MARKETING STRATEGY

COURSE SYLLABUS – Fall 2012

COURSE NUMBER:  Bus 473 (Sections 1 & 2)
INSTRUCTOR:  Dr. Birgit Leisen Pollack
OFFICE:  Sage 1446
PHONE:  (920) 424-0076
E-MAIL:  leisen@uwosh.edu
D2L:  https://uwosh.courses.wisconsin.edu/
CLASS TIME:  T/R 9:40 – 11:10 (Section 1); T/R 11:30 – 1:00 (Section 2)
CLASS ROOM:  Sage 2215
OFFICE HOURS:  T/R 8:00 - 9:30 (& by appointment)

COURSE DESCRIPTION

This course focuses on development, implementation, and control of market-based strategies needed to attain and sustain an organization’s competitive advantage. Instructional methods may include case studies, exams, and development of a marketing plan.

In a nutshell, the mental framework for how to think of marketing strategy is: marketing strategy should be a roadmap that identifies where you are, where you want to be, and what you should do as you go from where you are to where you want to be. Strategy should have a long-term view and should tell a story that ties together different marketing and business issues. The focus is on thinking about the strategy framework and how to apply this framework to guide your strategic decisions. The main idea in this class is to think about how different issues should be considered when developing a strategic story. Involves decisions on target market and positioning and provides directions for the development of a marketing mix and expenditures.

The primary learning objective in this course is to develop a mental framework for solving general marketing problems. Much of the material in this class may not be new; the focus is on the use of concepts to make evaluations and decisions about marketing.

COURSE OBJECTIVES

The course has several broad goals. Every student will reach these goals proportionate to their commitments to them and willingness to do the required work to achieve them. The first broad goal is to enhance each person’s ability to identify marketing problems, analyze their nature, and develop solutions consistent with analysis. A second broad objective is to give you an opportunity to apply your marketing knowledge to real-life situations.

More specifically, the course aims to help students achieve the following:

- Understand the role of strategic planning in marketing management.
- Be able to go through the process of developing an integrated marketing plan for an organization.
- Be able to go through the process of analyzing case scenarios.
REQUIRED COURSE MATERIAL
- Harvard Business Cases:
  1. Metabical: Positioning and Communications Strategy for a New Weight-Loss Drug (Case #: 4240)
  2. Metabical: Pricing, Packaging, and Demand Forecasting for a New Weight-Loss Drug (Case #: 4184)

GRADES
Your grade will depend on how well you perform on the requirements of the course. You should read them carefully and understand the implications fully. If some parts are not clear to you, I will be glad to explain it in greater detail. Do not make assumptions. If your assumptions are wrong, you are responsible for their consequences.

Two Mid-Term Exams ................................................................. 400 points
Two Harvard Business Case Analyses (Team Projects)............................... 100 points
Current Business Problem Case Analysis (Team Project) .............................................. 50 points
Marketing Plan (Team Project) ........................................................................................................ 100 points
Class Participation ........................................................................................................... 50 points

TOTAL POINTS 700 points

Letter grades for all assignments and your final course average are calculated on a relative basis. At the end of the semester there may be a curve, based on the highest and standard deviation of scores. Final letter grades for the course will be determined as follows: 100 to 93 percent (A), 90 to 92.9 (A-), 87 to 89.9 (B+), 83 to 86.9 (B), 80 to 82.9 (B-), 77 to 79.9 (C+), 73 to 76.9 (C), 70 to 72.9 (C-), 67 to 69.9 (D+), 63 to 66.9 (D), 60 to 62.9 (D-), below 60 (F).

MID-TERM EXAMS
The mid-term exams will test your knowledge and ability to apply the subject matter that we will discuss in class. For example, you may be asked to briefly outline the formal marketing strategy process, or you may be asked to figure a firm’s break-even point in unit sales and total sales. The format of the mid-term exam will most likely include multiple choice, T/F, short answers and some applications (i.e., problem solving).

HARVARD BUSINESS CASE ANALYSES
This is a team assignment. You are responsible for carefully reading the cases and for providing answers to a set of questions. The questions will be distributed in class or posted on our D2L site.

Your write-ups should be in the format of the Recommendation Memo addressing the set of specific case questions. The memo should be no longer than 1000 words (about two single spaced typed pages) plus exhibits. I’m looking for complete yet concise answers to questions. The memo should be addressed to Birgit Leisen Pollack. You can use one of the memo templates provided in Microsoft Word.

CURRENT BUSINESS PROBLEM CASE ANALYSIS
This is a group assignment. You are responsible for one case analysis for a company with a marketing related problem discussed in the current media and for submitting a written case report. The report is due on the date indicated on the time schedule. The report should be approximately 5 single-spaced pages long. I expect a concise and well-written report that provides sufficient detail about the case analysis. To achieve some synergies, the current business problem case can be written for a company in the industry of your new product that you develop a marketing plan for (see Marketing Plan heading below).
When preparing the case, place yourself in the role of the decision-maker and identify the problem. The next step is to perform the necessary analysis and to come to a set of recommendations. The recommendations must be yours (vs. what the firm already does). More specifically, the following areas should be addressed:

1. **Situation Analysis (40%)**
   - State the problem to be addressed; provide an analysis (qualitative and quantitative) of the relevant elements of the external and internal environment; provide a summary of the situation and identification of major issues

2. **Recommendations (30%)**
   - Develop recommendations, rationales behind your recommendation, and identify issues in implementing your recommendations

3. **Presentation of Report (30%)**
   - Written presentation: Organization of report (e.g., flow, clarity, to the point), writing style (easy to understand, free from errors), professional appeal; Oral presentation (20%): See separate handout with evaluation criteria

**MARKETING PLAN**

This is also a team assignment. Each team is responsible for writing a marketing plan for a new good or service of their choosing. Please refer to the “Marketing Plan Outline” file posted in the content area/course information area of our D2L site and the *Marketing Plan Handbook*. Each team will also prepare materials for a poster session to be held in Reeve Union toward the end of the semester (see schedule). You will need to provide key information concerning the components of the marketing plan listed below.

Your grade for this assignment will be derived as follows:

- **Written Marketing Plan**
  1. Executive Summary (2%)
  2. Product / Market Description (5%)
  3. Situation Analysis (30%)
  4. Goals / Objectives (5%)
  5. Marketing Strategy (3%)
  6. Marketing Program (30%)
  7. Forecast and Budget (10%)
  8. Implementation controls (5%)
  9. Appendix

- **Poster Presentation of Marketing Plan (10%)**

**A NOTE ON GROUP WORK**

Working in groups may be more difficult than working alone. Be prepared to face the challenges of working with people, something you will do throughout your career, and avoid finger pointing at the end of the semester. Allow me to provide assistance and guidance in the early stages of your project and organizing your group. Ask, and you will receive support.

Organize early and you will be rewarded! Select a team leader who can organize meetings, keep assignments on time, and make the administrative burden much lighter on everyone. Exchange telephone numbers and e-mail addresses with each other and make sure that I have a copy of this information for the entire team.

Schedule standing meetings when everyone will show-up as if it is an extra class meeting. Allow extra meeting time during the heavy load periods in case it becomes necessary. Remember, the only people
responsible for an efficient team are the team members! If there are minor difficulties in scheduling, assignments, etc., at the beginning, I will be glad to lend a hand to organize the team.

"Freeloaders" exist only if the team allows it. Do not complain at the end of the semester that a member of the team did not do his or her part. Let me know at the beginning of such tendencies. We will have peer evaluations. An individual’s grade for a project may be downwardly adjusted depending on this evaluation.

GUIDELINES AND EXPECTATIONS
The Marketing Professors believe that when students miss class, they are not available to share their insights and help develop discussion. They are also not exposed to the “un-scripted” discussions and comments that invariably pop up in most classes. As such they lose out on the richness and perspective that is so important to truly understand how business works. We want our students to possess the insights and dimensionalities gained from the class discussions.

Two percent (2%) of the total semester possible points may be deducted for each unexcused absence. Excused absences may include participation in all-university events and emergencies, provided appropriate documentation is submitted in a timely manner by the student who is absent. Your professor has the right to adjust this policy, for example excusing one non-emergency absence.

Missing part of a class multiple times may be treated as an absence. To illustrate, missing part of class four times may equate to two absences.

USAGE OF ELECTRONIC DEVICES
During class, mobile devices are to be turned off and put away (e.g., in a backpack, purse or pocket) unless explicitly approved for use by your instructor. If you are expecting an important call, please set your phone to vibrate and advise your instructor of the potential disruption.

OFFICIAL POLICY ON ACADEMIC HONESTY AND INTEGRITY
UW Oshkosh students are subject in their behavior to the Wisconsin Administrative Code, as well as specific disciplinary procedures duly adopted for our campus. The UW System disciplinary code and UW Oshkosh provisions are available to all students in the Dean of Students Office, Polk Library, Reeve Memorial Union Office, Oshkosh Student Association (OSA) Office, Residence Life Office, and in each residence hall.

Academic misconduct is an act in which a student seeks to claim credit for the work or effort of another without authorization or citation, uses unauthorized materials or fabricated data in any academic exercise, forges or falsifies academic documents or records, intentionally impedes or damages the academic work of others, engages in conduct aimed at making false representation of a student’s academic performance, or assists other students in any of these acts.

Examples of academic misconduct include, but are not limited to: cheating on an examination, collaborating with others on work to be presented, contrary to the stated rules of the course; submitting a paper or assignment as one’s own work when a part or all of the paper or assignment is the work of another; submitting a paper or assignment that contains ideas or research of others without appropriately identifying the sources of those ideas; stealing examinations or course materials; submitting, if contrary to the rules of a course, work previously presented in another course; tampering with the laboratory experiment or computer program of another student; knowingly and intentionally assisting another student in any of the above, including assistance in an arrangement whereby any work, classroom performance, examination or other activity is submitted or performed by a person other than the student under whose name the work is submitted or performed.
The disciplinary sanctions that may be imposed for academic misconduct include suspension or expulsion from the university. Any questions may be directed to the Dean of Students Office, Dempsey 125, which administers the University’s student disciplinary code.

**DISABILITY SERVICES**
The University of Wisconsin Oshkosh is committed to providing reasonable accommodation for students with disabilities. Please contact the Disability Services [Dean of Students Office, 125 Dempsey Hall, 424-3100 (Voice), 424-1319 (TTY)] for the University’s accommodation request form and documentation requirements or visit their website at [http://www.uwosh.edu/dean/disabilities.htm](http://www.uwosh.edu/dean/disabilities.htm). Information related to an individual’s accommodation request and/or arrangements will be confidential and will be shared with relevant University personnel or offices on a ‘need to know’ basis.

**CLASS SCHEDULE**
The tentative course outline below indicates the approximate dates when selected topics will be discussed. Note that students are expected to complete the chapter reading assignments prior to coming to class on the dates indicated below. This will assist in note taking and will result in more insightful class discussion. If changes in the schedule are necessary, students will be held responsible for such changes as announced in class. The course schedule contains information regarding the overall flow of the semester as well as week-by-week assignments and readings.

<table>
<thead>
<tr>
<th>DATE</th>
<th>CLASS CONTENT</th>
<th>ASSIGNMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Introduction</td>
<td></td>
</tr>
<tr>
<td>9/3– 9/9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Topics:</td>
<td></td>
<td>Readings:</td>
</tr>
<tr>
<td></td>
<td>- Fundamentals of Marketing Strategy; Customer Driven / Value</td>
<td>Discussion Outline</td>
</tr>
<tr>
<td></td>
<td>- Strategic Marketing Planning Process</td>
<td>Wood Chapter 1</td>
</tr>
<tr>
<td>Week 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/10 – 9/16</td>
<td>Topics:</td>
<td>Readings:</td>
</tr>
<tr>
<td></td>
<td>- Situation / Environmental Analysis</td>
<td>PP Discussion Outline</td>
</tr>
<tr>
<td></td>
<td>- SWOT Analysis</td>
<td>Wood Chapter 2</td>
</tr>
<tr>
<td>Week 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/17 – 9/23</td>
<td>Topics:</td>
<td>Readings:</td>
</tr>
<tr>
<td></td>
<td>- Customer Analysis, Market Segmentation, Target Market</td>
<td>PP Discussion Outline</td>
</tr>
<tr>
<td></td>
<td>- Market Potential / Demand Analysis</td>
<td>Wood Chapters 3, 4</td>
</tr>
<tr>
<td>Week 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/24 – 2/30</td>
<td>Topics:</td>
<td>Readings:</td>
</tr>
<tr>
<td></td>
<td>- Customer Satisfaction &amp; Loyalty</td>
<td>PP Discussion Outline</td>
</tr>
<tr>
<td>Week 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10/1 – 10/7</td>
<td>Topics:</td>
<td>Readings:</td>
</tr>
<tr>
<td></td>
<td>- Goals / Objectives</td>
<td>PP Discussion Outline</td>
</tr>
<tr>
<td></td>
<td>- Review of Financial Analyses in Marketing</td>
<td>Wood Chapters 5, Handout</td>
</tr>
<tr>
<td></td>
<td></td>
<td>R: Marketing Plan Part 1</td>
</tr>
<tr>
<td>Week 6</td>
<td><strong>T: Mid-Term Exam #1</strong></td>
<td></td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
</tr>
<tr>
<td>--------</td>
<td>------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>7</td>
<td>10/15 – 10/21</td>
<td>Differentiation &amp; Strategic Positioning</td>
</tr>
<tr>
<td>8</td>
<td>10/22 – 10/28</td>
<td>Strategic Pricing Aspects, Price Elasticity of Demand Analysis, Strategic Distribution Issues</td>
</tr>
<tr>
<td>10</td>
<td>11/5 – 11/11</td>
<td>Marketing Performance Metrics</td>
</tr>
<tr>
<td>11</td>
<td>11/12 – 11/18</td>
<td>Current Business Problem Case Presentations</td>
</tr>
<tr>
<td>12</td>
<td>11/19 – 11/25</td>
<td>Current Business Problem Case Presentations</td>
</tr>
<tr>
<td>13</td>
<td>11/26 – 12/2</td>
<td>Current Business Problem Case Presentations</td>
</tr>
<tr>
<td>14</td>
<td>12/3 – 12/9</td>
<td>Marketing Plan</td>
</tr>
<tr>
<td>15</td>
<td>12/10 – 12/16</td>
<td>T: Marketing Plan Poster Session</td>
</tr>
</tbody>
</table>

* T= Tuesday, R = Thursday