



MKTG 5200
Marketing Strategy
Winter 2015

TUE 2:35–5:25 p.m. DT 328 (Section A)

WED 6:05–8:55 p.m. DT 328 (Section D)

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Office Hours: Wed 3:00 – 5:00 p.m. or by appointment

Email Hours: Weekdays 8:30 a.m. – 4:00 p.m.

Course Description:

Marketing Strategy

Essential concepts for cultivating and maintaining successful buyer-seller relationships, including customer and competitor analysis, segmentation, targeting, and positioning. Translation of target market and positioning decisions into actionable marketing plans, including product, pricing, channel and promotional decisions, and tools for forecasting/evaluating success.

Marketing is a set of processes for creating, communicating and delivering value to customers, and for managing customer relationships in ways that benefit the organization and its stakeholders. Although these processes are often coordinated by a 'marketing department', they are a product of the entire organization. Consequently, a solid grasp of marketing is critical to your effectiveness as a manager regardless of your specific career path or role within the organization.

Marketing strategy is the means by which organizations choose which customers to serve and how to serve them. Its goal is to generate sources of sustainable competitive advantage that allow the organization to provide superior value to customers and superior returns to stakeholders. This requires sensible segmentation, targeting, and positioning, grounded in a solid understanding of customers, competitors and the organization's own strengths and weaknesses. It also demands effective implementation of these decisions: What products should be offered? How should they be priced relative to competitors and what pricing structure should be used? Should different versions of the product be offered to different groups of customers, and should some pay more than others? What is the best way to promote the offering and deliver it to customers?

This course will provide you with tools to analyze markets, formulate sound marketing strategies, and translate that strategy into specific and actionable marketing mix decisions.

Learning Objectives:

1. To gain a strategic perspective on the role of marketing. You should leave this course with a solid grasp of the role of marketing and how and why strategic marketing planning helps organizations

deliver superior value to customers and superior returns to stakeholders.

2. To understand and be able to apply relevant marketing concepts. You should leave this course with a clear understanding of concepts that are critical to marketing strategy formulation. You should also be able to leverage this understanding to solve real-life business problems.
3. To become comfortable with the process of making sensible marketing decisions. You should leave this course with an ability to analyze an organization's environment, develop a viable set of marketing strategies, and select the most appropriate one for the given context.
4. To become familiar with the decisions involved in translating target market selection and positioning into actionable marketing plans. You should leave this course with a clear sense of the marketing mix decisions that managers must make to implement their marketing plans.
5. To develop a basis for making these marketing mix decisions. You should leave this course with a framework for making decisions regarding the product offering, pricing, distribution, and promotion.
6. To develop your skills in developing actionable marketing plans. You should leave this course with a heightened ability to translate business problems into specific, profitable marketing action plans.

Course Restrictions: Enrolment in the Sprott MBA program, or permission of MBA Program Office

Course Prerequisites: None

Textbook (Required): Kotler, Philip and Kevin Lane Keller (2012). *A Framework for Marketing Management*, 5th ed., Boston: Prentice Hall, ISBN 9780132539302.
(This text is also available as an e-book: <http://shar.es/huphl>)

OR

Kotler, Philip, Kevin Lane Keller, and Peggy Cunningham (2008). *A Framework for Marketing Management*, Canadian ed., Toronto: Pearson Prentice Hall, ISBN 9780131213456. (Website: http://wps.pearsoned.ca/ca_ph_kotler_fmm_1/)

Drop Course Policy:

You may drop this course up until the END of the second week of classes. Students that drop a class in the third week will receive a WDN but will automatically have the grade changed to ABS. A grade of ABS is considered a failing grade. Since this is a required course in the MBA program, it will have to be taken again. Students with relevant medical issues and supporting documentation may petition the School to have the ABS grade changed back to WDN.

Grading Scheme:

Written Case Analysis #1	15%
Midterm Exam (24 Hour Case Analysis)	20%
Written Case Analysis #2	25%
Contribution to Class Discussion	10%
Final Group Project	30%
TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

- Written Case Analyses: Two of the cases we will discuss during the term will also serve as written assignments. Your task is to prepare a consultant's report that sizes up the key problems / opportunities raised by the case, identifies the main strategic alternatives, and proposes a specific course of action for the decision-maker. The report for Case Analysis #1 is limited to 1,500 words (approximately 6-pages). For Case Analysis #2, you are limited to 2,500 words (approximately 10 pages).
- Midterm Exam (48 Hour Case Analysis): You will be expected to read a short case and provide written analysis and recommendations to the decision-maker about what strategic option s/he should pursue and why. You will have approximately 48 hours to read the case and prepare your recommendations in 2,000 words (approximately 8 pages) or less.
- Contribution to Class Discussion: I will evaluate your overall contribution to the class discussion (both lecture and case discussions). Although you must participate to contribute, the emphasis will be on the *quality* of your participation rather than quantity or frequency (see the note about case discussions for additional guidance). Your goal should be to make comments that facilitate the learning of your peers.
- Final Project: Working in a group of no more than four individuals, you will identify a client organization facing a problem / opportunity that is of interest to you and summarize your proposed project in 750 words or less. Both the client and the problem / opportunity must be explicitly approved by me. Once approved, you will prepare a 5,000-word consultant's report summarizing your assessment of the situation, identifying viable alternatives, and proposing a specific course of action with respect to product offering, pricing, distribution, and promotion.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. I will then use this peer evaluation data when assigning the grade for the final project. The specific procedure is as follows: Each student will take 100 points and allocate those points to the various members of the group (including him or herself) to reflect the contributions made by each member. For instance, if there are 4 members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation. You will be asked to provide this information **twice**. Once approximately 10 days before the report is due (in order to flag potential problems), and a second time after your report has been submitted (to be used when assigning grades).

A Note About Case Discussions:

A satisfying case discussion experience requires rigorous preparation prior to class. To that end, you are encouraged to form a team consisting of 3-4 individuals, and meet with your team prior to each class to discuss that week's case. Although this is not required, you will find that this enhances your learning experience by allowing you to digest issues more fully before they are raised in the broader class discussion.

Regular contribution from all class members is essential for effective case discussion. Keep in mind that there is a difference between contributing to and merely participating. The latter can be achieved by saying just about anything (such as quoting a number or simple fact from the case). *Meaningful* contribution requires that you teach your peers something useful that might otherwise have gone unnoticed. Here are a few examples:

- starting off the discussion in a thought-provoking way;
- offering constructive criticism of another's ideas;
- redirecting the discussion in a useful direction when it stagnates;
- summarizing effectively;
- emphasizing generalizable learning points;
- sharing calculations;
- pursuing the logic advanced by others, not letting it die prematurely, and;
- presenting rigorous, but not stubborn, defense of a well-articulated position.

Deferred Final Assignment:

Students unable to complete their final project because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferrals are not granted for students who have made travel arrangements that conflict with the completion of their assignments.

Policy on Mobile Devices:

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with me prior to class.

Course Schedule (Section A / Section D)

Week	Date	Topics/Agenda	Pre-class Prep
1	Jan 6 <i>Jan 7</i>	<ul style="list-style-type: none"> • Strategic role of marketing • Developing marketing plans 	Read: Ch.1, Ch.2 Case: Carvel Ice Cream *
2	Jan 13 <i>Jan 14</i>	<ul style="list-style-type: none"> • Understanding markets and the marketing environment 	Read: Ch.3 Case: Fairmont Hotels
3	Jan 20 <i>Jan 21</i>	<ul style="list-style-type: none"> • Creating customer value, satisfaction, and loyalty 	Read: Ch.4 Case: Kraft Foods: The Coffee Pod Launch
4	Jan 27 <i>Jan 28</i>	<ul style="list-style-type: none"> • Analyzing customers • Identifying market segments & targets <p style="text-align: center;">► WRITTEN CASE ANALYSIS DUE</p>	Read: Ch.5, Ch.7 Case: Evoo Spring Spa
5	Feb 3 <i>Feb 4</i>	<ul style="list-style-type: none"> • Creating brand equity 	Read: Ch.8 Case: Starbucks: A Story of Growth
6	Feb 10 <i>Feb 11</i>	<ul style="list-style-type: none"> • Crafting the brand positioning • Dealing with the competition 	Read: Ch.9 Case: Black & Decker
WINTER BREAK		► NO CLASS	
EXAM WEEK		► 48-HOUR CASE ANALYSIS DUE	
7	Mar 3 <i>Mar 4</i>	<ul style="list-style-type: none"> • Setting product strategy • Introducing new market offerings 	Read: Ch.10 Case: D.Light Design
8	Mar 10 <i>Mar 11</i>	<ul style="list-style-type: none"> • Developing pricing strategies / programs 	Read: Ch.12 Case: Medi-Cult

	Mar 17 Mar 18	▶ NO CLASS (Rescheduled to March 26 / 27)	
9	Mar 24 Mar 25	<ul style="list-style-type: none"> Designing and managing value networks and channels <p>▶ WRITTEN CASE ANALYSIS DUE</p>	<p>Read: Ch.13</p> <p>Case: Rayovac Corporation The Rechargeable Battery Opportunity</p>
10	Mar 26 Mar 27	<ul style="list-style-type: none"> Managing retailing, wholesaling & logistics 	<p>Read: Ch.14</p> <p>Case: Showrooming at Best Buy</p>
11	Mar 31 Apr 1	<ul style="list-style-type: none"> Designing and managing marketing communications 	<p>Read: Ch.15,Ch.16</p> <p>Case: Post Cereals</p>
12	Apr 7 Apr 8	<ul style="list-style-type: none"> Managing personal communications and leveraging social media 	<p>Read: Ch.17</p> <p>Case: Matchstick</p>

* Cases are available from <http://study.net>. You will need to register with the site and identify yourself as a Carleton University student in the MBA program to see available courses. Cases can be downloaded immediately upon payment of copyright clearance fees. The ID for this course is 35613.

IMPORTANT ADDITIONAL INFORMATION

Policy on Mobile Devices

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

Group Work

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor may assign one or more group tasks/assignments/projects in this course.

Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Person with Disabilities

Students with disabilities requiring academic accommodations in this course are encouraged to contact a co-ordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information.

Religious Observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

Pregnancy

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete *a letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Dates & Deadlines – Winter Term 2015

January 5, 2015

Winter-term classes begin.

January 16, 2015

Last day for registration for winter term courses.

Last day to change courses or sections for winter term courses.

January 31, 2015

Last day to withdraw from winter term & winter portion of fall/winter courses with full fee adjustment.

February 13, 2015

April examination schedule available online.

February 13-21 (may include evenings and Saturdays), 2015

Fall-term deferred examinations will be written.

February 16, 2015

Statutory holiday. University closed.

February 16-20, 2015

Winter Break, classes suspended.

March 1, 2015

Last day for UHIP refund applications for International Students who will be graduating this year.

Last day for receipt of applications from potential spring (June) graduates.

March 6, 2015

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

Late March, 2015

Last day to pay any remaining balance on your Student Account to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

April 3, 2015

Statutory Holiday, University closed.

April 8, 2015

Winter term ends. Last day of fall/winter and winter-term classes. Classes follow a Friday schedule.

Last day for academic withdrawal from fall/winter and winter-term courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses

April 9-10, 2015

No classes or examinations take place.

April 11-23, 2015

Final examinations in winter term and fall/winter courses will be held. Examinations are normally held all 7 days of the week.

June 8-18, 2015

Fall/winter and winter term deferred final examinations will be held.