

MAR 5806: PROBLEMS AND METHODS IN MARKETING MANAGEMENT
Module 2 FALL 2017

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Office Hours: By appointment

I. CLASS HOURS

Section 8882 (Tuesday and Thursday 11:45 a.m. to 1:25 p.m. HGS 240)
Section 193H (Tuesday and Thursday 1:55 p.m. to 3:35 p.m. HGS 240)
Section 6932 (Tuesday and Thursday 4:05 p.m. to 5:45 p.m. HGS 240)

II. COURSE WEBSITE

Accessible through UF Canvas

III. COURSE OBJECTIVES

The premise of the course is that firms are successful when they implement marketing strategies that create and capture value through fulfilling customer needs better than its competitors. Thus, the overall objectives of the course are to (i) understand the role of marketing in formulating strategy (ii) analyze customer needs and competition in specific market contexts, and (iii) creating marketing strategies that maximize competitive advantage.

IV. COURSE MATERIALS

1. Course-pack containing topic notes and cases (Harvard Business Publishing): Available at Target Copy (approx. price \$65) or available in digital format from Harvard Business Publishing <https://cb.hbsp.harvard.edu/cbmp/import/ptos/56484758>
2. Lecture PPT slides/ Articles: Posted on course website.

V. COURSE FORMAT/CLASS CONDUCT

Learning in this course will be achieved through a mix of lectures, analyses, and discussion of business cases. Students must actively participate in case study and related discussions in class, whether as individuals or members of project teams. Thus, timely preparation of readings, case analyses and assignments are essential. The issues discussed in the course typically require both qualitative and quantitative analyses. Laptops are required for certain in-class exercises. However, to facilitate active attention and participation, **all laptops will be closed unless instructed otherwise**. Also, **students' name cards must be displayed in the slots provided on the desktops**.

VI. ASSIGNMENTS / STUDENT TASKS

1. **Readings**

Students are expected to complete all assigned readings prior to the class. Students are also encouraged to read the optional readings (including news reports) provided in e-learning.

2. Case Analyses and Discussions

Two case studies will be discussed in class during the course. The titles of these cases and class sessions when they will be discussed are indicated in the schedule. Students are expected to read and analyze assigned cases carefully and be prepared to discuss them on the assigned dates. Case studies require that each student be thoroughly prepared with notes based on their own and team's analyses in order to maximize learning and contribution to class discussion. In your preparation of the case, you should confine yourselves to the information provided in the case, as well as the time frame of the case. It is not necessary or even desirable, to consult outside sources. Also note that the objective of a case study is not to inform you of the current developments in the industry. A case study only provides the context of a timeless (usually) problem or opportunity situation. What actually happened after the case study may be interesting but immaterial to the case discussion. However, the discussion will be enriched if students are able to relate these classic problems/ opportunities with ones currently being faced by other firms.

3. Assignments

There will be several individual assignments during the course based on the topic or the case discussed in a class. There are 3 team assignments that will need to be submitted by a group (as a physical print-out) on the assignment due date prior to the class.

4. Marketing Strategy Project (to be submitted by teams)

Students will work in teams to conduct a marketing strategy project for a strategic business unit (SBU) of an existing **public** company. Examples include Amazon, AirBnB, Jetblue, Netflix, Paypal, PlayStation (Sony), Priceline.com, Skype (Microsoft), Tesla, Uber, Youtube (Google). Each team must study a different firm or, at least, a different SBU of a firm. The current performance of the chosen firm is not relevant and the strategy recommendation can be consistent or inconsistent with the current strategy of the firm. It is the logic and analyses behind the strategy recommendation that counts (i.e., if similar strategy is recommended, why? Or if dissimilar strategy is recommended, why?).

The first group assignment (Assignment 1) is a 2-3 page write-up based on the firm's past and current strategy to be submitted by October 31 (see course schedule below). After approval, teams are expected to set up appointments with the instructor to discuss and aid their recommended strategy.

Overall, the marketing strategy project will be a powerpoint file consisting of three major parts (each 10-15 slides) – marketing strategy audit, growth strategy recommendation (including alternatives and rationale), and marketing strategy implementation plan. The detailed structure of the three parts of the project is provided in an appendix to this syllabus.

Typically, the information needed to audit the firm's business strategy can be found on the company website, trade publications, company annual reports, 10-K filings, news archives and, occasionally, interviews with company executives. The audit will provide the logic behind the fit between the opportunities facing the firm and its competitive advantage. Based on this understanding, each team will recommend a specific growth strategy and develop its marketing implementation including segmentation, targeting, positioning, communication, and pricing.

5. **Course Grading**

Mid-Term Exam	30%
Final Exam	30%
Team assignments (@ 5% each)	10%
Marketing Strategy Presentation and Slides	30%
Class Participation	extra credit

TOTAL 100%

Note: All group activity grades will be adjusted upwards or downwards based on peer evaluation.

7. **Summary Schedule of Team Assignment Due Dates**

<u>Due Date</u>	<u>Assignment</u>
Oct 31	Team Assignment 1 (not graded)
Nov 7	Team Assignment 2
Nov 21	Team Assignment 3
Dec 5	Marketing Strategy Presentation
Dec 12	Marketing Strategy Project Report Powerpoint Due

VII. COURSE SCHEDULE

Tuesday, October 24

Read: Syllabus
Broadening the concept of Marketing – Kotler and Levy (Article in e-learning)

Theme 1: Course Objectives and Administration
Team formation

Theme 2: Marketing, Business and Society
(i) Business objective
(iii) What is marketing?
(iv) Marketing orientation
(v) Marketing mix
(vi) Contemporary marketing challenges

Optional Read: Does good marketing cause bad unemployment – Shugan (Article in e-learning)
We're spent – Leonhardt (Article in e-learning)

Thursday, October 26

Read: Situation Analysis (Harvard note in course-pack)

Theme 1: Marketing Objective and Competitive Advantage
iii) Company Analysis
iv) Competition Analysis
ii) Customer Analysis
iv) Context Analysis
v) Collaborator Analysis
v) SWOT
vi) Porter's 5 Forces

Theme 2: Marketing Strategy Alternatives
i) Generic strategy alternatives
ii) Types of Growth strategy

Friday, October 27

Team Meetings with Professor (Optional, by appointment)

Tuesday, October 31

Read: A Note on Customer Market Segmentation (Harvard note in course-pack)

Theme: Customer Segmentation and Targeting
(i) Segmentation Rationale, Criteria, Dimensions
(ii) Targeting
(iii) Index numbers
(iv) Segmentation and Targeting applications

Due: Team Written Assignment 1 (not graded)

Marketing Strategy Project Proposal

In this proposal, teams will (1) identify firm (or Strategic Business Unit, in case firm is multi-divisional) of interest, (2) exhibit a general understanding of the firm using a situation analysis and SWOT, and (3) two strategic alternative ideas on which the team's project may be based. The write-up should be brief and no more than 3 pages. Be sure to satisfy yourselves that you can access enough information about the firm/ industry to complete the situation analyses. Note *technical feasibility of the strategic alternatives is of no concern in this course*.

Thursday, November 2

Read: Customer Profitability and Lifetime Value (Harvard note in course-pack)

Theme: Customer Lifetime Value
(i) Customer Acquisition and Retention

(ii) Customer Lifetime Value analysis

Optional Read: Customers as Assets – Gupta and Lehmann (Article in e-learning)

Friday, November 3

Team Meetings with Professor (Optional, by appointment)

Tuesday, November 7

Read: Calyx and Corolla (in course-pack)

Due: Team Written Assignment 2

1. What are the strengths and weaknesses of the Calyx and Corolla business?
2. What is the market size and what are the different segments in the flower market?
3. What is the acquisition cost of a C&C customer acquired using catalogs? What should be the minimum response rate of the Minneapolis promotional ad campaign for the acquisition cost to be lower?
4. What steps should Owaides take next to fully develop the Calyx and Corolla concept?

Theme: Case Discussion

Thursday, November 9

Read: Positioning – the essence of Marketing Strategy (Darden note in course-pack)
Conjoint analysis (Harvard note in course-pack)

Theme: Positioning
(i) Brand Positioning analysis
(ii) Conjoint analysis
(iii) Perceptual Map
(iv) Repositioning

Tuesday, November 14

Mid-Term Exam

Thursday, November 16

Read: Marketing input and innovation strategy (Harvard note in course-pack)

Discovering new points of Differentiation – Mcmillan and Mcgrath (in e-learning)

Theme: Innovation and Differentiation
(i) Innovation Types
(ii) Diffusion of Innovation
(iii) Vector and Ideal-Point attributes
(v) Forecasting

Bring to class: Bass Forecasting Worksheet (in e-learning)

Friday, November 17

Team Meetings with Professor (Optional, by appointment)

Tuesday, November 21

Read: National Hockey League (in course-pack)

Due: Team Written Assignment 2

1. Summarize key results for each of the customer research exhibits (10 through 20) with respect to the situation analysis of hockey.
2. Identify different attributes provided by sports activities, in general. Combine them in terms of the three most significant benefits that customers seek from major league sports industry?
3. Using a positioning map, explain and show the position of NHL vs. the other major sports in terms of these three core benefit dimensions? (Hint: Read Appendix on Hockey Business and Tables A1-A4. Use 3 separate diagrams based on Benefit 1 and Benefit 2, Benefit 2 and Benefit 3, and Benefit 1 and Benefit 3)

Theme: Case Discussion

Tuesday, November 28

Read: Brands and Branding (Harvard note in course-pack)
Integrated Marketing Communications (Harvard note in course-pack)

Theme: Branding and Communication
(i) Branding strategies, brand extensions
(ii) Brand Equity Pyramid
(iii) Advertising Metrics
(iv) Google Adwords and Internet-based communication strategies

Optional Read: If Brands Are Built Over Years, Why are They Managed over Quarters?
– Lodish, Mela (Article in e-learning)

Thursday, November 30

Read: Principles of Pricing (Harvard note in course-pack)
Note on Behavioral Pricing (Harvard note in course-pack)

Theme: Pricing
(i) Value Analysis
(ii) Margins, Markups, and Breakeven Analysis
(iii) Price Elasticity
(iv) Skimming, Penetration, Loss Leader Pricing
(v) Fairness and other behavioral influences on Pricing

Friday, December 1

Team Meetings with Professor (optional, by appointment)

Tuesday, December 5

Theme: Marketing Strategy Presentations (by teams)

The objective of the presentation is to convince potential investors to invest in the recommended strategy. Based on my past experience, presentations that are more vivid, have more visual rather than textual cues, and presenters who convey passion, are preferred. The presentation must be supported by PowerPoint slides and should emphasize (1) what has been learned about the firm's current strategy, (2) an understanding of its competitive advantage and opportunities, (3) what is the recommended strategy (and why), and (4) broad details of the marketing implementation of the recommended strategy in terms of segmentation, targeting, positioning, pricing, and communication.

Due to the time constraints, presentations will be strictly limited to 15 minutes.

Submit Handout of Presentation Powerpoint (6 slides per page)

Thursday, December 7

Final Exam

Tuesday, December 12

Submit Handout of Marketing Strategy Project Powerpoint (physical copy - 2 slides per page) at my office Stuzin 255D. Note the project powerpoint file is NOT the same as the presentation. It is more detailed (both in terms of the number of slides and the content within each slide). The max limit is 30 slides.

ASSURANCE OF LEARNING

Each program at the Warrington College of Business Administration has developed goals and objectives that express the most valued skills and knowledge that students should be able to demonstrate upon completion of the total learning experiences in that program. The following MBA program goals and objectives are specifically mapped to MAR5806.

Learning Goal 5: Program graduates will be competent across business disciplines.

- 5A. Students will apply the essential elements of core business principles to analyze and solve problems in the business environment.
- 5B. Students will apply essential elements of core business principles to construct and implement decision making processes in the business environment.

APPENDIX: Marketing Strategy Project General Outline

(Note this is an exhaustive structure and some elements may not be relevant for all projects)

I. EXECUTIVE SUMMARY: (3 slides)

(Note: This part should be written up after you finalize all other sections of the write-up)

A 3-slide synopsis of the project providing the firm's:

- i) Current strategy (1 slide),
- ii) Competitive advantage and market opportunities (1 slide),
- iii) Recommended strategy and principal marketing programs (1 slide)

II. STRATEGY AUDIT: (10-15 slides)

A. CATEGORY/ COMPETITOR DEFINITION

B. CONTEXT ANALYSIS

- (i) Aggregate market factors
 - (a) Category Size
 - (b) Category growth
 - (c) Stage in PLC
 - (d) Sales cyclical/ seasonality
 - (e) Category profitability
- (ii) Environmental factors
 - (a) Technological
 - (b) Political
 - (c) Economic
 - (d) Regulatory
 - (e) Social

C. COMPANY AND COMPETITOR ANALYSIS

- (i) Product features (company vs. competition)
- (ii) Ability Comparison

D. CUSTOMER ANALYSIS

- (i) Who are the customers
- (ii) What do they buy and how do they use
- (iii) Where do they buy
- (iv) When do they buy
- (v) How do they choose (between alternatives)
- (vi) Why they prefer
- (vii) How do they respond to marketing programs
- (viii) Based on (i)-(vii), what are the potential customer segments

E. OVERALL CONCLUSIONS

- (i) Competitive advantage
- (ii) SWOT
- (iii) Five Forces
 - (a) Threat of new entrants/ exits
 - (b) Bargaining power of buyers

- (c) Bargaining power of suppliers
- (d) Pressure from Substitutes
- (e) Category rivalry

III. ALTERNATIVES AND RECOMMENDED STRATEGY (5-10 slides)

- (i) Attractive opportunities
- (ii) Analyses of alternatives based on strategy audit conclusions
- (iii) Recommended strategy

IV. STRATEGY IMPLEMENTATION (5-10 slides)

A. PRODUCT PLAN

- (i) Forecasting (Revenue and marketing budgets)
- (ii) Target Segments
- (ii) Product/ Service Features
- (iii) Positioning

B. SUPPORTING MARKETING PROGRAMS

- (i) Pricing
- (ii) Integrated communications plan
 - Advertising (Traditional Media/ Internet/ Word of Mouth/ Social Network)
 - Sales promotion
 - Website

COURSEPACK CONTENT	
MAR 5806: PROBLEMS AND METHODS IN MARKETING MANAGEMENT	
510079-PDF-ENG	Marketing Analysis Toolkit: Situation Analysis
579055-PDF-ENG	A Note on Customer Market Segmentation
503019-PDF-ENG	Customer Profitability and Lifetime Value
592035-PDF-ENG	Calyx and Corolla
UV1425-PDF-ENG	Positioning – the essence of Marketing Strategy
590059-PDF-ENG	Conjoint Analysis: A Manager's Guide
596059-PDF-ENG	Marketing the National Hockey League
508090-PDF-ENG	Marketing input and innovation strategy
503045-PDF-ENG	Brands and Branding
599087-PDF-ENG	Integrated Marketing Communications
506021-PDF-ENG	Principles of Pricing
599114-PDF-ENG	Note on Behavioral Pricing