

## **MKT 277: Marketing Strategy**

### **Dr. Diane M. Phillips – Fall 2010**

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Class: M & W, 1:30-3:00, SHDH 1201



Office Hours & Appointments: 12:00-1:15 Weds 716 JMHH and by appt.

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*The unapparent connection is more powerful than the apparent one.*  
– Heraclitus, 500 B.C.

#### **COURSE DESCRIPTION**

This course will focus on various aspects of marketing strategy and decision making, while paying particular attention to ethical decision making and the sustainable organization. You will be required to synthesize the theories and concepts that you have learned in earlier marketing and business courses to develop well-informed, thoughtful, strategic marketing decisions. The pre-requisite for this course is: MKTG 101.

#### **COURSE OBJECTIVES**

1. You will be able to understand and apply the concept of the Triple Bottom Line to your evaluation of a marketing problem.
2. You will be able to evaluate a firm's strategic competitive advantage from the standpoint of innovation, financial standing, and customer relationships.
3. You will be able to synthesize disparate, sometimes conflicting, pieces of information to make strategic marketing decisions regarding how best to handle a variety of different marketing-related situations and problems.
4. You will be able to use principles from the Triple Bottom Line to make recommendations as to how an organization can enact ethical and sustainable marketing strategies.

#### **COURSE MATERIALS**

1. **33 Strategies of War** by Robert Greene
2. **Course Readings Packet** a compilation of 7 Harvard Business School and Ivey Case Studies, available from Study.Net:
  - a. Walking the Walk: Putting Social Responsibility into Action at the White Dog Café (#9B07M049)

- b. Aqualisa Quartz: Simply a Better Shower (#9-502-030)
- c. Starbucks: Delivering Customer Service (#9-504-016)
- d. Harrah's Entertainment Inc. (#9-502-011)
- e. Cradle-to-Cradle Design at Herman Miller: Moving Toward Environmental Sustainability (#9-607-003)
- f. Nestle's Nescafe Partners' Blend: The Fairtrade Decision (A) (#906A20)
- g. GE's Imagination Breakthroughs: The Evo Project (#9-907-048)

**COURSE FORMAT** – this course will include:

- 1. Lecture/discussion by instructor and guest speakers
- 2. Case analysis and discussion
- 3. In-class discussion, presentations, & group work
- 4. Break-out discussions of ethical decision making problems
- 5. A final project

**GRADING POLICY** - grades are based on the following criteria:

POAs	40%
Final Project	30%
Class Participation	20%
Military Quotes	10%



**POAs – Plan of Action Reports**

You will be expected to read and understand each case that is assigned for each class. You will also be expected to critically think about the cases and express an opinion about what should be done or what should have been done from a strategic standpoint. Your POA reports will be due at the beginning of class. Be sure to support your opinions with clear facts or calculations from information you find in the case. A POA needs to be handed in for each case. Your POA should be typed (double-spaced) and, as a general guideline, about 3-4 pages in length. It is very important to follow the questions outlined in the POA Question Prep Sheet when preparing your POA.

**FINAL PROJECT**

Develop and present a marketing plan. Teams of 4-5 individuals will develop a marketing plan for a local organization that is currently facing a marketing-related problem. Teams will present their recommendations to the group. More information about this organization will be provided in class. The entire class and professor will provide feedback to the teams after the team presentations; the final project will be due at the end of the semester. The project will be completed according to several benchmarks:

1. Situation Analysis (10%)
2. Development of Marketing Objectives (10%)
3. In-class Presentation of Final Project (15-20 minutes). The presentations will be videotaped and/or attended by our client (10%).
4. Submission of Project to Dr. Phillips. This project should be printed out on regular copy paper and not bound by a copy shop like Kinko's. It should include all tables, graphs, appendices, references, etc. Be sure to closely follow the Marketing Plan outline previously discussed in class and include all within-text references and end-of-paper citations (60%).
5. Dr. Phillips will hand back the final projects with feedback a few days later. These will be available for pickup all day until 4pm.
6. Submission of the rewrite & revisions. This is the final, final project! This report should include all of the comments and revisions made by Dr. Phillips and it should be submitted in a small (1/2 inch or 1 inch) 3-ring binder. Again, be sure to incorporate all tables, graphs, appendices, references, etc. This final version will be copied and forwarded to our client (10%).

### **CLASS PARTICIPATION**

Marketing is an interactive discipline and as such, we will learn as much from one another as we will from a careful reading and analysis of the course materials. It is important to remember that you will be severely penalized for not participating in discussions. That said, class participation will be based on the quality, not quantity, of your contributions to the class discussion. After every class, I will assign a grade for class participation on a scale of 0 to 5. At the end of the semester, your participation grade will be calculated with respect to the person with the highest grade in the class. I use the following formula in calculating your participation grade: (your grade/highest grade) X 20%. In general, I assign points as follows:

<i>0 Points</i>	<i>Unexcused Absence</i>
<i>1 Point</i>	<i>Student Physically Present in Class</i>
<i>2 Points</i>	<i>Student Participates in Extremely Limited Fashion but Does Contribute in Some Way</i>
<i>3 Points</i>	<i>Student Participates in Class in an "Average" Way</i>
<i>4 Points</i>	<i>Student Provides Very Good Comments and Interacts with Fellow Students Well</i>
<i>5 Points</i>	<i>Student Interacts Extremely Well with Class and Provides Outstanding Comments and/or Class Leadership</i>

## **MILITARY STRATEGY QUOTE PERFORMANCE**

How can military strategy help us understand marketing strategy? You may be surprised! Knowledge of military strategy can help you understand a wide variety of options that are open to you as you assess a marketing problem. This knowledge can also equip you with the defenses you may need when a competitor is using one of these strategies. You will be required to make one presentation on a military strategy quote from 33 Strategies of War by Robert Greene. Each group of 2 students will prepare a 10 minute presentation and lead a 10 minute discussion on the relevance of the quote to ethical and strategic issues we are discussing in class. Pick your strategy from the list provided. It is important that you engage the class and get them involved in the discussion – be creative!

## **CLASS POLICIES**



- You are responsible for all announcements that are made during class.
- If you are absent from class it is your responsibility to arrange with another student to pick up handouts (if any) distributed in class.
- Academic misconduct or dishonesty will not be tolerated. Please consult the University's policy on academic dishonesty if you have any questions.
- Turn off all electronics during class. No emailing or texting during class.
- Seek help whenever you do not understand something. Failure to do so normally compounds the problem as the course progresses. You will find me very receptive to your questions.



## **STUDENTS WITH DISABILITIES**

Students with Disabilities: if you have or think you may have a learning or psychological disability, you are encouraged to contact the Office of the Learning Disabilities Specialist in Counseling and Psychological Services. If you have a physical disability, you are encouraged to contact the Program for People with Disabilities in the Office of Affirmative Action and Equal Opportunity Programs. Please make sure to contact these offices early in the semester so that I can make sure that you receive reasonable academic adjustments and accommodations to meet your needs.



## COURSE OUTLINE\*

<div> <div>INTRO MARKETING STRATEGY</div> <div>  </div> <div>Where does marketing strategy fit within the organization? What are the key components of marketing strategy? What about ethics?</div> </div>		
<b>DATE</b> 8 Sept	<b>READ</b>	<b>PREPARE</b> Think about recent marketing campaigns you've noticed. What worked? What didn't work? Why? Be ready to discuss.
<b>DATE</b> 13 & 15 Sept	<b>READ</b> Greene: Chaps 1 & 2	<b>PREPARE</b> Mon – Live case study – BP. Be ready to discuss key strategic decisions managers have made and <u>should</u> have made. Weds – Be ready to discuss Chaps 1 & 2
<b>DATE</b> 20 & 22 Sept	<b>READ</b> Greene: Chaps 3 & 4	<b>PREPARE</b> Mon – Discussion of ethics and the Triple Bottom Line. Weds – Be ready to discuss Chaps 3 & 4
<b>DATE</b> 27 & 29 Sept	<b>READ</b> White Dog Café Case Greene: Chaps 5 & 6	<b>PREPARE</b> Mon – White Dog POA Weds – Strategy Presentations 5 & 6
<div> <div>CREATING CUSTOMER VALUE</div> <div>  </div> <div>How do you reach consumers? How do you find what they need/want? How do you exceed expectations?</div> </div>		
<b>DATE</b> 4 & 6 Oct	<b>Mon – Field trip to corporate campus of xxxxx!</b> Meet at xxx on Walnut St. near entrance of JMHH, close to loading dock.  Weds – Aqualisa Quartz Case	<b>PREPARE</b> Mon – Review the website, review your own research, watch the media video, and come prepared with lots of questions.  Weds – Aqualisa POA
<b>DATE</b> 13 Oct	<b>READ</b>	<b>PREPARE</b> Weds – submit the full situation analysis and Triple Bottom Line Analysis for xxxxx. Be sure to include all research and references.

<b>DATE</b> 18 & 20 Oct	<b>READ</b> Starbucks: Delivering Customer Service Case	<b>PREPARE</b> Mon – Starbucks POA Weds – Discussion on CRM .
<b>SEGMENTATION, TARGETING &amp; POSITIONING</b>  <b>How do we identify &amp; differentiate consumers? What are some key marketing metrics?</b>		
<b>DATE</b> 25 & 27 Oct	<b>READ</b> Greene: Chaps 9 & 10	<b>PREPARE</b> Mon – Submit 3-4 marketing objectives for review and comment. Prepare a brief 10-15 min presentation of these objectives. Weds – Strategy Presentations 9 & 10
<b>DATE</b> 1 & 3 Nov	<b>READ</b> Harrah's Case Study	<b>PREPARE</b> Mon – Harrah's POA Weds – Live case study TBD.
<b>DATE</b> 8 & 10 Nov	<b>READ</b> Herman Miller Case Study Greene: 12 & 13	<b>PREPARE</b> Mon – Herman Miller POA Weds – Strategy Presentations 12 & 13
<b>DATE</b> 15 & 17 Nov	<b>READ</b> Greene: 14 & 15	<b>PREPARE</b> Mon – Discussion on marketing metrics. Weds – Strategy Presentations 14 & 15
<b>CREATING &amp; MAINTAINING A STRATEGIC COMPETITIVE ADVANTAGE</b>  <b>What are the 3 ways to create &amp; maintain a strategic competitive advantage? How do you communicate that to your consumers?</b>		
<b>DATE</b> 22 & 24 Nov	<b>READ</b> Nestle Nescafe Case Study	<b>PREPARE</b> Mon – Nestle Nescafe POA Weds – Discussion on marketing communications.
<b>DATE</b> 29 Nov & 1 Dec	<b>READ</b> GE's EVO Project Case Greene: Chaps 16 & 17	<b>PREPARE</b> Mon – GE's EVO POA Weds – Strategy Presentations 16 & 17
<b>DATE</b> 6 & 8 Dec	<b>READ</b> Greene: 18 & 19	<b>PREPARE</b> Present Final Marketing Plans to the class (approx 15 mins).

		Submit Team Evaluations Submit Final Marketing Plan
<b>DATE</b> 10 Dec <i>Friday evening – note that this day and time may be subject to change</i>	<b>READ</b>	<b>PREPARE</b> FINAL PRESENTATION TO EXECUTIVE BOARD OF XXXXX AT COMPANY HEADQUARTERS.
<b>DATE</b> 15 Dec		<b>PREPARE</b> Submit rewrite of final marketing plans before noon to Dr. Phillips in 716 JMHH.

\* Unless otherwise noted, case studies and discussions are on Mondays and strategy discussions and presentations are on Wednesdays. Please read and understand these materials **BEFORE** coming to class. The syllabus schedule and contents are subject to revision at the discretion of the instructor.



*There are two primary **choices** in life: to accept conditions as they exist, or accept the responsibility for changing them." -- Dr. Denis Waitley*