This course introduces you to the essentials of marketing: how firms and consumers behave and what strategies and methods they use to successfully operate in today's dynamic environment. The course goals are:

- To define the strategic role of marketing in the firm.
- To introduce the key elements of a marketing analysis.
- To provide a sound conceptual “tool kit” for analyzing marketing problems.
- To advance understanding of the marketing process as a framework of looking at business.

**Course Readings**

All key readings are provided in the course packet. There also are some quantitative videos on Forecasting, P&L, and Break-even analysis that are posted on canvas. Please review all required materials for the class they are assigned for prior to our meeting.

There also is a recommended textbook: Strategic Marketing Management (SMM) by Alex Chernev – 8th edition. This textbook reinforces several important concepts that will be discussed in class, but our class discussions will draw on several textbooks, current happenings, and original examples developed by me. The class is therefore much richer at a strategic level than the textbook and there is no substitute for the classroom experience.

Occasionally the frameworks in the textbook appear more extended than those we discuss in class because of its executional focus. For example, the text proposes a G-STIC model to analyze marketing problems but for the purpose of our class, I only focus on G (goal), S (strategy), and T (tactics). The GST refers to high level decisions. Instead, the “I” refers to implementation of tactics – usually logistical details pertaining to timelines and people who will deliver on the tactics. While these executions are appropriate when you design a marketing plan for your organization, in a class or case discussion these issues verge on the hypothetical and are not useful. Similarly, “C” refers to controls on implementation – and as we do not delve in the nitty gritty of implementation scheduling, we also do not focus in this class on controls for ensuring timelines and responsibilities are delivered. In another instance, you will find that the textbook lists tactical decisions relating to product, price, place (distribution), communication, incentive, brand, and service. I consolidate several of these concepts by referring to product, brand, and service tactics as “product” and to incentive and communication tactics as “promotion.” Thus, for me tactics are the 4 Ps – product, price, place, and promotion – and this approach is more common among firms. But the textbook does a great job of defining and listing key marketing concepts and framework and providing workbooks that convert strategic thinking to execution.

**Course Organization**

There are three main components of this course:
Class sessions: Classes will involve a blend of lectures and case discussions. Students are expected to be prepared to contribute to the class discussions.

Teamwork: A significant amount of the work for this course will be done in teams. Students’ contributions to these efforts are considered an integral aspect of the course.

Individual work: In addition to preparing for class sessions, students will complete three quantitative exercises and the final exam on an individual basis.

Grading

Grading: The course grade is based upon the following:

- Class participation (individual): 15% [total points: 15]
- Five case memos (group): 7% each [total points: 35]
- Three quant memos (individual): 3.33% each [total points: 10]
- Final exam (individual): 40%

Class participation: Grading for class participation comprises three components. The first is based on quality (not quantity) of the contribution in class. The second is based on timely completion of surveys that are posted on canvas. These surveys test your understanding of the materials for the class and form the basis of the class discussion. They are due 24 hours prior to the class and should take no more than 15 minutes each to complete. The third is in-class exercises. These are designed to draw on learning from previous classes and advance discussion in the current class.

Group case memos: Groups will be formed by me and comprise 4-6 members each. A hard copy of the case memo is due at the start of class when the assignment is due. In addition, please submit a soft copy on canvas. Memos will be scored from 1 to 10, as follows:

- 1 – 4: Problems, probably structural
- 5 – 6: Some good insights, but needs more
- 7 – 8: Satisfactory: Some excellent work but some lapses
- 9: Sustained excellent work, no lapses
- 10: Inspired. Scores in this category will be rare.

At the end of the quarter, team members will evaluate each other’s performance using a Team Evaluation Survey. The goal of this form is to discourage free riding. This form is available on canvas as a qualtrics link and is to be submitted with or before the final exam.

I offer all groups the option of inviting me to join in any one case discussion, for up to one hour. Typically, I would call in and join the group discussion as an observer, asking questions, making suggestions, and directing attention to decision neglect aspects as necessary. I could also answer any questions you have. Scheduling will be on a first come first served basis.

Final exam: The final exam is an individual take-home case analysis. The exam is self-timed and you are allowed 24 hours to complete the exam. You may choose either to work actively for 24 hours, or in two runs of up to twelve hours each. When submitting your final exam, you must certify that you have taken 24 hours or less to complete the exam. While you are only allowed 24 hours to complete the exam, you can choose these hours within a span of seven days. The case will be distributed in class on March 12, 2018. The solution must be submitted on or before March 19, 2018 noon. There is a 10% penalty for each hour.
the exam is submitted later than this deadline (no exceptions), so please plan accordingly. The analysis format and grading criteria will be similar to that used for group case memos.

**Attendance Policy**

- Students can only take this course for credit and must attend the first class.
- Each student should select a seat by the second class session; this will be your assigned seat for the term. Please avoid being late/leaving early. In general, once class begins, you may leave the classroom only in case of an emergency.
- We all face competing demands for our time, but please try to avoid missing class. In fairness to all, I deduct one point from the overall course score of 100 for anyone missing a one class session, two additional points for anyone missing a second class session, three additional points for missing the third class session, and so on. Missing one or two sessions thus results in a deduction of one or three points, respectively. This deduction is unlikely to impact your overall grade if you demonstrate superior learning on other aspects of the course. Missing more than two sessions could impact your final grade.

**Honor Code and Classroom Etiquette**

In addition to Kellogg's Honor Code, the following rules apply to this class:

- Learning depends on the effort you invest into the class. Please treat this class as you would an important meeting with a senior management team. So please come prepared to share your ideas, build on discussion points, and please do not check emails during class. Checking email in class will result in penalty on your participation grade.
- Discussion cases may be prepared in groups or individually. Written case memos are to be prepared with group members and are not to be discussed with out-of-group members.
- The quant assignments and the final exam should be completed individually.
- Please do not search the web for “solutions” to cases/assignments. Other than the fact “solutions” sometimes appear on dubious sites such as echeat.com (so you should not be on that site to begin with) these solutions often are not very good and impede learning. After investing so much to be in class, please make the most of this opportunity to develop your decision making skills.

**Submitting Assignments**

**Group case memos:** Printed solutions of all group case memos should be submitted at the start of class on the day that the memo is due. I require printouts to ensure that any tables or figures are readable and do not have to be reformatted for printing by me. Please use a minimum font size of 12, and please avoid shading portions of figures with colors of similar density that are indistinguishable if printed in B&W. Please also submit these case memos on canvas.

**Individual quant assignments:** To be submitted only on canvas on the due date, using the respective template.
<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
<th>Readings and Cases</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>8 Jan</td>
<td>Introduction – The Marketing Concept</td>
<td><strong>Readings:</strong> a) Levitt – Marketing Myopia, b) Martin – Consumer Capitalism, c) SMM – Ch. 2</td>
<td>Survey (Individual) – 1</td>
</tr>
<tr>
<td>1b</td>
<td>11 Jan</td>
<td>Introduction – Analyzing a Marketing Problem</td>
<td><strong>Reading:</strong> a) Elements of a Case Analysis (canvas), b) SMM – Ch. 3, 14</td>
<td></td>
</tr>
</tbody>
</table>
| 2a    | 17 Jan | Market Attractiveness Analysis | **Video:** Market Attractiveness Analysis  
**Reading:** a) Lambin – Market Attractiveness |                                   |
| 2b    | 18 Jan |                                | **Case**: Royal Reels (UK)                                                          | Survey (Individual) – 2            |
| 3a    | 22 Jan | Company Analysis               | **Videos:** BE, P&L  
**Reading:** a) Treacy & Wiersema – Customer Intimacy and Other Value Disciplines, b) Bross | Quant 1 (Individual) – Market Attractiveness |
| 3b    | 25 Jan | Customer Analysis: Segmentation | **Reading:** a) Haley - Benefit Segmentation, b) Hennessey & Meagher – CLV  
**Mini Case:** Starbucks Loyalty | Quant 2 (Individual) – BE Analysis |
| 4a    | 29 Jan | Customer: Segmentation         | **Case:** Fiserv Takes on E-billing                                                | Group Case (1) – Required          |
| 4b    | 1 Feb  | Targeting & Positioning        | **Readings:** a) SMM – Ch. 4                                                        | Quant 3 (Individual) – CLV         |
| 5a    | 5 Feb  | Targeting                      | **Case:** Red Lobster (US)                                                          | Survey (Individual) – 3            |
| 5b    | 8 Feb  | Positioning                    | **Case:** Tata Nano (India)                                                         | Group Case (2) – Required          |
| 6a    | 12 Feb | Building Brands from Consumer Insight | **Readings:** a) D’Aveni – Mapping your Competitive position, b) Dawar & Bagga – A Better Way to Map Brand Strategy |                                   |
| 6b    | 15 Feb | Building Brands from Consumer Insight | **Case:** Fitbit – The Business About Wrist                                           | Survey (Individual) – 4            |
| 7a    | 19 Feb | Managing the Customer Journey & Digital Transformation | **Case:** Accor Hotels & The Digital Transformation |                                   |
| 7b    | 22 Feb | Product & Pricing Decisions    | **Reading:** a) SMM – Ch. 16,17                                                     |                                   |
| 8a    | 26 Feb | Product & Pricing Decisions    | **Video:** Cannibalization  
**Case:** Unilever in Brazil                                                        | Group Case (3) – Required          |
| 8b    | 1 Mar  | Marketing Communications       | **Case:** Cyberdyne – A Leap to the Future                                           |                                   |
| 9a    | 5 Mar  | Marketing Communications – Digital | **Case:** Nike Football (South Africa)                                              | Group Case (4) – Required          |
| 9b    | 8 Mar  | Distribution                   | **Case:** Cyberdyne – A Leap to the Future                                           | Survey (Individual) – 5            |
| 10a   | 12 Mar | Integrative Case               | **Case:** Renova Toilet Paper: Avant-garde Marketing in a Commoditized Category  
Exam Handed Out (Case)            | Group Case (5) – Required          |
| 10b   | 15 Mar | Social Impact Through Marketing & Wrap –up | **Case:** NU Memorial Transplant Program                                           | Exam: Due – Mar 19 noon            |

SMM = Strategic Marketing Management Textbook by Alex Chernev