MKTG 430: MARKETING MANAGEMENT

Syllabus for Summer 2014, Section 71

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**** ATTENDANCE IN THE FIRST CLASS IS HIGHLY ADVISABLE ****

Introduction

The goal of this course is to introduce you to the essentials of marketing management: how firms and customers behave and the strategies and methods that marketers can use to operate successfully in today's dynamic environment. Specifically, the course goals are:
- To introduce the key elements of marketing management
- To provide a sound framework for identifying, analyzing, and solving marketing problems

Course Organization

- The course involves a mixture of case discussions and lectures, with an emphasis on developing an analytical approach that will enable students to (1) understand the environment in which a company operates and identify opportunities and threats, (2) identify and solve marketing problems, and (3) develop actionable marketing plans.

- Students should be prepared to discuss the assigned cases in detail. Expect to invest significant amount of time in this. The actual preparation time depends on you and your group. Cases requiring written submission will likely take about 4-8 hours to prepare, 2-3 hours of which are typically allocated for individual preparation and 2-5 hours for group discussions.

- Teamwork is an essential component of this course. Teams will be assigned during the first week of class. Students will work in teams to prepare for case discussions and written assignments. For each written assignment, one of the group members will act as the team leader. The team leader's job responsibilities include scheduling group meetings and submitting the case write-up. In situations when there is a disagreement between group members (e.g., deciding on the best course of action), the team leader will make the final decision. Team leaders will change after each assignment. To ensure equal participation in group projects, team members will evaluate each other's performance using the team evaluation form provided on blackboard. The final grade is adjusted for peer evaluation and a negative peer evaluation can have a significant impact on the final grade (e.g., from A to B or B to C).

- There are three written case assignments: Calyx Flowers, Datril, and Gillette Fusion. Each team will prepare a single case write-up for each assignment. Use the specific case write-up template available on Blackboard to write your analysis (1,000 words max, excluding the exhibits). The case assignment format is designed to enhance your analytical skills and your ability to communicate ideas in a clear, succinct, and persuasive manner.

- All cases should be submitted by uploading to Blackboard by 1:00 PM the day *before* the class in which the case is discussed. Late cases will not be accepted. Please anticipate scheduling conflicts and submit early if necessary. The filename of each group assignment should be your team name, your course number, and the case name. For example: Team1_430-71_Gillette.docx

Final Exam

The final exam is a case (Datril) similar to the ones discussed in class. The case analysis format and grading criteria are the same as for cases discussed in class. The exam is due on Tue. Aug. 26th by Midnight.

Course Readings

- The c*ourse pack* is required. Slides are on Blackboard as are some other materials.
- *Strategic Marketing Management*, Alexander Chernev (5th edition) is strongly recommended and will be relevant throughout the course. Readings in the class by class schedule refer to this book. The 6th ed. of the book is also out but is more expensive – readings from the 6th ed. are in brackets.
- *Marketing Management*, Kotler and Keller (13th edition) is recommended but not required for the course. This textbook offers general background for understanding the marketing theory and practice. You may use older versions although some of the examples might be outdated.

Performance Evaluation

- Grades are calculated as follows:

- Case 1 write-up (group) 20%
- Case 2 write-up (group) 20%
- Case 3 write-up (group) 20%
- Class contribution (individual) 10%
- Final exam (individual) 30% - **The Datril Case**

- Case write-ups are graded on a scale from 0 to 100. Scores are interpreted as follows:

- 0 0 100 Perfect
- 90 - 99 Excellent
- 80 - 89 Good
- 70 - 79 Average
- 60 - 69 Mediocre
- 50 - 59 Poor
- 20 - 49 Terrible
- 01 - 19 Abysmal
- 0 0 Failure to submit the assignment on time

- Class contribution reflects the degree to which a student contributes to the discussion and is not simply a function of the amount of "air time" s/he takes up. Input from team members will also help in arriving at the final contribution score.

- Keep in mind that your grade is not always a perfect indicator of your potential marketing skills; it simply reflects your performance on the set of specific tasks outlined above.

Attendance Policy

- It is strongly recommended that students attend all sessions. Missing more than two class sessions is strongly discouraged and may affect a student's grade or ability to receive course credit.
- Students are required to let me know in advance each time they miss a class (follow the Honor Code).

Classroom Etiquette

- To provide an optimal learning experience, students should refrain from activities that are likely to distract others.
- Students are expected to remain in the classroom for the duration of the class. If you must leave early due to unavoidable circumstances, please inform the instructor before class. Leaving and re-entering the class is not permitted.

- Laptops: Back row only and for class use only (note taking, course material, etc.).
- No Mobile Phones: Remember to switch off your cell phone before class.

Honor Code

Students are expected to respect the Kellogg Honor Code and Code of Student Etiquette at all times, including, but not limited to, truthfully representing fact and self at all times and not seeking an unfair advantage over other students. For complete reference of the Kellogg Honor Code see: http://www.kellogg.northwestern.edu/stu_aff/policies/honorcode.htm

Specifically for this course:

- Written cases are to be prepared by group members only. The cases are not to be discussed with out-of-group members. Using case-related information other than what is included in your course pack or on course website is not permitted.
- Similarly, the final exam should be done individually and without using case-related information other than what is included in your course pack or on course website

Student/Instructor Interaction

If at any point during the course you have any questions regarding the materials covered in class or regarding preparation for assignments or cases, please raise them either in class so others may also benefit, or via email, or in person during office hours. If the scheduled office hours are inconvenient to you, please email me to make an appointment to meet. I can also be reached at 847-903-9531 (cell) if you can't get me at home.

Class by Class Schedule

Class 1: The Big Picture

Overview

This class introduces the concept of modern marketing and its evolution. We will also cover various organizational and course management issues, such as providing students with a clear understanding of the structure of this course, assignments, evaluation, and feedback mechanisms.

Case: Universal

Key discussion questions: What is the main problem Universal faces? What are the merits and demerits of the different proposals put forth to solve this problem?

Assignments

Blackboard: Read the course syllabus.

Readings: book part 1 (Ch:1-6), If you want to get head start on the financial concepts commonly used in marketing read Chapter *26*. [6th ed. Ch. 1-2, financial concepts Ch. 17] [7th ed. Ch. 1-2, financial concepts Ch. 22]

Class 2: Managing Value in Business Markets

Overview

The focus of this class is on managing value for customers, collaborators and the company. The discussion is focused on the Duramax case.

Case: Duramax

Key discussion questions: Why is the new product failing? What would solve the problem? Do we need to do any research before arriving at a conclusion?

Assignments

Readings: book Part 3 (Ch:12-14) [6th ed. still on Ch.1&2] [7th ed. still on Ch.1&2]

Class 3: Quantitative Analysis in Marketing

Overview

Bring on the numbers! Modern Marketing is an extremely quantitative area and we need to get a firm grasp of the basics.

Cases: Short cases will be available for download on Blackboard

Key Prep guide: Read cases, understand background – we will do the math in class.

Assignments

Readings: book Chapter 26 [6th. Ed. Ch. 17] [7th ed. Ch. 22]

Class 4+5: Customer Analysis

Overview

What do we need to know about customers? Types, Needs, Wants, Demand, Characteristics, Perceptions and Associations.

Case: Calyx Flowers - Managing Profitable Growth

Key discussion question:

- Identify the key problem for Calyx Flowers and propose a course of action. Your solution can be one of the solutions discussed in the case or you can propose an alternative solution.

Analysis questions:

- Which attributes are important to people when they buy flowers?
- Is the flower market homogeneous or are there different customer segments? If yes, what are these segments? How do they vary in their motivation for buying flowers?
- To which segment can Calyx Flowers deliver superior value relative to the competition?
- How should Calyx Flowers reach its target customers?

Assignments

Calyx Flowers: Identify the key problem for Calyx Flowers and propose a course of action. Your solution can be one of the solutions discussed in the case or you can propose an alternative solution. The chapter on identifying target customers (SMM 7) could be helpful in analyzing the case | Helpful hint: First identify and solve the problem facing the company and then use the template to outline your solution (rather than trying to find the solution by filling out the template. *Submit class 5 day before class by 1PM.*

Note: No outside case-related resources should be used for case analysis; you must rely only on the information provided in the case.

Read: Book Chapter 7 [6th ed. Ch. 4] [7th ed. Ch. 4]

Class 6: The other 4 C's

Overview

In this session we will continue with our discussion of the "Marketing in a nutshell" framework, this time focusing on competitor, collaborator and company analysis. We will also visit the idea of "environmental marketing analysis" (referred to sometimes as marketing context analysis).

Assignments

Readings: book Chapters 8-11 [6th ed. Ch. 5,6,7] [7th ed. Ch. 5,6,7]

Class 7+8: Segmentation, Targeting, and Positioning

Overview

Done with analysis we now proceed to Strategy. The three central elements of any marketing strategy will be discussed: How to segment your market, how to pick an optimum target group and how to position you product/service to this group.

Case: Unilever in Brazil: Marketing Strategies for Low-Income Consumers (INSEAD).

Key discussion question:

1. Go/no go. Should Unilever invest in a lower-margin segment of the market instead of continuing to invest in its premium brands? Does Unilever has the right skills and structure to make money in a market in which even small local entrepreneurs struggle to break even? In the long run, what exactly would Unilever gain and what would it risk losing?

Analysis questions:

2. Marketing and branding strategy. Unilever already has three detergent brands with distinct positioning. Does it need to develop a new brand with a distinct value proposition, or can it adapt the promise of its existing brands, perhaps with a brand extension?
3. Marketing mix implementation. What price, product, promotion, and distribution strategy would allow Unilever deliver value to low-income consumers at a profit without cannibalizing its own premium brands too much? Is it just a question of price?

Assignments

Unilever: Make a *reasoned recommendation about the go/no-go decision in the case.* Propose a strategy to launch Unilever and translate this strategy into tactical decisions using the 4p's framework.

Note: No outside case-related resources should be used for case analysis; you must rely only on the information provided in the case. *Submit class 8 day before class by 1PM.*

Readings: book Still on Part 2 Chapters 7-11 [6th ed. Ch. 3] [7th ed. Ch. 3]

Class 9: The Reduction of Degrees of Freedom Principle

Overview

In this session we will bring everything home through an application of the reductions of degrees of freedom principle.

Assignments

Readings: book Part 4 (Chapters 15-20) [6th ed. Ch. 8-13] [7th ed. Ch. 8-13]

In class case: **Special Paper for Special People**

Class 10: The whole model and one final case

Overview

In this session, in addition to our last "formal" case, we will use an in-class case to demonstrate all the different parts of the model and how they come together.

Case: Gillette Fusion - Building a Billion Dollar Brand

Key discussion question:

- What should Gillette do to turn Fusion into a $1 billion dollar brand?

Analysis questions:

- Identify the key aspects of Fusion's strategy and tactics.

-Evaluate the advantages and shortcomings of the proposed actions.

- Propose a course of action for Procter & Gamble to achieve its goal of turning Fusion into a $1 billion brand.

Gillette Fusion: Propose a course of action for Gillette to achieve its goal of turning Fusion into a $1 billion brand. Your solution can be one or more of the solutions discussed in the case or you can propose an alternative solution as well. If your solution is different from the ones proposed by Gillette, your analysis should discuss the shortcomings of these solutions. The chapter on managing sales growth (Chapter 22) might be helpful in analyzing the case. *Submit class 10 day before class by 1PM.*

Final individual Exam:

Case: Datril - Pioneering the Acetaminophen Market

Key discussion question:

- What strategy would you recommend for Datril?

Analysis questions:

- What is Datril's positioning strategy? Is this strategy viable? Why?

- How would Datril's strategy affect the market and what reactions should be expected from competitors?

Assignments

Datril: Propose a strategy to launch Datril. Your solution may or may not be consistent with Datril's proposed solution. If your solution is different from the one proposed by Datril managers, your analysis should directly discuss the advantages of your solution.

Note: No outside case-related resources should be used for case analysis; you must rely only on the information provided in the case. ***Submission deadline Tuesday, Aug. 26th 2014***