

WHARTON WEST – 2020 (Term 6)

Marketing 777

MARKETING STRATEGY

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Introduction

This course views strategic marketing as both a general management responsibility and an orientation of an organization. The course addresses the critical issues of how firms can be managed to keep winning in their markets by delivering a superior value proposition, and fully realizing the potential economic profits from this advantage. These strategic marketing responsibilities are realized through four customer value imperatives, on how to (1) achieve markets leadership with a distinct and compelling value proposition, (2) grow organically by offering new value to customers, and (3) profitably manage the customer asset and the brand asset. Relatively less attention will be given to the specific activities of the marketing department, sales group, or advertising function in implementing strategic decisions.

Objectives

Your basic objective is to develop your own understanding and management skills. My primary objective is to stimulate this process. Specifically, the course will attempt to help you develop your knowledge and skills in the application of advanced frameworks, concepts, and methods for making strategic choices at the business unit level. At the end of the course, you should have a working knowledge of the approaches that organizations use to resolve market strategy issues, including the following:

- Analyse a competitive strategy through the eyes of a customer
- Develop and apply customer insights
- Design business models for customer value leadership

- Innovate new sources of customer value
- Understand and contain the market risks of innovation
- Manage the brand as an asset
- Create a market-driven/customer-centric organization
- Assess a marketing dashboard
- Understand the contribution of marketing decisions to profitability

Teaching Method and Performance Evaluation

This course will be taught as a seminar so participation during the lectures and meaningful contributions to the case discussions are essential. There are three components to the course grade:

1. Class Participation (30%). This part of the grade depends on the quality of your contributions. Highly valued contributions include asking insightful questions about the assigned readings, redirecting a case discussion when the current point has been adequately covered, providing an appropriate quantitative analysis, summarizing and/or reconciling previous comments, and drawing generic learning points from a particular case.

2. Individual Written Case Analysis (35%). Only one case has to be written-up during the course. This should be handed in at the beginning of the session for which the case has been assigned. The choice of the specific case is made by each person. The write-ups should be in essay form. Also, they should be double-spaced and typed and not exceed six (6) pages, including exhibits and tables.

Do not rely on the questions for discussion in the syllabus as the structure for your report. These questions are meant to signal the main issues to be addressed during the class discussion. A generic template for a case write-up can be found in Exhibit One, as a possible starting point for the structure of your report.

3. Marketing Strategy Project (35%). A report on this project is to be prepared by self-selected groups of three or four people. A brief (two to three sentence) description of the topic, and the names of the team members is due by the second weekend of this course.

The final report should be between 10 and 12 double-spaced pages, excluding any charts, graphs and figures. The purpose is to give these teams an opportunity to apply course concepts to one of their companies. The topic should relate to the content of the course and provide a significant learning experience for all members of the group. A list of candidate topics is provided in Exhibit Two. However, every effort will be made to accommodate other topics.

The project reports will be evaluated according to the following criteria:

1. The quality of the analysis – were the right questions asked?
2. The feasibility of the conclusions or recommendations – did they follow from the analysis?
3. Evidence of mastery of the frameworks, concepts, and methods developed during the course; and
4. The effectiveness of the written report. The written report should conclude with a

brief section on lessons learned.

Unless I am informed otherwise, I will assume the workload was shared equally by the members of the group.

Schedule for marketing strategy project deliverables:

March 19: Names of team members and a one paragraph description of the project should be submitted by email.

April 16: Final report is due.

Course Materials

The required text for this course is George S. Day and Christine Moorman, *Strategy from the Outside-In: Profiting from Customer Value*, New York: McGraw-Hill 2010

A bulkpack of printed case studies will be provided.

Along with the assigned readings, you are encouraged to regularly read strategy-related items in the *Wall Street Journal* and articles in *Business Week*, *Fortune*, *Fast Company*, and other publications.

This syllabus – and any updates can be found on:

<https://canvas.upenn.edu/courses/1488918>

Course Philosophy

The starting point is the belief that you cannot develop a sound competitive market strategy unless you first understand the problem or situation. This requires not only an understanding of what the important features are in the situation you face, but also of how these features will impact your strategy. In other words, you need to have a good theory. “Cook-book” solutions rarely work in practice because every situation is somewhat unique, and there are no universal marketing solutions. Alfred Whitehead expressed this very well in a famous essay from 1929:

Whatever be the detail with which you cram your student, the chance of this meeting in after-life exactly that detail is almost infinitesimal; and if he does meet it, he will probably have forgotten what you taught him about it. The really useful training yields a comprehension of a few general principles with a thorough grounding in the way they apply to a variety of concrete details. In subsequent practice the (students) will have forgotten your particular details; but they will remember by an unconscious common sense how to apply principles to immediate circumstances.

- Alfred Whitehead, *The Aims of Education and Other Essays*

Exhibit One

Template for a Written Case Report

This is a generic template that is suitable for most, but not all, marketing strategy cases. Use your own judgment about what is important as well as the questions for discussion to devise the best structure for your report. Assume you're addressing a decision-maker who is as familiar as you with the facts in the case – do not rehash the information in the case.

- Executive Summary
 - A brief description of the issues and the recommended course of action
- Situation Assessment
 - Identify the critical problems and opportunities in light of:
 - Outside In factors (especially consumers, customers, competitors, collaborators, and channels)
 - Inside Out factors (capabilities, assets, constraints, and objectives)
- Analysis of Strategic Alternatives
 - Evaluate two or three distinct strategy alternatives by asking:
 - How attractive is the market opportunity?
 - Can the proposed alternative achieve a sustainable advantage?
 - What are the prospects for successful implementation?
 - Will the forecast financial rewards and risks be acceptable?
- Implementation
 - Propose a plan of action

Exhibit Two

Illustrative List of Topics for Marketing Strategy Project

1. Analyze the role and effectiveness of the CMO of one or more firms, and recommend ways to increase their influence and value.
2. Determine the effectiveness of a relational value strategy through integrated customer solutions, in terms of the mutual benefits, organizational requirements, and prospects for competitive advantage.
3. Develop a marketing dashboard that can reveal the performance of a firm's marketing activities. What are the key metrics and their drivers?
4. Undertake an analysis of the capabilities, strategies, and intentions of a major competitor, and propose a defensive strategy to counter their likely moves.
5. Identify and evaluate the strategic alternatives for a follower when the leader has preempted most of the positions of advantage.
6. Identify and evaluate the strategic alternatives for a market leader in response to an aggressive price value competitor.
7. Assess the annual loyalty/defection rate of the customers for a firm. What could be done to reduce this defection rate? What would be the consequences for the company's growth rate and profitability?
8. Propose ways of ensuring a coherent value proposition when the customers are being served through many different channels, and the distinctions between physical and online channels are vanishing.
9. How will mobile devices/platforms and social media influence the end-to-end purchase cycle of customers for a firm, and how should their sales and marketing approaches adapt?
10. How should a firm adapt to an era of "Big Data" where there is a proliferation of near instantaneous information and the firm's ability to control it is much reduced?
11. Review the portfolio of organic growth initiatives for a firm, assess the likelihood their growth objectives will be achieved, and propose changes to the growth strategy.
12. Conduct an assessment of a major growth opportunity for a firm, and recommend a launch strategy.
13. Propose strategies for capitalizing on a brand as an asset, by building, protecting and leveraging the brand.

14. Propose a strategy for an emerging market firm with a strong local brand that wants to become a globally prominent brand? How should this brand be positioned?
15. Assess the present orientation of a firm to its market, by comparing the judgments of senior managers with the perceptions of major customers, and identify barriers to becoming more market-driven.
16. Redesign a marketing organization: what is the right mix of centralized and decentralized marketing activities? What is the right balance of outsourcing and insourcing of these activities?

SCHEDULE and READINGS

1. Thursday, March 19th 9:30 a.m. – 12:30 p.m.

Topic: ***Strategy from the Outside In***

Readings: *Chapter One of the text*

Case: *Ryanair Strategic Positioning (A) July 2013
(Case Number IMD-7-1872)*

Questions:

1. Why has Ryanair been successful? Is Ryanair an outside-in organization?
2. How has the market changed since Ryanair started operations?
3. How should CEO Michael O’Leary respond to the suggestions that it is time to change the airline’s operating model?

2. Saturday, March 21st 9:00 a.m. – 12:30 p.m.

Topic: ***Customer Value Leadership***

Readings: (1) *Chapter Three of the text*
(2) *Eric Almquist, John Senior, Nicholas Bloch, “The Elements of Value”*

Topic: ***Sustaining Customer Value Leadership***

Readings: *Chapter Four of the text*

Case: *Altius Golf and the Fighter Brand
(Case number: 9-913-578)*

Questions:

1. Why has Altius Golf lost share? What will happen if Altius maintains the status quo?
2. What should Altius’s objectives be? What trade-offs must it manage?
3. Should Altius implement the Elevate strategy?

3. Friday, April 3rd

2:00 p.m. – 7:00 p.m.

Topic: Innovate New Value to Customers

Reading: Chapter Five of text

*Case: Eataly: Reimagining the Grocery Store
(Case Number 9-515-708)*

*To access case, go to
(<https://hbsp.harvard.edu/import/685529>). Once you have
registered at the site, you will gain access to the case.¹
There are approximately 30 minutes of video and
associated financial reports about the company.*

Questions:

1. Would you invest in Eataly?
2. What is Eataly's value proposition?
3. What improvements would you make if you were made CEO of Eataly?
4. Can Eataly achieve its growth objectives?

Topic: Go-to-Market Strategies

4. Saturday, April 4th

9:00 a.m. – 12:00 p.m.

Topic: Implementing a Customer Value Strategy

Readings: (1) Chapter Twelve of the text

*Case: Rebranding Godiva: The Yildiz Strategy
(Case number 9-515-059)*

Questions:

¹ You will see "Authorized Student Access Required." If you have used this site for cases in the past, you can click "Login now" and enter your existing username and password. If not, click on "Register now" and create a new username and password. Then, click through three times: (1) Click on Coursepacks at the top of the screen; (2) Click on our course; and (3) Click on "View 'Multimedia Case'" on the right hand side of the title. Please try to open up the multimedia case before our class begins. If you have technical problems, try the following: (1) Delete your cache and cookies and restarting your browser using the following procedure (<http://forio.com/hbp-support/how-to-cache.html>) and (2) Ensure your browser settings are correct to view the cases by using this link: <http://forio.com/hbp-support/#check/multimedia/omc>. If you are still having issues, call 1-800-810-8858 (24 hours a day, 7 days a week).

1. Why did Godiva enter the FDM channel, and why was this move judged a failure? What was the impact on the Godiva brand?
2. What alternatives should the management team consider to achieve faster organic growth? What would you recommend?