MKTG 600-02 Marketing Strategy

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XAVIER UNIVERSITY
WILLIAMS COLLEGE OF BUSINESS ADMINISTRATION

“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.”

COURSE: Marketing Strategy, MKTG 600-02 (3 credit hours)
LOC: Smith Hall 346

PROFESSOR: Scott Beck

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Xavier University
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Cincinnati, OH 45207-3214

PHONES: 513.907.2024 Mobile
          513.745.3692 Xavier facsimile
          513-745-3064 Departmental Administrative Assistant (Jeanne Sanker)

E-MAIL: becks@xavier.edu

OFFICE HOURS: One half hour before and after each class and as requested.


SUPPLEMENTAL MAT’L: Harvard Business Review cases
                      Articles posted on Electronic reserves

COURSE PHILOSOPHY:

It is our view that good Marketing Strategy is performance-based and that the primary goal of marketing is to generate profits through products and services that satisfy customer needs. We do not view market share and sales goals as sufficient and feel that their over use has done a disservice to marketing. We chose the book by Aaker because while other texts emphasize concepts and theory, this text presents a more strategic and applied approach. You learn not only how to define marketing concepts but also how to apply them. Value-based marketing and profitability are emphasized throughout.

Performance-based marketing strategy is intuitively easy but deceptively difficult. While it is easy to describe in some detail the marketing strategies of companies, the analysis that is needed for sound marketing strategies is a lot more difficult. Thus, while the concepts, by themselves, are important and are the backbone of market-based management, they are of limited value if they cannot be applied in a way that delivers superior customer value and profitability. Those in marketing need to take a higher level of responsibility for managing profits and the external performance metrics of a business. This we hope will be an important take away from this course. It is also our hope that this course will help you in your understanding of, commitment to, and practice of, metric driven marketing strategy.
Cases will be a primary vehicle for learning in this course. Analyzing them will help you appreciate the power of the marketing “mindset.” But, they will also make you deal with a variety of situations and decision contexts each with their own unique complexities and eccentricities. You will need to immerse yourself in the specifics and institutional details of each case, but, you will also need to extract from them the thought processes and frameworks that generalize across situations.

**COURSE OBJECTIVE:** The objective of this course is to inculcate in you the ability to develop, implement, and critically evaluate the marketing strategy for a product or service. It will provide the conceptual frameworks and help you develop the analytical, quantitative, and creative skills that are necessary to define and develop superior value, persuasively communicate that value, profitably deliver it to a carefully selected target market, and sustain both the value and the profitability in the face of ever-changing customer needs and competitive offerings.

**CLASS SESSIONS:** This is an applications course. While we will use the text, it is for basic core information and background reading. A major part of learning in this course comes from applications analysis and case discussions. Therefore, rather than rehashing concepts discussed in the text, only various important aspects of the chapters and readings will be covered. It is expected that each of you will contribute to class and case discussions. Do not be reluctant to voice your opinion. To a major extent, the benefit you and your colleagues derive from assignments is related to your willingness to expose your viewpoints to the critical judgment of your peers. As with any class, the more time you put into reading the material and participating in class discussions, the more you will get out of it.

Please help all of us get the most out of the classroom experience by:

- Being prepared to lead off the class discussion each day
- Supporting your statements with proper analysis of the data and information provided in the case and all its exhibits
- Being open to the questions and critiques of your classmates
- Defending your point of view on the case persuasively but not "defensively"
- Questioning your class-mates' assumptions and statements, but in a constructive and thoughtful way
- Actively listening to, building on, and enriching the discussion rather than going off on tangents or repeating what has been said before
- Being in class before the starting time so that we can start and end on schedule

**PARTICIPATION:** A significant portion of the MBA experience is communication of ideas and experiences between participants. The ability to clearly and concisely express your thoughts verbally to a group of peers is a highly-valued, real-world skill. Attendance and participation are strongly encouraged and will positively impact achievement of the course objectives. The instructor reserves the right to and will adjust final grades for excessive absence, tardiness, lack of meaningful participation and/or disruptive class behavior. Written Case analyses will only be accepted if the student is in class during the class discussion unless arrangements and agreement are made in advance.
REAL-WORLD:

Career obligations may require “missing a class”. If you miss a class, you will miss a lot. You are permitted to miss up to 3 classes for the semester, 20% of your classes, without impact on your final grade. However at minimum your grade will be reduced to the next available level on the 4th absence (i.e., A -> B+, B -> B-, etc.). Further absences will result in additional reduction in grade.

Deadlines and deliverables. “Due Dates” established for deliverables are hard dates, drop-dead dates, or whatever terminology your organization uses to indicate that there is “no leeway” in the due date. Items submitted after the established due date and time will automatically result in a 1 letter grade reduction.

COURSE REQUIREMENTS:

Cases
On the assigned days, cases will be discussed in class. These cases are identified in the syllabus. Your responses should be typed (double-spaced) and in no less than 10 point font. Figures, spreadsheets etc. should be presented in an appendix and the way in which these figures and spreadsheets influence your recommendations should be integrated within the main body of your analysis. Please feel free to discuss the cases with your peers, but your final case analysis must be your own, individual work.

Examinations
Examinations will focus on cases, guest presentations, and reading material. They will be designed to evaluate your understanding and integration of the course material. Your responses should demonstrate both your understanding of the concepts we have discussed as well as application issues. The work you put into your assignments and cases will pay off here. Adequate preparation for the exams may be achieved by studying all of the assigned chapters/assignments and also taking comprehensive notes on what you learned in class from other material presented as well as case discussions. Answers that integrate text material in an appropriate manner will receive higher grades than those that do not.

Readings
Small teams of students will be asked to present an article as noted on the syllabus. Presentations should be about 20 minutes and be informative in nature; just not a rehash of every detail in the article. PowerPoint isn’t required for this necessarily but please put forth the effort. The purpose of the assignment is to review the article and then present key strategic learnings to the class. Each student group should consider passing out a one page summary of article with key strategic findings. All students are responsible for reading each article; the articles may be considered part of the midterm exam material.

COURSE MATERIAL:
All course material and communication will be done through the Xavier University Blackboard web site. Please check Blackboard regularly. There may be additional announcements, readings, lecture notes and other course-related information posted weekly so it is up to you to check.
ASSESSMENT: Final grades will be based on performance according to the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Case analyses (Individual)</td>
<td>15%</td>
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<tr>
<td>Case analyses (Team)</td>
<td>15%</td>
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<tr>
<td>Exam I</td>
<td>25%</td>
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<tr>
<td>Final Presentation</td>
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<td>Article Presentation</td>
<td>10%</td>
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<tr>
<td>Class Participation</td>
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GRADE SCALE:

- 93% - 100% A
- 90% - 92.9% A-
- 87% - 89.9% B+
- 83% - 86.9% B
- 80% - 82.9% B-
- Below 80% C
- Below 70% F

HONOR CODE

Xavier University’s Honor Code applies for all assignments and examinations. If an assignment or examination is to be completed on an individual basis, then it is expected that your submission reflects your individual effort. You are expected and encouraged to help one another in the learning process. Please feel free to work in a study group or discuss each case with an informal group of your classmates. However, the instructor will call on individual students to lead off the discussion in each class meeting. So, you should be prepared to state and convincingly defend your recommendations in class.

Please do not use notes from any other venues where the cases in this course may have been discussed. Also, do not access outside information on the company, the product, or what actually happened in a given case. Not only is it a violation of the honor code to do so, such information is often counter-productive in the learning process.

Aug 25  Course Introduction

Chapter 1 Aaker

Sept 1   External/Customer Analysis - Chapter 2 Aaker

Reading: "What is Strategy"

Reading: “The Top 10 Trends You Have to Watch”

Reading: “Torment Your Customers – They’ll Love It”

Sept 8   Competitor Analysis - Chapter 3 Aaker

CASE: Apple (HBR 710467)

Reading: “Hardball: Five Killer Strategies for Trouncing Competition”

Sept 15 Market/Submarket Analysis  Chapter 4
<table>
<thead>
<tr>
<th>Date</th>
<th>Reading/Case/Chapter</th>
<th>Guest/Notes</th>
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<tbody>
<tr>
<td>Sept 22</td>
<td>“Strategy as Active Waiting” Environmental Analysis Chapter 5</td>
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<tr>
<td>Sept 29</td>
<td>“Blue Ocean Strategy” Internal Analysis Chapter 6</td>
<td>“Putting the Service Profit Chain to Work”</td>
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<td>CASE: Marquee: The Business of Nightlife (HBR 509019)</td>
<td>Guest: TBD</td>
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<td>Oct 6</td>
<td>Creating Advantage, Synergy and Strategic Philosophies Chapter 7</td>
<td>“Strategy as a Work in Progress” Guest: Greg Jaeger, USAA</td>
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<td>Oct 13</td>
<td>Alternative Value Propositions Chapter 8</td>
<td>“Customer Value Propositions in Business Markets” CASE: Colgate-Palmolive Precision Toothbrush (HBR 593064)</td>
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<tr>
<td>Oct 20</td>
<td>Mid Term Exam</td>
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<tr>
<td>Oct 27</td>
<td>Building and Managing Brand Equity Chapter 9 (*focus on loyalty/customer service)</td>
<td>“The Lure of Global Branding” (*likely will change) CASE: Samsung (HBR 5-706-406) (*likely will change – stupid article!)</td>
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<td>Nov 3</td>
<td>Energizing the Business Chapter 10</td>
<td>Guest: Andrew Salzbrun, Partner, AGAR</td>
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<td>Nov 10</td>
<td>Leveraging the Business Chapter 11</td>
<td>“The Fundamental Dimensions of Strategy”</td>
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<td>Nov 17</td>
<td>Creating New Businesses Chapter 12</td>
<td>CASE: Heineken (HBR 9-596-015)</td>
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<td>Nov 24</td>
<td>UNIVERSITY is CLOSED for Thanksgiving Holiday – NO CLASS</td>
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<td>Nov 30</td>
<td>Global Strategies Chapter 13</td>
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<td>Dec 8</td>
<td>Setting Priorities and Organizational Issues  Chapters 14 &amp; 15</td>
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<td>Reading: &quot;Using the Balanced Scorecard as a Strategic Management System&quot;</td>
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<tr>
<td>Dec 8</td>
<td>Final Exam - Presentation</td>
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