Marketing Management – Marketing 425
Summer 2017 SS1
Beatty 218 – MTWTF 10:00 – 11:45

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Office hours by appointment

Educational Philosophy
“I hear and I forget,
I see and I remember
I do and I understand”
Confucius, 551-479 BC

Marketing Management Learning Goals - Students will develop the skills for formulating strategy and an understanding of:
1. A firm’s operative environment and how to sustain competitive advantage through marketing activities
2. The generation of superior value for customers and other stakeholders by designing the optimum configuration of the marketing mix
3. The opportunities and risks associated with dynamic and uncertain changes in industry attractiveness and competitive position

School of Business and Economics learning goals also addressed by the course
1. COMMUNICATION SKILLS: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.
2. QUANTITATIVE FLUENCY: Students will demonstrate competency in logical reasoning and data analysis skills.
3. GLOBAL AND CIVIC RESPONSIBILITY: Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.
4. INTELLECTUAL INNOVATION AND CREATIVITY: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.
5. SYNTHESIS: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.
Learning Activities

Limited lecture
Class discussion
Analysis of Case: in class discussion, presentation and written

Marketing Simulation Activities
  ▪ Market Entry Strategy
  ▪ Development of Marketing Plan
  ▪ Use of Marketing Data
  ▪ Simulation Results
  ▪ Analysis of Business Results

Class Materials

Cases and readings
Course Pack purchased through Harvard Business Press at

Simulation
Marketing Live: Strategic Marketing Simulation: Bikes by Innovative Learning Solutions, Inc.

Available online at http://gm.marketplace-live.com/

Use the course, game and team identification numbers distributed in class to register.
Each student must register to participate in the simulation

Oaks
Oaks for the course will contain links to lecture notes, readings and drop box for required submissions.

Learning Activities and Evaluation

1. Analysis of Case

Cases are a way of gaining experience. Your learning experience depends on the effort you expend to understand the case and apply the correct concepts to the situation.

Case preparation is necessary for you to participate in case discussion and the in-class learning experience.
• Articles for topic – Articles will be identified in Oaks – Content for cases and topics. They should be studied for class discussion and case analysis. They are available online on Oaks and through the library e-journals.

Case analysis should take the format of a consultation analysis for management.

**Situation Overview**
• The single most important problem facing the company
• The primary actionable cause of the problem is – because

**Action Recommendations**

a. **Proposed changes in strategy** - Outline changes such as
   • Targets
   • Position and/or Value proposition

b. **Proposed changes in marketing mix elements**
   • Indicate each of the mix elements to be changed
   • viewed as a package
   • be explicit and include costs
   • Risk of action

**Justification of Action Recommendations**
• Why is the above best course of action – advantages and disadvantages?
• Are there other options?
• Any necessary numeric analysis to support your recommendations

**Written (Individual) Analysis of Case –**

**One Page Memos –**

In your career you will often be asked to provide recommendations in memo form. The one-page memo is a means of focusing your ideas and presenting them to higher management in a concise format as above. You will use this format to provide case analysis and recommendations for several cases during the term. Numeric analysis does not account against the page.

You are to prepare a memo for each case as indicated in the course schedule. Memos must be filed to the Dropbox prior to the beginning of class for the case.

The memos are confirmation of your preparation for discussion of the case in class.
Full Analysis of Case – 2 Graded Exams

Full analysis of case is to be prepared by each student to be graded as an examination

- The analysis is an individual effort and should be of five or more pages plus charts and appendices.
- There is zero tolerance for grammatical errors and spelling. Such errors will lead to a grade of 0 for the case.
- You must present financial analysis that supports the viability of your alternatives. As appropriate the case will be graded on qualitative and quantitative analysis.

The full case analysis should take the format of a report to management. It is a more complete and longer exposition of the one-page memo. The case must indicate an understanding and application of the concepts and best practices as presented in the class. You must demonstrate an understanding of the underlying return on marketing investment and any corporate goals. **Numbers must be used to support your recommendations.**

<table>
<thead>
<tr>
<th>Grading</th>
<th>One-page memo</th>
<th>2 Exam Cases</th>
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<tbody>
<tr>
<td>Serious Problems – unacceptable</td>
<td>1</td>
<td>1 – 5</td>
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<tr>
<td>Some good insights but incomplete – not at expected level for program</td>
<td>2</td>
<td>6 - 8</td>
</tr>
<tr>
<td>Satisfactory, generally good ideas but needs work to be a Senior level</td>
<td>3</td>
<td>9 – 12</td>
</tr>
<tr>
<td>Excellent work, professional level with no lapses</td>
<td>4</td>
<td>13 – 16</td>
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<tr>
<td>Inspired work at top of class</td>
<td>5</td>
<td>16 – 20</td>
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2. Strategic Marketing Simulation - Group

Strategic Marketing simulation by Innovative Learning Solutions, Inc., available online at the Marketplace website

http://wmarketplace-live.com

You must use the course, game and team identification numbers distributed in class to register.
Simulation decisions must be turned on the dates and times indicated. After that time your previous decision will apply and the team will be required to explain in writing such actions. Please exercise care when entering your decision.

You must purchase access to “Strategic Marketing Simulation” online with a credit or debit card. You will receive detailed instructions to sign up for our course. After you sign up to the game, the online help section of “Professor Help” serves as instruction to the game.

Each student must pay and register.

The objective of this simulation exercise is to develop marketing management skills and strategic thinking by integrating a variety of perspectives of marketing operations. This simulation game can help students:

- develop strategic thinking regarding planning and execution of marketing operations in a rapidly changing, competitive environment;
- understand and manage the critical linkage between marketing decisions and financial performance;
- use market data and competitive signals to adjust the strategic plan and marketing tactics;
- Develop teamwork across functions.

You will receive a grade for 1. Initial strategy 2.the Marketing Plan for quarters 5 through 8 and 3. Your overall performance and implementation of the plan and 4. Your evaluation of your team’s performance.

**Initial Strategy** – Quarter 1(Q1) is used to introduce simulation, organize the team, name the company, and contract for a survey of potential customers. Q2: The decision for Q2 requires you to analyze market information from Q1, establish strategic direction and from this base set up shop (design brands and set up sales outlets.). The market entry strategy is due before the simulation is run for Q2. Submit to the Drop Box.

Your basic orientation is to invest to grow revenue and profits from 0 to meet corporate goals for ROI. The short memorandum will include the following: Mission statement, Goals, Brief Situation Analysis, Initial Product Market to be served (Product/market justified from Q1 research), Basic Strategic Orientation and Key Success factors necessary for success.

**Detailed Marketing Plan for Year 2** - We will use the simulation quarters 1 through 4 as the basis for a marketing plan to be submitted for evaluation before Q5. Q3: You will Test-market brands, prices, ad copy, media campaigns, set up web pages, and sales staffing. Q4: Study end user feedback, competition, and financial performance, and make adjustments in strategy and tactics

The format and philosophy of the marketing plan we are using is focused on the needs (benefits sought) by the market as revealed by the research in the simulation for target groups and how your marketing plan achieves sustainable competitive advantage. It is a plan for revenue and profit growth to achieve corporate goals for your endeavor.
Your completed plan should be between 7-10 pages plus title page and any appendixes. Page numbers should be on each page of the body. Use section titles throughout the document. The paper should be free of spelling and grammatical errors. A single staple is required rather than a cover. The work must be presented a single document with a consistent style and font.

Your plan must include a detailed sales and profit forecast and a quarter by quarter budget of expenditures to reach your goals.

As a key element of the course, the development of the year 2 plan is iterative to give you the feedback necessary to produce a professional level plan.

You will be given several opportunities to develop a draft for review and to refine your plan (see schedule) prior to grading. But you must do your best at every opportunity. Revision after the due date for grading will result in a significant grade reduction if further revision is necessary.

A passing grade on the plan is a requirement to pass the course – thus this part of the course grade is non compensatory.

Note, I will read and comment on drafts to give you guidance. I will not edit the work – that is your responsibility.

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**Grading**

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<th>Simulation Group</th>
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<td>in class</td>
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Class Procedures and Policies

Groups - The class will be divided into teams for the simulation, case presentation and other components of the course. Your entire group will receive a grade for the simulation.

360 review of team members - Several times during the semester each team member will prepare and post for team review written evaluations of the performance of each member of the team.

You may fire or otherwise sanction any team member who is not performing.

Class attendance and participation: We will discuss course topics and readings, and work through each case in class thus attendance is expected.

Participation Log - You will be responsible for the maintenance of a participation log, which will be used to support your participation grade to be determined by the professor. The log will be placed on Oaks as indicated. Format and description will be found on Oaks

Many classes have been reserved for topic discussion and simulation group meetings. Each member of the group should attend class and you should use this time to address the simulation work products. We will also use these days to discuss issues that arise during examination of the simulation results and discuss refinements in the use of the tools available for decision making in the simulation and your strategy.

Professor Pitts has a very poor memory for names and many students each semester. You must have your name tag in front of you every class so that you can receive full credit for your class contributions.

You will be graded on the quality of your contribution to the class with the following evaluation model - (Source: Christine Moorman – Duke University MBA program)

Outstanding Contributor: Contributions in class reflect exceptional preparation. Ideas are nearly always important and provide one or more major insights as well as providing a fruitful direction for the class. Arguments are well substantiated and persuasively presented.

Good Contributor: Contributions in class reflect thorough preparation. Ideas are usually important, provide good insights, and sometimes offer a fruitful direction for the class. Arguments are generally well substantiated and are often persuasive.

Unsatisfactory Contributor: Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive; they provide few, if any, insights; and never offer a constructive direction for the class. Integrative comments are absent. Class contributions are, at best, “cherry-picking” efforts making isolated, obvious, or confusing points. If this person were not a member of the class, valuable airtime would be saved.

Non-participant: The student was present but said nothing or the student missed class. Hence, there is not adequate basis for evaluation.

Academic Honesty Policy - Honesty and ethical behavior are a hallmark of the School of Business education. Students should be aware of the University’s Policy on Academic Honesty, which appears in the Bulletin and the College’s academic honesty policy below or at the
Lying, cheating, attempted cheating, and plagiarism are violations of the Honor Code at CofC that, when identified, are investigated. Each instance is examined to determine the degree of deception involved. A student found responsible for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

**Students with Disabilities** - If a student in this class has a documented disability and has been approved to receive accommodations through SNAP Services, please feel free to come and discuss this with me.

**Make-Up Work and Due Dates** - Make-up work is not available to compensate for unexcused absences or low grades. All assignments must be completed on the date specified by the professor and/or stated in the class schedule of this syllabus.

**Assignments turned in late will not be accepted - no exception without instructor approval.**

**Phone and Texting** - Please silence all phones and other electronic devices during class. Use of your cell phone including texting during class indicates that you are not focusing your attention on our discussion and will lead to an unsatisfactory mark for the class.