OVERVIEW

This course will cover a wide variety of topics relating to marketing management within private and public sector enterprises. The course focuses broadly on three areas of management activity: (i) the analysis pre-requisites to strategic marketing planning; (ii) the development of strategies which simultaneously create economic value for the enterprise's customers and owners; and (iii) the implementation of marketing programs. The course is also cross-functional in its focus, attempting, where appropriate, to integrate marketing issues with financial and operating strategy issues.

Topics to be covered include, but are not limited to:

- Strategic market planning frameworks
- Defining & measuring marketing success: Revenue Model Innovation, especially alternative metrics to market share and customer satisfaction
- Strategic growth options and their relationship to profitability: Opportunity Recognition & Risk Selection
- Customer analysis: understanding the customer loyalty opportunity
- Industry analysis: business context analysis and scenario planning
- Competitor analysis: building unfair advantage & efficient innovation
- Organizational responses to environmental uncertainty: Managing Ambiguity & Conflict, especially the parallel processes of sustaining and disruptive innovation
Identifying and articulating unique customer value propositions

Building the customer-centric organization: Adaptive Governance, especially non-traditional organization structures and operating models

The course is cross-functional in its focus, attempting, where appropriate, to integrate marketing, financial, and operating strategy issues.

In order to provide a sense of realism, the course will introduce important concepts through the case method and lecture discussion of existing companies. These examples are designed to provide students with direct experience in the 4 Haas MBA BILD capabilities, as follows:

**Problem Framing:**
In the context of Marketing Management, problem framing focuses upon identifying root causes and leading indicators of marketing outcomes. In this regard, students will be expected to analyze cases without reference to a set of predefined questions provided in advance by the instructor. A primary task will be for students to conduct root cause analysis of the case situation to identify the core strategic issues impacting the firm, and the issues and options that need to be considered in order to effectively address these strategic issues. This responsibility is intended to mirror real world situations students are likely to encounter in the workplace: i.e., to provide structure and context to unstructured information.

**Experimenting to Learn:**
Experimentation involves forming relationships between variables (choosing a dependent variable and a set of independent causal variables) and developing hypotheses that are testable through controlled manipulation of causal parameters. It does not mean acting randomly, without a causal framework. Hence, students will be expected to develop and articulate marketing response functions and suggest how marketing outputs would be likely to change in response to competitive and marketing strategy inputs (i.e., state testable hypotheses). Students will be encouraged to describe how they might use new media technologies in order to operationalize their experiments and learn quickly the effect of different possible strategies.

**Navigating Uncertainty:**
Marketing environments in general, and case studies in particular, are fraught with uncertainty, especially in regard to future technology, customer and competitive behaviors. As a result, students will be expected to be able to make decisions in a context of high ambiguity. This will require students to understand different organizational postures or approaches to managing uncertainty (reactor, holder, shaper), acknowledging the inherent risks associated with each posture, and understanding ways of managing those risks. Students will also need to be able conduct sensitivity analyses, and make assumptions, in order to arrive at sufficient information in order to reach a decision. Suggesting that more research be conducted, or more information be gathered, before a strategic recommendation can be made, is usually not an appropriate response to managing uncertainty. While such research is important, and (if proposed) would need to be outlined and described in meaningful detail, the dynamic and time-sensitive nature of most marketing environments requires acting without perfect information.
Influence Beyond Authority:
A key focus in the core marketing course will be concept of the customer-centric organization; i.e., an organization whose resources and operating model have been aligned around the source of the revenue (customers). This type of organization differs markedly from the traditional organization, which is usually best described as "functional", "product-centered", or "geographic" (or some form of matrix variation). The essence of the customer-centric organization is cross-functional teams aligned around customer segments working to develop customer loyalty and profitability within those segments. This structure is usually very flat, and the associated operating model is required to be highly collaborative.

Nowhere is the need for managers with the capability to "influence without authority" greater than in the customer-centric organization.

ADMINISTRATION

The course requires both individual and group engagement.

Individual Participation
Individually, each participant will be responsible for completing all reading assignments, preparation of all case studies (including any case study assigned as a group presentation), in-class participation, and all examinations, if any.

In-class participation is especially important. Open discussion of case problems and assigned readings enhances both substantive learning and interpersonal skills. Therefore, each participant is expected to come to class thoroughly prepared to share their own considered insights into every case or assigned reading.

The greater the level of detail in the analysis of a case or reading, the more the participant is considered to be prepared. Therefore, participants are encouraged to support their oral arguments with written case notes. The notes accompanying your analysis need not be formally prepared, but should reflect more than a cursory review of the case or assigned reading.

Individual, in-class participation may also include certain ad hoc assignments relating to specific cases or topics discussed in class, including but not limited to, computer exercises, applications exercises, library assignments, etc.

The individual class participation grade will be assigned at the end of the semester. Any participant wishing to know their current individual-participation standing prior to the end of the semester should contact the instructor directly.

Group Participation
In addition to individual participation, each participant must participate in a group project. So long as the requirements below are followed, the group composition will be left up to you. If anyone is not a member of a group after the second class of the semester, then the instructor will assign these people to a group of the instructor’s choice. The groups should consist of 6 persons. No exceptions will be made to this rule, except for the purpose of assigning people who are unable to be accommodated any other way.

The responsibility of the syndicate will be to analyze a marketing situation and to develop a
comprehensive strategy, and two-year marketing plan, for entering into or competing within the market of interest. The broad requirements of the syndicate project are: (i) chose a real company facing a current or impending strategic marketing challenge (do not chose issues which have been studied previously); (ii) analyze the marketing situation in detail; (iii) develop a detailed marketing and action plan for addressing the challenges and opportunities of the specific situation; (iv) prepare a written report of the project. Further details on the group project will be provided in the first week of class.

The project write-up, which should be addressed to "The Director of Marketing" for the company you are studying, should not exceed twenty (20) pages of text (12-point font, double-spaced, one inch margins all sides) in the body of the report, but may be supplemented by up to 8 additional pages of supporting graphs, tables or analyses. However, this support section must not be used simply for additional text.

If required by the instructor, each syndicate should also be prepared to present their analysis in class in a final, 20-minute maximum, presentation, allowing at least 5 minutes within the allotted time for questions and answers from the audience. In addition, syndicates may be required to make one or more status report presentations in class, prior to the end of the semester.

Some friendly advice about this assignment:

- If an oral presentation is required, make sure the oral presentation and written analysis are consistent. Do not use one forum to cover information which is not in the other. While the oral presentation should effectively hold the audience's attention, it must also convey information which is contained in the written report. The two forums will be graded as one.

- When appropriate, do not re-hash known case or market facts. The class and the instructor are only interested in your insights into the case facts. Please use this insight to draw meaningful implications and make insightful recommendations.

- Be as detailed as possible in your analysis and recommendations. Set action plans, budgets, forecasts, timetables, responsibility schedules, etc.

- You are encouraged to make use of library resources as well as gather primary data from customers or channel partners of the firm you are studying. Direct access to executives within the firm you are studying is very important. You will need to obtain information about the firm's current strategy directly from these executives.

This syndicate assignment will be graded as a team effort. The assignment may require each team member to rate all other members on their team for the relative contribution of each individual to the project. Where appropriate, this information will be used by the instructor to assign individual team members different grades for the syndicate assignment.

If an oral presentation is required, the syndicate presentations may also be evaluated by participants in the audience. However, these evaluations are intended as friendly feedback only and will not influence the syndicate's grade for the project.
You can get some ideas on the preparation of marketing plans by reading over the material in the text, and other marketing books, especially “Marketing Management” by Philip Kotler. The class handouts provide additional frameworks for developing the marketing strategy and should be used whenever possible and relevant. While the information is included to help you, note that not every analysis or concept will apply to the project you are studying. The information provided is about planning in general.

**GRADING**

The course grade will be determined as follows:

In-class participation & individual assignments: 50%
Syndicate assignment: 50%

**PLEASE NOTE:**

- Please use name cards regularly in class throughout the semester. This helps in keeping an accurate record of class participation.
- If you are unable to attend a given class, please notify the instructor in advance whenever possible.
- Changes in the class schedule and specific assignments are not just likely; they are certain. When changes are necessary, an announcement will be made in class as far in advance as possible. The instructor apologizes in advance for any inconvenience such re-schedulings might cause.
CLASS SCHEDULE & READINGS

10/13 Course Overview
  • The Marketing Concept
  • Customer Value Strategy
  Text, Chapters 1,2
  "What it Means to be Market-Driven"
  “Marketing Strategy: How It Fits With Business Strategy”

10/20 Customer Value Strategy, continued
  Text, Chapters 3,10,15
  "How Do They Know Their Customers So Well?"
  “Business Marketing: Understanding What Customers Value”
  CASE: “Sealed Air Corporation”

10/27 Customer Value Strategy, cont’d. + Introduction to Customer Analysis
  Text, Chapter 4,5
  "Branding: Differentiation That Customers Value”
  CASE: “Burberry”

11/3 Customer Analysis, cont’d
  o Customer Loyalty Strategy
  o Building the Customer Centric Organization
  Text, Chapters 14
  “Why Satisfied Customers Defect”
  “Building Customer Franchise”
  CASE: “Harrah's Entertainment Inc.”

11/10 Market Structure & Competitor Analysis
  Text, Chapter 6
  “The Past & Future of Competitive Advantage”
  “The Core Competence of the Corporation”
  “Why Good Companies Go Bad”

11/17 Marketing Decision Making
  Text, Chapters 7,8,9
  “Developing New Products & Services: The Marketer’s Role”
  “Pricing It Right”
  CASE: “Optical Distortion (A)”

11/24 No Class: Thanksgiving

12/1 Marketing Decision Making, continued
  Text, Chapters 9,13
  “Integrated Marketing Communications”
  CASE: “BMW Films”

12/8 Carryover Topics & Final Report Presentations