The University of Missouri Kansas City
Bloch School of Business & Public Administration

Services Marketing
Mkt 476 Summer 2009

Tuesday / Thursday 6-8:30pm School of Law Room #4
6/9/09 – 7/30/09

Instructor: David Patrick, SVP Chief Marketing Officer, Westlake Ace Hardware
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Office hours: Tuesday / Thursday 8:30 – 9:00pm by appt.

Texts

1. **Services Marketing Text and Cases**, third edition, Steve Baron, Kim Harris, and Toni Hilton, Palgrave MacMillan, copyright 2009, ISBN 13: 978-0-230-52093-6 IBSN 10: 0-230-52093-6
2. **Services Marketing: Integrated Customer Focus Across the Firm**, fifth edition, Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremier, McGraw Hill Irwin, copyright 2009, IBSN 978-0-07-338093-3 MHID 0-07-338093-8

Pre-Requisite

All students will have completed an undergraduate level course in Principles of Marketing. Students who have not had this background should drop this class immediately as they will have great difficulty with the demands of the course.

General Course Description

MGT 5537 Competitive Strategies is a comprehensive integrative course for the student who wants to learn more about marketing. It focuses on various processes of formulating and implementing marketing and business strategies for the marketing of services. The course utilizes class and contemporary concepts and analytical techniques that are appropriate to the firm, market, and industry levels of analysis.

A major group project utilizing the course concepts is required. Given the nature of the projects, teams should plan to meet regularly. In Summer 2009 the class will be working on developing a services marketing plan for Westlake Ace Hardware.

Each team will be assigned to develop a case study and use the concepts from our text and lectures to provide a recommended services marketing strategy & marketing plan.

General Course Description (cont.)

During the course of the project it is expected that class participants will develop an understanding and appreciation for the dynamics of:

- Strategic, operational, and organizational internal dimensions including the role of leadership, business strategy, marketing strategy, operations execution and the need for successful integration of each
- The influence of political, social, legal, and regulatory, environmental, technological, competitive, and other external issues that impact on companies and industries
- The role marketing fundamentals and marketing strategy plays in contributing towards effectively leveraging & communicating competitive advantage

The course will also focus on the process of managing projects and case study. The course requires team and individual oral presentations, class discussion, regular contributions to the team project, individual and written reports.

The summer section of Mkt 476 is class is only eight weeks long. The class will move extremely fast; the quantity and depth of material covered will be extensive. Students who miss class, don't complete the assigned readings, and don't prepare the daily case studies will find it difficult to understand what's expected and keep up. Regular class and team meeting participation are required.

Learning Objectives:

- Develop a comprehensive understanding of fundamental marketing concepts and their application to real company problems
- Understand marketing strategy, especially as it applies to services companies
- Understand how to develop a marketing strategy & plan
- Apply learning's from previous marketing classes and personal experiences to develop competitive marketing strategies
- Understand how to develop and complete a strategic marketing analysis

Learning Methods:

This course will be taught as a seminar. Reading, discussion and hands on application are the main learning methods. Classes will be highly interactive based on the discussion of readings, cases, guest speakers, and student presentations. Student preparation will be critical. Familiarity with the readings prior to class and with current events in marketing strategy through daily readings of business news is expected.

Student Participation & Preparation

Student preparation and participation will be critical. This class runs on discussion and application. The format of this class is not a "read, memorize, and test." It is important that you make every attempt to master the material and contribute in class and within your groups. If you have questions or think I am not valuing your contribution, it is your responsibility to reach and contact me. It's critical students prepare for each class. Class time will be dedicated to application and discussion of key marketing concepts.

You will need to budget 2-4 hours for reading and preparation for each class. Preparation should include, but not be limited to retail visits, personal research, and analysis of companies featured in class case studies. Consider it your responsibility to bring new knowledge and informed insights into the class.

For each class you will be expected to…

- Read the assigned text. Read critically and note the key concepts. What is important in this chapter, understand how you would apply this concept to your project company.
- Familiarize yourself with current marketing strategy discussion in the media. Be prepared to discuss topical articles that are relevant to what we are studying in class. Familiarity with business periodicals such as WSJ, Business Week, Fast Company, New York Times, Ad Age, Ad Week, and Harvard Business Review is encouraged. Most have on-line copies.
- Each class will have speakers, invited guests and/or students within the class contributing to the discussion. Class format on speaker days will be the same as on non-speaker days: Discussion of the assigned case and chapter with special attention on relevant news and questions.

This class will move quickly and it is vital you attend as many as possible. Concepts will be taught, discussed, quizzed and applied during the first 8 class sessions. This knowledge will then be applied to your individual case study and your group project. It will be difficult for you to succeed in this class if you aren't in class.

Extra Credit:

From time to time, individual and group extra-credit assignments will be offered. These are 100% optional and are designed to further the students learning by providing additional opportunities to learn and apply key marketing concepts.

Generally the highest grades in the class are earned by those students who are active contributors in class, active contributors within their groups, prepared for class, and take advantage of extra-credit opportunities when available.

Grading:

I.	**Understanding**			**40%**
	• Services Marketing Plan	200 points	Individual	
	• Quizzes	100 points	Team	
	• Final Exam	100 points	Individual	
II.	**Analysis**			**30%**
	• Individual Case Study	100 points	Individual	
	• Group Case Study	100 points	Team	
	• Group Case presentation	100 points	Team	
III.	**Leadership**			**30%**
	• Class Contribution	100 points	Individual	
	• Kano Strategy Report	100 points	Individual	
	• Peer Group Evaluation	100 points	Individual	

Grade points:

980+ = A+, 950 = A, 900 = A-, 880 = B+, 850 = B, 800 = B-, 780 = C+, 750 = C, 700 = C-
(Note, university grade sheet does not recognize A+)

Grading Criteria

The overall grade for MKT 476 Services Marketing considers the following:

Graded Item	Grading Criteria
Services Marketing Plan (20%)	The Services Marketing Plan will be a comprehensive marketing plan written by the student on a top services company. The marketing plan will include, but not be limited to, a competitive analysis with conclusions and implications, and a recommendation on strategy, target, price, promotion, place, product, people, process, and implementation. This project will be worth 200 points and is to be turned in at the beginning of class on Tuesday July 23rd. This will be an individual assignment.
Quizzes (10%)	Four group quizzes will be given at the end of class on the following subject matter: 6/16 Gap Model, 6/23 Customer Interactions, 7/7 Customer Requirements, 7/9 Customer Standards. Groups will be able to use books, internet, and any other preparation materials brought into class. Quizzes will test the groups understanding of the course material as demonstrated through application to their individual Group Case Study. Prior to June 16, each student, and each group should have enough of an understanding of their company, competitive set, and overall business trends in their business environment and category to effectively apply a marketing concept and demonstrate their thinking. At the end of class the group will submit one quiz via e-mail to the Instructor. Everyone in the group will receive the same number of points. Each quiz will be worth 25 points, for a total of 100 for all four quizzes. If a team member misses a quiz, they will receive the same grade as the team. At the end of the course, each team member will rank each other team member on their contributions to the team.

Final Exam (10%)	The final exam will be given on July 28h and will test the student's ability to apply marketing concepts taught in class. This will test application of the student's learning and not memorization of the class material. Students will be able to use their books, notes, and any other materials presented in class. This is an individual assignment, students will not be allowed to collaborate with other students. The final exam will be worth 100 points.
Class Contribution (10%)	Includes service and leadership contributions, participation in class discussions, and class citizenship. Consistent preparation and participation in class activities and discussions with a high degree of professionalism are expected. Also includes class contributions by the student from relevant personal and professional experiences and bringing relevant current business examples into the discussion that support the concepts being taught. This is worth 100 points and will be disproportionately weighted towards pro-active participants. Note: At the end of the semester, the students nominate the student they learned the most from. The top five nominees will receive 10 extra points and winner will receive 50 extra points. Attending class is not considered class participation, no points will be given for attendance.
Peer Group Evaluation (10%)	A peer evaluation form will be given to each student to rank their other team members on the quality & quantity of their contributions throughout the course for all group work (quizzes, case study, oral presentation). This will be worth 100 points to the student ranked first in their group, 90 for second, 80 for third, 70 for fourth, 60 for fifth. This will be turned in on July 28th at the beginning of class. Students will also rank the other groups oral case study presentations; with the highest rated team earning 30 extra points, second 15, for each member of the team.
Individual Case Study (10%)	On July 16th, Students will turn in, at the beginning of class a written case study (given out 7/7). This case study will be no longer than 3 pages, (12pt. type, single spaced). The case study will allow the student to demonstrate their ability to provide a strategic analysis of the Outback using any of the marketing strategy concepts taught in class. The case study will be worth 100 points and will be graded on the quality of strategic analysis (pulling together what are the relevant facts (company's business & competitive situation, environment, trends), into conclusions and recommendations based on application of the marketing strategy concepts taught in class. The case study should roughly follow, but not be limited to, the following outline: Summary of the business situation, Key Issues faced, Conclusions & Implications, Recommendations. The class will do a practice case study together during class on 7/9. If a student will not be able to attend class on 7/14; they will need to submit their case via e-mail to the instructor prior to the start of class on 7/14.
Group Case Study (10%)	Due at the beginning of class 7/30, the group case written report will be on Westlake Ace Hardware and will be graded on the group's ability to apply the knowledge they've learned throughout the course, professional careers and the marketing strategy concepts presented in this course. To successfully complete this project, the group must go beyond information gathering & organization of data; the key deliverable here is leveraging the information gathered into a smart fact-based marketing strategy. The higher grades on this assignment will combine a solid business analysis with strategic based recommendations. Maximum ten page (single-spaced 12 pt. type) report with data and analysis (plus appendix of any charts, graphs, and the oral presentation slides including: • Data/information, history, strategy/mission/vision/strategic objectives, organization, competitive analysis • Gap Analysis • Customer Requirements • Recommendation on product, price, place promotion, people, process, and implementation Note: Any and all data, primary and secondary research and resources material used in oral or written presentation must be sourced and footnoted. Any data or material presented un-sourced will not be considered. This will be worth 100 points and all members in the group will receive the same number of points.

Group Presentation (10%)	Groups will have 20 minutes to present their analysis, strategy, and recommendations for Westlake Ace Hardware with 10 minutes for Q&A. The group is responsible for their electronic needs and resources and should have a fall-back plan if the unexpected occurs. The emphasis here will be on content vs style; yet consideration for the audience is critical. The presentation should be interesting and bring the insights & analysis to life. Groups will be marked down for a boring presentation, a presentation weak on analysis, and a presentation that doesn't reflect how the group brought their thinking & recommendations to life from the data; net high marks will be given to the group(s) that deliver a presentation with a linear logic flow, recommendations that flow from the strategy (a must); and a strategy that flows from the analysis. Everyone in the group does not have to present, but everyone in the group must contribute to a successful presentation. This project will be worth 100 points and all members of the group will receive the same points. Class evaluations can add "extra" bonus points to a group's total; it's possible that an outstanding group could exceed 100 points. Presentations will be 7/28 & 7/30
Kano Report (10%)	The Kano Report is a written report given to the class on the Kano customer experience model. This is an individual assignment and the student will complete this on their individual case study company. This will be turned in at the beginning of class on July 21st. Success in this assignment will come from the students understanding of the concept and ability to apply the concept to their compnay. Class on July 21st will be devoted to discussing the application of this concept, all students are expected to contribute their thinking to the discussion. This project is worth 100 points.

Course Schedule:

Date	Discussion	Activity	Preparation for Class
6/9	Marketing Syllabus Group Assignments Individual Assignments Case Study format	Group Exercise: Brand Promise Kept Bio Lemonade Stand	Book Purchase
6/11	Lemonade Stand Gap Model	Case Study: Joe & Co.	Read: Both Books Chapters 1-2 Case Study Joe & Company Syllabus Questions Lemonade Stand Individual Assignments sign up
6/16	Westlake Ace Hardware Customer Interactions	Case Study: Waymark Holiday Quiz: Gap Model	Read: Both Books, Chapters 3-4 Case Study: Waymark Holiday
6/18	Class will not meet in order for groups to meet and begin work on group case study	Group Meetings	Read: Both Books Chapters 5-6
6/23	Kano Model	Case Study: Landscape Safari Quiz: Customer Interactions	Read: Both Books Chapters 7-8 Case Study: Landscape Safari
6/25	Customer Requirements	Case Study: George Ball	Read: Both Books Chapters 9-10 Case Study: George Ball & Co.
6/30	Class will not meet in order for groups to meet and begin work on group case study	Group Meetings	Read: Both Books Chapters 11-12

7/7	Customer Standards Outback Instructions	Case Study: Jet Blue Quiz: Customer Requirements	Case Study Jet Blue
7/9	Abercrombie & Fitch instructions	Case Study: King's School Band Quiz: Customer Standards	Read: Chap 16-17, Zeithaml Case Study: King's School Band
7/14	Practice Case	A&F	Abercrombie & Fitch
7/16	Outback	Outback	Outback
7/21	Kano Reports	Kano Reports	Kano Reports
7/23	Individual Services Marketing Plan	Individual Services Marketing Plan	Individual Services Marketing Plan
7/28	Final Exam Group Presentations	Final Exam Peer Group Evaluations	Group Presentations
7/30	Group Presentations	Group Presentations	Group Presentations Group Case Study Report

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June 9th Agenda

Discussion

- What is Marketing
- Favorite Retailer, Brand Promise
- Lemonade Stand
- Individual Assignments
- Case Study format

Activity

- Introductions
- Group formations
- Bio

Preparation for class Thursday June 11th

- Read: Both Books Chapters 1-2
- Case Study Joe & Company
- Syllabus Questions
- Lemonade Stand
- Individual Assignments sign up

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Sign Up Sheet: Individual Services Marketing Plan

1. Amazon.com _____
2. USAA _____
3. Jaguar _____
4. Lexus _____
5. Ritz-Carlton _____
6. Publix Super Markets _____
7. Zappos.com _____
8. Hewlett-Packard _____
9. T Rowe Price _____
10. Ace Hardware _____
11. KeyBank _____
12. Four Seasons Hotels & Resorts _____
13. Nordstrom _____
14. Cadillac _____
15. Amica Insurance _____
16. Enterprise Rent a Car _____
17. American Express _____
18. Trader Joe's _____
19. JetBlue Airways _____
20. Apple _____
21. Charles Schwab _____
22. BMW _____
23. True Value _____
24. LL Bean _____
25. JW Marriott _____

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Syllabus Addendum:

1. Time and Schedule considerations may prompt modifications in this syllabus (deletion of assignments, topics, modification of examination dates, etc.). The instructor will explain any changes, however, it is the student's responsibility to keep up with any modifications that are made throughout the semester.
2. A student enrolling in any UMKC course is expected to exhibit high standards of academic honesty. In the case of academic misconduct, I will assess the affected work and report the incident to Bloch School administration according to the guidelines printed in the University catalog.
3. Cheating and Plagiarism will not be tolerated. UMKC currently has a licensing agreement with Turnitin.com a provider of powerful software that is extremely helpful in the detection of plagiarism. Source and footnote all information gathered & presented in any and all assignments (oral, written, individual, and group).
4. All course withdrawals must be completed through the Registration Center at the UMKC Administration Center. Students intending to withdrawal from the course after the eighth week of class are required to obtain a signature from both the instructor and an academic advisor before the withdrawal is official. Telling the instructor you intend to withdrawal or ceasing to attend class does not constitute an official withdrawal. The academic calendar in the school registration guide lists the official withdrawal dates.
5. Students will be given the opportunity to complete extra-credit assignments. These will be voluntary and will be over and above the outlined course work. Extra-credit points earned throughout the semester will be added at the end of the semester to the points a student earns through the outlined course work. A student need not earn any extra credit points to achieve an A in the class.

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Lemonade Stand

Background

You are the president of Kansas City Marketing, a marketing consulting firm that specializes in marketing strategy for services firms. You've been invited to pitch a consulting assignment that has great potential for your prospective client and for your firm. In your first meeting with the client, she described her vision for a new company. After an hour of Q&A, you left convinced that her company had adequate capital, solid management expertise, passion, and a sense of urgency. You also were in agreement that despite an over-crowded restaurant and beverage market; there was an opportunity to create and own a new market around lemonade. You were asked to return on June 11th with your initial thoughts on strategy. The founder of the company has had a long marketing leadership career in the beverage & restaurant category and will chose a consulting firm on their ability to add significant value to her vision.

Assignment

You client has asked you to return with a strategic framework for the company and explain how it works through the 4 P's of the marketing mix. She's asked you to edit your analysis and reco. to one page.

Notes from Client Meeting

- Given the economic downturn, she believes that lemonade is a comfort food
- Very open about distribution model, from "Good Humor" approach with trucks in neighborhoods, to "Mary Kay" way with personal selling, also discussed push carts like @ Royals games or even card tables outside homes using kids as independent contractors.
- Believes return to natural ingredients like sugar, lemons, & water is key to success; especially if freshly made in front of customer
- Very open on pricing strategy, but wants a 30% return, actually low for beverages
- She see's marketing as key to success which is why she hired a marketing services firm
- She sees a big opportunity as no one currently "owns" lemonade, especially fresh lemonade

Inner Thoughts

- Believe starting point is critical, is this a restaurant, a beverage, or a service
- What did Mrs. Field's Cookies, Starbucks, Jacob Bros. Bagels, A&W, Nathan's, do right & wrong as they built a national business around a taste
- Location is key to success, distribution channel will drive all other decisions
- Recently picked up a marketing services textbook that extended the marketing mix to include People, Process, and Physical Evidence, you will address these as well
- Critical that recommendation hangs together, thus overall strategy must be supported and integrated with recommendations on price, promotion, place, and product.
- Need to start with the "what" and then figure out the "how"
- You remembered that the best lemonade you ever had was in Paris, they call it "citron presse;'" freshly squeezed lemon juice, cold water, ice, and sugar served in a tall clear glass.

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Bio

Name:

Home Address:

Preferred e-mail address:

Previous Marketing Classes Completed

Current Employer:

Previous Employers:

Reason for taking class: