



**Marketing Strategy
MKTG 466-71
Winter, 2009-10**

Instructor: Tim Calkins
Phone: (847) 467-3209
E-Mail: t-calkins@kellogg.northwestern.edu
Office: Jacobs 493

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Course Description

This course is focused on helping you become strategic marketing leaders, so that you can create, gain support for and execute marketing plans that will build strong and enduring businesses.

There are three main course objectives. By the end of the quarter, my hope is that students will be able to:

- Think strategically about marketing
- Know key frameworks and strategic options
- Understand how to create a strong marketing plan

The course builds on the material covered in Marketing 430 and other marketing classes; the course reinforces this material and introduces new concepts.

Marketing Strategy is certainly valuable for people are going into marketing. It is also useful for people who are going into finance, strategy, operations and other functions. The course takes a broad view; every function is involved in building a strong business that succeeds in the market.

The course has five modules:

Module A: Fundamentals. This section covers marketing strategy basics, including why marketing strategy matters, customer advantage, differentiation, and positioning. The section also includes a section on how to create an effective marketing plan.

Module B: New business strategy. In this section, we focus on strategies for new business creation, including strategies for entering established categories and strategies for entering emerging categories.

Module C: Established business strategy. This section focuses on strategies to grow established businesses, including margin enhancement strategies, core business growth strategies and new product strategies.

Module D: Defensive strategy. In this module, we look at defensive marketing. We review why defense is important and how to develop strong defense plans.

Module E: Portfolio strategy. In the last part of the course we focus on integrating all the parts into a logical plan

The class includes cases, readings, and a computer simulation exercise, Markstrat.

Marketing Strategy is a challenging course. In particular, the Markstrat simulation requires a substantial time commitment. However, the class is a valuable learning experience; the material will help you analyze and understand businesses, develop and gain support for marketing plans and ultimately deliver strong business results.

Course Requirements

Teams

All of the assignments are completed in teams. We will form teams in class 1. Team size depends on class enrollment; we have to get to 15 teams for the simulation. Most teams will have four or five people.

As part of the evaluation process, group members grade each others participation at the end of the quarter. These grades play an important role in the determination of final grades. Weak team feedback can and generally will reduce a student's grade.

Class Participation (15% of class grade)

Class participation is critical to the success of the course, as the quality of the discussion is largely in your hands. I cold call frequently.

Please plan to attend all classes and to arrive ready for the case or discussion. In addition, please plan to stay for the entire class. I will do my best to start and end on time. In week 2 I will send around a seating chart.

Computers are not allowed to be used in class. Surfing seems to be an inevitable and unfortunate result and it is distracting for everyone.

Case Analysis--Team (15% of class grade)

Each team will submit one case analysis. Most teams will write a paper on the Marlboro case. Two teams will present the Marlboro case. Two teams will present the Steinway case instead of doing the Marlboro case.

Early in the semester I'll determine which teams will be presenting each case. The presentations are 10 minutes in length.

Markstrat-Team (45% of class grade)

Each team will manage a company in the Markstrat simulation. The team's task is to set objectives, develop strategic initiatives to achieve the objectives, and implement the plan with appropriate tactical decisions.

Teams will write three business updates during the semester. The first two are written updates and the third is a presentation. Each written update counts for 10% of the class grade and the presentation counts for 20%.

Actual Markstrat results count for 5% of the class grade.

Final Assignment-Team (25% of class grade)

For the final assignment, each team will write a marketing plan for an organization of its choice. The plan should not exceed ten pages including exhibits. It should include the one page summary discussed in class.

Course Administration

I am on campus most days and I am happy to meet to discuss the course, Markstrat, careers and life; just call or send an email to set up some time. I am also available before and after class.

I will be using Blackboard to post announcements, class notes and other materials. Please check Blackboard regularly for updates.

The attached schedule shows the class plan, with topics, assignments and readings. The class schedule will almost certainly change during the semester due to pacing and guests. The latest schedule is always posted on Blackboard.

Please note that the class session schedule for Tuesday, 2/23 has been moved to Friday, 2/26.

Honor Code

The honor code of course applies to this course and to the Markstrat simulation.

Required Readings

Larreche and Gatignon, *MARKSTRAT Online Student Handbook* (StratX 2003)

This is a required book; you can't play the Markstrat simulation without it. So please purchase this book promptly. Please note that you are really purchasing the software license, so used books don't work.

Calkins, *Breakthrough Marketing Plans* (Palgrave, 2008)

This book is a practical guide to creating a strong marketing plan. It includes theory, frameworks and best practices.

Case packet

I've pruned the case material down substantially over the years because the simulation takes a lot of time. Completing the readings for each class is important.

I will provide a reading list for people who want to pursue the topic we will discuss in more depth.

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<u>Session</u>	<u>Topics</u>	<u>Assignments for this Class</u>
1: 1/5	Course Introduction Markstrat Introduction	Complete: Register for Markstrat Online Read: Ten Common Markstrat Questions Read: Markstrat Online Student Handbook Submit: Team lists
		<i>Markstrat decision 1 due 1/10, 11:30 PM</i>
2: 1/12	Marketing Strategy Fundamentals Poland Spring Case	Prepare: Poland Spring case Read: <i>Breakthrough</i> , chapters 1, 3 and 4
		<i>Markstrat decision 2 due 1/17, 11:30 PM</i> <i>Markstrat update 1 due 1/17, 11:30 PM</i>
3: 1/19	New Business Strategy-1	Read: Eager Sellers Attend: Team meetings
		<i>Markstrat decision 3 due 1/24, 11:30 PM</i>
4: 1/26	New Business Strategy-2 Crestor Case	Prepare: Crestor Case
		<i>Markstrat decision 4 due 1/31, 11:30 PM</i> <i>Markstrat update 2 due 1/31, 11:30 PM</i>
5: 2/2	Established Business Strategy-1	Read: The Image and the Brand
		<i>Markstrat decision 5 due 2/7, 11:30 PM</i>
6: 2/9	Established Business Strategy-2 Marlboro Case	Prepare: Marlboro Case Submit: Marlboro case analysis
		<i>Markstrat decision 6 due 2/14, 11:30 PM</i>

7: 2/16 Defensive Strategy Prepare: Pedigree Case*
 Pedigree Case

Markstrat decision 7 due 2/21, 11:30 PM

8: **2/26** A.1. Case Prepare: A.1. case
 Guest Speaker

Note that class 8 is on Friday, February 26!

9: 3/2 Markstrat Presentations Prepare: Presentations

10: 3/9 Steinway Case Prepare: Steinway case
 Markstrat Debrief
 Course Summary

Final assignment due 3/15, 11:30 PM

* This case is not in the case pack; I will hand it out during the semester.

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Assignments

Markstrat Management Update 1

Provide management with a marketing plan for your company, not to exceed 4 pages including exhibits. Plans should be clear, focused and convincing.

Updated should include:

- Objectives: Your goals for the 7 periods, including profit
- Strategic Initiatives: The big efforts
- Tactics: Specific actions to progress the strategies

Markstrat Management Update 2

Provide senior management with an update on your progress to date, not to exceed 5 pages including exhibits. Plans should be clear, focused and convincing.

Updates should:

- Link back to your initial plan
- Highlight drivers of your results
- Lay out your plan going forward

Markstrat Management Update 3

Prepare a presentation for management to review your progress to date and plans going forward. Presentations should be 10 minutes in length. There will be additional time for questions.

Presentations should:

- Link back to your objectives and strategies
- Highlight key drivers of your results
- Lay out your plan going forward

Marlboro Case Assignment

Answer the following question: Was the Marlboro strategy rolled out by PM a good idea? Why or why not?

Two teams will present this assignment. The remaining teams will submit a paper of no more than 3 pages. Excellent presentations will put forth a clear position and provide strong support.

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Case Questions for Class Discussion

Poland Spring

Congratulations. You've just been hired to replace Mike Schott. What will you focus on first? Why?

Crestor Case

Why is the statin category so large?
How did Lipitor succeed?
How should AstraZeneca launch Crestor?

Pedigree

What should Julie Smith recommend? Why?

A.1.

1. Should A.1. defend? Why or why not?
2. If A.1. should defend, what should it do?

Steinway

1. How strong a brand is Steinway?
2. What is the core business challenge facing Steinway?
3. Should the new owners invest in the Boston by Steinway brand? Why or why not?

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Group Evaluation Form

Please list below each member of your group. For each person, assign a grade (A, B, C, D, F) that reflects their overall contribution to the group's output. Please consider the quality and quantity of their work. Responses are confidential, and can have a substantial impact on final class grades. Feel free to provide comments.

Your name:

Your team (industry and color):

<u>Team Member</u>	<u>Grade</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Comments: