

**NORTHWESTERN UNIVERSITY  
KELLOGG SCHOOL OF MANAGEMENT**

**Spring 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 toward the following majors: Marketing, Marketing Management

It deals with a wide variety of subjects that are a top priority for CMOs, CEOs and Boards of Directors. Emphasis will be placed on leveraging marketing focus and activities to optimize corporate strategy so as to drive growth and earnings.

Students will learn why marketers must become strategists if they want to join top leadership. Some of the topics covered very broadly include:

- Anatomy of a Board Room – a CEO’s Perspective
- Aligning Marketing with Corporate Strategy
- Developing Marketing Dashboards for Boards
- Managing Cannibalization and Pricing Decision-Making
- Keeping Brands Relevant
- Activists in the Board Room
- Challenges for Marketers and Boards in Industries Undergoing Major Transformations – Health Care, Airlines
- Ethical Dilemmas

This course deals with topics holistically at a very high level 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 aspire to a CMO/CEO role.

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.

There will be a significant number of guest speakers. Past speakers have included: Mary Dillon – CEO of US Cellular, and former CMO of McDonald’s, Dean Harrison – CEO of Northwestern Memorial Healthcare, Rick Lenny – retired CEO of Hershey Brands, Joe Tripodi, CMO of Coca Cola, and Joe Ricketts, Owner of Chicago Cubs.

## **COURSE DETAILS**

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

### **Group Rating (15%)**

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

### **Attendance & Class Participation (20%)**

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 (15% 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 (35%)**

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.

**TENTATIVE**

**MARKETING STRATEGY IN THE C-SUITE AND THE BOARDROOM**

**Course 940-0 Sec.81**

**Spring 2012**

**Homi B. Patel**

**March 26**

**Marketing in the Boardroom**

Session 1 Course Review and Expectations

Session 2 Anatomy of a Board Room – a CEO’s Perspective

Readings: 1) *How Well-Run Boards Make Decisions* by Michael Useem  
2) *Confessions of a Trusted Counselor* by David Nadler

**April 2**

**Customers in the Boardroom**

Session 1 Aligning Marketing with Corporate Strategy

Session 2 Developing a Dashboard (lecture for group Exercise 1)

Readings: *Bringing Customers in the Board Room* by McGovern, Court et al.

**April 9**

**Activists in the Boardroom**

Session 1 Target Corporation: Case Discussion

Session 2 3 Dashboard Presentations

Readings: 1) *Target Corporation: Ackman vs. the Board* by Polepu et al.

Written Dashboard Presentations due

**April 16**

**CEO Agenda: Keeping Brands Relevant**

Session 1 \* Guest Speaker: Rick Lenny  
Former Chairman & CEO of Hershey Brands,  
Director of McDonald’s and Discover

Session 2 Coca-Cola Case Presentations

Readings: 1) *Cola Wars Continue: Coke & Pepsi in 2006*  
by Yoffie et al.  
2) *Nine Major Shifts in the New Economy* by Kotler, Jain, et al.

**April 23**

**CEO Agenda: Pricing and Managing Cannibalization**

Session 1

\* Guest Speaker: Jeffrey Aronin  
Founder, Chairman & CEO, Ovation Pharmaceuticals  
Chairman & CEO, Paragon Pharmaceuticals

Session 2

Managing Cannibalization and Pricing Decision Making

Readings:

*Strategies to Fight Low-Cost Rivals* by Nirmalya Kumar  
*Ovation Pharmaceuticals: Betting on Big Pharma's Ugly Ducklings*  
by Ellen Rudnick

**April 30**

**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 7**

**CEO Agenda: Product Line Extensions**

Session 1

Product Line Extensions

Session 2

Rohm & Haas Case

Readings:

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

**May 14**

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

\* Guest Speaker: Geoff Murray  
Kimball Advisory Partners

Session 1

Marketing Insights & Airline Innovations

Session 2

Negotiating in a Declining Unionized Industry

Readings:

*Positioning Southwest Airlines Through Employee Branding* by Miles & Mangold

**May 18**                      **CEO Agenda: Ethical Issues Confronting Boards**  
(Make-up date for May 28)

Session 1                      Ethical Issues Confronting Boards

Session 2                      Google & Marketing in China

Readings:                      *Ethical Managers Make Their Own Rules* by Sir Adrian Cadbury  
  "*Google Inc. – Figuring Out How To Deal With China*" – BAB 131

**May 21**                      **Board Decisions in an Industry Undergoing Transformation**

\* Guest Speaker:            Charles Mills  
  CEO, Medline Industries

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 28**                      **NO CLASS**

**June 4**                      **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**

**2/1/2012**

## **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 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**

**Publications**

**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 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.



PRINTSACHING

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