

Marketing Strategy
Spring 2016
Spears School of Business
Oklahoma State University

Instructor

Dr. Todd Arnold, Raymond A. Young Chair and Associate Professor of Marketing

Contact Information

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Office Hours: By appointment in the Desire2Learn (D2L) main chat room (labeled Discussions); I am available via Skype or telephone, as well (schedule appointment through email).

Course Site: D2L (Online Classroom): <http://oc.okstate.edu>

Questions: Please direct course-related questions to the D2L main chat room. If you asked a question in a traditional classroom, everyone would be able to hear both the question and answer. I will attempt to simulate this interaction by answering such questions in the chat room.

Technical questions about the online learning community can be posted here also but the Administrative contact (below) is the best place to direct those types of questions initially.

Administrative contact: Spears School of Business Distance Learning Office, 108 Gundersen, spearsdistance@okstate.edu or call 866.678.3933 or 405.744.4048. Twitter @SPEARSDISTANCE.

Overview of the Course – BEGIN BY WATCHING THE INTRODUCTION 1 VIDEO!!
After watching the video, please complete the Personal Inventory located at D2L

This class is designed to enhance your knowledge and understanding of the major issues, current trends, and best practices in strategic marketing planning at the business level. Customers in most industries, both business-to-business and business-to-consumer, have a dizzying array of options from which to choose. To become the customer's choice and prosper, a firm must understand and be able to apply the principles of marketing to develop effective strategy. Therefore, this course will encourage you to build upon the knowledge you gain (and have gained in previous courses) and ask that you learn to apply such principles in developing sound strategic marketing decisions.

Course Objectives

The course views marketing as a general management responsibility and an organizational orientation. Relatively less attention will be given to the specific activities of the marketing department, or functions within it, in implementing strategic decisions. My focus will be on the

business unit and its network of customer, channel, and partner relationships. The case study method will help us to achieve this focus. Specific objectives include:

Course Objective	Program Learning Goal
Becoming a market oriented organization and developing market-driven or, potentially, market-driving strategies	<ul style="list-style-type: none"> • Decision Analyses • Critical Thinking • Written Communication
Formulating segmentation, targeting, positioning, and branding strategies to achieve sustainable competitive advantage	<ul style="list-style-type: none"> • Decision Analyses • Critical Thinking • Written Communication
Managing relationships with valuable customers and understanding how to tangibilize customer value	<ul style="list-style-type: none"> • Decision Analyses • Critical Thinking • Written Communication
Managing partner relationships in the value-added-chain	<ul style="list-style-type: none"> • Decision Analyses • Critical Thinking • Written Communication
Aligning marketing strategy with new technology	<ul style="list-style-type: none"> • Decision Analyses • Critical Thinking • Written Communication
Ethical issues faced by marketing managers in relation to strategic decisions	<ul style="list-style-type: none"> • Decision Analyses • Critical Thinking • Written Communication • Ethical Decision Making

Texts and Supplementary Materials

Required Text

No textbook is required. Marketing Strategy, 5e by O.C. Ferrell & Michael Hartline is optional.

Readings

There are readings from Harvard Business Review, Business Week, etc. available on the course site (i.e., D2L) and noted below. These materials are also available via the OSU Library databases. All course overheads and assignments will also be available through the course site at D2L.

Case Assignments

There are five (5) cases that will be available through Harvard Publishing. The course materials are available through the following link: <https://cb.hbsp.harvard.edu/cbmp/access/43452361>. Follow the instructions that are available upon following the link. There is an option for purchasing a printed coursepack; this is not a required purchase, it is simply available if you should prefer a hard copy version from Harvard. After payment, you can access (and print) these

course materials at any time. Although copyright is somewhat expensive, this is still cheaper than having you purchase all the material through OSU's own publishing center.

Grading Policy

The graded elements in this class break down as follows:

Case Write-Ups (best 3 of 4 @ 50 points)	150 pts.
Case Report	100 pts.
Mid-term Exam (open notes)	125 pts.
Final Exam (open notes)	<u>125 pts.</u>
Total Points	500 pts.

Letter grades will be assigned according to the standard scale.

450-500 pts.	= A
400-449 pts.	= B
350-399 pts.	= C
300-349 pts.	= D
Below 300 pts.	= F

Description of Course Requirements

Case Write-Ups

You will prepare a 1-2 page (double-spaced, one-inch margins left, right, top and bottom, 12-point font) analysis for four (4) cases. The write-ups will require that you (1) state the key problem/opportunity (or problems/opportunities) that needs to be addressed by the company represented in the case, (2) state any new information required to bring the case up-to-date and current (this necessitates searching for information outside of that provided by the case to address what has happened to the company and/or industry since the time of the case), (3) offer substantiated recommendations to address the stated problem(s)/opportunity(ies). Your recommendations should effectively integrate both case and current information to offer viable options for the company. In bringing the case up-to-date, I require at least **THREE OUTSIDE REFERENCES** be integrated into your analysis. Consistent with this, a reference page also is required (this will be page three of your analysis and does not count against your two page limit). You may use **any citation format that you choose**. I am not picky in this regard. Also, given space constraints, responses may be provided in a bullet point fashion, if you wish, as long as there remains adequate depth to assess your analysis. Case write-ups will have a specific due date, as noted on the course calendar. If your write-up is not submitted to D2L by the specified time, you will receive a score of zero for the assignment. Only your three highest scores will be counted toward your grade, so if you are satisfied with your score for cases 1-3, there is no requirement to submit the fourth case analysis. Similarly, if you fail to submit one of the first three cases, case four can act as a substitute for the score of zero you will receive for the missing case.

It should be noted that, in some instances, substantial changes have occurred to the focal company of a case. Although it may seem that such changes have "solved" the core problem of a case, this is not a certainty. The path that a company chooses to follow is only one of many

potential options. It is your job to either substantiate that the path chosen is, indeed, the best path, or to address why a different (or modified) path is a better option.

It also should be noted that in some instances the focal company of the case is fictitious. In such instance, the “up-to-date” information would logically relate to the industry, as a whole, and not the focal company. For example, the first case, **Arise Day Spa**, is a fictitious spa operating in the Dallas-Fort Worth area. Bringing this case up-to-date should involve researching current information related to the day spa industry, investigating similar issues/practices of other spas, looking at the current options in the DFW Metroplex, etc.

Case Report

Like the case write-ups, you will prepare a maximum of 4 pages (double-spaced, one-inch margins left, right, top and bottom, 12-point font) analysis for a final case. Again, you will be required to (1) state the key problem/opportunity (or problems/opportunities) that needs to be addressed by the company represented in the case, (2) state any new information required to bring the case up-to-date and current (this necessitates searching for information outside of that provided by the case to address what has happened to the company and/or industry since the time of the case), (3) offer substantiated recommendations to address the stated problem(s)/opportunity(ies). Unlike the individual case write-ups, the report should be provided in full prose and paragraph fashion, without the option of utilizing bullet points throughout your analysis. As with the case write-ups, a specific due date will be given and must be adhered to, with failure to submit a report resulting in a score of zero.

The case I select for the final case report always deals with one of my favorite topics (in the current instance of Raleigh & Rosse, retail management and using compensation to motivate employees to engage in strategically-desired service behaviors). Please try to integrate your own personal experiences, as well as course content, in fully addressing the case.

Exams

Examinations will be available via D2L starting the first day of the semester. The exams will include multiple choice questions and questions in short answer/essay format. The exams will cover course readings and lectures. The exams will be online through D2L to be accessed and completed within a three hour window of time (students will not need to go to a testing center—the exams may be completed at home). You may choose the time before the mid-term and final deadlines in which you take the exam. Once you have accessed the exam, however, you will have only three hours to complete the questions, after which the exam will be automatically submitted. You will have access to all course materials in formulating responses for the exam questions, but given the time constraint, it would be wise to already possess a thorough understanding of the materials. Failure to complete and submit an exam by the end of the designated exam period will result in a score of zero for that specific exam.

It should be fairly obvious, but still needs to be stated—because the exam is open note, there is a very good chance that successfully answering questions will require going beyond the content of the slides/readings. Be sure to take good notes as you watch the lecture discussions, and be sure

to be comfortable in applying any of the concepts in an exam format. If you have questions as you prepare, please let me know.

Make-up Policy

Students are expected to take each exam and submit each assignment **by the due date given**. If for any reason a student cannot meet the due dates for an exam or submit an assignment, he or she must notify me **prior to** the specified due date. The decision to extend a due-date rests solely with me. The timeline for a course is somewhat precise and every effort should be made to either complete assignments as scheduled or to complete them early. If you have planned events (e.g., weddings, vacations, etc.) that occur during the time of this course, it is your responsibility to ensure that assignments are completed **before** the due date. Extensions **will not** be granted for planned events.

University Policies

Drop Policy

University drop dates are listed at this website: <http://registrar.okstate.edu> under the “Academic Calendar” link. To drop this course, you must contact the CEPD Distance Learning office in 108 Gundersen or call 866.678.3933 or 405.744.4048.

Academic Integrity Policy

Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in your being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405.744.5627, <http://academicintegrity.okstate.edu>.

Please note that each of your case submissions will be scanned with plagiarism software. This software not only detects similar writing from online sources, but also compares your submission to the other submissions received via D2L (i.e., the Dropbox). Submissions that have too much overlap with external sources (e.g., more than 30 percent similar to another source) will be returned to the student for revision, with repeated instances resulting in a score of zero.

Accessibility Policy

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible so we can

discuss accommodations (see OSU Student Disability Services, please go to:
<http://sds.okstate.edu>.)

Schedule

Week of:	Topic	Assignment (Submit Bold Items to D2L Dropbox)
Jan 11	Introduction & Overview	Complete Personal Inventory
Jan 18	Strategy Lecture	Reading One
Jan 25	Reading One Discuss	
Feb 01	Market Assessment Lecture	
Feb 08	Markets B Lecture	Reading Two
Feb 15	Reading Two Discuss	Arise Day Spa Due by Feb 22 @ 11:59 PM
Feb 22	Case One (Arise Day Spa) Discussion /Segmentation Lecture	Reading Three
Feb 29	Product/Service Lecture /Reading Three Discuss	Starbucks Due by Mar 07 @ 11:59 PM
Mar 07	Case Two (Starbucks) Discuss	Exam One must be completed by Mar 14 @ 11:59 PM. Exam covers exam covers Intro, Strategy, Market Assess and Markets B, and Segmentation; also Readings One, Two and Three). Reading Four
Mar 14	New Product/Brand Lecture and Reading Four	
Mar 21	New Market Entry and Pricing Lecture	Reading Five
Mar 28	Reading Five Discussion	Red Lobster Due by Apr 04 @ 11:59 PM
Apr 04	Case Three (Red Lobster) Discussion/ Place (Channels) Lecture	Reading Six
Apr 11	Promotion Lecture /Reading Six	Bikanervala Due by Apr 18 @ 11:59 PM
Apr 18	Case Four (Bikanervala)	Exam Two due by Apr 25 @ 11:59 PM
Apr 25		Case Report (Raleigh & Rosse) Due by May 02 @ 11:59 PM
May 02	Final Case (Raleigh & Rosse)	

Reading List

READING ONE:

1. “The Big Lie of Strategic Planning,” Harvard Business Review, January/February 2014, pp. 78-84.
2. “Strategy and Society” Harvard Business Review, December 2006, pp. 78-92.
3. “The Ultimate Marketing Machine,” Harvard Business Review, July/August 2014, pp. 54-63.

READING TWO:

1. “How Failure Breeds Success,” Business Week, July 10, 2006.
2. “Customer Value Propositions in Business Markets,” Harvard Business Review, March 2006, pp. 91-99.
3. “Decision Driven Marketing,” Harvard Business Review, July/August 2014, pp.64-71.
4. “Macrobrewery,” Business Week, June 29, 2015.

READING THREE:

1. “An Anthropologist Walks into a Bar...,” Harvard Business Review, March 2014, pp. 80-88.
2. “Why Your Customers Social Identities Matter,” Harvard Business Review, January/February 2015, pp. 88-96.
3. “Unlock the Mysteries of Your Customer Relationships,” Harvard Business Review, July/August 2014, pp. 72-81.

READING FOUR:

1. “If Brands are Built over Years, Why are they Managed over Quarters?” Harvard Business Review, July-August 2007, pp. 104-112.
2. “How Smart, Connected Products are Transforming Competition,” Harvard Business Review, November 2014, pp. 64-88.
3. “Big Bang Disruptions”, Harvard Business Review, March 2013, pp. 112-117.

READING FIVE:

1. “Mastering the Intermediaries,” Harvard Business Review, June 2014, pp. 86-92.
2. “The Shoelace Crisis—Your Salad Lunches are Killing American Leather,” Business Week, May 27th, 2015.
3. “Pricing to Create Shared Value,” Harvard Business Review, June 2012, pp. 96-104.

READING SIX:

1. “Making the Consensus Sale,” Harvard Business Review, March 2015, pp. 106-113.
2. “Advertising Analytics 2.0,” Harvard Business Review, March 2013, pp. 60-68.
3. “Motivating Salespeople: What Really Works,” Harvard Business Review, July-August 2012, pp. 71-75.