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Class Times and Location:

Section 1:
Tues. & Thurs. 11:30 a.m. – 12:50 a.m.; CRSC Room 116

Section 2:
Tues. & Thurs. 1:00 p.m. – 2:20 p.m.; MCKN Room 116

Course Description

This course focuses on the decision-making role of the marketing manager who is responsible for creating the strategic marketing plan. Marketing is the set of activities, institutions, and processes for creating, communication, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.¹ Marketing strategy consists of selecting target markets, attracting and retaining customers by offering *superior customer value*. To understand marketing strategy, this course uses cases extensively to provide students with an opportunity to develop the analytical skills required of marketing managers. The course modules are organized around key strategic decisions facing marketing managers: selecting target markets, managing brand equity, and developing the marketing mix. Emerging topics in marketing strategy are also covered.

Course Learning Outcomes

The learning outcomes for this course include:

- Identify and prioritize strategic marketing challenges and objectives.
- Demonstrate the ability to analyze market intelligence.

¹ <https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx>.

- Recommend and justify competitive marketing strategies, including segmentation, positioning and the marketing mix, to create value for stakeholders in the marketplace and society at large.
- Design and critique marketing tactics that are consistent with an organization's marketing strategy.

Prerequisites: 15.0 Credits, Registration in the B.Comm. Program (Marketing Management Major).

Course Materials and Resources

Required Text:

MCS4370 Marketing Strategy Casebook Winter 2017

The casebook contains the articles and cases that we will use throughout the term. The purchase of the casebook is mandatory and it is available at the University Bookstore. You will not receive your exam without proof of purchase of the case booklet. You must submit your proof of purchase (found on the first page of the casebook) to the instructor.

On-Line Communication:

- This course has a website (see <http://courselink.uoguelph.ca/>). All announcements will be made on the course website. Please check the website frequently.
- I will be communicating with you via your central email account <uoguelph.ca> from time to time. You are required to check this account on a regular basis. Please be advised that I will not edit my mailing list to your hotmail/yahoo etc. account.
- While I endeavour to check my email daily, students can reasonably expect a response from me within 24 to 48 hours.

Method and Timing of Evaluation:

Your performance will be evaluated based on the following:

Assignment/Examination	Associated Learning Outcomes	Marks allocated	Due Date
Class Contribution	<ul style="list-style-type: none"> ✓ Demonstrate your assessment of market intelligence. ✓ Identify strategic marketing challenges. 	25%	Daily

Case Report (individual)	<ul style="list-style-type: none"> ✓ Create a marketing strategy that fits with company's core competencies and the environment. ✓ Recommend and justify competitive marketing strategies, including segmentation, positioning and the marketing mix, to create value for stakeholders in the marketplace and society at large. ✓ Design and critique marketing tactics that are consistent with an organization's marketing strategy. 	20%	See Course Schedule
Case Report and Presentation (group)	<ul style="list-style-type: none"> ✓ Create a marketing strategy that fits with company's core competencies and the environment. 	30%	See Course Schedule
Final Exam	<ul style="list-style-type: none"> ✓ Recommend and justify competitive marketing strategies, including segmentation, positioning and the marketing mix, to create value for stakeholders in the marketplace and society at large. ✓ Design and critique marketing tactics that are consistent with an organization's marketing strategy. 	25%	April 6 th
Total		100%	

Unless you have discussed an extension well ahead of the due date, late penalties of 20% per day (including weekends) will be assigned. Extensions will only be granted on the basis of extenuating circumstances.

If you are registered with the Centre for Students with Disabilities and will require some form of accommodation in the completion of the required learning activities for this course, please meet with me during the first week of classes.

Keep a copy of all of your graded work until final marks have been recorded. You may be asked to resubmit your work at any time.

Course Philosophy and Approach:

Case Report (Individual)

Each student will be assigned one case for which they will write a report with a maximum of 5 pages double-spaced with 12 pt. font (not including references or appendices). I will assign the cases at the beginning of the fourth class. Students may not submit an individual case report if they are assigned the case for their group. A hard copy must be submitted at the beginning of the class in which the case is being taught.

See “Case Report” for details on the assignment. The “Case Report” will be distributed at the beginning of the course and will be available on the course webpage under /content/cases.

Case Report and Presentation (Group)

GROUP FORMATION AND CASE ASSIGNMENT: Each group will present one case. Students are required to carefully choose the members of their group (5 members each). Each group will email me the members’ names along with their top two choices for cases (listed in the course schedule in this syllabus and available in the MCS4370 case booklet) by the end of the first week of classes. Groups may choose any of the following cases:

1. Mountain Man Brewing Co.: Bringing the Brand to Light
2. Conroy’s Acura: Customer Lifetime Value and Return on Marketing
3. Brannigan Foods: Strategic Marketing Planning
4. LONGCHAMP

I will assign the cases to each group at the beginning of the fourth class. If a group does not send me an email with their top choices by the deadline, then I will assign a case to the group. If (and when) more than one group picks the same case, I will flip a coin to decide which group will present the case.

CASE WRITE-UP: Each group will be required to submit a hard copy of their 5-page report, double spaced, 12pt font (excluding exhibits and references), at the beginning of the class. For details on the content of the case report refer to the “Case Report” document distributed in class and available on the course webpage under /content/cases.

PRESENTATION: Each group must present their report to the class. The objective of the presentation is to convince your classmates that you have identified the challenges facing the company, performed the appropriate analysis, and have a recommendation with a detailed action plan. It is important to justify your recommendation. The length of the presentation should not exceed 15 minutes with an additional 5 minutes for questions. Two members of each group should be selected to present but the expectation is that the entire group is responsible for the preparation. The presentation should use the format described under “Presentation Criteria” provided in this syllabus. Equal weightings will be given to each of the five areas.

MEMBER CONTRIBUTION: I expect each member to contribute equally to the case report and presentation. Any problems that arise must be discussed with me during office hours or by appointment. Peer evaluations will be completed at the end of the term so as to ensure equal participation from each

group member. If necessary, appropriate rescaling of each individual's grade for the group work will be made.

Presentation Criteria

1. Problem identification	Describe the problem(s) and implications for the individual making the decision.
2. Situation analysis	Appropriateness of analysis Comprehensive analysis
3. Analysis of alternatives	List the criteria used to evaluate the alternatives and reach your decision. Creativity in the alternatives available to solve the problem.
4. Recommendation	Provide information on your recommendation including a financial plan.
5. Overall presentation	Clarity, use of visual aids, ability to engage audience.

Class Contribution

I expect you to be prepared for class. Assigned cases and readings should be reviewed in detail prior to class. You should be ready to discuss the case, your analysis, and recommendation for each class. I expect you to be actively engaged in the discussion – to contribute regularly and to take a leadership role in moving the discussion forward. I believe we are all equally responsible for the quality of the discussion, and that the value of the course depends on the individual contributions of each participant.

Final Exam

The final exam will consist of a case study. The case will be distributed in class on Thursday, March 30th and due by 4:00 p.m. on Thursday, April 6th in the Dropbox. It is an individual assignment and is worth a total of 25% of your final grade for the course. Any late submission will receive a minimum of 20% deduction for each 24 hour period it is late.

Guest Speakers

During the semester, there will be several guest speakers who are currently engaged in varied aspects of marketing strategy. It is expected that each student attend and participate in these presentations by asking relevant questions or sharing opinions and comments as this will have a material impact on your class contribution grade.

Tentative Course Schedule

Class	Date	Topic	Readings
1	January 10 th	Introduction	Review course outline and class expectations.
2	January 12 th	Overview of Case Analysis	Article: Introductory Note on the Case Method Case: Pillsbury Cookie Challenge
3	January 17 th	Marketing Strategy Overview	TBD
4	January 19 th	Positioning	Case: Clean Edge Razor: Splitting Hairs in Product Positioning * assignment of individual and group cases
5	January 24 th	Segmentation	Case: Fashion Channel: Market Segmentation
6	January 26 th		Case: Angels and Devils: Best Buy's New Customer Approach
7	January 31 st	Branding and Brand Equity	Article: The Brand Report Card Case: Brand Report Card Exercise
8	February 2 nd	Brand Extensions	Case: Mountain Man Brewing Co.: Bringing the Brand to Light
9	February 7 th	Marketing Communications	Case: Stack Brewing: A Little Brewery in the Big Nickel
10	February 9 th	Guest Speaker	TBD
11	February 14 th	Pricing and Distribution	Case: Pricing the EpiPen: This is Going to Sting
12	February 16 th	Social Media	Article: Building Brands Together: Emergence and Outcomes of Co-creation Article: Branding in the Digital Age
HOLIDAY NO CLASSES SCHEDULED			
13	February 28 th		Case: Longchamp
14	March 2 nd	Retail	Case: Canada Goose Inc.: At a Retail Crossroads
15	March 7 th	Customer Relationship Management	Article: Return on Marketing Article: Putting the 'Relationship' Back into CRM

16	March 9 th		Case: Conroy's Acura: Customer Lifetime Value and Return on Marketing
17	March 14 th		Case: Personal Shoppers at Sears: The Elf Initiative
18	March 16 th	Guest Speaker	TBD
19	March 21 st		Case: Harrah's Entertainment, Inc.
20	March 23 rd	Strategic Planning	Case: Brannigan Foods: Strategic Marketing Planning
21	March 28 th		Case: Harlequin Enterprises: Assessing e-Books
22	March 30 th		Final Case Assignment distributed in class today
	April 4 th		No class – time for assignment
	April 6 th		No class – Final Case Assignment due by 4:00pm in Dropbox

Note: Subject to change. The schedule of learning activities may require modification from time to time. Any changes will be announced in class and/or on the Courselink.

Policies and Regulations

All students are expected to abide by the University's academic regulations in the completion of their academic work, as set out in the undergraduate calendar (see <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/index.shtml>). Some regulations are highlighted below:

Academic Misconduct:

The University of Guelph is committed to upholding the highest standards of academic integrity and directs all members of the University community – faculty, staff and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. The University of Guelph takes a serious view of academic misconduct and it is your responsibility as a student to be aware of and to abide by the University's policy. Included in the definition of academic misconduct are such activities as cheating on examinations, plagiarism, misrepresentation, and submitting the same material in two different courses without written permission.

To better understand your responsibilities, read the Undergraduate Calendar at: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml> You are also advised to make use of the resources available through the Learning Commons (<http://www.learningcommons.uoguelph.ca/>) and to discuss any questions you may have with your course instructor, teaching assistant, Academic Advisor or Academic Counselor.

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

Academic Consideration:

Students who find themselves unable to meet course requirements by the deadline or criteria expected because of medical, psychological or compassionate circumstances beyond their control, should review the regulations on Academic Consideration in the Undergraduate Calendar (http://www.uoguelph.ca/undergrad_calendar/c08/c08-ac.shtml) and discuss their situation with the instructor, Program Counsellor or Academic Advisor as appropriate.

Religious Holidays:

Should a student need to miss scheduled tests, mid-term examinations, final examinations, or requirements to attend classes and participate in laboratories for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made. For further information see

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-accomrelig.shtml>

University Grading Scheme:

This course follows the University grading scheme outlined in the University Calendar:

A+	90-100%	Excellent: An outstanding performance in which the student demonstrates a superior grasp of the subject matter, and an ability to go beyond the given material in a critical and constructive manner. The student demonstrates a high degree of creative and/or logical thinking, a superior ability to organize, to analyze, and to integrate ideas, and a thorough familiarity with the appropriate literature and techniques.
A	85-89	
A-	80-84	
B+	77-79	Good: A more than adequate performance in which the student demonstrates a thorough grasp of the subject matter, and an ability to organize and examine the material in a critical and constructive manner. The student demonstrates a good understanding of the relevant issues and a familiarity with the appropriate literature and techniques.
B B-	73-76	
	70-72	
C+	67-69	Acceptable: An adequate performance in which the student demonstrates a generally adequate grasp of the subject matter and a moderate ability to examine the material in a critical and constructive manner. The student displays an adequate understanding of the relevant issues, and a general familiarity with the appropriate literature and techniques.
C	63-66	
C-	60-62	
D+	57-59	Minimally acceptable: A barely adequate performance in which the student demonstrates a familiarity with the subject matter, but whose attempts to examine the material in a critical and constructive manner are only partially successful. The student displays some understanding of the relevant issues, and some familiarity with the appropriate literature and techniques.
D	53-56	
D-	50-52	
F	0-49	Fail: An inadequate performance.

Code of Conduct – The Top Ten

As a student in the Department of Marketing and Consumer Studies, College of Management and Economics at the University of Guelph, you are a member of a scholarly community committed to improving the effectiveness of people and organizations, and the societies in which they reside, through groundbreaking and engaging scholarship and pedagogy. We seek to promote a comprehensive, critical and strategic understanding of organizations, including the complex interrelationship between leadership, systems (financial and human) and the broader social and political context. And, we prepare graduates for leadership roles in which organizational objectives, self-awareness, social responsibility and sustainability are primary considerations.

In keeping with this commitment, we expect all of our students (indeed – all members of our community) to act in a professional and respectful manner to fellow students, staff and faculty, as well as to members of the broader university and local community. This expectation is very much in keeping with your preparation for a professional career.

The following conduct is expected of all of our students:

1. Come to class prepared to learn and actively participate (having completed assigned readings, learning activities etc.).
2. Approach your academic work with integrity (avoid all forms of academic misconduct).
3. Arrive on time and stay for the entire class. If you happen to be late, enter the classroom as quietly as possible. At the end of class, apologize to the faculty member for the interruption. If you have to leave class early, alert the faculty member in advance.
4. If you know in advance that you are going to miss a class, send an email to the faculty member letting him/her know that you will be absent, with a brief explanation.
5. While in class, refrain from using any written material (e.g., newspaper) or technology (e.g., the Internet, computer games, cell phone) that is not relevant to the learning activities of that class. Turn off your cell phone at the start of each class.
6. Listen attentively and respectfully to the points of view of your peers and the faculty member. Don't talk while others have the floor.
7. Raise your hand when you wish to contribute and wait to be called upon. Challenge others appropriately, drawing on reason and research rather than unsubstantiated opinion, anecdote and/or emotion. Keep an open mind and be prepared to have your point of view challenged.
8. When sending emails to faculty, apply principles of business writing; use a professional and respectful style (use a formal salutation, check for spelling and grammatical errors, and avoid slang and colloquial short forms).
9. When making a presentation, wear business dress.
10. Provide thoughtful feedback at the completion of all courses (we are committed to continuous improvement but need your input to help us decide what to focus on).