University of Missouri Kansas City ADVANCED MARKETING STRATEGY #5575

Fall 2009

Instructor: Becky Johnston

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Course Description and Objectives

This upper-level marketing course is designed to enhance your analytical and problem solving abilities by providing the framework and tools to solve strategic-level marketing problems. We will take the viewpoint of the senior marketing executive to address the issues of:

- Decision-making in a competitive and dynamic environment
- Identifying and targeting high-value customers
- Developing brand portfolio strategy that aligns with performance goals
- Identifying opportunities that drive profitable growth
- Allocating resources across businesses, segments and channels
- Analyzing scenarios in the context of current trends including global marketing, integration of marketing communication, customer relationship management, social networking and e commerce.

Course Materials

- 1. Marketing Planning and Strategy, Subhash C. Jain/George T. Haley, 8th Edition
- Markstrat On-line Student Handbook; order student handbook by going to the following website: <u>http://www.Stratxstore.com</u>

 Students have a choice of purchasing either an electronic version of the handbook (PDF) or a hardcopy.
- 3. Along with the assigned readings, you are encouraged to regularly read (watch, listen to) strategy-related items in the Wall Street Journal, NY Times, on National Public Radio, newsclips from MSNBC, CNBC, other publications (on-line and/or print), etc.,.

Class Format

A combination of case analysis, assignments/marketing strategy discussion, marketing simulation and guest speakers will be used to achieve the objectives of this course. The primary focus for the first half of the class will be on case analysis. The second half will focus on marketing simulation exercises.

- 1. Class discussions will develop your knowledge and skill in the application of advanced frameworks, concepts and methods for making strategic choices at the business unit level. You will be able to apply these marketing skills in the case study and simulation. The marketing environment is rapidly changing. Through regular reading/viewing of newsclips, you will begin to develop an awareness of the dynamic marketing environment and gain an appreciation for the importance of continuous learning.
- 2. Case analysis will be used to develop our critical thinking skills in order to solve key marketing strategy problems
- 3. Markstrat simulation tool will be used to apply your skill at marketing strategy design and evaluate outcomes.

Method of Evaluation

1. Class Attendance and Participation (15%)

Class attendance is required and attendance will be taken at each class. If you miss a class, you are responsible for obtaining information regarding any class issues discussed that day and for making arrangements to get any handouts distributed on the day you miss.

"What's hot in marketing?" for most sessions, the first 15 minutes of class will be a discussion of recent marketing-related news stories. The instructor will normally bring a recent article to class, and students are also encouraged to bring news, magazine articles of interest, video clips, etc.,. Students can also use the Blackboard WIKI tool to start an on-line discussion by calling attention to a book, article or news clip that pertains to the class and briefly summarize why you think others may benefit from reading it.

Participation in Class Discussion: This is an upper level course, and students are expected to do their part by being prepared and contributing to both group and class meetings.

2. Formal Case write-ups and Opinion Paper (20%)

All students are expected to have read and prepared every case for class discussion. Discussion questions will be provided for each case study, and these will be available through Blackboard. Use the case questions to prepare for both the class discussion and write ups.

For the case write-ups, you will prepare a 1-page, single-spaced memo that is based upon situation analysis and recommended strategies for the case. This is an individual assignment and should be handed in at the beginning of the session for which the case has been assigned. Writing a memo for every case is designed to help you prepare well for every case discussion.

- 3. One Exam (25%)
- 4. MARKSTRAT performance and presentation (40%)
 - Team Simulation (20%)
 - Final Team paper (10%)
 - Team Presentation (10 %)

A major component of the course is the MARKSTRAT management simulation exercise. This exercise provides the opportunity to learn by engaging in realistic strategic decision making in a dynamic competitive context. In contrast to conceptual discussions, MARKSTRAT forces you to consider the tactical decisions needed to implement higher level marketing strategies. And unlike case analyses, MARKSTRAT allows you to see the results of those actions and gives you a chance to follow up initial decisions with new actions.

Teams will be comprised of 4-5 students and will be formed (by me) with an attempt to balance areas of concentration among teams (e.g., Marketing, Finance, Entrepreneur, International Business, etc.,). Half of your grade on this project will be determined by how well you perform relative to the other firms in your industry and across industry. Performance will be evaluated using firm net contribution, cumulative net contribution and share price index.

Team evaluations are optional (please see attached form).

Course Grading Scale:

90 - 100% = A 80 - 89% = B 70 - 79% = C 60 - 69% = DBelow 60% = F

ACADEMIC HONESTY

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. See student conduct policies at: http://www.umkc.edu/umkc/catalog/html/append/policy/0020.html

TENTATIVE SCHEDULE

2.	August 31 st	 Fundamentals of Strategy and the Role of Marketing Introduction to the MarkStrat Project How to Analyze a Case Reading: Chapter 2 of Marketing Planning and Strategy
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2.	August 31°	Compatitive Desitioning and Market Dunamies
		Competitive Positioning and Market Dynamics
		Sources of Competition
		Industry Structure
		Monitoring the External Environment
		Reading Chapters 4 and 6 of Marketing Planning and Strategy
		Case 2: UPS vs. FedEx
		Questions for Discussion:
		Compare the corporate inputs and resources of UPS and FedEx and discuss
		how these impact their positioning, performance and strategic direction.
		2. Discuss how changing technology impacted the industry and how each
		company responded to this shift.
		3. Discuss the industry structure and how it effects the intensity of competition
		in the package shipping industry.4. Differentiate between operating and strategic business decisions in the
		context of the package shipping and handling business.
		5. Provide recommendations to FedEx's senior management regarding the Cisco
		opportunity and the overall competitive positioning.
	September 7 th	Labor Day – no class
3.	September 14 th	Identifying Profitable Opportunities
		Understanding strengths and weaknesses
		Product Portfolio
		Managing Innovations
		MarkStrat Introduction
		Form Teams
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		Reading Chapters 7, 9, 10 of Marketing Planning and Strategy
		Reading Chapters 7, 9, 10 of <u>Marketing Planning and Strategy</u>
		Reading Chapters 7, 9, 10 of Marketing Planning and Strategy Read Chapter 1 – 4 of StratX Student Handbook
4.	September 21 st	
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		Read Chapter 5-6 of StratX Student Handbook
		Questions for Discussion: posted on Blackboard
5.	September 28 th	How to Compete: The Marketing Mix
		Product strategies
		Pricing Strategies
		Administration of Markstrat On-line
		Reading Chapters 14 and 15 of Marketing Planning and Strategy
		Read Chapter 7 of StratX Student Handbook
		Questions for Discussion: posted on Blackboard
6.	October 5 th	How to Compete: The Marketing Mix
		Distribution Strategies
		Reading Chapters 16 of Marketing Planning and Strategy
		*Period 1 decisions due
7.	October 12 th	Assignment: Opinion Paper
/.	October 12	Evaluate the effectiveness of Customer Relationship Management (CRM) processes
		and technologies in retaining high-value customers.
		Paper should be 1 page, single space.
		Due: October 19 th
		Work on Markstrat Period 2 Decision due on the 19 th
		*note: there will be no class held on October 12 th
8.	October 19 th	How to Compete: The Marketing Mix
		Promotion Strategies
		Challenges to reaching consumers
		New media
		Deading Chanter 17 of Marketing Dianning and Strategy
		Reading Chapter 17 of Marketing Planning and Strategy
		*Period 2 Decisions Due
		*Period 3 Decisions Due Friday
9.	October 26 th	Competing on Analytics — an overview of the value of analytics in formulating marketing strategy and what tools are available to support marketing analytics.
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		Reading Chapter 12 of Marketing Planning and Strategy
		*Period 4 Decisions Due
10.	November 2 nd	Review for Exam
	th.	*Period 5 Decisions Due
11.	November 9 th	Exam
12.	November 16 th	Markstrat Work Day
		*Period 6 Decisions Due
	November 23 rd	*Period 7 Decisions Due Friday
	November 23	Thanksgiving holiday – no class

13.	November 30 th	Markstrat Work Day *Period 8 Decisions Due
14.	December 7 th	Team Presentations
15.	December 14 th	Team Presentations
		Markstrat papers due

As the schedule permits, guest speakers from organizations that are involved in International Marketing will be introduced. Time and schedule considerations may prompt other modifications of this syllabus (deletion of assignments/topics, modification of examination dates, etc.). Although I will explain any changes, it is the student's responsibility to keep up with any modifications that are made throughout the semester.