



**MKTG 5200 P (PMBA)
Marketing Strategy
Winter 2020**

Instructor: Dr. Robin Ritchie

Office: 809 DT
Email: robin.ritchie@carleton.ca
Phone: 613-520-2600 x.2420
Office Hours: by appointment

Course meets: 8:35 a.m.-5:25 p.m. – Canal Building, Room 2104
Friday, January 10, 2020 / Saturday, January 11, 2020
Friday, February 7, 2020 / Saturday, February 8, 2020

MKTG 5200 [0.5 credit]

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. Organizational capstone project required.

Course Description:

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. Hence, a solid grasp of marketing is critical to your effectiveness as a manager regardless of your 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 understand the role of marketing within the organization.* 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 know and be able to apply relevant marketing concepts.* You should leave this course with a working understanding of concepts that are critical to marketing strategy.
3. *To be comfortable with the process of making sound strategic marketing decisions.* You should leave this course with the ability to analyze an organization's environment, develop a viable set of strategic marketing options, and select the most appropriate one for the given context.
4. *To have a working knowledge of tactical marketing decisions.* You should leave this course with a good understanding of decisions that need to be made regarding the marketing mix: i.e., product offering, pricing, distribution, and promotion.
5. *To be capable of developing actionable marketing plans.* You should leave this course with an ability to translate business problems into sensible marketing strategies and action plans.

Course Prerequisites: None

Textbook:

I will provide you with detailed slides and readings in this course, so there is no mandatory textbook. However, individuals who do not have a strong marketing background will find a reference book to be useful when seeking to deepen your understanding of key topics and terminology. Here are two that do a good job of covering key topics succinctly:

1. *A Framework for Marketing Management*, by Philip Kotler and Kevin Lane Keller
ISBN: 0133871568 (6th edition); 0132539306 (5th edition); 0131213458 (1st Canadian edition)
2. *MM4*, by Dawn Iacobucci
ISBN: 1133629385 (4th edition)

For your convenience, the schedule in this course outline identifies specific chapters from each of these two books that correspond to the topics we will cover in class.

Those looking for a more comprehensive book with additional examples should consider these options:

3. *Marketing Management*, by Philip Kotler & Kevin Lane Keller (16 editions, Canadian version available)
4. *Marketing: An Introduction*, by Gary Armstrong & Philip Kotler (14 editions, Canadian version available)

To keep costs reasonable, I suggest that you opt for whichever of these books has the lowest price. Regardless of which one you select, buying a used copy and/or an older edition is likely a wise strategy. Be sure to check various websites (e.g., amazon.ca, amazon.com, indigo.ca) and used bookstores.

Cases and Other Readings

Authorized access to a variety of cases, articles, and various other copyright-protected course materials is provided via a licensing agreement between Carleton University and Harvard Business Publishing. Where possible, links to access these materials are provided within cuLearn. Other relevant materials may also be made available to you, where appropriate.

Exam Date: There is no exam in this course.

Drop Course Policy: The deadline for academic withdrawal is the last day of class (February 8, 2020).

Grading Scheme:

Marketing Thought Paper	10%
Group Response to Case Questions	15% <i>group assignment</i>
Personal Application Assignment	20%
In-Class Case Presentation	10% <i>group assignment</i>
Case Presentation Peer Critique / Rebuttal	5% <i>group assignment</i>
Contribution to Class Discussion	15%
Final Exam (Case Analysis)	25%
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:

- **Marketing Thought Paper:** The marketing thought paper, due immediately prior to our first class, will lay a foundation for the course by getting you to reflect on what marketing is, and how effective marketing has helped specific organizations (companies, non-profits, government agencies, etc.) to succeed. You are free (but not required) to draw on your own personal experience, and may discuss as few or as many organizations as you wish within the 1,250 word (approximately 5-page) limit.
- **Group Response to Case Questions:** I will be distributing several brief cases in class, which we will discuss as a class. Prior to each of these discussions, you will have 45-60 minutes to read the case and analyze it as part of a small group (approximately 4 students). The first of these cases will be accompanied by a set of questions; your group will need to prepare a concise set of responses and submit them online before the class reconvenes.
- **Personal Application Assignment:** Following the first weekend of class, I will ask you to reflect on insights learned from the various readings, class discussion, and in-class exercises, and prepare a written report summarizing key takeaways and their relevance to you. This document should (a) provide evidence of knowledge gained, and (b) show how you plan to apply it in your own job or, if you prefer, how your organization might apply these concepts and insights to enhance its overall effectiveness. This assignment has a maximum length of 2,500 words (approximately 10 pages).
- **In-Class Case Presentation:** For the remainder of the brief cases, groups will be asked to prepare PowerPoint presentations. These should (a) size up the key problems / opportunities facing the organization, (b) identify and evaluate strategic alternatives, and (c) propose a specific course of action for the decision-maker. Using a random draw, your group will be chosen to present its analysis and solution to one of these cases.

- Case Presentation Peer Critique / Rebuttal: Using a random draw, your group will also be chosen to critique and/or provide specific rebuttal to another group's case presentation. Aim to identify strengths and areas for improvement, and prepare challenging questions for the presenters.
- 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 (for additional guidance, refer to my comments below on preparation and participation). Your goal should be to make comments that facilitate the learning of your peers.
- Final Exam (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 one week to read the case and prepare your recommendations in 2,500 words or less (plus appendices).

Instructions for Submitting Written Assignments:

The Marketing Thought Paper is due at the beginning of class (i.e., at 8:30 a.m. sharp) on January 10. The Personal Application Assignment is due at the beginning of class on February 7. To simplify the grading process, please submit a hard copy in class (this is the copy that will be read and graded) and upload an electronic version to cuLearn (to serve as a backup in case the hard copy is damaged or misplaced). You should also retain a duplicate hard copy of all work submitted.

Late Assignments:

If you are late for class on the day an assignment is due, it is your responsibility to ensure that I receive a copy of your assignment prior to the deadline. Submissions sent via e-mail will be accepted, but only if successfully received (i.e., claiming that an e-mail was sent, but not delivered, does not constitute acceptable grounds for accommodation). Requests for extension will be considered in cases of illness or other exceptional circumstances. To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on.

Preparation and Participation:

Given the compressed nature of the PMBA program, I expect that you will be present for all of the topics covered in this course. If you are unable to attend class for any reason, please let me know as soon as possible, as limited accommodation may be possible. Missing a full day of class (or an equivalent amount of time) will compromise your learning experience and make assessment difficult; in such cases, it is generally advisable to withdraw and retake the course at a later date.

Regular contribution from all class members is essential for effective discussion and learning. 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 a 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.

Group Work:

The Sprott School of Business encourages group assignments, as 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. Three graded components in this course—the Group Response to Case Questions, the In-Class Case Presentation, and the Case Presentation Peer Critique/Rebuttal—are group assignments; all other assignments should be completed individually. 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.

Academic Integrity:

Violations of academic integrity are a serious academic offence. Such violations—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: carleton.ca/registrar/academic-integrity/.

Requests for Academic Accommodation:

In some cases, students may need special arrangements to meet their academic obligations during the term. The processes for an accommodation request are as follows:

- **Pregnancy**
Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:
carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf
- **Religious Obligation**
Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:
carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and is survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

- **Accommodation for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

- **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline.

Course Sharing Websites:

Student or professor materials created for this course (including presentations, posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without written consent of the author(s).

Policy on Mobile Devices:

The use of mobile devices is disruptive to learning and is not permitted in this class. 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

Please see the course page on cuLearn for additional detail

January 10/11 Advance Readings:

- CASE — Carvel Ice Cream: Developing the Beijing Market
- READING — Developing a Superior Positioning Concept

DAY 1: Friday, January 10, 2020

 **ASSIGNMENT DUE:** *Marketing Thought Paper* (hard copy + online via cuLearn) @ 8:30 a.m.

	Topics	Corresponding Chapters
Morning	<ul style="list-style-type: none">• Strategic role of marketing• Developing marketing plans	Kotler & Keller: Ch.1, Ch.2 Iacobucci: Ch.1
Midday	<ul style="list-style-type: none">• Making sense of the marketing environment	Kotler & Keller: Ch.3 Iacobucci: Ch.2, Ch.15
Afternoon	<ul style="list-style-type: none">• Understanding customers• Identifying market segments & targets	Kotler & Keller: Ch.5, Ch.6, Ch.7 Iacobucci: Ch.3, Ch.4

DAY 2: Saturday, January 11, 2020

	Topics	Corresponding Chapters
Morning	<ul style="list-style-type: none">• Creating value and building customer relationships	Kotler & Keller: Ch.4 Iacobucci: Ch.14
Midday	<ul style="list-style-type: none">• Differentiation and brand positioning• Dealing with competitors	Kotler & Keller: Ch.9 Iacobucci: Ch.6
Afternoon	<ul style="list-style-type: none">• Building brand equity	Kotler & Keller: Ch.8 Iacobucci: Ch.7

 **IN-CLASS ASSIGNMENT:** *Response to Case Questions* (submitted online via cuLearn)

February 7/8 Advance Readings:

- CASE — Rayovac Corporation: The Rechargeable Battery Opportunity

DAY 3: Friday, February 7, 2020

 **ASSIGNMENT DUE:** *Personal Application Assignment* (hard copy + online via cuLearn) @ 8:30 a.m.

	Topics	Corresponding Chapters
Morning	<ul style="list-style-type: none">• Setting product strategy• Introducing new market offerings	Kotler & Keller: Ch.10 Iacobucci: Ch.8
Midday	<ul style="list-style-type: none">• Choosing distribution channels and managing logistics	Kotler & Keller: Ch.13 Iacobucci: Ch.10
Afternoon	<ul style="list-style-type: none">• Retailing and retail strategy	Kotler & Keller: Ch.14 Iacobucci: Ch.10

 **IN-CLASS ASSIGNMENT:** *In-Class Case Presentation* (completed during class time)

 **IN-CLASS ASSIGNMENT:** *Case Presentation Critique* (completed during class time)

DAY 4: Saturday, February 8, 2020

	Topics	Corresponding Chapters
Morning	<ul style="list-style-type: none">• Setting price and managing pricing strategy	Kotler & Keller: Ch.12 Iacobucci: Ch.9
Midday	<ul style="list-style-type: none">• Designing advertising messages and managing marketing communications	Kotler & Keller: Ch.15, Ch.16 Iacobucci: Ch.11, Ch.12
Afternoon	<ul style="list-style-type: none">• Managing digital and social media, sponsorship, and influencer marketing	Kotler & Keller: Ch.17 Iacobucci: Ch.13

Sunday, February 23, 2020

 **ASSIGNMENT DUE:** *Take-home Final Exam* (online via cuLearn) @ 6:00 p.m.

Important Dates & Deadlines: Winter Term 2019

<https://sprott.carleton.ca/students/current-professional-mba-students/dates-deadlines-policies/>