2015

MKTG 751-X25 Marketing Strategy

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MKT 751-X25 Marketing Strategy
Fall 2015

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Office hours: 3:00 PM – 5:45 PM Tuesdays; 12:30 PM – 3:45 PM Wednesdays, other hours by appointment
Class Hours: 8 AM–12 PM Saturdays on October 3/17/31; 8 AM–12 PM Friday, November 13 and Saturday, November 14

Williams College of Business Mission Statement

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

Course Description

Good marketing strategy is performance-based and the primary goal of marketing is to generate profits through products and services that satisfy customer needs. 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 much more difficult. This EMBA course provides a senior management level analysis of the major issues in the marketing management function. Class discussions are used to provide an understanding how companies deliver superior customer value and profitability, culminated by student engagement in a real-world experiential learning activity.

Required Reading Materials


Course Goals

- By working closely with management of a selected organization, the experiential learning activity will further strengthen students’ abilities to diagnose an organization’s business and marketing strategies, develop deeper marketing insights, and develop strategy recommendations.
- Student teams will be expected to find strategic pathways for transferring the firm’s current value proposition to new markets as well as securing marketing-related processes to attract, satisfy, and retain customers in new competitive environments.
- To refine students’ communication skills when working in teams and to influence others, collaborate, and encourage cooperation through associated interactive cooperative learning exercises.
- To understand the necessary relationships between the targeted market segment and marketing-related variables, which are subject to control by the organization.
- To provide students with the skills to identify opportunities for delivering superior value to customers and by effectively positioning the organization and its products in the marketplace.
Course Learning Outcomes

- Position organizations in chosen market areas to compete successfully, and satisfy stakeholders with the objective of achieving superior organizational performance.
- Demonstrate proficiencies in written and oral communication.
- Clarify problems, generate and evaluate alternatives using appropriate analytical and qualitative techniques, and draw conclusions.
- Work across geographical and social boundaries in recognition and appreciation of the global environment of business, with an understanding and appreciation of diversity.
- Foster an ethical climate of our individual roles and responsibilities in business and society.

Criteria for Grading and Grading Standards

In summary, your grade will be computed as follows:

- Class participation (50 points) 16.67%
- Absolute Value write-up (50 points) 16.67%
- Contagious write-up (50 points) 16.67%
- Wrigley strategic marketing document (75 points) 25%
- Wrigley project presentation (75 points) 25%

Further, the grading scale is:

- 279-300 points (93%-100%) A
- 270-278 points (90%-92.9%) A-
- 261-269 points (87%-89.9%) B+
- 249-260 points (83%-86.9%) B
- 240-248 points (80%-82.9%) B-
- 210-239 points (70%-79.9%) C
- <210 points (<70%) F

In-Class Participation and Classroom Conduct

This 2 credit hour course is comprised of two major components. Major portions of the course will be delivered through traditional classroom discussions of assigned reading material. The second component of the course features first-hand exposure to real-world marketing applications, including a unique experiential learning opportunity with the Wrigley Company. An underlying assumption of this course is that students learn best and retain the most through active participation in the learning process. The value of discussion will be heavily influenced by the participation and performance of each of us. Everyone is expected to contribute on a regular basis. The subject matter of marketing invites lively discussion. Your knowledge and understanding will be much enhanced through a stimulating exchange of ideas and vocal examination of concepts.

Class participation is worth 50 points. Please help all of us get the most out of the classroom experience by being in class before the starting time so that we can stay on schedule. Students who are late, absent, or leave early will be penalized through their participation grade. Participation will be graded based on students’ attendance and positive contribution in the classroom. Please notify me in advance if you must miss any portions of a class. Obviously if you are not here, you cannot contribute.

Absolute Value & Contagious Write-Ups

We will devote major portions of two morning class meetings discussing the books *Absolute Value* and *Contagious*. For each book, you will turn in a write-up assignment. Each marketing write-up is worth 50 points.
The marketing write-up will include a brief summary followed by your insights and ideas regarding the material (assuming the role of a senior marketing manager). What you choose to cover in this second part of the write-up is up to you, but be sure that you convey to me that you've not only read and digested the material but that you've thought about its implications in relationship to your previous and current work experiences, experiences as a consumer, and ideas and knowledge of your own. Each paper should be 4 to 6 pages in length, single-spaced, double spaced between headings and paragraphs. The second part of the write-up (Personal Insights) represents the most important part of the assignment. I would encourage you to devote at least half of your work to this part of the write-up.

**Wrigley Marketing Strategy Project**

EMBA students will be participating in a unique experiential learning exercise with Wrigley, internationally recognized leader in confections (e.g., gums, mints, and candies). The project's focus is on regaining relevance with teenagers for the gum category, specifically the *Wrigley Extra* brand. This experiential learning project provides students with three key learning objectives:

- Identify important variables that drive the success of impulse consumer package goods brands
- Interpret and use data from various types of market research to evaluate marketing mix strategies
- Develop fact-based recommendations

Students will work in their assigned groups to prepare a strategic marketing presentation and supporting document for Wrigley management, employing a variety of EMBA course concepts and tools into the project. On October 3, we will devote a portion of our first class meeting by holding a video conference with a member of Wrigley's management team based out of Wrigley's corporate headquarters in Chicago. At that time we will learn additional details, marketing insights and direction for this novel experiential learning project.

Each student team will prepare a written document, which will focus on key strategic marketing questions posed by Wrigley's management team. The length of the marketing project document should range between 10-15 pages plus additional pages for title page, table of contents, appendices, and references. Your group will be graded on the quality of the analysis and the quality of the written document. In addition, each group is responsible for delivering a corresponding 20-25 minute presentation of their analysis and recommendations. The document and corresponding presentation of your work are both due on the last day of our course, November 14. Each team member is expected to contribute to both parts of this project.

*Designated in-class time will be given to work on the Wrigley project. I am also available during office hours and by appointment to personally meet with group members to discuss specific ideas and concerns regarding the project as well as via email for any questions, discussion, and other assistance needed.*

**Academic Integrity**

Academic integrity is fundamental to the process of learning and evaluating academic performance. Academic dishonesty will not be tolerated. Academic dishonesty includes, but is not limited to, the following: cheating, plagiarism, tampering with academic records and examinations, falsifying identity, and being an accessory to acts of academic dishonesty. Refer to the Student Handbook beginning on the www.Xavier.edu/dean-of-students/ home page.

**Canvas Communication**

Course documents and student grades will be available on Canvas. Be sure to download all documents and PowerPoint slides for the morning’s class session prior to coming to class. Further, important course announcements will be posted on Canvas.
COURSE OUTLINE

The following is a tentative outline for the course. The instructor reserves the right to modify the course syllabus. Students should review the Canvas site for this course regularly for updated information.

Saturday, October 3 (8 AM - 12 PM)
Class Topics:
- Review of syllabus and discussion of individual and group assignments
- Briefing of the Wrigley project --Nancy Bein/Global Wrigley Design to Value
- Strategic planning process and marketing plans
- Role of marketing intelligence and market research

Saturday, October 17 (8 AM - 12 PM)
Contagious write-up due
Class Topics:
- Roundtable discussion of Contagious write-up assignment
- Measuring brand equity with Dipanjan Chatterjee, SVP Young & Rubicam/BAV Consulting
- Setting product strategy and introducing new offerings
- In-class group work time for Wrigley project

Saturday, October 31 (8 AM - 12 PM)
Absolute Value write-up due
Class Topics:
- Roundtable discussion of Absolute Value write-up assignment
- Digital marketing
- Collaborative economy and its marketing implications
- In-class group work time for Wrigley project

Friday, November 13 (9 AM - 12 PM)
84.51° Headquarters Site Visit, 100 W 5th Street (Intersection of 5th & Race Streets), Cincinnati, Ohio 45202
Class Topics:
- 84.51° corporate site visit, including tour of new office headquarters and meeting with 84.51° management and staff
- Role of data analytics for building stronger customer relationships
- Using tools and technology to reveal relevant customer patterns

Saturday, November 14 (8 AM - 12 PM)
Wrigley Marketing Strategy Project written report and presentations due
Class Topics:
- Group presentations of the Wrigley marketing strategy project
- Roundtable discussions of the team’s recommendations with Wrigley management