NORTHWESTERN UNIVERSITY
KELLOGG SCHOOL OF MANAGEMENT

Fall 2012
Marketing Strategy in the C-Suite and the Boardroom
940-0 Sec.81
Mondays – 6:30 p.m. to 9:30 p.m.

INSTRUCTOR
Homi B. Patel

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Nature and Purpose of Course

This course counts towards the Marketing major, and also is a requirement for the Marketing Management major.

It deals with a wide variety of subjects that are a top priority for CMOs, CEOs and Boards of Directors. The goal of the course is to expose you to how boards function, what their interests are, particularly in the marketing area, and how an effective CEO manages so many diverse roles.

There are three modules in this class:

- The first deals with "Understanding the Boardroom." Topics covered include Roles and Responsibilities of the Board, Succession Planning, Developing Marketing Dashboards for Boards, Aligning Marketing Strategy with Board Interests, and Activists in the Boardroom.

- The second module is "You as a CEO-Marketing Problems." This module deals with marketing issues that are of particular interest to Boards. Topics include Keeping Brands Relevant, Pricing, Managing Cannibalization, Diversification and Managing Start-ups.

- The last module, "You as a CEO – Leadership Skills" deals with managing change, ethical dilemmas, negotiation skills, and conflict management.

This course, which includes a mixture of case discussions and lectures, deals with several discrete topics wholistically with emphasis on the practical realities in the C-Suite and the Board Room. It is a particularly useful platform of learning for students who wish to understand the "real world" implications of being a CMO/CEO. Unlike most classes, the subjects are non-linear and do not necessarily build on each other.

There will be a number of guest speakers. Past speakers have included: Mary Dillon-CEO of US Cellular, and former CMO of McDonald's, Joe Ricketts, founder of Ameritrade and owner of the Chicago Cubs, Joe Tripodi, CMO of Coca Cola, and Charlie Mills-CEO ofMedline Industries.

940-0 is required for the six-course major in marketing management; but not for the four-course marketing major. **It** is tied in with the Advanced Topics in the Marketing (922-0) course taught by Professor Calder in the winter quarter in that problems of high-level strategic relevance raised by guest speakers and the instructor in this course could become projects for student groups in Marketing (922-0) to investigate in more detail.

COURSE DETAILS

Required Materials

1. There is a Case Packet of readings and cases for this course. There are no assigned books. Students are expected to be familiar with all background readings and be prepared to discuss all cases in class.

Evaluation

The components of the final grade are:

Group Rating	10%
Attendance and Class Participation	30%
Dashboard Assignment (Group)	15%
Berkshire Hathaway Case (Group)	15%
Group Project	30%

Group Rating (10%)

Since most of the work will be done in groups, at the end of the semester each student will grade the participation and involvement of each member of his group.

Attendance & Class Participation (30%)

Much of the learning in this class comes from class discussion between students and with the various lecturers. Your participation grade will be evaluated on the basis of both quality and frequency of voluntary contributions. Your familiarity with the reading materials and how your comments add to the discussions in a logical and relevant manner providing new insights, personal experiences and constructive critiques of others' contributions will determine your grade.

Dashboard Assignment & Berkshire Hathaway Case (15% each)

Each group will submit a written paper answering all the specific questions. Additionally, selected groups will be assigned a specific aspect of the case. They will be required to lead the discussion on that question with a 15 minute formal presentation.

Group Project (30%)

The objective of the research project is to provide you with some experience in applying the concepts and methods of marketing to a real corporate problem. The project will be done in groups and must be approved by the instructor.

Details are attached separately.

KELLOGG HONOR CODE AND CODE OF CLASSROOM ETIQUETTE

Each student is expected to abide by the Kellogg Honor Code. Activities such as discussing class materials outside of class are not Honor Code violations. In fact, such interaction is encouraged, as it enhances the overall learning experience.

Please note that the Honor Code requires any student observing another student violating the Code to inform the professor of that violation. Failure to do so is, in itself, a violation of the Honor Code.

Students in this class are also expected to abide by the Kellogg code of Classroom Etiquette, so as to create an environment that maximizes learning and mutual respect.

The use of laptops in the classroom, if used at all, should be limited to the purpose of taking notes on the classroom discussion.

Weekly Schedule:

Attached is a weekly schedule. Please note that because of the large number of guest speakers at times we may have to make changes to adjust for the speakers' schedules.

MARKETING STRATEGY IN THE C-SUITE AND THE BOARDROOM

Course 940-0 Sec.81
Fall2012

Homi B. Patel

Module 1: Understanding the Board

September 24th — **Understanding the Boardroom**

Session 1 — Anatomy of a Boardroom-a CEO's Perspective

Session 2 — Coca-Cola Co. -A Century of Boards & Marketing Strategies

Background Readings:
1) *How Well-Run Boards Make Decisions* by Michael Useem
2) *What Makes Great Boards Great* by Jeffrey Sonnenfield

October 1st — **Performance and Accountability**

Session 1 — Developing a Marketing Dashboard for Directors (lecture for group Exercise1)

Session 2 — Aligning Marketing Strategy With Board Interests

Background Reading: *Bringing Customers in the Board Room* by Mcgovern, Court, et. al.

October 8th — **Managing Activists in the Boardroom**

Session 1 — The Two Faces of the Same Activist
Target vs. Ackman, Penneys with Ackman

Case Discussion

Session 2 — Dashboard Presentations

Cases:
1) *Target Corporation: Ackman vs. the Board* by Polepu, et. al.
2) *J C. Penney Presentation* (Handout)

- **Written Dashboard presentations due**

Module 2: You As A CEO- Marketing Problems

October 15th — **Brand Management**

Session 1 — * Guest Speaker: Rick Lenny
Former Chairman & CEO of Hershey Brands,
Director of McDonald's and Discover
Subject: Keeping Brands Relevant

Session 2 — Shanghai Tang Case- Case Discussion

Case: *Shanghai Tang: The First Global Chinese Brand*
by Monica Park, Bennett Yim

October 22nd — **Managing Start-ups**

Session 1 — * Guest Speaker: Jeffrey Aronin
Founder, Chairman & CEO, Ovation Pharmaceuticals
Chairman & CEO, Paragon Pharmaceuticals
Subject: Creating A Business From Rejects

Session 2 — Marketing and Board Issues For Start-ups

Case: *Ovation Pharmaceuticals: Betting on Big Pharma's Ugly Ducklings*
by Ellen Rudnick

October 29th — **Pricing and Managing Cannibalization**

Session 1 — Managing Cannibalization

Session 2 — Rohm & Haas Case -New Product Pricing

Background Reading: *The High Stakes of Low-Cost Competition* by Adrian Ryans

Case: *Rohm & Haas (A): New Product Marketing Strategy* by Rangan & Lasley

November 5th — **Diversification and Product Line Management**

Session 1 — Diversification as a Corporate Strategy

Session 2 — Berkshire Hathaway Case Presentations

Background Reading: *Diversification via Acquisition: Creating Value-* by Salter and Weinhold

Case: Berkshire Hathaway Case by Anand & Jayanti

- **Written Berkshire Hathaway case due**

Module 3: You as a CEO – Leadership Skills

November 12th **Ethical Issues Confronting Boards**

Session 1 Ethical Issues Confronting Boards; Martha Stewart Case

Session 2 Google's Ethical Issues in China Case Discussion

Background Reading: *Ethical Managers Make Their Own Rules* by Sir Adrian Cadbury

Cases:
1) *"Google Inc. – Figuring Out How To Deal With China"* – BAB 131
2) *Martha Stewart (A)* by Lynn Paine and Christopher Bruner

November 19th **THANKSGIVING BREAK**

November 26th **Managing Change**

Session 1 * Guest Speaker: Dean Harrison
President & CEO, Northwestern Memorial HealthCare
Subject: Managing Dramatic Change in the Health Care Industry

Session 2 The Big 3 Roar Back – Case Discussion

Background Reading: 1) *Healthcare Reform and Its Implications for the U.S. Economy* by Regina Herzlinger

Case: *The Big 3 Roar Back* by William George

- **Personal Reflections – Written Assignment due**

December 3rd **Humanizing Business**

Session 1 Human Behavior

Session 2 Personal Reflections

Case & Reading: *Note on Human Behavior: Character and Situation* by Nohria, et. al.

- **Group Project due**
- **Bring laptops for class evaluations**

Marketing Strategy in the C-Suite and the Boardroom (MKTG-940-0)

Group Project Assignment

Each group should select a company from one of these four areas: (1) customer well-being (health care and wealth care); (2) media and entertainment (customer engagement); (3) hospitality services (tourism, travel, hotels and restaurants); and (4) retail or apparel.

For the company you select, develop a report addressing the following points:

1. Company's present value proposition
2. Company's present marketing strategy
3. Competitive analysis (include both direct competitors and substitute products or services)
4. Company's present performance
5. Most significant threats and/or challenges facing the company over the next 10 years (2010 to 2020), including a description of the top three most likely scenarios.
6. Applying concepts, frameworks, and principles from the class and readings make a detailed set of recommendations on what strategic initiatives (2 to 3) this company should institute to meet these challenges. For each recommended initiative, support needs to be provided on how these actions will address the key challenges the company is facing and how this initiative will address future growth, cost control, and competitive advantage.
7. In conclusion, provide a concise summary of your recommended marketing strategy for this firm over the next decade and why this strategy is optimal.

Your report should be written from the perspective of a consulting firm that has been retained to develop an independent strategy *(i.e.,* without management's involvement) for the board of directors.

Publications
Books by Faculty
Faculty Experts Guide
Faculty Blogs
Kellogg Insight
Kellogg Case Publishing
Faculty Awards
Faculty Editors
Academic Departments & Programs
Research Centers
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Contact
Faculty Search

Homi Patel

MARKETING
Lecturer of Marketing

Homi B. Patel is former Chairman, Chief Executive Officer and a director of Hartmarx Corporation. After obtaining an MBA from the Graduate School of Business at Columbia University in New York, and spending four years at Corbin Ltd., Homi joined Hartmarx Corporation in 1979 as Vice President and General Manager for the company's Fashionaire Division. He held various marketing and divisional positions leading to his appointment as President of Hartmarx Corporation in 1992, Chief Operating Officer in 1993, Chief Executive Officer in 2002 and Chairman in 2004.

Homi serves the larger apparel industry as President of the Clothing Manufacturers Association of America, Chairman of its Union Negotiating Committee, and Chief Labor Negotiator for the industry. He is also a director of the Amalgamated Life Insurance Company and Trustee of the UNITE HERE Pension and Health Funds.

Homi's civic activities include serving as an advisory Board member of Northwestern University's Kellogg School of Management and the University of South Carolina School of Retailing. He is a Trustee of the Jane Addams Hull House in Chicago and the Lake Forest Country Day School. Homi also serves on the board of the Boys and Girls Club of Chicago, the Chicago Botanic Garden and Northwestern Memorial Health Care. Among his various recognitions, Homi has received the Good Scout Award from the Boy Scouts of America, the American Heritage Award from the Anti-Defamation League and was the keynote speaker and recipient of the Delta Pi Epsilon Distinguished Lecturer Award at the 1994 National Business Education Association Convention.

Homi lives in Lake Forest, Illinois, with his wife, Anne, and has two sons and a daughter.

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