

MKTG 4683-701 Managerial Strategy in Marketing

Spring 2015 M/W

2:30–3:45 • M 206

(Optional: 4:00-5:15 if preferred)

Instructor: Dr. Marlys Mason
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Required Materials:

- Cases available at *Harvard Business Online* (list of cases/note at end)
 - Markstrat Online Student Handbook w/ **valid access code** (Larreche, Gatignon & Triolet)
- Recommended
- *Marketing Strategy* - 5th or 6th ed. (O.C Ferrell & M. Hartline, Cengage Press)

Course Objectives

In this course, you will examine fundamental concepts in marketing management while learning analytical techniques for strategic decision making. The strategic decision making process is supported by an analysis of the firm's external environment and an internal analysis of the organization. Through written case scenarios and a marketing strategy simulation, you will critically analyze timely, real-world marketing issues facing managers. You will craft marketing strategies related to segmentation, targeting, positioning, and the marketing mix (product, place, pricing, and promotion). You will apply these concepts through a real world marketing plan project.

Through this course, you will:

- Develop an understanding of marketing management concepts and strategies
- Enhance your critical thinking and financial analyses related to strategic decision-making
- Obtain hands-on experience designing a marketing plan
- Strengthen analytical, communication, and teamwork skills

Course Objective	Program Learning Goal
Develop an understanding of a market-oriented firm and craft market-driven strategies	Decision Analysis Critical Thinking
Formulate segmentation, targeting, positioning, and branding strategies to achieve competitive advantage	Decision Analysis Written Communication
Enhance customer value and relationships through product strategy, promotions, and technology	Critical Thinking Written Communication
Identify ethical issues faced by marketing managers in relation to strategic decisions	Ethical Decision Making

Course Format

This class will involve lectures, case analysis, in-class discussions, exercises, and a marketing simulation. Marketing cases provide the opportunity to make a number of marketing decisions in a wide variety of circumstances. We will work through the process of making decisions based on limited data by drawing out the thoughts of you and your colleagues and objectively evaluating ideas before making conclusions. This process requires your preparation and active participation. Students are expected to attend class, read assigned material before each class, and come prepared to discuss.

Grading

Grades will be based on 400 points distributed as follows:

Case Analysis & Memos	100
Markstrat Plan, Performance & Presentation	100
Honors Project	100
Assignments/Exercises/Quizzes/Participation	100

Grades will be calculated as follows: A 90-100%, B 80-89%, C 70-79%, D 60-69%, F Below 60%

Case Analysis

You are responsible for completing **one** written case analysis with your team. The assigned case is due at the beginning of class on the indicated date. Cases not being written up should still be analyzed in order to contribute to class discussion.

The case analysis should be no more than 3500 words (excluding appendices) and should consist of sections 1, 2, and 3 shown below. However, you can't do a good job on these sections without doing a situation analysis. The situation analysis, SWOT matrix, financial analysis or other analysis should be included in the appendix. Appendices do not count towards your word limit. Spelling, grammar and writing style will impact your grade.

A case analysis has some distinct phases including:

Prep work - Situation Analysis/SWOT Matrix

Company: history & culture, mission, objectives, strengths, weaknesses, positioning, strategies...

Competition/Channel: competitors, market size & shares, entrants, substitutes, suppliers, channel

Customers/Consumers: segments (characteristics, sizes), preferences, loyalty, shopping behaviors,...

Context/Environment: industry trends, cultural & social issues, political/legal issues...

1. Problem Identification and Decision to be Made

Identify the primary problem(s) and any important secondary (or sub-text) problems that point toward a need for management action. Then, clearly state the marketing management decision that needs to be made.

- Primary problem (the obvious problems arising in the case)
- Secondary/sub-text problem (major issues that don't pop out at first but are critical to the understanding of the case and solving the issue at hand)

2. Primary Alternatives to Consider (identify major ones, usually 2-3)

For each alternative, identify its pros and cons, benefits and costs. Discuss the critical issues or criteria that helped you rank them. In this section, you will do appropriate financial calculations (e.g., breakeven, payback, profitability by segment, market share). Put relevant calculations and prep work in appendix.

3. Your Decision

Make your decision and state most important issue(s) that led you to recommend the particular alternative (or combination of alternatives). Outline your implementation strategy and prepare specific recommendations for action (e.g., don't just say *cut costs*, you must suggest how). Include strategies for reducing weaknesses of your chosen alternative.

Under no circumstances are you allowed to use case notes, write-ups or other information from students outside our class. Doing so will be considered equivalent to cheating (see academic integrity statement).

Individual Case Memos

Case memos are designed to ensure that you are prepared and think critically about the case. **Three** case memos should be prepared during the semester. You may select any case that is not assigned as the written case analysis. Your memo must be prepared individually and should consist of:

1. Conduct a SWOT analysis
2. Identify the primary decision that must be made.
3. List the alternatives to consider when making the decision.

4. List the pros and cons of each alternative
5. Recommendation (alternative selected)
 - Identify the key issue/criteria that led to decision
 - Discuss key implementation issues

Memos should be no longer than two pages single-spaced (12 pt Times Roman font, 1 inch margins). An additional page of background analysis (e.g., SWOT matrix, financial analysis) can be included. Memos are due at the beginning of class on the day that the case is being discussed. Memos will only be accepted if attending class for the case discussion.

Assignments/Exercises

Throughout the semester both assigned and in-class activities will be given such as financial exercises, Markstrat quiz, progress report, consumer exercise, team lab, or other. Attendance is mandatory for receiving credit on in-class quizzes and activities.

Markstrat Simulation

The Markstrat website is <http://web.stratxsimulations.com/>. At this website you will: 1) create your account, 2) download the **Markstrat for Windows** software, 3) enter group decisions for each period, and 4) receive your results. The website contains useful information like instructions on entering decisions, FAQ, etc. All students taking this course are required to purchase the manual and be registered on the website in order to participate in the simulation and receive a grade for the course. (This software is only available in Windows and can be downloaded in the lab.)

Markstrat is a strategic simulation game designed to teach strategic marketing management concepts such as segmentation, positioning, and brand management. Markstrat will be based on 1) a strategic marketing plan due at the end of the 3rd period that does not exceed 4 pages, single spaced; 2) a final presentation at the end of the 8th period (15 minutes); and 3) your group performance on the simulation.

Markstrat Reports and Evaluation

MarketStrat Plan: The report (4 page, single-space) is written at the end of the 3rd decision period and should include the following sections:

- Background - provide a description of your objectives and strategy for periods 1-3. Briefly summarize your performance and the key insights learned about the market (1 page)
- Situation analysis and SWOT matrix – at the end of period 3 (1 page)
- Strategy - recommend a long-term strategy for the next 5 periods. Include objectives and marketing actions for each period (2 pages)

Presentation: In the final presentation (15 minutes), your group will evaluate your team's strategy, how it affected profitability and performance, provide key insights you learned from the game, and outline a recommended strategy for moving forward. Use the marketing plan document above as a template for preparing the presentation. Teams must submit their presentation slides before class.

Honors Project

This will be discussed in more depth with Dr. Mason. You will have the option to undertake 1) a research project, 2) a marketing plan, or 3) an IMC case competition. Additional material and assignment will be distributed based on the selection. Adjustments will be made to the course schedule based on selection and separate meeting times scheduled.

Team Work

Similar to business, class projects will be a team effort. You will form a 5-person team and select a team leader/contact. The written case analysis, marketing simulation, and marketing plan will be done with your team. It is important to participate and communicate with your team because written evaluations will be made by other members and can impact your grade on these projects.

Tentative Course Schedule

	Topic/What we will do in class	Homework due this day
Jan 12	Introductions, syllabus	
Jan 14	Strategic Marketing Mgmt in Today's World Discuss Sorzal case.	Read <i>Sorzal</i> case (on D2L) and prepare to discuss
Jan 19	MLK Holiday – No Class	Access Harvard Case Course Packet
Jan 21	Strategic Marketing Mgmt Process Discuss Black & Decker case.	Read <i>Black & Decker Power Tools</i> case.
Jan 26	Financial Aspects of Marketing Group work on financials – bring calculator.	Read <i>Note on Mktg Arithmetic</i> . Work Note exercises
Jan 28	Financials continued... Teams Due! Team Activity	Financial assignment due!
Feb 2	MarkStrat Simulation Registration & Practice (No Class)	Register w/ Markstrat. Download Handbook. Read pgs 1-17. Download the practice simulation.
Feb 4	Intro to MarkStrat, In-class Quiz Lab - Decision #1 due by end of class.	Read pgs 18-49 . Run Markstrat Practice Industry. Review Markstrat Handbook/powerpoints for quiz.
Feb 9	<i>Competitive Advantage & Growth Strategy</i>	
Feb 11	Discuss Reed Supermarkets Review Markstrat reports	Read <i>Reed Supermarkets</i> case. Markstrat Decision #2 due @ 9:00pm
Feb 16	<i>Segmentation & Targeting</i>	
Feb 18	Markstrat Targeting – R&D & Positioning Lab Quiz #2	Ready Markstrat Handbook – R&D and Positioning Markstrat Decision #3 due @ 9:00pm
Feb 23	Discuss Starbucks case	Read Starbucks case
Feb 25	Team Meeting w/ Dr. Mason	Markstrat Mktg Plan due! Markstrat Decision #4 due @ 9:00pm
Mar 2	<i>Positioning & Branding Strategy</i>	
Mar 4	Discuss Snapple case Discuss/Brainstorm Marketing Plan Project	Read Snapple case Markstrat Decision #5 due @ 9:00pm
Mar 9	Product Strategy	
Mar 11	Discuss Biopure case. Company Selection Due!	Read Biopure case Markstrat Decision #6 due @ 9:00pm
Mar 16	Spring Break	
Mar 18		
Mar 23	<i>Pricing Strategy – Team Activity</i>	Markstrat Decision #7 due @ 9:00pm
Mar 25	Marketing Plan Interviews & Background Lab	Mktg Plan Progress Report - due Friday
Mar 30	<i>Distribution/Supply Chain Strategy.</i>	Markstrat Decision #8 due @ 9:00pm
Apr 1	Discuss IKEA case.	Read IKEA case.
Apr 6	Markstrat Wrap-up. Team Presentations	
Apr 8	Team Presentations cont	
Apr 13	<i>Promotion/IMC Strategy</i>	
Apr 15	Discuss Online Marketing at Big Skinny case.	Read Online Marketing at Big Skinny case
Apr 20	<i>Implementation & Control</i>	
Apr 22	Marketing Plan Team Lab/Meet with Dr. Mason	Marketing Plan Outline/Draft due.

Apr 27 Apr 29	Marketing Plan Presentations	
May 4	FINALS WEEK – Final Marketing Plan Due!	

Harvard Business Online Course Materials

- Black & Decker Corp (A): Power Tools Division
- Note on Marketing Arithmetic & Related Marketing Terms
- Reed Supermarkets: New Wave of Competitors Snapple
- Biopure Corporation
- Starbucks: Delivering Customer Service
- Snapple
- IKEA Global Sourcing Challenge
- Online Marketing at Big Skinny