



Marketing Strategy

Marketing 466
Sections 61 and 62
Fall, 2012

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Course Description

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

There are three main course objectives. By the end of the quarter, you should be able to:

- Think strategically about marketing
- Use key frameworks to analyze situations and make decisions
- Understand how to create a strong marketing plan

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

Marketing Strategy is certainly valuable for people who 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 the role of marketing strategy, customer advantage, differentiation, and positioning. It also includes a class on how to create an effective marketing plan.

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

Module C: Established business strategy. This section focuses on strategies to build 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 so important and how to develop strong defense plans.

Module E: Portfolio strategy. The last part of the course looks at integrating all the strategies into an overall plan

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

Marketing Strategy is a challenging course. In particular, the simulation exercise 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

Most of the assignments are completed in teams. We will form teams in the third class session. Most teams will have four people. There will be a few teams of five. Teams of three and six are possible, too, but we need to have 15 teams per section, so I might need to split or combine teams. Please be flexible!

As part of the evaluation process, each person will recommend a grade for every team member 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 final grade.

Class Participation (20% of the course grade)

Class participation is critical to the success of the course since the quality of the discussion is largely in your hands.

Please plan to attend all classes and to arrive ready for the case or discussion. Do not arrive late. 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.

Preparation is important! You should do three things to prepare for each class: read the assigned articles, analyze and think about the cases and follow the class blog

Computers and smart phones 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 (10% of the course grade)

Each team will submit one case analysis. This will be on the Marlboro case. Two teams will do a presentation instead of a paper.

Case Analysis--Individual (15% of the course grade)

Each student will submit one case analysis. This will be on the Steinway case. Three students will present their analysis in class.

Final Assignment-Team (15% 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.

Markstrat-Team (40% of the course grade)

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

Teams will create two marketing plans during the semester. The first written plan counts for 10% and the second plan counts for 20%. Actual Markstrat results count for 10% of the class grade.

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 class blog is: www.strongbrands.wordpress.com

The schedule on pages 4 and 5 shows the latest class plan, with topics, assignments and readings. This schedule will almost certainly change during the semester due to pacing and guests. The latest schedule will always be posted on Blackboard.

Honor Code

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

Required Course Materials

MARKSTRAT

Every student will need to purchase a license for the Markstrat simulation; you can't participate in the simulation without one. I'll post details on how to do this on the Blackboard site and discuss it in the first class session.

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

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

Case packet

The case packet contains all the cases we will be discussing during the course.

Articles

Most of the articles for the course are in the case pack. I will post some on the class Blackboard site; this keeps the cost of the case packet down.

Blog

I post on the class blog at least once a week, usually building off topics we discuss in class. Please check the blog periodically. Feel free to comment with your observations.

www.strongbrands.wordpress.com

Optional Course Materials

Marketing Strategy by Orville C. Walker, Jr. and John W. Mullins (McGraw-Hill, 2011)

This book reinforces the concepts we discuss in class; it provides an in-depth discussion of the topics. The book is a good resource for students who like using a text to reinforce the concepts. Most students don't buy it.

Reading List

I will post a reading list on Blackboard for people who want to read more about marketing and marketing strategy.

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Marketing 466, Sections 61 and 62
Fall, 2012

Updated July 31, 2012

<u>Session</u>	<u>Topics</u>	<u>Assignments for this Class</u>
1: 9/24	Introduction to Marketing Strategy Course Overview	Read: Syllabus Read: Why Have Marketing
2: 9/27	Marketing for Customer Advantage	Read: The Law of Perception Optional: <i>Marketing Strategy</i> , Ch. 7
3: 10/1	Lady Gaga (A) Case	Prepare: Lady Gaga (A) Case
4: 10/4	Creating Strong Marketing Plans	
5: 10/8	Introduction to Markstrat	Read: Introduction to Markstrat Submit: Team Rosters Complete: Register for Markstrat
6: 10/11	New Business Strategy – 1	Read: Eager Sellers and Stony Buyers Read: Blue Ocean Strategy Read: <i>Breakthrough Marketing Plans</i> Chapters 1 – 4 and 8 Optional: <i>Marketing Strategy</i> , Ch. 9

MS decision 1 due 10/14, 11:00 PM

7: 10/15	Carolina Lunker Sauce Case	Prepare: Carolina Lunker Sauce Case
8: 10/18	New Business Strategy – 2	Read: First Mover Advantages Optional: <i>Marketing Strategy</i> , Ch. 8

MS update 1 due 10/20, 11:00 PM
MS decision 2 due 10/21, 11:00 PM

9: 10/22	Established Business Strategy - 1	Read: The Image and the Brand Attend team meetings
10: 10/25	No Class Session	

MS decision 3 due 10/28, 11:00 PM

11: 10/29 Established Business Strategy - 2 Optional: *Marketing Strategy*, Ch. 10

12: 11/1 Marlboro Case Prepare: Marlboro Case
 Submit: Marlboro paper

MS decision 4 due 11/4, 11:00 PM
MS update 2 due 11/4, 11:00 PM

13: 11/5 Established Business Strategy - 3

14: 11/8 Pedigree Case Prepare: Pedigree Case

MS decision 5 due 11/11, 11:00 PM

15: 11/12 Leclerc Case Prepare: Leclerc Case

16: 11/15 Guest Speaker

MS decision 6 due 11/25, 11:00 PM

17: 11/26 Defensive Strategy Read: Why Good Companies Go Bad
 Read: Meeting the Challenge

18: 11/29 A.1. Case Prepare: A.1. Case
 Read: *Breakthrough Marketing Plans*
 Chapters 6, 7 and 11

MS decision 7 due 12/2, 11:00 PM
Steinway Case Analysis due 12/2, 11:00 PM

19: 12/3 Steinway Case Prepare: Steinway Case

20: 12/6 Markstrat Debrief
 Course Summary

Final paper due 12/11, Noon

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Course Assignments

Markstrat Management Update 1

Write a marketing plan for your company, not to exceed 4 pages including exhibits. The plan should be clear, focused and convincing.

The plan should include:

- Objectives: Your goals for the 7 periods, including profit
- Strategic Initiatives
- Tactics: Specific actions to progress the initiatives

Markstrat Management Update 2

Write a business update reviewing your progress to date and plans going forward, not to exceed 5 pages including exhibits. The update should be clear, focused and convincing.

Updates should:

- Review your initial marketing plan
- Present results
- Highlight drivers of the results
- Lay out your plan going forward

Teams can elect to present this update instead of doing a written version.

Marlboro Case Assignment

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

Submit a paper presenting your point of view and providing clear, compelling support. Be as convincing as possible. Think through the issue from different angles to thoroughly address the question. The paper should be no more than five pages including exhibits.

Two teams will do a presentation instead of writing a paper.

Steinway Case Assignment

Create a presentation that addresses this question: should the new owners invest in the Boston by Steinway brand? Why or why not?

Be convincing as possible. Provide a clear point of view and compelling support.

Assume you have 10 minutes to present. Two or three students will present their slides in class.

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Case Discussion Questions

Please consider these questions when reading the cases. For all the case assignments, just use the information provided; do not do external research.

Lady Gaga (A)

If you were Troy Carter, which of the three touring options would you pursue for Lady Gaga? Why?

Carolina Lunker Sauce

You have been hired to advise the Cobb family. Should they reduce the price of Carolina Lunker Sauce as requested? Why or why not?

Pedigree

Is dog food a good category to be in?
What should Julie Smith recommend?

Leclerc

How has Leclerc grown? What should the firm do now?
Are the regulations imposed by the French government good for Leclerc or not?

A.1.

What is the financial risk to A.1.? Quantify this figure.
Should A.1. defend? Why or why not?
If so, what precisely should the A.1. team do?

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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 or 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. Please provide comments!

Your name:

Your team (industry and color):

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

Comments: