**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 5-8 hours to prepare, 2-3 hours of which are typically allocated for individual preparation and 3-5 hours for group discussions.

- Teamwork is an essential component of this course. Teams will be self-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 Canvas. 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 group written case assignments: Calyx Flowers, Unilever, and Gillette Fusion. Each team will prepare a single case write-up for each assignment. Use the specific case write-up template available on Canvas 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 group cases should be submitted by uploading to Canvas 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: TeamB2Bwizkids_430-61_Gillette.docx

**Final Exam**
The final exam is an individual case analysis (Children First LTD). The case analysis format and grading criteria are the same as for cases discussed in class. The exam is due by midnight on Sat. following the last class (Aug. 31st). The file submitted should have the name: StudentName_430-61_final.docx

**Course Readings**
- The course pack is required. Slides are on the class website as are some other materials.
- *Strategic Marketing Management: Theory and Practice*, Alexander Chernev (2019 edition) while not required, is highly recommended and will be relevant as a source for expending on course topics should you want to do so either during the course or in the future. The 9th, 8th & 7th ed. of the book are also quite fine and will be cheaper…
- *Marketing Management*, Kotler and Keller (15th edition) is recommended but, again, not required for the course. This textbook offers general background for understanding the marketing theory and practice. You may use older versions (anything over the 11th ed.) since the cost of the new edition is quite high.

**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 Children First LTD Case

Case write-ups are graded on a scale from 0 to 100. Scores are interpreted as follows:
- 100 Perfect
- 90 - 99 Excellent
- 80 - 89 Good
- 70 - 79 Average
- 60 - 69 Mediocre
- 50 - 59 Poor
- 01 - 49 Why go there?

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.

For a complete reference to the [Kellogg Code of Etiquette](#) click the link.

- 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 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](#) click the link.

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.
Class by Class Schedule

Class 1: The Big Picture  
June 24th, 2019

- **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 (we might not get to this case but it’s short and just in case…)**
  *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**
  *Canvas:* Read the course syllabus.
  *Readings:* book Ch. 1

Class 2: Managing Value in Business Markets  
July 1st, 2019

- **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 Ch. 2,3

Class 3: Quantitative Analysis in Marketing  
July 8th, 2019

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

- **Cases: A Short case (Zoom Popsicles) will be available for download on Blackboard**
  *Key Prep guide:* Read case, understand background – we will do the math in class.

Class 4+5: Customer Analysis  
July 15th & 22nd, 2019

- **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 chapters on identifying target customers and creating a value proposition (SMM 6+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 (July 21st) 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.

Book: Ch. 4, 6, 7

Class 6: The other 4 C's
July 29th, 2019

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).

Book: Ch. 6+7

Class 7+8: Segmentation, Targeting, and Positioning
Aug. 5th & 12th, 2019

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 your 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 have 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 to 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* (Aug. 11th) *by 1PM.*

Readings: book Ch. 9, 10, 11

---

### Class 9: The Reduction of Degrees of Freedom Principle

**Aug. 19th, 2019**

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

- **Assignments**
  - *Readings:* book ch. 12, 13, 14, 16

  - In class case: *Special Paper for Special People* – will be explained in class

---

### Class 10: The whole model and one final case

**Aug. 26th, 2019**

- **Overview**
  - In this session, in addition to our last “formal” case, we will use an in-class case (AMTRAK – will be explained in class) 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. *Submit class 10 day before class* (Aug. 25th) *by 1PM.*

Readings: Book Ch. 12, 13, 14, 16