



Marketing Strategy

Marketing 466
Sections 63 and 64
Spring, 2011

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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 will 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 the 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. In the last part of the course we focus on integrating all the strategies into an overall plan

The class includes cases, readings, and a 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 class 3. Team size depends on class enrollment; we have to get to 15 teams for the simulation. Most teams will have four people.

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 (25% 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. 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
- 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. Most teams will write a paper on the Marlboro case. Two teams will present the Marlboro case. Two teams will present the Steinway case instead of doing the Marlboro case.

Early in the semester I'll determine which teams will be presenting each case. The presentations are 10 minutes in length.

Markstrat-Team (45% 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 three marketing plans during the semester. The first two are written plans and the third is a presentation. Each written plan counts for 10% of the class grade and the presentation counts for 20%.

Actual Markstrat results count for 5% of the class grade.

Final Assignment-Team (20% 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.

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 attached schedule shows the class plan, with topics, assignments and readings. The class schedule will almost certainly change during the semester due to pacing and guests. The latest schedule is always 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 acquire a license for the Markstrat simulation; you can't participate in the simulation without one. I'll provide details on how you do this in the first class session.

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

This book is a 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 posted some on the class Blackboard site. Posting them on Blackboard 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.

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 textbook to reinforce the concepts.

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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<u>Session</u>	<u>Topics</u>	<u>Assignments for this Class</u>
1: 3/29	Introduction to Marketing Strategy Course Overview	Read: Syllabus**
2: 4/1	Marketing for Customer Advantage	Read: The Law of Perception Read: Why Have Marketing Optional: <i>Marketing Strategy</i> , Ch. 7
3: 4/5	Introduction to Markstrat	Read: Introduction to Markstrat Submit: Team Rosters Complete: Register for Markstrat
4: 4/8	Poland Spring Case	Prepare: Poland Spring Case** <i>MS decision 1 due 4/10, 11:30 PM</i>
5: 4/12	Creating Strong Marketing Plans	
6: 4/15	No Class!	 <i>MS decision 2 due 4/17, 11:30 PM</i> <i>MS update 1 due 4/17, 11:30 PM</i>
7: 4/19	New Business Strategy for Established Categories	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 <i>Team meetings 4/20 and 4/21</i>

8: 4/22	Carolina Lunker Sauce Case <i>MS decision 3 due 4/24, 11:30 PM</i>	Prepare: Carolina Lunker Sauce Case**
9: 4/26	New Business Strategy for Emerging Categories	Read: First Mover Advantages Optional: <i>Marketing Strategy</i> , Ch. 8
10: 4/29	Established Business Strategy - 1 <i>MS decision 4 due 5/1, 11:30 PM</i> <i>MS update 2 due 5/1, 11:30 PM</i>	Read: The Image and the Brand
11: 5/3	Guest Speaker	
12: 5/6	Established Business Strategy - 2 <i>MS decision 5 due 5/8, 11:30 PM</i>	Read: Brand Portfolio Strategy Optional: <i>Marketing Strategy</i> , Ch. 10
13: 5/10	Marlboro Case	Prepare: Marlboro Case** Submit: Marlboro Case analysis
14: 5/13	Pedigree Case <i>MS decision 6 due 5/15, 11:30 PM</i>	Prepare: Pedigree Case**
15: 5/17	Leclerc Case	Prepare: Leclerc Case**
16: 5/20	Defensive Strategy <i>MS decision 7 due 5/22, 11:30 PM</i>	Read: Why Good Companies Go Bad Read: Meeting the Challenge
17: 5/24	A.1. Case	Prepare: A.1. Case** Read: <i>Breakthrough Marketing Plans</i> Chapters 6, 7 and 11
18: 5/27	Steinway Case	Prepare: Steinway Case**
19: 5/31	Markstrat Presentations	Prepare: Presentations

6/1 Markstrat Presentations

Prepare: Presentations

8:00-9:00 - Section 63
9:00-10:00 - Section 64

20: 6/3 Markstrat Debrief
Course Summary

Final paper due 6/7, 11:30 PM

** In the case pack. All other articles are on Blackboard.

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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

Markstrat Management Update 3

Create a presentation reviewing your progress to date and plans going forward. Presentations should be 10 minutes in length, with additional time for questions.

Presentations should:

- Link back to your earlier plans
- Present results
- Highlight drivers of the results
- Lay out your plan going forward

Case Analysis: Marlboro

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

Papers should not exceed 5 pages, including exhibits. Excellent papers will put forth a clear position and provide strong and compelling support.

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Case Questions for Class Discussion

Poland Spring

What should Mike Schott do first? 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?

Corporate New Ventures at P&G

Why did P&G create the CNV group?
Do you think it was a good idea? 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.

Should A.1. defend? Why or why not?
If so, what precisely should the A.1. team do?

Steinway

Is Steinway a strong brand?
Should the new owners invest in the Boston by Steinway brand? Why or why not?

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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, 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. Feel free to provide comments.

Your name:

Your team (industry and color):

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

Comments: