

## MARKETING STRATEGY (MKTG 680)

Andrews University-Trinidad at Andrews

June 28 - July 10, 2009

**PROFESSOR:** Dr. Jacquelyn Warwick  
**EMAIL:** [warwick@andrews.edu](mailto:warwick@andrews.edu)  
**OFFICE PHONE:** 269-471-3116

**HOME PHONE:** 269-471-9739  
**ADDRESS:** Andrews University  
School of Business, Box 0022  
Berrien Springs, MI 49104

### COURSE DESCRIPTION

A survey of marketing management processes of analyzing market opportunities, researching and selecting target markets, designing marketing strategies and tactics, and evaluating and controlling marketing programs. Emphasis will be placed on how marketing managers anticipate and react to a changing environment and evolving market structures to facilitate exchange transactions between producers and consumers. You will develop skills in creating and evaluating marketing plans, strategies, and implementation programs to better prepare you in managing the marketing problems you will encounter in your profession. This course also makes extensive use of team-based assignments and active class discussion. Prerequisite: Principles of Marketing (MKTG 310).

### COURSE OBJECTIVES

Toward achieving the overall purpose of this course, the following objectives have been adopted for this course. This course is designed to enable students to:

- 1) prepare substantive analysis of marketing cases,
- 2) evaluate marketing plans and strategies by applying learned principles,
- 3) develop competent marketing plans and strategies for specific organizations or products,
- 4) communicate effectively in both written and oral presentations.

### TEXTS: BOTH BOOKS MAY BE PURCHASED ON LINE

1) Marketing Strategy, 4<sup>th</sup> edition (4e), Ferrell and Hartline, 2008, South-Western College Publishing/ Thomson Learning, ISBN: #0-324-36272-2. It is a paperback. If you want to order directly from the publisher the link is <http://e-catalog.thomsonlearning.com/150/> Just type the ISBN number in the search box. You can also go to other book sites.

2) Mason/Perreault, 2002, The Marketing Game (with Student CD-Rom), 3<sup>rd</sup> edition, McGraw-Hill, ISBN: #0-256-13988-1 (**Purchase the right edition, older versions are available!**) If you want to order directly from the publisher the link is [www.mhhe.com](http://www.mhhe.com). Just type on the ISBN number in the search box. You can also go to other book sites.

### CLASS EXPECTATIONS BEFORE CLASS BEGINS, June 28<sup>th</sup>

If you have the opportunity (**this is an option**), read all the assigned chapters in the Marketing Strategy text and do the assigned questions. Be ready to hand all the assignments in at the beginning of Sunday's class. If you do not get these done before class, each assignment must be completed before that chapter is discussed in class. Thus, at a minimum (**this is a necessity**), **you should read**

**chapters 1, 2, 4, and 5 and complete the assigned questions to be turned in the first day of class.** Read through the “Marketing Game” text (Chapter 1-3 pages 1-42, SKIPPING Chapter 4, and reading chapter 5 and 6, pages 53-68) and become familiar with filling out both the “Marketing Plan Decision Form-Level 2” and the “Marketing Budget Planning” forms. Practice stepping through the process of making your decisions and a budget given your own parameters of your target market. **Be ready to turn both of these practice forms in at the beginning of Sunday’s class (this is a necessity).** Teams will be assigned and the first set of official company decisions will be made Sunday.

### **EVALUATION CRITERIA:**

Tests	300 points
Marketing Simulation	130 points
Case Presentations	50 points
Case Homework	60 points
Chapter Homework	72 points
Case Discussions	20 points
<u>Marketing Analysis</u>	<u>50 points</u>
Total	682 points

**GRADE SCALE:** (90 - 100)=A, (80 - 89)=B, (70 - 79)=C, (60 - 69)=D, (below 60)=F

### **GENERAL CLASS INFORMATION**

- 1) Both attendance of all scheduled classes and participation in class discussions are necessary for the successful completion of this course.
- 2) University policy will govern any incidents of cheating and plagiarism.
- 3) If you miss a regularly scheduled test for a valid reason (i.e., serious illness, death in the family) you must notify me prior to exam time. Make-up tests are not guaranteed to be exactly like the original and an appointment must be made as soon as possible to take the exam.
- 4) Disability Accommodations: If you qualify for accommodations under the American Disabilities Act, please see me as soon as possible for referral and assistance in arranging such accommodations.
- 5) **DO NOT BRING OUT/USE PALM PILOTS OR CELL PHONES DURING CLASS**  
Palm pilots and cell phones are a real disruption to the class. Please turn off your cell phone before coming into class. Please do not bring out or use either in class. If you do, they will be picked up and returned at a later date!
- 6) **COMPUTERS** may be used in class for taking notes only, if you are found to be logged on to the internet and/or checking your email etc., your laptop will be picked up and returned at a later date.

## TENTATIVE COURSE CALENDAR

\*\*\*\* PLEASE NOTE DAYS AND TIMES OF CLASS\*\*\*\*

### **Agenda for Sunday, June 28<sup>th</sup>, 9:00 - 5:00**

Introduction to Course and Syllabus  
Collect the practice “Marketing Planning Budget” form  
Text: Chapter 1, Marketing in Today’s Economy  
Chapter 2, Strategic Marketing Planning  
Chapter 5, Developing Competitive Advantage and Strategic Focus  
Chapter 4, Collecting and Analyzing Marketing Information  
Handout “Analyzing and Learning from Cases”  
Remind: “Ford” case posted on Website  
Pick Group Cases –presentations-- Grp#1 (M) 7/6, Grp#2 (T) 7/7, Grp#3, (W) 7/8  
Discuss “The Marketing Game”  
Game: Decision #1

### **Agenda for Monday, June 29<sup>th</sup>, 9:00 - 12:00**

Text: Chapter 6, Customers, Segmentation, and Target Marketing  
Game: Game Decision #2

### **Agenda for Tuesday, June 30<sup>th</sup>, 9:00 – 12:00**

Text: Chapter 6, Customers, Segmentation, and Target Marketing  
Text: Chapter 12, Developing and Maintaining Long-Term Customer Relationships  
Case Discussion: “Ford” posted on website (Read/turn in case answers/be ready to discuss)  
Game: Decision #3

### **Agenda for Wednesday, July 1<sup>st</sup>, 9:00 – 12:00**

Text: Chapter 7, Product Strategy  
Case Discussion: “Sunbeam” (Read/turn in case answers/be ready to discuss)  
Game: Decision #4

### **Agenda for Thursday, July 2<sup>nd</sup>, 9:00 – 12:00**

Test: Exam I Chapters 1, 2, 4, 5, 6, 7, 12  
Group: Group case selection for final day of class  
Game: Decision #5

## TENTATIVE COURSE CALENDAR (cont)

### **Agenda for Friday, July 3<sup>rd</sup>, 9:00 – 5:00**

Text: Chapter 7, Product Strategy (Service)  
Chapter 8, Pricing Strategy  
Chapter 9, Distribution and Supply Chain Management  
Game: Decision #6  
Game: Marketing sales promotion and advertisement due

### **Agenda for Monday, July 6<sup>th</sup>, 9:00 – 12:00**

Text: Chapter 10, Integrated Marketing Communication  
Case Discussion: Group #1 Case (Read/turn in case questions/be ready to discuss)  
Group #1 presents (30-45 minutes)  
Game: Decision #7

### **Agenda for Tuesday, July 7<sup>th</sup>, 9:00 – 12:00**

Text: Chapter 10, Integrated Marketing Communication  
Chapter 11, Marketing Implementation and Control  
Case Discussion: Group #2 Case (Read/turn in case questions/be ready to discuss),  
Group #2 presents (30-45 minutes)  
Game: Decision #8

### **Agenda for Wednesday, July 8<sup>th</sup>, 9:00 – 12:00**

Text: Chapter 3, Marketing Ethic and Social Responsibility  
Case: Ethical situations to be handed out and discussed in class  
Case Discussion: Group #3 Case (Read/turn in case questions/be ready to discuss),  
Group #3 presents (30-45 minutes)  
Game: Decision #9

### **Agenda for Thursday, July 9<sup>th</sup>, 9:00 – 12:00**

Test II Chapters 3, 7(service), 8, 9, 10, 11  
Group Meeting

### **Agenda for Friday, July 10<sup>th</sup>, 9:00 – 5:00**

Presentations: Individual Cases #1 through #3 case presentations (60 minutes each)  
(Read/turn in paper discussing recommendation (what they should do and why)/be ready to discuss)  
Game Results: Each group discusses game strategy (15 minutes each group)

## TESTS

Tests will be composed of short answer essay questions. They will cover topics from the book and lectures. Concerning exams:

There may be more than one part to the question, be sure to answer all parts.

You can bullet your answers.

Don't answer what isn't asked for. If question asks for "advantages", don't list advantages and disadvantages.

When the question asks for an "example" give an example and why it is an example.

## WRITTEN CHAPTER ASSIGNMENTS

**Chapter Assignments-** First, read the assigned text, Marketing Strategy. Second, read the case "Jill's House of Cakes II" (on website). After reading the case, go to "Homework Questions, Jill's House of Cakes II" and answer (typed, double-spaced) the question under the chapter due. Base your answer on the chapter (using chapter terminology and definitions) and relate the entire answer to Jill's House of Cakes. Each assignment is worth 6 points. **No late assignments will be accepted.**

### Due Dates:

Given this is a combination distance and on-site course; you have the option of completing all chapter assignments before the class begins and turning them in on the first Sunday of class. If you do the assignments before class starts, please place them in a folder to facilitate handling. Include a cover page with your name, the title of the course, the instructor's name, the date, and the site at which the course was taken. All assignments must be typed, proofread and professional in appearance. The folder is only needed if you are turning in all of the assignments on the first day of class.

If you can't get assignments done by the first day of class, each assignment must be turned in BEFORE the chapter is discussed in class. Thus, on the first Sunday of class, you should read chapters 1, 2, 4, and 5 and complete the assigned questions. If you have any questions about an assignment, you may either contact me by email or call me at my office phone number.

## MARKETING SIMULATION

Students will form teams of 2-3 people representing a company. This company will act as a product management team, making marketing decisions (product attributes, advertising budgets, sales commissions, etc.) that will be entered into a computer program by the professor. This computer program simulates an actual industry in which these companies compete. Results of sales, market share, and business returns will be provided to the teams after each marketing decision.

The Marketing Game is competitive. Groups will receive grades based on the performance of their company relative to other firms in their industry. Groups will also receive noncompetitive grades based on the quality of their strategic decisions, marketing plan, operating budgets, and final presentation. Each team will present their strategy to the class on the last day of class (July 10<sup>th</sup>).

The oral presentation will be no more than fifteen minutes in length. You will recap and assess your marketing strategies. This gives all firms an opportunity both to listen to their competitors and to question them about their strategy. Topics to address include: the firm's objectives, target market(s), marketing mix, assessment of their competitors, overall industry trends, major turning points, successes and failures, and key learning experiences. More on the specifics of this game will be provided at the beginning of the course and as the course progresses.

#### Marketing Game:

Marketing Strategy Summary	15 points	
Operating Budget	30 points	
Marketing Plan	15 points	
Performance Objectives	30 points	
Oral Report	10 points	
<u>Marketing Simulation Ads</u>	<u>30 points</u>	<b>Due Friday, July 3<sup>rd</sup></b>
Total	130 points	1) sales promotion for target market(s) 2) ad for target market(s)

### CASE ASSIGNMENTS

Each case should be read and analyzed (using guidelines from book) by all class members before coming to class. For all cases, class members that are NOT presenting are responsible for answering the case questions found at the end of each case. There is no predetermined length for these assignments. They should be as long as necessary to adequately answer all the questions. These assignments are to be handed in at the beginning of the class period on the day the case is to be discussed. NO assignments will be accepted after the class discussion. You may wish to print off two copies so that you can have one when discussing the case. **On the last day of class**, the questions at the back of the case do not need to be answered. Instead, each person should hand in a recommendation of what the company should do and why.

### CASE PRESENTATIONS

The class will be divided into three groups.

- 1) Each group will be ready to present and bring out class discussion (30 minutes) of an assigned case during the process of the two weeks. See class schedule for group case assignment and presentation day. Go over issues relevant to class discussions up to this point. Each group should bring out class discussion as well as be prepared to discuss end of case questions and answer questions about their recommendations.
- 2) Last day presentation (60 mins). Utilizing all the information received from the course, groups will be expected to present case highlights, an analysis, and recommendations as if they were a consulting group. Do not reiterate the entire case. Simply spend a few minutes highlighting what is important for class consideration then explain your recommendation(s). Each group should bring out class discussion as well as be prepared to answer questions about their recommendations. A professional power point presentation is expected.

- a. Each group should be prepared to handout to the class a SWOT analysis of the company they will be presenting. Thus a great deal of time should not be spent on explaining the SWOT analysis.
- b. Before the presentation, each group will hand to the professor 1) an outline of their presentation, 2) a copy of the power point presentation slides, 3) an overall recommendation of what the company should do and why.

## **GRADING OF THE CASE PRESENTATION**

The case presentation will be graded on:

- 1) content (depth of material, completeness)
- 2) professionalism (well-organized, free from grammar, spelling, typographical errors, no reading)
- 3) clarity (easy to read, understand, and interpret)
- 4) style (creativity, flair)
- 5) overall presentation of ideas

## **MARKET ANALYSIS AND PLAN**

Students will perform a written market analysis including a marketing plan for Jill's House of Cakes II. This analysis is to be performed after the course is over and will be due no later than July 12<sup>th</sup>, 2009. Students may work in groups of three to four to complete this assignment however each student in the group will receive the same grade for the project.

### **Project Overview**

This project will involve conducting a marketing analysis of her existing marketing mix and possible current or potential problems. Once problems are assessed develop a marketing plan, discussing the target market and **utilizing ALL of the marketing mix variables**, coming up with workable solutions to the stated problems. End the paper with a promotional campaign.

Potential discussion in each of the Areas for Evaluation:

- 1) Global Business Concerns:
  - target market
  - environmental forces (local community/national)
  - objectives
  - SWOT analysis
- 2) Distribution- (Place)
  - layout of business, inside and outside
  - product placement
  - consumer movement patterns inside the establishment
  - exterior look of store

- 3) Product-(not a specific product/service-general assortment)
  - products sold match consumer's needs
  - quantity stocked match consumer needs
  - customer service
  
- 4) Price-(not price of one item, general array of prices)
  - comparative prices of product(s)/service offered by business
  - consumers perception of prices
  - assessment of competitor's prices
  
- 5) Promotion-
  - past/current/future promotional campaign
  - past/current/future personal selling
  - past/current/future publicity
  - past/current/future advertising
  - past/current/future sales promotions
  - your ideas for all these various areas (personal selling, publicity, advertising, sales promotions)

These are just a few ideas, they may or may not be pertinent to the business you are analyzing, be original and complete. Take time to evaluate what you have learned from the company and decide what is important before you settle on a plan of action. After you have evaluated the business on the basis of the four P's determine a feasible plan of action including a promotional campaign for the business.

### **Body of Paper**

- 1) Main body of the paper must be double-spaced.
- 2) Written paper length 10 pages (not including appendix).
- 3) Break the paper into headings. Under each heading include a precise description of the problem, pertinent information related to the business, and conclude with your group's idea's for solving the problem.
- 4) Be specific, including details on the business's current customer base, target market, marketing costs, and future strategy including implementation of that strategy.
- 5) The last section should include your promotional campaign.
- 6) There should be at least 4 cites (references) within the paper. Cites used in body of paper should be same format as current *Journal of Marketing*.
- 7) The bibliography section of the paper should also use the *Journal of Marketing* format.

### **Appendix**

Tables, charts, etc.— These should all be referenced in the paper and listed in the order cited.

### **References**

As stated in 6 and 7 above, use format of current *Journal of Marketing* within the body of the paper for all your cites as well as the bibliography section.

## PEER EVALUATION

Each team/group member will be required to rate the other members of the team/group in terms of their respective contributions to the 1) case presentation, 2) marketing game, 3) Jill's case marketing analysis. These ratings will serve as the basis for a peer rating adjustment (the peer evaluation form is attached to this syllabus) for each individual in the team. Thus, individual grades for the various projects will be adjusted based on the peer evaluations submitted by the other team/group members. This helps ensure that all will do their fair share of the work.

### PEER EVALUATION SCALE

Individual grades for the project will be determined from the summed Peer Evaluation points according to the following scale.

<u>Total points received from other team members</u>	<u>Individual Grade</u>
110+	Team Grade +5 points
95+	Team Grade
90-94	Team Grade - 5 points
80-89	Team Grade - 10 points
70-79	Team Grade - 15 points
60-69	Team Grade - 20 points
50-59	Team Grade - 30 points
30-49	50 total points for project
Below 30	10 total points for project

Example:

Larry Lipkey received 32, 20 and 15 points from his other 3 team members respectively. The Team Grade was 42/50 points for the project.

Larry's Grade:  $32 + 20 + 15 = 67$  total points from peers

Team Grade = 42/50

Larry's personal grade = team grade 42 - 10 (67 is in 60-69 range= minus 10 points)= 32 points

**CONFIDENTIAL PEER EVALUATION (Marketing Game)**

Name \_\_\_\_\_

1. Divide 100 points among group members; **do not include yourself; no fractions of points may be given.**
2. Return this form -- completed and signed - at any time prior to, or on the day of, your team's oral presentation. No late evaluations will be accepted. Failure to return the completed and signed evaluation on or before the due date will result in your receiving a score of zero on the case presentation portion of your course grade.

Group Member:	Points:
1. _____	_____
2. _____	_____
3. _____	_____

TOTAL 100

Explanation for scores, especially those that are extremely high or low:

high scores:

low scores:

Specifically, what did you do to contribute to the group effort?

In general, how did your group work together?

**CONFIDENTIAL PEER EVALUATION (Case Preparation)**

Name \_\_\_\_\_

1. Divide 100 points among group members; **do not include yourself; no fractions of points may be given.**
2. Return this form -- completed and signed - at any time prior to, or on the day of, your team's oral presentation. No late evaluations will be accepted. Failure to return the completed and signed evaluation on or before the due date will result in your receiving a score of zero on the case presentation portion of your course grade.

Group Member:	Points:
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
TOTAL	100

Explanation for scores, especially those that are extremely high or low:

high scores:

low scores:

Specifically, what did you do to contribute to the group effort?

In general, how did your group work together?

**CONFIDENTIAL PEER EVALUATION (Market Analysis and Plan)**

Name \_\_\_\_\_

1. Divide 100 points among group members; **do not include yourself; no fractions of points may be given.**
2. Return this form -- completed and signed - at any time prior to, or on the day of, your team's oral presentation. No late evaluations will be accepted. Failure to return the completed and signed evaluation on or before the due date will result in your receiving a score of zero on the case presentation portion of your course grade.

Group Member:	Points:
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
TOTAL	100

Explanation for scores, especially those that are extremely high or low:

high scores:

low scores:

Specifically, what did you do to contribute to the group effort?

In general, how did your group work together?

## **ABOUT THE PROFESSOR:**

Jacquelyn Warwick, Ph.D., is a Professor of Marketing at Andrews University, Berrien Springs, Michigan. She holds a Bachelors of Business Administration from the University of Puget Sound (Washington State), an MBA from Texas A&M University, and a Ph.D. from Texas A&M University in the areas of Marketing, Statistics and Sociology. Currently teaching for the past eleven years at Andrews University, she has also taught at the University of Puget Sound in Washington State for seven years.

Dr. Warwick's primary areas of research interest are in consumer behavior, environmental marketing, and cause-related marketing. As a researcher, she has authored and co-authored papers published in conference proceedings and articles published in the Marketing Management Journal, Journal of Consumer Marketing, American Business Review, the Journal for Marketing of Higher Education, the Journal of the Academy of Marketing Science, and the Northwest Journal of Business and Economics.

As a practitioner, Dr. Warwick owns her own business. She also has extensive marketing and consulting experience. She was involved in retail management for five years as well as a consultant for numerous businesses over the past 15 years.