2012

600-W12 Marketing Strategy: West Chester

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COURSE: Marketing Strategy, MKTG 600 (3 credit hours)
West Chester, 2012

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


SUPPLEMENTAL MATL: 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 overuse 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 repeating 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 read the text, 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 classmates’ 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 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.

**REAL-WORLD:**

*Career* obligations may require missing a class. Please notify me in advance of planned absences. I do not anticipate missing any class meetings. If an unplanned absence on my part arises, I will notify you and make arrangements for a substitute instructor to cover assigned material.

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 be assessed a 25% penalty per day.*
COURSE REQUIREMENTS:

Individual Case Write ups: On the assigned days, cases will be discussed in class. These cases are identified in the syllabus. For each case assigned, questions are provided on Blackboard. Your responses should be 2 pages, 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. MAKE SURE YOU CLEARLY ANSWER QUESTIONS THAT ARE ASSIGNED FOR EACH CASE!

Team Case Write Ups: The team presenting the case to the class will include the same answers to the same questions outlined on Blackboard for the class. Additionally, this write up will include a situation analysis; as well as any other relevant background material. The team will also email their write up and power point to me no later than Sunday evening prior to the Monday presentation (this may be in draft form). You are encouraged to get your classmates to participate in discussion.

Team Critique: Each group will be assigned one case for which they will be given critiquing responsibility. This group will have 15-25 minutes to lead a Q & A with the group members presenting the case and the rest of the class. This will require an in-depth knowledge of the case by the critiquing group members. You will be assigned a grade based on the quality and contributions made by your line of questioning and critical feedback. Each group member needs to actively participate in this discussion.

Order of Cases and Critique:

<table>
<thead>
<tr>
<th>Case Presence</th>
<th>Case Critique</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apple</td>
<td>Group 1</td>
</tr>
<tr>
<td>Mountain Man</td>
<td>Group 2</td>
</tr>
<tr>
<td>American Express</td>
<td>Group 3</td>
</tr>
<tr>
<td>Major League Baseball</td>
<td>Group 4</td>
</tr>
<tr>
<td>Colgate Fresh Max</td>
<td>Group 5</td>
</tr>
</tbody>
</table>

Examinations Examinations will focus on cases 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 their application. Adequate preparation for the exams may be achieved by studying all of the assigned chapters/assignments and also taking comprehensive notes on what you learn in class from other
material presented and case discussions. *Answers that integrate text material in an appropriate manner will receive higher grades than those that do not.*

**Readings**

Groups of 2 students will be asked to present an article each week as noted on the syllabus. Presentations should be about 10 minutes and be informative in nature; *just not a repeat of every detail in the article.* NO POWER POINT IS NEEDED FOR THIS. The purpose of the assignment is to review the article and then present key strategic learnings to the class. Engaging the class on the article is encouraged. Each student group must pass out a one page summary of article with key strategic findings. All students are responsible for reading each article; the articles will be considered part of the midterm and final 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:

- Case analyses (Individual) 10%
- Case analyses (Team) 15%
- Case Critique (Team) 5%
- Exam I 25%
- Exam II 25%
- Article presentation 10%
- Participation (active and meaningful contribution) 10%

**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.
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.

**TENTATIVE** MKTG 600 Syllabus West Chester 2012
(Subject to change)

Jan 9:   Introduction to class and External/ Customer Analysis Chapters 1 & 2

Jan 16:  **Martin Luther King Day No Class**

Jan 23:  Competitor Analysis; Market/SubmktAnalysis; Environmental Analysis Chapters 3, 4, 5
Readings:
- Five Forces that Shape Competition
- Torment Your Customers
- Blue Ocean Strategy
- Discovering Points of Differentiation
- Harnessing the Science of Persuasion
- Don’t Just Set Prices, Manage Them

Jan 30:  Internal Analysis; Creating Competitive Advantage Chapter 6
Readings:
- Customer Value Propositions in Business Markets
- Putting the Service Profit Chain to Work
- Using the Balanced Score Card as a Strategic Management System

**Guest Speaker: Andrew Salzbrun, Ionic Collective Media**

**CASE: Apple**
Team Presentation and individual write ups due

Feb 6:   Alternative Value Propositions Chapter 7, 8
Readings:
- Building a Leadership Brand
- Lead for Loyalty
- Customer Intimacy and Other Value Disciplines

**CASE: Mountain Man Brewery**
Team Presentation and individual write ups due

Feb 13:  Building and Maintaining Brand Equity/Energize/Leverage Business Chapter 9, 10, 11
Readings:
- Creating the Living Brand
- The One Thing You Must Get Right When Building a Brand
- Market Busting strategies for Exceptional Business Growth

**CASE: American Express**
Team Presentation and individual write ups due
Feb 20: Midterm
   CASE: Marquee: The Business of Nightlife. Details to follow

Feb 27: Guest Speaker: Tom Milliken, Global External Relations, P&G

Mar 5: Guest Speaker: Mr. Matthew Dooley. CEO, Dooley Social Media
   CASE: Major League Baseball
   Team Presentation and individual write ups due

Mar 12: Creating New Businesses; Global Strategies
   Readings:
   The Lure of Global Branding
   How Global Brands Compete
   CASE: Colgate Fresh Max
   Team Presentation and individual write ups due

Mar 19: Setting Organizational Priorities; Organizational Issues
   Course wrap up
   Guest Speakers: Maggie McClanahan and Georgi Trifonov, Nielsen Bases

Mar 26: Final Exam
   CASE: Heineken–Details to follow