

**University of Florida**  
**Warrington School of Business**  
**MAR 4933 Marketing Strategy**

**Syllabus Spring 2018**

Professor: Cristina Nistor

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Class: Tuesday and Thursday 7-8 periods (1:55pm – 3:50pm)

Section: 1A35, 238D for UFO course, 2C21

Office Hours: Tuesday and Thursday 4pm-5pm or by appointment.

Classroom: Heavner 150

### **Overview**

The course is aimed at helping you look at the entire marketing mix in light of the strategy of the firm. This course will be most helpful to students who are or plan to become entrepreneurs, or want to become consultants, investment analysts, product managers, and CEOs. We will look at the firm as a whole and often analyze entire industries as well as a focal company.

The course is split into 12 modules. Throughout the class, we will use a combination of lectures, examples, and case discussions in order to learn new concepts and apply them to real world business situations.

We will use two main building blocks for learning as a starting point: resources and selling formats. We will add new concepts in each session in order to give you the tools to analyze and apply different marketing strategies. Each of the classes contains cases and examples that use a focal company and industry and touch on all the marketing notions while highlighting a particular area of theory.

## **Required Course Materials**

Course Reader (Includes HBS cases which you **must read and prepare before class**). You can purchase this online at <http://cb.hbsp.harvard.edu/cbmp/access/72388249>  
The textbook for the class is called “Strategic Marketing Management” by Alexander Chernev, 8<sup>th</sup> edition. You can rent it or purchase a used version, or find it in the bookstore.

You will access the lecture slides on Canvas.

Use your @ufl.edu email address to access materials and also submit assignments, take Proctor U exams, as this is the only way to be able to track and earn points for your grade. If you need to email me questions and your email is not clearly ufl.edu, it may end up in spam so it is safest to email me from your ufl.edu address as well (though not a requirement). You should expect an answer to your email within 24 hours (usually faster), and if you don’t get one, please email again to make sure the email was not lost.

## **Learning Objectives**

1. Identify and evaluate marketing strategies for firms.
2. Design of efficient selling formats using existing resources. Identifying a marketing strategy that includes acquiring and developing new resources.
3. Apply theoretical knowledge to analysis of real-world situations for a variety of industries through case discussions.

## **Pedagogical Structure**

The course will be a combination of case discussions and lectures. We will emphasize learning through critical thinking and hands-on practice.

The **final grade** will be determined by:

ProctorU Quizzes (2 total, all mandatory) 240 points

Individual case write-ups (4 total, all mandatory) 100 points total

Online Case Discussion Participation (4 total, all mandatory) 200 points total

Final Project Written Report 250 points (mandatory: 10 points = Partial Draft submission for comments, plus 240 points for Final Paper)

Final Project Presentation on GoReact 100 points (mandatory to create it 80 points, watch and comment on the others 20 points)

ProctorU Assignment (mandatory) 10 points

Team Evaluation Survey (mandatory) 10 points

The final group project paper, which is due online on **April 24<sup>th</sup>, 2018**, may be written individually or by groups of up to 2 students and has to be 10 pages or less. You may add an appendix, as long as the report can stand alone without the appendix.

## Grading Policy

1. ProctorU Quizzes: closed book, closed notes exam consisting of multiple choice questions, true/false questions. All materials discussed in class and the textbook chapters assigned will be covered in the quizzes. These will be on Proctor U.
2. Individual case write-ups: we will discuss all the cases listed online in your Course Reader. The write-ups are a short summary answering the questions listed in the syllabus for each of the cases. This is a way to prepare for class and apply the concepts to real world situations. The write-ups should be no longer than 3 pages, and you may use any format you like. The grading emphasis will be on logic and critical thinking.
3. Online case discussion: for each case, as you read it, you will choose to answer at least 3 “seed” questions posted on the Canvas discussion board for that case. These are all due on the day of the lecture, BEFORE the actual class. Thoughtful answers will be more useful to your classmates. Posting new seed questions that are then picked up in discussion by other students will lead to extra points (a maximum of 10 extra points).
4. Final Group Project: This is a team project, and you may be a team of up to 4 students. The project paper will be at most 10 pages, double spaced and you should cite all the sources you use (such as books, articles, personal interviews etc.)  
The most efficient team size is a 2 person team: if you know who you want to work with or would rather work alone, please email me. Otherwise, I will create teams of two students at random and help you work remotely together on choosing a topic and writing a project. The easiest collaboration tool (to adopt and use) is GoogleDocs as it requires no specialized software. Other useful alternative: dropbox or any other collaboration software.

### Team Project Topic:

- 1) Choose 2 companies in a specific industry (not one from the class case discussions): one focal company and one company that has a different selling format. Choose an industry that you are passionate about or one that you would like to work in for the future. This project will help you understand the industry better and have more experience when you are interviewing.
- 2) Provide a brief overview of the companies, including for example: when each was founded; recent revenues and profits; key products; types of customers it serves etc. This is meant to provide an overview of the industry. If you chose a company that is privately held, you will find no SEC filings for it. However, it will be easy to find news articles describing the company’s customers or product and some version of its history. Use all the sources you can find to get an idea of what the market looks like.
- 3) Describe **at least** 3 important resources each company has: What makes each resource valuable? What makes it difficult to imitate?
- 4) Describe the competitor who is using a different format. This may not be a key competitor, but your goal is to evaluate whether this new format is a danger to the old format and decide whether the existing companies should implement the new format. To do this, describe the new selling format, assess if it is more efficient and what resources it requires. Then analyze whether the existing companies should convert to the new format and what resources they need to use or acquire to do so if needed.

5) Include a section in the paper where you have a managerial recommendation for the incumbent. If you recommend against adopting the new format, then provide reasons for your decision.

#### Team Management:

An important goal of the final project is to give you experience working in groups. All members of a team will receive the same grade for the project. Thus, *it is important for everyone to contribute and be a reliable teammate*. If a particular teammate is not meeting expectations, then you should first address that person directly, and ask him/her to take the project more seriously. If this does not work, then you may let me know and we will discuss a solution together. It is easier to deal with team conflicts early on: I will help you find a new team or help you work by yourself if you let me know early on!

5. GoTeam Final Paper Project Presentation: your team should prepare a 15-20 minute presentation of your final project. Any aspects you want to include are fine (it can be the best aspects of the paper, or the ones you found more interesting, or the whole paper). You are also responsible to uploading it to GoTeam. You should also view ALL of the other presentations and comments on them at least once per presentation. Be thoughtful and kind when you comment.
6. Proctor U Assignment: You must sign up for Proctor U during the first week of classes to be able to take the quizzes. After you sign up, take a screen shot of the schedule page and upload it on Canvas assignments. This assignment will earn you 10 points after the upload.
7. Team evaluation assignment: complete a team evaluation survey at the end of the semester for 10 points.

#### **Questions to Answer for the Case Write-ups:**

##### **1. IKEA Invades America**

- (1) Compare IKEA to a traditional furniture store.
- (2) Why has IKEA been successful?

##### **2. JCP Fair and Square Pricing Strategy**

- (1) What resources does JCP have initially?
- (2) What resources would they need to make every-day-low prices more likely to work?

##### **3. Starbucks: Delivering Customer Service**

- (1) Assuming that customer satisfaction is down, why would that be?
- (2) Given the data in the case, should you invest the 40 Million?
- (3) Do you have any other recommendations?

##### **4. Lady Gaga (A) 9-512-016**

- (1) What are her resources in the fall of 2009?
- (2) What resources does she want to develop?
- (3) Which touring option do you recommend?

### **Accessing the Course Website**

This course is being presented via the University of Florida's Canvas course management system. You should create a shortcut (link or favorite) in your browser that will take you directly to the e-Learning Support Services login site: <http://elearning.ufl.edu>. Click the blue "e-Learning" button on the right and log in to the website using your GatorLink user name and password. Choose MAR 4933 Marketing Strategy from the list of available courses.

NOTE: Only students officially registered for this course will be allowed website access. Students who add the course will have to wait 24 – 48 hours for the Canvas course management system to be updated. If you are denied access, please try again in a day or two. If you are still denied access, contact the UF Help Desk at 352-392-HELP (392-4357), or go to their Webpage at <http://helpdesk.ufl.edu/>.

### **Viewing Video Lectures**

To view course video lectures, click on the Video Library (Lectures) link on the Home Page in Canvas.

### **Office Hours—NO APPOINTMENT NEEDED**

Feel free to come by during office hours—no appointment necessary—or to make an appointment with me for other times if you are not available during office hours. Please note, I do not repeat lectures during office hours; come prepared with specific questions so we can make our time together as productive as possible.

If you cannot meet during regular office hours and need to schedule an appointment, please e-mail me and suggest several times that are convenient for you in your original e-mail. This will allow me to schedule a specific time in my reply.

If you are off-campus, feel free to e-mail me to schedule a phone appointment. I will call you so you will not incur any long-distance fees if they apply. We can also have a screen time appointment using zoom or skype.

### **Course Communications**

**We will NOT use messaging in Canvas**, and no one will read or respond to messages there. If you need to reach me, e-mail me at [cristina.nistor@warrington.ufl.edu](mailto:cristina.nistor@warrington.ufl.edu).

Announcements concerning the class will typically be made during lectures and via Canvas announcements. Make sure you set Canvas Notification Preferences to "Notify me right away"/"ASAP." You may do this by going to Settings: Notifications in the course Canvas page.

**\*\*\*You must check Canvas daily for announcements—students are 100% responsible for the consequences of having missed messages.\*\*\***

### **Students with Disabilities Policy:**

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

### **Grading Policy:**

The grading policy can be found at

<http://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

**Online course evaluation process:**

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

**Integrity Pledge:**

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor.

**Getting Help:**

For issues with technical difficulties for e-Learning in Canvas, please contact the UF Help Desk at: [learning-support@ufl.edu](mailto:learning-support@ufl.edu) or <http://elearning.ufl.edu/> (352) 392-HELP - select option 2

Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail me within 24 hours of the technical difficulty if you wish to request a make- up.

Other resources are available at <http://www.distance.ufl.edu/getting-help> for:

- Counseling and Wellness resources
- Disability resources
- Resources for handling student concerns and complaints
- Library Help Desk support

Should you have any complaints with your experience in this course please visit <http://www.distance.ufl.edu/student-complaints> to submit a complaint.

Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor

is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

**Order of Readings in Course Packet**

IKEA Invades America 9-504-094

J.C. Penney's "Fair and Square" Pricing Strategy 9-513-036

Starbucks: Delivering Customer Service 9-504-016

Lady Gaga (A) 9-512-016

## Class Schedule

Date	Read, Watch, Study	Do
01/09 Tuesday	Textbook: Ch1 Class Slides & Lecture Video	
01/11 Thursday	Textbook: Ch.1 Class Slides & Lecture Video	
01/16 Tuesday	Textbook: Ch2 Class Slides & Lecture Video	Start Reading IKEA case Start Discussion online IKEA
01/18 Thursday	Textbook: Ch2 Class Slides & Lecture Video	Write-up Ikea Due before class Discussion online IKEA closed!
01/23 Tuesday	Textbook: Ch 4 Class Slides & Lecture Video	ProctorU Assigment: Signup for ProctorU quizzes and post photo
01/25 Thursday	Textbook: Ch 5 Class Slides & Lecture Video	
01/30 Tuesday	Textbook: Ch 5 Class Slides & Lecture Video	
02/01 Thursday	Textbook: Ch 7 Class Slides & Lecture Video	
02/06 Tuesday	Textbook: Ch 7 Class Slides & Lecture Video	Create a Team for the Final Project
02/08 Thursday	Textbook: Ch 8 Class Slides & Lecture Video	
02/13 Tuesday	<b>ProctorU Quizz during class time – At Home!</b>	
02/15 Thursday	Textbook: Ch 9 Class Slides & Lecture Video	
02/20 Tuesday	Textbook: Ch 9 Class Slides & Lecture Video	
02/22 Thursday	Textbook: Ch 10 Class Slides & Lecture Video	Start Reading JC Penney case Start Discussion online JC Penney
02/27 Tuesday	Textbook: Ch 10 Class Slides & Lecture Video	Write-up JC Penney Due before class Discussion online JC Penney closed!
03/01 Thursday	Textbook: Ch 12 Class Slides & Lecture Video	
03/13 Tuesday	Textbook: Ch 12 Class Slides & Lecture Video	
03/15 Thursday	Textbook: Ch 13 Class Slides & Lecture Video	
03/20 Tuesday	Textbook: Ch 13 Class Slides & Lecture Video	<b>Short Draft</b> of Final Paper Due
03/22 Thursday	Textbook: Ch 14 Class Slides & Lecture Video	



03/27 Tuesday	Textbook: Ch 14 Class Slides & Lecture Video	
03/29 Thursday	Textbook: Ch 15 Class Slides & Lecture Video	Start Reading Starbucks case Start Discussion online Starbucks
04/03 Tuesday	Textbook: Ch 15 Class Slides & Lecture Video	Write-up Starbucks Due before class Discussion online Starbucks closed!
04/05 Thursday	Textbook: Ch 16 Class Slides & Lecture Video	
04/10 Tuesday	Proctor U quiz during Class time – At Home!	
04/12 Thursday	Class Slides & Lecture Video	Start working on GoTeam Presentation
04/17 Tuesday	Textbook: Ch 17 Class Slides & Lecture Video	Start Reading Lady Gaga case Start Discussion online Lady Gaga
04/19 Thursday	Textbook: Ch 17 Class Slides & Lecture Video	Write-up Lady Gaga Due before class Discussion online Lady Gaga closed!
		Post GoTeam presentation online
04/24	GoTeam Presentations	Watch and Comment on All of them We will also watch them in class.