The University of Missouri Kansas City
Henry W. Bloch School of Management

Competitive Strategies
MGT 5537 Winter 2011

Thursday 7-9:45pm Bloch #14

Instructor: David Patrick, Founder, Chief Marketing Officer,
High Performance Retail Marketing Group
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Office hours: Thursday's 6:30 – 7:pm; by appt.

Texts:

1. Blue Ocean Strategy, How to create uncontested market space and make the competition irrelevant, W. Chan Kim, Renee Mauborgne, Harvard Business School Press
2. In lieu of a purchasing a text; students will be required to do weekly internet research on strategic concepts & case studies in order to be fully prepared for class discussion.

Prerequisites

This class must be taken in the student's final semester; this is the capstone class and will require students to draw upon the material learned throughout their MBA studies at UMKC.

General Course Description

MGT 5537 Competitive Strategies is a comprehensive integrative course for the MBA program. It focuses on various processes of formulating and implementing competitive business and corporate level strategies. 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 Winter 2011 the class will be applying strategic business concepts to companies attempting to find new growth curves through a blue-ocean strategy.

Each team will be assigned to develop a case study on one specific company and using the concepts from our text and lectures provide a recommended competitive business strategy.

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
- The influence of political, social, legal, and regulatory, environmental, technological, and other external issues that impact on companies and industries
- The role of the company, executives, and entrepreneurs in contributing to solutions for extant social issues

The course will also focus on the process of managing projects. The course requires team and individual oral presentations, team and individual research, written and oral analysis, class discussion, regular contributions to the team project, individual and written reports. ***Regular class and team meeting participation are required.***

Class Promise / Learning Objectives:

- Understand competitive business strategy concepts
- Understand how to develop a business strategy
- Apply learning's from previous MBA classes and professional work experiences to develop strategic business frameworks
- Understand how to develop and complete a strategic analysis
- Understand how to apply business strategy concepts to real company issues

Learning Methods:

This course will be taught as a seminar. Research, reading, discussion and **hands on application** are the main learning methods. Classes will be highly interactive based on the discussion of readings, cases, guest speaker, and student presentations. Student preparation will be critical. Research and thorough familiarity with the readings prior to class and with current events in business strategy through daily readings of business news is expected. Students will learn from each other's experiences, insights, and class contributions.

Student Participation & Preparation

Student preparation and participation will be critical. This class runs on discussion. It is important that you make every attempt to master the material and contribute in class. If you have questions or think I am not valuing your contribution, it is your responsibility to reach and contact me. **The format of this class is not: "read, memorize, and test."** Class time will be dedicated to application and discussion of key marketing concepts. If you are not prepared for each class, you will not be able to add value to each class. 10% of your grade in based on in-class leadership.

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 I expect you 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 business 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, and Harvard Business Review is encouraged. Most have on-line copies.
- **Contribute to the class conversation**. Each class will have speakers, invited guests and students within the class. 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.
- **Research, read and prepare the assigned case study**. Identify the business model, understand the key business issues faced by the company, be prepared to be called upon to discuss your insights.

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 9 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. It will be difficult for you to receive an A in this class if you don't contribute and add value to the class discussion.

Class Leadership:

You will be given many opportunities in each class to contribute to the learning of your fellow students. 10% of your grade will be based upon class participation. To be clear, it will be difficult for you to get an A in the class without contributing to the class. Attendance in class is not considered eligible for class contribution points.

Here are the opportunities given throughout the semester to provide leadership to your classmates, and in the process earn class participation points:

- Heard in the news
- Questions / comments / contributions about chapters read
- Examples from companies where you've worked in the past that are relevant to the topics being discussed
- Questions to the guest speakers
- Questions about assignments
- Contributions to case study discussions
- Case study presentations
- Post-Quiz presentations
- In class presentations
- Extra credit in-class presentations

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.

Generally the lowest grades in the class are earned by those students who don't contribute to the class discussion, don't contribute to their teams, don't complete work on time, and don't put enough time into each assignment.

If you do not plan to contribute to class discussion, it is highly recommended that you consider and complete every extra credit assignment offered. If you do not contribute to the class discussion and do not complete every extra-credit assignment, it will be impossible for you to achieve a grade you will be happy with.

Late Work:

I understand that most of you work in addition to completing your MBA. I'm very flexible for students who contact me in advance and want to turn in assignments in advance. Students who will miss class always have the opportunity to e-mail me assignments prior to the due date. Assignments not completed on the scheduled due date will be accepted and graded on the same criteria, but at a maximum of 80% of the total available points. If a class session will be devoted to discussing an assignment and a student hasn't completed the assignment, the student will be excused from class while the assignment is discussed. If the class has already discussed the assignment in class; the student will not be allowed to complete the same assignment, but will be given a new assignment from the professor at a maximum 60% of the original points.

Grading:

I.	**Understanding**			**30%**
	• Strategy Playbook	100 points	Individual	
	• Quizzes	100 points	Individual	
	• 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**			**40%**
	• Class Contribution	100 points	Individual	
	• Business Strategy Report	100 points	Individual	
	• Top Company Analysis	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

MGT 5537 Competitive Strategies is a required three-credit course to be taken in the final semester of study. The overall grade considers the following:

Graded Item	Grading Criteria
Strategy Playbook (10%)	The Strategy Playbook is a binder built throughout class with examples of competitive strategies discussed, applications, current articles relating to competitive business strategies, quizzes, Business Strategy Reports, Individual Case Study, Group Case Study. This is meant for Students to take with them and use throughout their business career. The value of this Strategy Playbook will be how well it provides the Student will a top-line resource and will be graded accordingly. **Students will bring their Strategy Playbook to the 4/14 Group checkpoint meeting** with the instructor where it will be reviewed & discussed, feedback will be given. Students can receive up to 100 points for their Strategy Playbook; points will be distributed during the April 14th class.
Quizzes (10%)	Five group quizzes will be given at the end of class on the following subject matter: 1/27 SWOT, 2/3 VIRO / PEST, 2/10 RBV, 2/17 Value Chain, 2/24 Porter's Five Forces. Groups will be able to use books, internet, and any other preparation materials brought into class. Quizzes will test the groups understanding of the competitive strategy concept as demonstrated through application to their individual Group Case Study. Prior to 1/27, 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 competitive strategy 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 20 points, for a total of 100 for all five 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, both on the quizzes throughout the course, as well as contributions to their group case study. A non-graded practice quiz will be done as a class on 1/20 on Blue Ocean Strategy "Four Actions Framework"
Final Exam (10%)	The final exam will be given on May 5th and will test the student's ability to apply competitive concepts to the case they have been studying in their groups. This will test application of the student's learning and not memorization of the class material. Students will be able to use their Strategy Playbook as a resource during the exam. The final exam will be worth 100 points. This is an individual assignment.
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 class nominates the student they learned the most from, within their group and within the larger class. The top five class nominees will receive 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 prior to May 5th. Peer evaluations are mandatory; students who do not

Peer Group Evaluation (cont.)	complete them will receive an incomplete for the class. Students will also rank the other groups oral case study presentations; with the highest rated team earning 20 extra points, second 10 points, for each member of the team. Students will also be asked to rate fellow students on who in class they learned the most from within their groups; highest nominated students will receive bonus class contribution points.
Individual Case Study (10%)	On April 7th, Students will turn in, at the beginning of class a written case study (given out 3/12). 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 company using any of the competitive business strategy concepts taught in class (SWOT, Value Chain, RBV, VIRO, PEST, Porter's Five Forces, and other concepts discussed). 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 competitive 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 3/24. If a student will not be able to attend class on 4/7; they will need to submit their case via e-mail to the instructor prior to the start of class on 4/7. This is an individual assignment.
Group Case Study (10%)	Due at the beginning of class, 4/28, the group case written report will be worth 100 points and will be graded on the group's ability to apply the knowledge they've learned throughout their MBA program, professional careers and the competitive 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 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, current financial overview • Category & company strategic analysis using SWOT concept and "Strategy Canvas" from Blue Ocean strategy book • Analysis including two "red ocean" concepts from among the following: External environment using PEST, or Five Forces and Internal environment using VIRO overlay on Value Chain, or RBV • Identification of two or three strategic issues • Blue Ocean strategic recommendation using Blue Ocean "Four Actions Framework" 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 is a group project, all members in the group will receive the same number of points.
Group Presentation (10%)	On April 28th, groups will have 20 minutes to present their analysis, strategy, and recommendations 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. This is a selling presentation; the winning group will be the one that best sells their thinking. 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

Group Presentation (cont.)	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.
Business Strategy Report (10%)	The Business Strategy Report is a top line insight into a competitive strategy concept that the student investigates, understands, analyzes, demonstrates application**, and teaches to the class**. The student will identify a business strategy book of interest to them, secure approval of the instructor on the book/strategic concept, prepare the Business Strategy Report (attached) and present it to the class (5 minutes, Q&A format) on a date signed up for in advance. Success in this assignment will come from the students understanding of the concept and ability to apply the concept to their case. This project is worth 100 points and will be based on content vs. presentation style; though the student must gain and retain the interest of the class. The student must bring 30 copies of the Business Strategy Report to class for the presentation which will be inserted in each student's Strategy Playbook. This is an individual assignment.
Top Company Analysis (10%)	Each student will identify and nominate your recommendation for the top Company of the Decade. Each student will select a different company from 2000-2010. The written and oral presentation will include, but not be limited to, an analysis with conclusions and implications; on what criteria was used to select the recommendation, an analysis of the company's business model, application of key concepts taught in class, and a recommendation on how they optimize their competitive advantage in the marketplace through business strategy. This project will be worth 100 points and is to be turned in at the beginning of class on Thursday March 3nd. This will be an individual assignment. Written report limited to 2 pages. Class on March 3rd will be devoted to oral presentations. This is an individual assignment.

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.
3. 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.
4. 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).
5. 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.
6. 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.

Course Schedule:

Date	Discussion	Activity	Preparation for Class
1/13	Syllabus Group Assignments Blue Ocean Strategy Intro Case Study Method	Favorite Retailer Lemonade Stand Tiger Woods exercise	Purchase Book Complete Bio Sheet Sign up for 1. Business Strategy Report 2. Company of the Decade Report
1/20	Key Concept Leadership I Blue Ocean Strategy -Four Actions Framework	Practice Quiz Blue Ocean Case Study: Joe & Co	Read: Case Study Joe & Co. Blue Ocean Strategy Chapter 1 Lemonade Stand
1/27	Business Strategy Reports SWOT Blue Ocean Strategy: Strategy Canvas	Group Quiz: SWOT Case Study: Waymark	Read: Blue Ocean Chapter 2 Read: Waymark Holiday
2/3	Business Strategy Reports VIRO / PEST Blue Ocean Strategy: Eliminate/Reduce/Raise Grid	Group Quiz: VIRO / PEST Case Study: Build a Bear	Read: Blue Ocean Chapter 3 Read & Research: Build a Bear
2/10	Business Strategy Reports RBV Blue Ocean Strategy: Conceiving new market space	Group Quiz: RBV Case Study: PetSmart	Read: Blue Ocean Chapter 4 Read & Research: PetSmart
2/17	Business Strategy Reports Value Chain Blue Ocean Strategy: Strategy Canvas	Group Quiz: Value Chain Case Study: Saab	Read: Blue Ocean Chapter 5 Read & Research: Saab
2/24	Business Strategy Reports Porter's Five Forces Blue Ocean Strategy: Strategy Canvas	Group Quiz: Porter's Five Forces Group Meeting Checkpoint Case Study: Best Buy	Read: Blue Ocean Chapter 6 Read & Research: Best Buy
3/3	Top Company Analysis	Top Company Analysis	Top Company Analysis
3/10	Outback Instructions	Case Study Class Review Case Study: LPGA	Prepare Case Study Read & Research: LPGA
3/17	A&F Instructions	Case Study Class Review	Prepare Case Study
3/24	A&F Case Study	A & F	A & F
3/31	Spring Break: no class	Spring Break	Spring Break
4/7	Outback Case Study	Outback Case Study	Outback Case Study
4/14	Group Checkpoint	Strategy Playbook reviews	Strategy Playbook
4/21	Group Checkpoint	Group checkpoint	Group Presentations

4/28	Group Presentations	Group Presentations Peer Group Evaluations	
5/5	Final Exam	Course Evaluation	UMKC Final Exam Schedule 8-10 pm

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Optional Extra Credit Assignment
Value: 5 Points

5 Bonus points if your "most effective" company matches the instructor
5 bonus points if your "least effective" company matches the instructor
5 bonus points if both companies match the instructor

On 2/10, turn in the answers to the following questions:

Which company used the Super Bowl most effectively to drive their business strategy?

Why & How:

Which company wasted their ad dollars with a Super Bowl ad that had no relationship to their business strategy?

Why & How:

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Top Company Report

Assignment

You will identify and nominate your recommendation for the top Company of the Decade. Each student will select a different company from 2000-2010. First come, first serve.

The written and oral presentation will include, but not be limited to, an analysis with conclusions and implications; on what criteria you used to select your recommended company, an analysis of the company's business model, applications of key concepts taught in class and a recommendation on how they optimize their competitive advantage in the marketplace.

Due Date

This project is to be turned in at the beginning of class on Thurs March 3rd. This will be an individual assignment. Written report limited to 2 pages. Class on March 3rd will be devoted to oral presentations. *Note: Class participation points will be awarded for presentations. Oral presentations will be done in a Q&A format.*

Grading:

This is an individual project worth 100 points, students can use their book, class notes, primary and secondary research, and the internet. This is not a group project, students cannot use fellow students. The written portion of this assignment will be graded on the following criteria:

- 20% Clarity and quality of criteria used to qualify which company should earn "company of the decade." What criteria should be used to identify "company of the decade?"
- 20% Quality of thinking behind why company was recommended, evidence to support recommendation, clarity of criteria applied to recommendation. Why is this company above all other companies for the past 10 years when it comes to doing business? Application of key concepts taught in class.
- 20% Analysis of the company's business strategy including Product, Reason for Being, Promise, Reason to Believe, Revenue Model, Vision, Proof of Value, Customer Target, Customer Benefit
- 20% Analysis of how the company optimizes their business model, how your recommended company leverages its competitive advantage to outperform it's category from a business strategy point-of-view.
- 20% Your recommendation on what this company should do, from a business strategy point-of-view, to effective leverage further their competitive advantage.

Note: Every year the trade publications such as Forbes, Fortune, and Business Week name top performers on a variety of financial metrics.

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Lemonade Stand

Background

You are the president of Kansas City Consulting, a business consulting firm that specializes in business 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 January 20th 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 recommendation on Product, Promise, Proof of Value, Reason to Believe, Reason for Being, Benefit, Customer Target, Price, Revenue Model for the company and explain how it works. She's asked you to edit your analysis 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 and wants to understand how to sell the product
- 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 textbook that demonstrated the integration of the 4P's (product, place price, promotion) good way to organize your thinking
- 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.
- Need to know that an idea isn't a strategy

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Bio

Name:

Preferred e-mail address:

Back up e-mail address:

Current Employer:

Previous Employers:

Most Strategic Company you've worked for, explain why:

Most Strategic Company you've been aware of, explain why:

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Business Strategy Report

The Business Strategy Report is a top line insight into a business strategy concept that the student investigates, understands, analyzes, demonstrates application, and teaches to the class. The student will identify a business strategy book of interest to them, secure approval of the instructor on the book/strategic concept, prepare the Business Strategy Report (attached) and present it to the class (5 minutes). Students will sign up for a class presentation between 1/27 and 2/23. Success in this assignment will come from the students understanding of the concept and ability to apply the concept to their case study companies. This project is worth 100 points and will be based on the written report. Class participation points will be given for the oral report. This is an individual assignment. Report should follow template format and be limited to 2 pages or less, single spaced, 12 pt. Type.

Student Name:

Strategic Concept:

Key Idea:

Application Given in Book(2)

Provide Example Applying Strategic Concept to your Favorite Retailer:

Provide Example applying Concept to your Case Study Company:

Business Strategy Report Tips

- Read the book, understand the author's "big insight" that drove them to write a book, focus on application
- Get on line, find other examples of strategic concept explained, garner examples to bring into class
- Determine if you agree or disagree with the author's key premise, be prepared to answer why or why not
- Does the concept challenge companies to "do something different" or "improve on what they are doing"
- If you are going to "teach" the concept for 5 minutes, find a way to engage the class (hint, linking the concept to the case study company they are working on would be very relevant)
- Bring examples into the class that bring the concept to life
- If you are interested in what you are presenting to the class, they will be interested in what you have to say.
- The key to a successful report will be answering the question: what is the application – can everyone in the room understand how they can apply the concept to their case
- Usually there is one chart or diagram in the book that provides an excellent visualization of the strategic concept, if so, use it in class, include it in your report.

Note: This is not a book report, do not approach this assignment as a book report, the goal is for the class to pick up 30 new strategic concepts and see the application, your approach should be Discover, Understand, Teach, Apply

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Contemporary Marketing Management
Winter 2010

Jan 13th Agenda

Discussion

- Class Syllabus
- Favorite Retailer, Promise
- Individual Assignments
- Case Study Method

Activity

- Guest Speaker: Chris Le Beau, UMKC Research & Instruction Librarian
- Introductions
- Group formations
- Bio
- Tiger Woods Case Study

Preparation for class Thurs January 20th

- Read: Chapter 1: Blue Ocean Strategy
- Case Study: Joe & Co.
- Lemonade Stand
- Syllabus Questions

UMKC 5537 Sign Up Sheet

Date	Business Strategy Reports	
1/27	1. 2. 3. 4.	
2/3	1. 2. 3. 4.	
2/10	1. 2. 3. 4.	
2/17	1. 2. 3. 4.	
2/24	1. 2. 3. 4.	

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Book Suggestions for Business Strategy Reports

Book	Author	Publisher
The World is Flat	Thomas Friedman	Farrar, Straus, Giroux 2005
Massive Change	Bruce Mau,	Phaidon Press 2004
Competing for the Future	Gary Hamel, CK Prahalad	Harvard Business School Press 1994
Marketbusters: 40 Strategic Moves	Rita Gunther McGrath, Ian MacMillan	Harvard Business School Press 2005
Fortune at the Bottom of the Pyramid	CK Prahalad	Wharton School Publishing 2005
Making Strategy Work	Lawrence Hrebiniak	Pearson Education 2005
The Small-Mart Revolution	Michael Shuman	Bettett-Koehiler 2006
How Consumers Think	Gerald Zaltman	Harvard Business School Press 2003
Profit Brand	Nick Wreden	Kogan Page 2005
The Red Queen among Organizations	William Barnett	Princeton 2008
Sony v. Samsung	Sea-Jin Chang	Wiley 2008
Redefining Global Strategy	Pankaj Ghemawat	Harvard Business School Press 2007
Groundswell	Charlene Li, Josh Bernoff	Harvard Business School Press 2008
Always On	Christopher Vollmer, Geoffrey Precourt	McGraw-Hill 2008
Innovation Nation	John Kao	Free Press 2007
Talent: Making People your Competitive Advantage	Edward Lawler	Jossey-Bass 2008
Punching In	Alex Frankel	Harper Collins 2007
The Power of Unreasonable People	John Elkington, Pamela Hartigan	Harvard Business Press 2008
Big Brown	Greg Niemann	Wiley 2007
Confidence	Rosabeth Moss Kanter	Crown Business 2004
Doing What Matters	James Kilts, John Manfredi, Robert Lorber	Crown Business 2007
Myself and other important Matters	Charles Handy	AMACOM 2008
The Granularity of Growth	Patrick Viguerie, Sven Smit, Mehndad Baghai	John Wiley & Sons 2008
Be the Elephant	Steve Kaplan	Workman Publishing 2007
The Specialty Shop	Dorothy Finell	AMACOM 2007
The New Gold Standard	Joseph Mechelli	McGraw-Hill 2008
The Age Curve	Kenneth Gronbach	AMACOM 2008
Unstoppable	Chris Zook	Harvard Business School Press 2007
Driving Customer Equity	Roland Rust, Valarie Zeithaml	The Free Press 2000
The Breakthrough Company	Keith McFarland	Crown Business 2008
Personality Not Included	Rohit Bhargava	McGraw Hill 2008
Extreme Toyota	Emi Osono, Norihiko Shimizu	John Wiley & Sons 2008
Satisfied Customers tell 3 Friends	Pete Blackshaw	Currency Books 2008
The Game Changer	AG Lafley, Ram Charan	Crown Business 2008
Outsmart	Jim Champy	Pearson Education 2008
Loyalty Myths	Timothy Keiningham, Terry Vevra, Lerzan, Aksoy	John Wiley & Sons 2005

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Book Suggestions for Business Strategy Reports

Book	Author	Publisher
Made to Stick	Chip Heath, Dan Heath	Random House 2007
Satisfaction	Chris Denove, James D. Power	Penguin 2006
Treasure Hunt	Michael Silverstein, John Butman	Portfolio 2006
Green to Gold	Daniel Esty, Andrew Winston	Yale University Press 2006
Strategy: Create & Implement		Harvard Business School Press
Exploiting Caos	Jeremy Gutsche	
Break from the Pack	Oren Harari	Pearson Education 2007
Briefs for Building Better Brands	Alan Gorman	Brandspa 2005
Outside Innovation	Patricia Seybold	HarperCollins 2006
Exceeding Customer Expectations	Kirk Kazanjian	Random House 2007
Developing Business Strategies	David Aaker	
Firms of Endearment	Rajendra Sisodia, David Wolfe	Wharton School Publishing 2007
Chocolates on the Pillow aren't enough	Jonathon Tisch	John Wiley & sons 2007
Driven: Business Strategy	Joel Litman	
Small is the New Big	Seth Godin	Do You Zoom 2006
Customer Equity	Robert Blattberg, Gary Getz	Harvard Business School Press 2001
The Discipline of Market Leaders	Michael Treacy, Fred Wiersema	Persus Books 1995
Building Strong Brands	David AAker	Free Press 1996
Brand Portfolio Strategy	David AAker	Free Press 2004
Brand Promise	Duane Knapp	BrandStrategy Inc 2008
Winning at Retail	Willard Ander, Neil Stern	McMillan Doolittle 2004
Climate Change: What's your strategy	Andrew Hoffman	
Loyalty Rules	Frederick Reichheld	Harvard Business School Press 2001
When Retail Customers Count	Mark Ryski	Authorhouse 2005
Raving Fans	Ken Blanchard, Sheldon Bowles	William Morrow 1993
Zoom	James Citrin	Doubleday 2002
Trout on Strategy	Jack Trout	McGraw Hill 2004
Boston Consulting Group on Strategy	Carl Stern	
Why we Buy	Paco Underhill	Simon & Shuster 2000

UMKC 5537 Winter 2011
Tiger Woods Case Study

Group Assignment:

You are the executive team for one of Tiger Woods corporate sponsors listed below. Given Tiger Woods visibility in the news lately, you are being asked by your board of directors to provide a recommendation on whether to continue your sponsorship. Provide a yes or no recommendation, and address why. Note: "why" and your strategic reasoning behind your recommendation is more important that your answer.

Background:

Woods reportedly earns approx. $100MM per year in endorsements. Accenture ($20 MM) Golf Digest, and AT&T have dropped Tiger, Gillette ($15 MM) has pulled its ads featuring Tiger Woods.

It's no wonder, since the ads now drip with irony. Taglines in Woods' ads for Accenture offer such life lessons as, "It's what you do next that counts" and "The road to high performance isn't always paved." Watchmaker Tag Heuer has featured Woods in ads that ask the newly relevant question, "What are you made of?"

But Gillette may win the award for unintended innuendo. In an all-star ensemble campaign for the Procter & Gamble-owned megabrand, Woods appears with Roger Federer and soccer star Thierry Henry as dapper men about town, sporting black suits and sly expressions.

In a related feature on Gillette.com, Woods reveals one of his favorite gadgets is his "phone for texting." He also appears in a blurb about the importance of pre-game rituals, "whether it's getting ready for the big game or the big night out." A spokesman for Gillette said it is not making any changes to its existing marketing plans and that the company does not comment on future marketing plans. 12/9 Fortune Magazine

Sponsors:

- Nike ($30 MM)
- TAG Heuer ($5 MM)
- Titleist ($20 MM)
- Gatorade (Pepsi) ($1 MM)
- EA Sports ($8 MM)
- NetJets
- Upper Deck
- Wheaties (General Mills)

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Contemporary Marketing Management
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Jan 20th Agenda

Discussion

- Class Syllabus questions
- Individual Assignments
- Chapter 1 Blue Ocean

Activity

- Lemonade Stand business model
- Practice Quiz: Joe & Co Case Study applying Blue Ocean

Preparation for class Thursday January 27th

- Read: Chapter 2: Blue Ocean Strategy
- Read: Waymark Holiday
- Group Quiz: SWOT
- Category landscape maps
- Individual Assignments sign up
    - Business Strategy Report
    - Company of the Decade

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Optional Extra Credit Value 10 points

Turn in at the beginning of class on 2/10, be prepared to present and discuss

Student Name:

Case Study Company:

What is the Mission Statement of your company?

Do they deliver on it?

If so, How, if not, where do they miss?

Does your company have stated set values?

Do they deliver on it?

Provide example: