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| <b>Instructor:</b>               | Tanya Mark, Ph.D.<br>Room: 202 Building: MINS Ext 53687<br>Email: <a href="mailto:tanya.mark@uoguelph.ca">tanya.mark@uoguelph.ca</a><br>Office Hours: by appointment |
| <b>Teaching Assistant:</b>       | Zuzanna Jurewicz<br>Email: <a href="mailto:zjurewic@uoguelph.ca">zjurewic@uoguelph.ca</a>  |
| <b>Class Times and Location:</b> | Monday & Wednesday   |
| <b>Time:</b>                     | 10:00 a.m. – 11:20 p.m.  |
| <b>Room:</b>                     | MACS 121   |

### 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.<sup>1</sup> 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 analyse market intelligence.
- 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.

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

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

### Course Materials and Resources

#### Required Text:

#### MCS4370 Marketing Strategy Casebook Winter 2018

The casebook contains the articles and cases that we will use daily 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 may submit your proof of purchase to the instructor or your TA.

#### On-Line Communication:

- This course has a website (see <http://courselink.uoguelph.ca/>). All announcements will be made on the course website. Please check your 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"><li>✓ Demonstrate your assessment of market intelligence.</li><li>✓ Identify strategic marketing challenges.</li></ul>  | 25%             | Daily                      |
| Case Report (individual)             | <ul style="list-style-type: none"><li>✓ 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.</li><li>✓ Design and critique marketing tactics that are consistent with an organization's marketing strategy.</li></ul> | 25%             | See <i>Course Schedule</i> |
| Case Report and Presentation (group) | <ul style="list-style-type: none"><li>✓ Create a marketing strategy that fits with company's core competencies and the environment.</li><li>✓ Recommend and justify competitive</li></ul>   | 20%             |                            |

|   |   |      |                     |
|---|---|------|---------------------|
|   | <p>marketing strategies, including segmentation, positioning and the marketing mix, to create value for stakeholders in the marketplace and society at large.</p> <p>✓ Design and critique marketing tactics that are consistent with an organization's marketing strategy.</p> |      | See Course Schedule |
| Company Report and Presentation (group) | <p>✓ Create a marketing strategy that fits with company's core competencies and the environment.</p>  | 30%  | See Course Schedule |
| 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:**

### **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.

### **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 (maximum of 5 members each). Each group will email me the members' names along with your 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. Rideau Artisanal Chandlery: Online, Offline or Bust?
3. Conroy's Acura: Customer Lifetime Value and Return on Marketing
4. Brannigan Foods: Strategic Marketing Planning

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 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 will meet with me during office hours to discuss their case 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<br>Comprehensive analysis  |
| 3. Analysis of alternatives | List the criteria used to evaluate the alternatives and reach your decision.<br>Creativity in the alternatives available to solve the problem. |
| 4. Recommendation           | Provide information on your recommendation including a financial plan.   |

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| 5. Overall presentation | Clarity, use of visual aids, ability to engage audience. |
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### **Company Report and Presentation (group)**

**COMPANY REPORT:** All groups will perform an assessment of a Canadian company (to be determined and announced during class) and provide a recommendation for this company which must include execution of the recommendation (i.e., marketing plan, creative, etc.). Each group will be required to submit a hard copy of their 10-page report, double spaced, 12pt font (excluding exhibits and references), by 12:00pm on April 11<sup>th</sup>, 2018, in MINS 205. For details on the content of the report refer to the “Company Report” document distributed in class and available on the course webpage under /content/cases. Any late submission will receive a minimum of 20% deduction for each 24 hour period it is late.

**PRESENTATION:** Each group will meet with me during office hours to discuss their 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 10 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.

### **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

| <b>Class</b> | <b>Date</b>                                  | <b>Topic</b>   | <b>Readings</b>   |
|--------------|--|--|---|
| 1            | January 8 <sup>th</sup>                      | Introduction   | Review course outline and class expectations.   |
| 2            | January 10 <sup>th</sup>                     | Overview of Case Analysis  | Article: Introductory Note on the Case Method<br>Case: Pillsbury Cookie Challenge<br>*pictures taken in class today                   |
| 3            | January 15 <sup>th</sup>                     | Marketing Strategy Overview  | TBD   |
| 4            | January 17 <sup>th</sup>                     | Guest speaker:<br>Vlad Rebellon<br>Sr. Innovation Business Consultant<br>Loblaw Companies Ltd. | Readings:<br>1) What is Disruptive Innovation<br>2) The grocery industry confronts a new problem: only 10% of Americans love cooking. |
| 5            | January 22 <sup>rd</sup>                     | Positioning  | Case: Clean Edge Razor: Splitting Hairs in Product Positioning<br>* assignment of individual and group cases                          |
| 6            | January 24 <sup>th</sup>                     | Segmentation   | Case: Fashion Channel: Market Segmentation  |
| 7            | January 29 <sup>th</sup>                     | Branding and Brand Equity  | Article: Building Brands Together: Emergence and Outcomes of Co-creation<br>Article: Branding in the Digital Age                      |
| 8            | January 31 <sup>st</sup>                     | Brand Extensions   | Case: Mountain Man Brewing Co.: Bringing the Brand to Light   |
| 9            | February 5 <sup>th</sup>                     | Pricing and Distribution   | Case: Socially Responsible Pricing: lessons from the Pricing of AIDS Drugs in Developing Countries                                    |
| 10           | February 7 <sup>th</sup>                     | Retail   | Case: Amazon Go: Venturing into Traditional Retail  |
| 11           | February 12 <sup>th</sup>                    | Multichannel Management  | Case: The Multichannel Challenge at Natura in Beauty and Personal Care  |
|              | February 14 <sup>th</sup>                    |  | Case: Rideau Artisanal Chandlery: Online, Offline or Bust?  |
| 12           | February 19 <sup>th</sup> – 23 <sup>rd</sup> | NO CLASSES   | SPRING BREAK  |
| 13           | February 26 <sup>th</sup>                    | Customer Relationship  | Article: Return on Marketing  |

|    |                           |                          |   |
|----|---------------------------|--------------------------|---|
|    |                           | Management               | Article: Putting the ‘Relationship’ Back into CRM                     |
| 14 | February 28 <sup>th</sup> |                          | Case: Conroy’s Acura: Customer Lifetime Value and Return on Marketing |
| 15 | March 5 <sup>th</sup>     | Marketing Communications | Case: Lululemon Athletica   |
| 16 | March 7 <sup>th</sup>     | Social Media             | Case: Science of Social Influence – HP Brandclout                     |
| 17 | March 12 <sup>th</sup>    | Strategic Planning       | Case: Harrah’s Entertainment, Inc.                                    |
| 18 | March 14 <sup>th</sup>    |                          | Case: Brannigan Foods: Strategic Marketing Planning                   |
| 19 | March 19 <sup>th</sup>    |                          | Case: Harlequin Enterprises: assessing e-Books                        |
| 20 | March 20 <sup>th</sup>    | GUEST SPEAKER            | Amy Nodwell<br>Brand Manager - Candy at Dare Foods Limited            |
| 21 | March 26 <sup>th</sup>    | Group Presentations      |   |
| 22 | March 28 <sup>th</sup>    | Group Presentations      |   |
| 23 | April 2 <sup>nd</sup>     | Group Presentations      |   |
| 24 | April 4 <sup>th</sup>     | Final Presentations      |   |

Note: 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](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% | <b>Excellent:</b> 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   | <b>Good:</b> 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  | 73-76   |   |
| B- | 70-72   |   |
| C+ | 67-69   | <b>Acceptable:</b> 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   | <b>Minimally acceptable:</b> 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    | <b>Fail:</b> 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).