

**NORTHWESTERN UNIVERSITY
KELLOGG SCHOOL OF MANAGEMENT**

**Spring 2011
Marketing in the C-Suite and the Board Room
940-0 Sec.81
Tuesdays – 6:30 p.m. to 9:30 p.m.**

INSTRUCTOR
Homi B. Patel

Phone: (312) 357-5200 (office); (312) 543-8013 (cell)
Kellogg office: Room No. 4245 (4th Floor/N.E. corner)
homi-patel@kellogg.northwestern.edu

Nature and Purpose of Course

This course is for marketing students and deals with how different CEOs in disparate industries perceive the marketing function and how marketing can be made into a top priority for CEOs and Boards of Directors. Emphasis will be placed on aligning marketing focus and activities with corporate strategy so as to drive growth and earnings.

Students will learn why marketers must become strategists if they want to join top leadership. They will learn methods of communicating at the highest level and deal with the major issues confronting CEOs and Boards today. Topics covered include:

- Aligning marketing with corporate strategy
- Developing Dashboards for Boards
- Managing cannibalization and pricing decision-making
- Managing product line extensions
- Challenges for Boards in industries undergoing major transformations – health care, airlines
- Diversification of products and channels
- Acquisition decision-making
- Globalization
- Ethical Issues

This course deals with topics wholistically at a very high level and is not for students looking to learn specific tools and techniques for solving specific problems.

There will be a significant number of guest speakers including Mary Dillon – CEO of US Cellular and former CMO of McDonald’s, Dean Harrison – CEO of Northwestern Memorial Healthcare, Dean Dipak Jain, Dean of Insead, Geoff Murray, Principal of Kimball Advisory Partners, and Dean Don Jacobs. Students will have an opportunity to have informal discussions with these executives immediately after their presentations.

Required Materials

1. There is a Case Packet of readings and cases for this course. There are no assigned books.

Class Sessions

The objective of the use of the cases is to illustrate how the different marketing issues are pertinent for corporate strategy. The emphasis will be on the appropriateness and use of the concepts and techniques.

In preparing a case for class discussion, read through the case very thoroughly and be prepared to discuss the questions given at the end and other important market issues addressed in the case.

Evaluation

The components of the final grade are:

Group Rating	10%
Attendance and Class Participation	15%
Dashboard Assignment (Group)	20%
Berkshire Hathaway Case (Group)	20%
Group Project	35%

Group Rating (10%)

Since all of the work will be done in groups, at the end of the semester each student will rate the participation and involvement of each member of his group (excluding him or her self).

Attendance & Class Participation (15%)

Much of the learning in this class comes from class discussion between students and with the guest lecturers. Your classroom participation grade will be based on your familiarity with the reading materials and how your comments add to the discussions in a logical and relevant manner providing new insights and personal experiences.

Dashboard Assignment & Berkshire Hathaway Case (20% each)

Each group will submit a written paper answering all the specific questions. Additionally, three 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 IN THE C-SUITE AND THE BOARD ROOM

Course 940-0 Sec.81

Spring 2011

Homi B. Patel

March 29

Marketing in the Board Room

Session 1

Anatomy of a Board Room – a CEO’s Perspective

Session 2

Contribution of a Board Member

* Guest Speaker: Dean Don Jacobs
Director Prologis, Terex, C.D.W. Corporation

Readings:

- 1) *How Well-Run Boards Make Decisions* by Michael Useem
- 2) *Confessions of a Trusted Counselor* by David Nadler
- 3) *A letter to the Chief Executive* by Joseph Fuller

April 5

Customers in the Board Room

Session 1

Aligning Marketing with Corporate Strategy

Session 2

Developing a Dash Board (group Exercise 1)

Readings:

- 1) *Bringing Customers in the Board Room* by McGovern, Court et al.
- 2) *Using Dashboard to Revolutionize Your Performance Management System, Part 1 & 2* by Mark Lorence
- 3) *Nine Major Shifts in the New Economy* by Kotler, Jain, Maesincee

April 12

CEO Agenda: Pricing Decisions and Managing Cannibalization

Session 1

3 Dashboard Presentations

Session 2

Managing Cannibalization

Written Dashboard Presentations due

April 19

CEO Agenda: Managing Line Extensions

* Guest Speaker: Dean Dipak Jain
Dean of Insead

Session 1 Product Line Extensions

Session 2 Case discussion – **Rohm & Haas**

Readings: 1) Rohm & Haas (A)
2) *Strategies to Fight Low-Cost Rivals* by Nirmalya Kumar

April 26

Board Decisions in an Industry Undergoing Transformation

* Guest Speaker: Dean Harrison
President, CEO, Northwestern Memorial

HealthCare

Session 1 Challenges in the health care industry

Session 2 Class Discussion

Readings: 1) *Healthcare Reform and Its Implications for the U.S. Economy* by Regina Herzlinger
2) *The Promises and Constraints of Consumer-directed Healthcare* by Philip Powell & Ron Laufer

May 3

CEO Agenda: Diversification

Session 1 Diversification as a Corporate Strategy

Session 2 3 Berkshire Hathaway Case Presentations

Readings: 1) Berkshire Hathaway Case by Anand & Jayanti
2) *Diversification via Acquisition: Creating Value* – by Salter and

Weinhold

Written Berkshire Hathaway cases due

May 10

CEO Agenda: Pricing Decisions & Managing the Competition

Session 1 * Guest Speaker: T.B.D.

Session 2 3 Coca-Cola case presentations

Readings: 1) *Cola Wars Continue: Coke & Pepsi in 2006* by Yoffie et al.

May 17 **CEO Agenda: Industry Case Studies**

Session 1 * Guest Speaker: Mary Dillon, CEO, U.S. Cellular
Former CMO of McDonald's

Session 2 Ethical issues confronting Boards

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

May 24 **CEO Agenda: Managing in an Industry in Transition**

* Guest Speaker: Geoff Murray
Kimball Advisory Partners

Session 1 Marketing Insights & Airline Innovations

Session 2 Managing Creative Talent in the Fashion World

Readings: *Positioning Southwest Airlines Through Employee Branding* by Miles Mangold

May 31 **CEO Agenda: Globalization**

Session 1 * Guest Speaker: T.B.D.

Session 2 T.B.D.

Readings: No readings; Prepare Group Project

June 7 **Humanizing Business: Personal Journeys**

Session 1 From Columbia to CEO of Hartmarx

Session 2 Your personal stories

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

Marketing 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 12 page (maximum) double-spaced report (inclusive of all tables and figures) 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.

Faculty Search

Homi Patel

Publications

MARKETING
Lecturer of Marketing

Books by Faculty

Faculty Experts Guide

Faculty Blogs

Kellogg Insight

Kellogg Case Collection

Chaired Professorships

Faculty Awards

Faculty Editors

Academic Departments & Programs

Research Centers

Research Seminars

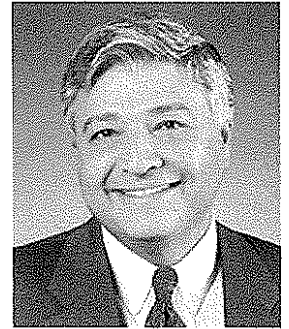
Contact

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.



CONTACT INFO

PHONE: 847-491-3255

FAX: 847-491-2498

EMAIL:

homi-patel@kellogg.northwestern.edu

OFFICE:

Jacobs Center Room 479

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