



COMM CMGT-584: Communication and the Multi-Cultural Marketplace
Number of Units: 4
Summer 2020 Mondays – 6pm-10:10pm
Section: 21802D
Location: ZOOM (TBD)
Instructor: Ariela Turndorf
Office: N/A
Office Hours: by appointment only
Contact Info: turndorf@usc.edu cell. 310-428-8774

I. Course Description

We live in an increasingly diverse marketplace, the multicultural market accounts for 40% of the U.S. population. Businesses can no longer deploy a one-size-fits all marketing strategy and expect continued success. Understanding and addressing the diverse multicultural consumer is an imperative to achieve sustainable growth. Depending on the company size, product/service offered and stage of the business and industry, multicultural audiences can be targeted though; 1) a total market strategy, 2) a segmentation strategy or 3) a combination of both. Engaging this coveted segment requires messaging that is authentic, reflective, in-culture and often in-language. Marketers must have a clear understanding of their customer's diverse backgrounds including cultural traditions, beliefs, values, norms, language and religion and how those attributes impact their purchasing behavior. Understanding such nuances together with a deep understanding of the multicultural media landscape, will allow for an effective communication strategy to influence consumer behavior in favor of the business' products or services.

This course is appropriate for students with Business Administration, Sales, Marketing, Advertising and Public Relations background looking to impact marketing and sales strategy at their existing or future companies.

We will examine contemporary texts, case studies, industry articles, YouTube videos and contemporary news coverage to evaluate proper multicultural marketing execution by various global and domestic corporations.

This is a graded course.

II. Student Learning Outcomes

The curriculum is intended to provide CMGT students the necessary skills to:

1. Design an effective multicultural marketing strategy that identifies the proper messaging and media mix to effectively reach specific targeted segments
2. Build a holistic multicultural marketing budget
3. Understand a range of consumer segments and identify "best practices" for negotiating social and cultural identity in the construction of brand messaging under the selected communication strategy
4. Obtain practical exposure to media and corporate industry professionals who work to create, manage, and extend consumer brands within diverse domestic and global markets.

No Prerequisites required

III. Course Notes

This course is taught in person, on-campus (Due to COVID-19 this course will be taught online until further notice) and uses Blackboard as means to communicate course announcements, posting lecture slides and materials, graded and other class information.

IV. Description and Assessment of Assignments

1. Book Reading Summaries

Thoughtful notes on reading assignments should be written in essay, paragraph format (no bullet points accepted) minimum two pages, single space and must include:

- Summary of key takeaways
- Specific examples -not discussed in class, on the readings or cases- that illustrate the application of such takeaways and other major concepts described on the readings
- Include significant quotations to help illustrate your points
- Offer personal examples/reactions/questions/critiques/connections with “big ideas” covered in readings and discussed in class
- AP style and the full bibliographic citation of the work and page references throughout

2. Case studies

Students must come prepared with case notes to discuss key learnings. You might be called to summarize the case details for the class. Breakout groups will be assigned to discuss specific case questions. Class discussions will be conducted to illustrate case learnings. Midterm will include questions from the case studies.

3. Group paper + presentation

Students will be randomly selected to form small groups and tasked with the development and presentation of a multicultural marketing plan geared towards a specific ethnic group.

Students are expected to apply course learnings and design a strategic plan that includes all areas on the below plan outline:

- a. Product overview
 - o Describe product's 4 Ps, its benefit, unique value proposition and direct competition
 - o Develop SWOT analysis
- b. Plan Goals and Objectives
- c. Multicultural strategy & rationale (select from a total market or segmentation strategy and state reasons for such selection)
- d. Target audience
 - a. Demographics (age, income, location, etc)
 - b. Personas (minimum 3)
- e. Tactics
 - a. Media mix
 - b. Content (marketing assets to be developed)
 - c. Culturally relevant messaging (written and visual examples that communicate cultural significance)
- f. Budget
- g. KPIs (key performance indicators)

4. Peer evaluation

All students must fill out and submit the Peer Evaluation Form to be supplied by professor on the last day of class. Must receive a combined grade of 95% to receive full points. Points will be

discounted based on average peer grading. Be sure to raise any team issues earlier on in the semester to avoid negative impact of your grade.

5. Commercials and News articles

Every class, students must be prepared to present and discuss relevant commercials and/or news articles describing topics related to class modules. Grading will be included as part of participation.

V. Grading

a. Breakdown of Grade

Assignment	Points	% of Grade
Book reading summaries (2 total)	300	30%
Midterm	250	30%
Group paper	250	25%
Peer evaluation	50	5%
Participation	150	15%
TOTAL	1000	100%

b. Grading Scale

95% to 100%: A	80% to 83%: B-	67% to 69%: D+
90% to 94%: A-	77% to 79%: C+	64% to 66%: D
87% to 89%: B+	74% to 76%: C	60% to 63%: D-
84% to 86%: B	70% to 73%: C-	0% to 59%: F

c. Grading Standards

GRADE	Achievement
A	<ul style="list-style-type: none"> • Attended at least 95% of classes • Participated at least 95% of the time on all classes • Submitted on-time both book reading summaries that met at least 95% of requirements • Submitted on-time group paper that met at least 95% of requirements • Received at least 95% peer evaluation points • Earned at least 95% of midterms points
A-	Same as above with at least 90%
B+	Same as above with at least 87%
B	Same as above with at least 84%
B-	Same as above with at least 80%
C+	Same as above with at least 77%

C	Same as above with at least 74%
C-	Same as above with at least 70%
D+	Same as above with at least 67%
D	Same as above with at least 64%
D-	Same as above with at least 60%
F	Same as above with at least 59%

d. Grading Timeline

Grades for submitted assignments and midterm will be posted to Blackboard with one (1) week of submission.

VI. Assignment Rubrics

Participation will be graded as follows:

	Attendance (maximum 50 points)	Contribution (maximum 100)
A Grade 150 points	Student attends class every week, shows up no later than 6:10pm. 9.4 points earned per lecture (excludes midterm, final presentations and study days)	Student participates every week by contributing with news articles, commercial examples, thoughtful comments on class material or other student's news articles, asks relevant questions, offers relevant examples, builds on other student's opinions. Points will not be earned by reiterating other student's comments without adding value. Maximum 11.2 points earned per lecture (excludes midterm, and study days)

Book Reading summaries will be graded as follows:

	Key lecture points (maximum 50 points)	Application of concepts (maximum 50points)	Student reactions (maximum 30 points)	Format and presentation (maximum 20 points)
A Grade 150 points per summary, 300 total.	Identified main points of reading and demonstrated a depth of understanding by using relevant and accurate detail to support point selection	Provided Specific examples -not discussed in class, on the readings or cases- that illustrate the application of such takeaways and other major concepts described on the readings	reactions/questions/critiques/connections with "big ideas" we've covered in readings and discussed in class	Followed summary formatting template provided, included full bibliographic citation and page references, compliance with APA style, no grammatical errors

Group Term Paper will be graded as follows:

	Application of concepts (maximum 115 points)	Conducted Research to support recommendations (maximum 115 points)	Format and presentation (maximum 20 points)
A Grade 250 points	Concepts learned in class were applied in the development of each section	Evidence of research conducted in the elaboration of plan recommendations and target audience definition that goes beyond what was presented in class or in the	Compliance with APA style, no grammatical errors

		assigned texts	
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VII. Assignment Submission Policy

- A. All assignments are due by 6pm on the dates specified and must be emailed to professor directly.
- B. All documents submitted must be saved as follows: NAME_LASTNAME_DATE
- C. Written assignments must have a cover page that includes:
 - a. Full name of student(s)
 - b. Assignment title
 - c. Date of submission
 - d. Only submit WORD documents (PDFs will not be accepted)
 - e. Word documents must be saved under student name for individual submissions and for groups under group project name
- D. Lacking prior discussion and agreement with the instructor, late assignments submitted more than 24 hours past due date will automatically be given a grade of F

VIII. Required Readings and Supplementary Materials

Required Cases

Download course pack at <https://hbsp.harvard.edu/import/723146>

Required Books

- a. The Hispanic Market for Corporate America: How to make your brand culturally relevant. Paperback – October 16, 2016, by Hernan Tagliani (Author)
- b. Black Still Matters in Marketing: Why Increasing Your Cultural IQ about Black America is Critical to Your Business and Your Brand First Edition, by Pepper Miller

IX. Laptop Policy

All undergraduate and graduate Annenberg majors and minors are required to have a PC or Apple laptop that can be used in Annenberg classes. Please refer to the **Annenberg Digital Lounge** for more information. To connect to USC’s Secure Wireless network, please visit USC’s **Information Technology Services** website.

X. Course Schedule: A Weekly Breakdown

Important note to students: Be advised that this syllabus is subject to change - and probably will change - based on the progress of the class, news events, and/or guest speaker availability.

Week	Date	Topic	Activities	Assignment Due
1	6/1	Marketing to multicultural America	HBR Case: Is Dual Language Marketing Socially Responsible	Discussion + case notes
2	6/8	Segmentation vs. Total Market strategies	HBR Case: Segmentation and Targeting	Discussion + case notes

3	6/15	U.S. Hispanic demographic trends	HBR Case: Pan Boriqua	Discussion + case notes
4	6/22	African American demographic trends	HBR Case: Mented Cosmetics	Discussion + case notes
5	6/29	Asian American demographic trends	HBR Case: Tapping the Asian-American Goldmine	Discussion + case notes
6	7/6	Midterm	To be taken during class	
7	7/13	Hispanic practical application and guest lecture	The Hispanic Market for Corporate America.: How to make your brand culturally relevant. Chapters 1-15	reading summary
8	7/20	African American practical application and guest lecture	Black Still Matters in Marketing: Why Increasing Your Cultural IQ about Black America is Critical to Your Business and Your Brand First Edition, by Pepper Miller Chapters 1-16	reading summary
9	7/27	Asian practical application and guest lecture	The Asian American Consumer Journey (2019 Nielsen Report) to be provided by professor	reading summary
10	8/3	Team project Presentations	Team Project Presentations (1-4)	All final papers due
11	8/10	Team project Presentations	Team Project Presentations (5-8)	

XI. Policies and Procedures

Additional Policies

Students are expected to show full engagement with class sessions. Use of electronics is strictly prohibited unless specifically instructed to utilize for class exercises. During COVID-19 online sessions, students are expected to keep their cameras on at all times and mute their microphones until given permission to speak.

Communication

Student with any questions or concerns should contact professor at turndorf@usc.edu. All emails be responded with 48 hours. Office visits are available upon request. Please email professor to make arrangements.

Statement on Academic Conduct and Support Systems

a. Academic Conduct

Plagiarism

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, “Behavior Violating University Standards” policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

USC School of Journalism Policy on Academic Integrity

The following is the USC Annenberg School of Journalism's policy on academic integrity and repeated in the syllabus for every course in the school:

"Since its founding, the USC School of Journalism has maintained a commitment to the highest standards of ethical conduct and academic excellence. Any student found plagiarizing, fabricating, cheating on examinations, and/or purchasing papers or other assignments faces sanctions ranging from an 'F' on the assignment to dismissal from the School of Journalism. All academic integrity violations will be reported to the office of Student Judicial Affairs & Community Standards (SJACS), as per university policy, as well as journalism school administrators."

In addition, it is assumed that the work you submit for this course is work you have produced entirely by yourself, and has not been previously produced by you for submission in another course or Learning Lab, without approval of the instructor.

b. Support Systems

Counseling and Mental Health - (213) 740-9355 – 24/7 on call

studenthealth.usc.edu/counseling

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call

suicidepreventionlifeline.org

Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention and Services (RSVP) - (213) 740-9355(WELL), press "0" after hours – 24/7 on call

studenthealth.usc.edu/sexual-assault

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office of Equity and Diversity (OED)- (213) 740-5086 | Title IX – (213) 821-8298

equity.usc.edu, titleix.usc.edu

Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following *protected characteristics*: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations. The university also prohibits sexual assault, non-consensual sexual contact, sexual misconduct, intimate partner violence, stalking, malicious dissuasion, retaliation, and violation of interim measures.

Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298

usc-advocate.symplicity.com/care_report

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity | Title IX for appropriate investigation, supportive measures, and response.

The Office of Disability Services and Programs - (213) 740-0776

dsp.usc.edu

Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710

uscsa.usc.edu

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101

diversity.usc.edu

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call

dps.usc.edu, emergency.usc.edu

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call

dps.usc.edu

Non-emergency assistance or information.

Annenberg Student Success Fund

<https://annenberg.usc.edu/current-students/resources/additional-funding-resources>

The Annenberg Student Success Fund is a donor-funded financial aid account available to USC Annenberg undergraduate and graduate students for non-tuition expenses related to extra- and co-curricular programs and opportunities.

XII. About Your Instructor

Professor Turndorf (Ariela Nerubay) has 15+ years of experience in executive marketing leadership positions launching, re positioning and growing brands and businesses from zero to multimillion-dollar operations. A multicultural marketing expert, Nerubay currently serves as CMO at Curacao, a top 50 retailer, in addition to being adjunct graduate faculty at USC Marshall Business School and Annenberg School for Communication and Journalism. Prior to Curacao, she lead multicultural marketing strategy for The Walt Disney Studios, Hispanic marketing operations for Sony Pictures International Releasing and built the marketing department for a start-up media venture between Spanish-language media giants Televisa and Univision, gaining full distribution and top viewer rankings for seven cable networks.