MBAD 6274. Marketing. 3 Credits
Marketing as an organizational function creating, communicating, and delivering value to customers while managing customer relationships in ways that benefit both the organization and its stakeholders. This course focuses on the formulation and implementation of the elements of marketing strategy through the application of concepts of marketing, analytic perspectives, and decision tools.

Course Overview and Learning Goals:
This course is designed to offer students a strategic perspective to developing, implementing, and reviewing marketing strategy. The approach to the class will be from the perspective of a strategic marketing consultant. That is, you will be asked to take on the role of “marketing strategist” as you review companies’ design, implementation, and modification of marketing strategies. First, we will focus on the strategic building blocks required to be an effective marketer. This entails analyzing the customer as the most critical input in marketing strategy development. It is by benchmarking the customer that true marketing success is found. Of course, while a potential strategy is developed for the customer, we must also test its feasibility by analyzing the company and competitive environment. Thus, the final analysis of the market includes a thorough understanding of our constituencies, competition, and our own firm.

Second, we will turn our attention in the rest of the course to developing our marketing “tool box” in order to successfully implement our marketing strategies. This will include individual and integrated focus on product, distribution, pricing, promotion, and packaging decisions. This discussion and focus includes issues involved in managing the business, including profit analysis (yes, you have to know the numbers), marketing research, operations, etc. If you cannot do “the numbers,” then you will have a hard time becoming successful in the marketing field. Upon completion of this course, you
should have the knowledge and analytical abilities necessary to successfully develop, implement, and evaluate an integrated marketing strategy. Additionally, your business communications skills should be enhanced, as your colleagues and I will challenge you to present and defend your analyses succinctly and clearly.

By taking this course, participants will:
(1) gain a deep and detailed understanding of how marketers create value and contribute to the financial growth of the firm,
(2) learn tools and frameworks that help them develop compelling marketing plans, and
(3) develop a mindset that judiciously combines creativity with critical thinking.

This course will use a mix of cases, lecture/discussion, guest speakers and in-class activities. Case studies are not mere pedagogical exercises developed around pre-defined teaching points. They don’t have one correct answer. Preparing cases will help you improve your familiarity with institutional marketing knowledge, practice, and terminology. Case discussions constitute a safe but stimulating learning environment where participants present and defend their analyses and action plans and critically discuss the recommendations of others. Individual preparation is absolutely indispensable.

Pre-requisite Coursework:

None

Required materials (books, course packs, readings, other materials):

- Course Pack (available on Blackboard)
- Class Handout Materials (available on Blackboard)

Course Administration Policies:

- Please email your instructor if you will miss a class. It is difficult to participate in the class discussions if you do not attend the class. As participation is a significant part of the course evaluation, your attendance and contributions are expected.
- All other policies related to class conduct shall apply, as laid out by the MBA office and George Washington University.
Grading Framework:

Grading aims to incentivize participants to (1) build competence in case analysis and the formulation of compelling strategic marketing plans (2) prepare for classes and engage in class discussions (3) master selected quantitative concepts.

<table>
<thead>
<tr>
<th>Class Participation</th>
<th>15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two Individual Case Assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Individual One-page Assignment</td>
<td>10%</td>
</tr>
<tr>
<td>Individual “Hot Topic” presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Packaging Assignment</td>
<td>5%</td>
</tr>
<tr>
<td>Group Final Project</td>
<td>30%</td>
</tr>
</tbody>
</table>

Class Participation (15%)
It is important to emphasize that class participation is NOT optional. Simply sitting in on classes will not garner you a good score on participation. You must participate. You are expected to complete the reading assignments before each class session and to come to each class prepared to discuss current examples and issues related to the assigned topics. Class participation is not limited to case discussions, and student engagement during interactive lectures is also required. Expectations regarding class participation are as follows:

- Listening carefully to whatever is said in class
- Being patient with others and respectful of individual styles
- Speaking only when called and not raising your hand when another participant is talking
- Maintaining the right balance of self-confidence and self-doubt
- Taking risks and not being afraid to “flop” (it will happen to everyone!)
- Doing all exercises assigned in class as speedily and accurately as possible
- Being prepared with assigned readings
- Being willing to answer “cold calls”
- Welcoming challenges from the instructor and other participants
- Maintaining sufficient frequency in your comments
- Making deep comments (helping others see the significance of something they seem to ignore or discount, taking a new perspective on the issue at hand, pushing further a train of thoughts, cutting short debates around minor case facts...)
- Watching the general quality of your comments (justifying what you say, connecting it to the discussion, striving for controversial or integrative comments that have a significant impact on the discussion, etc.).
- Watching the adequate timeliness and length of your comments (mind the flow of the discussion).

It has to be acknowledged that evaluating class participation is subjective. To help your instructor remember who said what, please always display your name card and try to sit in the same place in each session. If a participant is uncertain or anxious about his/her
class participation performance, (s)he should not hesitate to ask the instructor for feedback.

Individual Case Assignments (10% each)

Case analyses are useful in providing practical experience in dealing with marketing problems faced in the "real world." The importance of this type of applied experience is vital in developing a fuller understanding of the processes inherent in analyzing, planning, implementing, and modifying marketing strategies. Therefore, one emphasis of this course will be on the case experience, with your case assignments accounting for 20% of your final grade.

The team write-up must be sent in a single word document, single-spaced, and must not exceed 2 pages. You may include exhibits in the write-up. Exhibits do not count toward the word limit but must not exceed 2 pages. The format for the written case analyses is as follows:

1. A concise executive summary. This should define the most important problem(s) facing the company and outline the marketing recommendations in a short paragraph.
2. Analysis of Options/Rationale. A discussion (in list form or paragraph form, as you prefer)
3. Recommendations.
   a. This should start with a statement of the quantitative and qualitative marketing objectives.
   b. The marketing strategy recommended to achieve this goal comes next (i.e., the targeting and positioning decisions), along with a rationale for these decisions.
   c. The action plan comes next (i.e., specific marketing mix actions). It should include detailed and actionable solutions, along with a rationale for these actions.
4. Exhibits. These should provide supporting analyses as needed, such as a brief analysis of the market (customers, competitors, company, collaborators & context), the marketing strategy canvas, the customer segmentation scheme (if applicable), support for the targeting decision (target attractiveness vs. company resources), and information supporting chosen positioning. Reasons why obvious alternative strategies and actions were not chosen could be given. Finally, the exhibits should include relevant financial forecasting and break even analyses.

Case write-ups will be graded according to:
1. Quality of problem diagnosis. The source of identifiable symptoms or key impediment to attaining valued goals is defined (i.e., the correct problem is identified).
2. Quality of recommendations. Specific, comprehensive and practical plans recognizing issues of implementation are provided.
Writing style and organization. The write-up is logically structured, is clear and concise. It should tell a COHERENT AND COMPELLING STORY! Use exhibits to amplify and support the write-up, but ensure the argument in the paper can stand on its own. Never append an exhibit that is not referred to in the text. Do NOT repeat facts from the case except to explicitly support a conclusion.

One-page Assignments (20% = 2 x 10%)

Assignment details will be given in advance of the due date and will require a one or two page (Maximum) individual write-up, per the assignment.

Individual Hot Topic Assignment (10%)

Each student is responsible for finding and summarizing an article or marketing current event that exemplifies or illustrates an issue that we have covered or will cover in the course. Topics will be assigned to coordinate with the topic we will be discussing that week.

- Each student will pick a date during the second class session for their hot topic summary to be presented on a particular week in discussion section. Each presentation should be 5 minutes followed by 5 minutes of discussion (I may allow the discussion to go on longer if it is a particularly rich exchange). Once dates are assigned, you may switch dates with a classmate; you must both agree to the switch and let me know via e-mail (from one of the switchers with the other person cc'd) the class day/time and hot topic date for each person.
- Presentations should include:
  - a summary of the issue and any relevant background
  - an explanation of the topic's marketing relevance and timeliness
  - at least 3 discussion questions for the class (yes/no questions are NOT considered discussion questions; questions must be open-ended to most effectively stimulate thought and discussion; adding "why or why not" to the end of a yes/no question does not count!)
  - visual aids are required (typically a Powerpoint presentation)
- It is your responsibility to be present for other students' hot topics and ensure that you do not repeat a topic. Once a topic has been done, you cannot repeat the same one. If two people on the same day happen to do the same topic that is not a problem - great minds think alike! Feel free to run your topic by me but it is not required. There is no written deliverable.

Packaging Assignment (5%)

The packaging assignment follows our discussion of packaging (within Product/Branding) and consists of a one-page (maximum) description of an example of particularly "good" or particularly "bad" packaging based on the VIEW model. Outline format/bullet point lists are fine. In addition to the write-up, the actual package that is being described (not a photo) is to be brought to class on the day of the assignment and
presented to the class (very informal “show & tell” in about a minute). The written component will be graded on a check-plus/check/check-minus scale.

**Final Project (group)** –

The final project will consist of a “live” case that will feature a national brand – Diageo NA’s Tanqueray Gin – and a new positioning and promotion plan that they are planning to roll out in the near future. Within the scope of their plans to date, you will develop a marketing plan for the brand and provide recommendations on the promotion and positioning plan for the rollout.

Final deliverables will include:

- a 5-7 page single-spaced (double-spaced between paragraphs, with section headers) write-up including (but not limited to) a customer analysis, situation analysis, communication/promotion plan and primary and/or secondary research as useful to support your pitch.

- Pitch / presentation (a persuasive summary of your write-up) in a 15 minute (plus Q&A) final presentation to be held during one of our last two class sessions.
### Course Schedule (**Tentative**):

<table>
<thead>
<tr>
<th>SN#</th>
<th>Date</th>
<th>Topic</th>
<th>Book Chapters &amp; Reading</th>
<th>Case</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FOUNDATIONS OF MARKETING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>July 6</td>
<td>What, Why Marketing?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>July 11</td>
<td>Marketing Pan Overview Marketing Perf. Evaluation</td>
<td>Ch. 1 &amp; 2; <em>Marketing Myopia</em> (HBR); Ch. 3; <em>Marketing Math</em> (HBR)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>July 13</td>
<td>Customer Analysis &amp; Customer Insights</td>
<td>Ch. 4-6</td>
<td></td>
<td>Assignment #1 Due</td>
</tr>
<tr>
<td><strong>MARKETING STRATEGY &amp; VALUE CREATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>July 18</td>
<td>Segmentation &amp; Strategic Targeting</td>
<td>Ch. 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>July 20</td>
<td>Positioning &amp; Product Innovation Managing Product Lifecycle</td>
<td>Ch. 9; <em>Customer Value Proposition</em> (HBR); <em>Blue Ocean</em> (HBR); <em>Innovation Trends</em> (HBR)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MARKETING EXECUTION: VALUE CAPTURE, DELIVERY &amp; COMMUNICATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>July 25</td>
<td>Forecasting Sales</td>
<td>Ch. 3; <em>Forecasting Sales</em> (HBR) Guest Speaker/Field Trip: Bob Martin, Regional VP, Mid-Atlantic, Hon Company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>July 27</td>
<td>Building Brand Equity</td>
<td>Ch. 8</td>
<td>Packaging Assignment DUE</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Aug 1</td>
<td>IMC &amp; Persuasion Advertising</td>
<td>Ch. 15-16 <em>Case: Mt. Dew</em></td>
<td></td>
<td>Case #1 DUE</td>
</tr>
<tr>
<td>9</td>
<td>Aug 3</td>
<td>Social Media I</td>
<td>Ch. 17; <em>Social Media 4A's</em> (Kellogg)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Aug 8</td>
<td>Channel Management Retailing Value Pricing/Promotion Psychological Pricing</td>
<td>Ch. 13-14 Ch. 12 <em>Price Fixation</em> (HBR) <em>Case: J.C. Penney</em></td>
<td></td>
<td>Case #2 DUE</td>
</tr>
<tr>
<td>11</td>
<td>Aug 10</td>
<td>Final Project Presentations Wrap Up</td>
<td></td>
<td></td>
<td>Final Project DUE</td>
</tr>
</tbody>
</table>