2012

600-81 Marketing Strategy

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COURSE: Marketing Strategy, MKTG 600 (3 credit hours)

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OFFICE HOURS: By Appointment

TEXT MATERIAL: Strategic Market Management, 9th Edition
by David A. Aaker

Course link: http://cb.hbsp.harvard.edu/cb/access/13752968

SUPPLEMENTAL MAT'L: Posted on Blackboard

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 current book 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 greater 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 and readings, for basic core information and background, 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 to 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

CLASSROOM ETIQUETTE:

- Out of respect for your classmates, it is important for you to focus your attention on the class, for the entire class period. In a busy, electronic age, proper etiquette means observing the following standards:
- Arrive to class on time.
- Eliminate the cell phone distraction.
- The only reason to use a laptop during class is to take class notes. You should not be connected to the internet or Xavier wireless systems during class, or to use any sort of instant messaging, unless specifically instructed to do so. Any violation of these standards for laptops will be considered serious.

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 adjust final grades for excessive absence, tardiness, lack of meaningful participation and/or disruptive class behavior.

Career obligations may require "missing a class. Please notify me in advance of planned absences.
COURSE REQUIREMENTS:

CASE DISCUSSIONS: On the assigned days, cases will be discussed in class. These cases are identified in the syllabus. Please feel free to discuss the cases with your peers, but your final case analysis must be your own, individual work.

All students should read each case before it is discussed in class and are expected to actively participate in discussion and critique of the case.

CASE WRITE-UP: A written case analysis with recommendations is required by the start of class on which each case is scheduled. The format for this assignment may follow the "Case Analysis" guide on Blackboard or starting with the recommendation and following support and analysis is also acceptable.

EXAMINATIONS: Examinations will focus on case lessons, the text 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.

COMMUNICATION: All course communications will be through the Xavier University Blackboard website. 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.

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.

Written assignments are to be sent to this course’s digital drop box found on Blackboard. Please submit with the following format:

LastName_AssignmentName

For example, I would submit the Samsung case as: Jablonski_Samsung

ASSESSMENT: Final grades will be based on performance according to the following:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Written case analysis</td>
<td>30%</td>
</tr>
<tr>
<td>Exam I</td>
<td>25%</td>
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<tr>
<td>Exam II</td>
<td>25%</td>
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<tr>
<td>Class Participation</td>
<td>20%</td>
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</tbody>
</table>
GRADE SCALE:

- 93% - 100%     A
- 90% - 92.9%     A-
- 87% - 89.9%     B+
- 83% - 86.9%     B
- 80% - 82.9%     B-
- 70% - 79.9%     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. If you are not prepared for a particular class session, inform the instructor before class begins. Obviously it is not in your best interest to come to class unprepared too often.

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.
### MKTG 600 - MARKETING STRATEGY
#### SUMMER 2012 –
### Tentative Course Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Course Material</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-May</td>
<td><strong>Course Introduction</strong>&lt;br&gt; Syllabus, expectations,&lt;br&gt; Strategic Market Management Overview - Chapter 1 Aaker&lt;br&gt; Reading: &quot;Customer Value Proposition in Business Marketing&quot;&lt;br&gt; Reading: &quot;What is Strategy?&quot;</td>
<td></td>
</tr>
</tbody>
</table>
| 23-May | **External/Customer Analysis** - Chapter 2 Aaker<br> Competitor Analysis - Chapter 3 Aaker<br> Reading: "The Five Forces That Shape Strategy"<br> Reading: "Curveball Strategies to Fool the Competition" | **Sample case: Arrow Electronics, Inc. (HBR 5-500-111)**
| 28-May | **Market/Submarket Analysis** Chapter 4<br> Environmental Analysis Chapter 5<br> Reading: "Strategy Under Uncertainty"<br> Reading: "Strategy as Work-In-Process" | **CASE: Cyworld: Creating and Capturing Value in a Social Network**
| 30-May | **Internal Analysis** Chapter 6<br> Reading: "Types of Strategy: Which Fits Your Business?"<br> Reading: "Putting the Service-Profit Chain to Work" | |
| 4-June | **Creating Advantage**, Chapter 7<br> Reading: "Sustainable Advantage"<br> Reading: "The Core Competence of the Corporation" | **CASE: ZARA: Fast Fashion (HBR 9-703-497)**
| 6-June | **MIDTERM - EXAM 1** | |
| 11-June | **Alternative Value Propositions** Chapter 8<br> Reading: "Customer Value Propositions in Business Markets"<br> Reading: "Discovering New Points of Differentiation" | **CASE: SAMSUNG Electronics (HBR 9-705-508)**
| 13-June | **Building and Managing Brand Equity** Chapter 9<br> Reading: "The Lure of Global Branding"<br> Reading: "Building a Leadership Brand" | |
| 18-June | **Energizing the Business** Chapter 10<br> Reading: "Playing Hardball: Five Killer Strategies for Trouncing The Competition"<br> Reading: "Strategic Intent" | **CASE: HubSpot: Inbound Marketing and Web 2.0**
| 20-June | **Leveraging the Business** Chapter 11<br> Reading: "Finding Your Innovation Sweet Spot"<br> Reading: "The Fundamental Dimensions of Strategy"<br> Creating New Businesses Chapter 12<br> Reading: "Blue Ocean Strategy"<br> Reading: "Building Breakthrough Businesses Within Established Organizations" | |
| 25-June | **Global Strategies** Chapter 13<br> Reading: "Global Gamesmanship"<br> Reading: "Strategies That Fit Emerging Markets"<br> Setting Priorities and Organizational Issues Chapters 14 & 15<br> Reading: "Core Objectives: Clarity in Designing Strategy" | **CASE: Zipcar: Refining the Business Model (HBR 9-803-096)**
| 27-June | **EXAM 2** | |