels including, but not limited to University email. Definitions related to those requirements and enforcement mechanisms appear in the [COVID-19 Health and Safety Policy \(GE2040\)](#). **Please be reminded that the University currently requires that all persons, regardless of vaccination status, wear masks indoors and in places where appropriate social distancing is not possible.**

Classroom experiences from recent semesters have shown that the campus community generally understands and complies voluntarily with the mask requirement. The policy does permit faculty members to take action for non-compliance of mask use. Additionally, if students have concerns about faculty or staff mask use, contact Human Resources at hr@memphis.edu or 901.678.3573. Faculty who are delivering on-campus instruction may remove their face mask to teach, provided they are located within a delineated teaching area that is no less than 6 feet from students.

Student Health

Students who are experiencing symptoms such as sneezing, coughing or a higher than normal temperature should inform me by email so they can be excused from class and should stay home. Students should contact their health care provider or the Student Health Center at <https://www.memphis.edu/health/>.

Students who have a positive COVID-19 test should contact the Dean of Students at deanofstudents@memphis.edu or 901.678.2187.

Testing & Notification

The University will continue to provide testing for the entire campus community. The details regarding test availability and locations can be found [here](#). Do not come to campus if you are experiencing symptoms, are in isolation or quarantine due to positive test results or exposure, pending test results, or have reason to believe you have come in contact with the virus.

Student Resources

Students who need additional resources can contact the Dean of Students Office at <https://www.memphis.edu/deanofstudents/crisis/index.php>.

Guidelines for classes, labs and equipment in Meeman Journalism Building in Spring 2022

- Anyone feeling sick should stay home.
- Social distance from all others at least 6 feet when possible.
- Wear a mask at all times when in University buildings and outside when social distancing isn't possible.
- Wash hands or use hand sanitizer regularly.
- No more than one person in the elevator at a time.
- Disinfect your workstation before and after use, including desks, keyboards, mice and screens. Wash your hands after cleaning.
- Air purifiers must run at all times during class meetings.