

MARKETING MANAGEMENT

Spring 2020

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COURSE OVERVIEW

Marketing is the organizational function responsible for engineering exchanges with customers. Marketing drives the organization's revenue line, and the exchanges with customers that it facilitates are the ultimate source of value for most all organizational resources. Your boss or CFO doesn't pay your salary. Your customers do. The course will provide you with a set of evidence-based theories, tools, and frameworks to create, communicate, and deliver unique or superior customer value so that you can capture a portion of this value back through the exchange process.

Marketing management is a complex business function that requires both knowledge of and skill in strategy formulation and consideration of tactical implications. It necessitates a systematic and disciplined approach, which employs a combination of marketing tools, analytical skills, and logical reasoning. Marketing management, therefore, is not only about a marketing knowledge; it also implies a way of thinking.

This course is intended to introduce you to the essentials of marketing: how firms and consumers behave and what strategies and methods marketers can use to successfully operate in today's dynamic environment. The course begins by establishing the foundations of marketing, and by outlining a framework for marketing management that highlights three interrelated activities: analysis, strategy, and tactics. The course introduces these concepts moving from the broad and the general, to the narrow and the specific. It begins at the analytical level, in service of understanding the customers, the company, and the competitive landscape (known as the 3 Cs). It then moves through strategy, which involves deciding on which consumers to serve and how to position the company in the competitive landscape (segmentation, targeting, and brand positioning - STP). We then explore the tactical decisions that marketers make, and how they relate to the motivations and choices of individual customers. The core tactical decisions that operationalize the company's strategic positioning through the elements of the marketing mix are product, price, promotion, and place/channels of distribution (known as the 4 Ps).

Upon completion of the course, you will be able to:

- Describe the marketing function and its importance to organizational success
- Understand core marketing concepts including STP (segmentation, targeting, and positioning), branding, and the 4 Ps (product, place, price, and promotion)

- Analyze a marketplace through the lens of a marketer
- Set marketing strategies
- Implement marketing strategy via the marketing mix

At the conclusion of the course you will be a better marketing decision maker, i.e., one who can recommend specific marketing actions that have a higher probability of achieving organizational goals by using a decision process that consumes fewer organizational resources. Even if you are not in a role with decision rights with respect to marketing strategies and tactics, you will be prepared to ask your colleagues insightful, compelling, and sometimes challenging questions about the marketing activities in which they have chosen to invest.

COURSE ORGANIZATION

Course Time Commitment

This 4-credit course requires approximately 8-12 hours of work per module. Please expect to spend more time the week before larger assignments and live cases.

Course Modules

Module Topic

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| 1 | Introduction to Marketing Analysis and Overview |
| 2 | Analysis: Company, Competition and Customer Analyses |
| 3 | Strategy: Segmentation, Targeting and Positioning |
| 4 | Analysis: Understanding Customers |
| 5 | Marketing Mix: Product and Brand Decisions |
| 6 | Marketing Mix: Pricing |
| 7 | Marketing Mix: Promotions |
| 8 | Marketing Mix: Place |
| 9 | Special Topics |
| 10 | Review and Application of Marketing Strategy |

Course Components

There are four main components of this course:

- **Canvas Postings:** Canvas will facilitate the communication between faculty and students. Course materials and activities, assignments, discussion, as well as grades will all be posted on Canvas. Canvas can be accessed at <https://canvas.uw.edu/>

- **Class sessions:** Classes will involve a blend of short lectures and case discussions. Students are expected to contribute to the class/break out discussions based on their own business experiences, personal customer experiences, and their preparation of the required readings.
- **Teamwork:** A significant amount of the work for this course will be done in teams. Although this work is done mostly outside the classroom, students' contributions to these efforts are considered an integral aspect of the course.
- **Individual work:** In addition to preparing for class sessions and team activities, students will do one assignment and the final exam on an individual basis.

Teams

As noted above, teamwork is an essential component of the course. To ensure equal participation on team projects, team members are requested to evaluate each other's performance using the Team Evaluation Form. This form is to be submitted anytime after the completion of the last team assignment and before the deadline for the final exam. If I don't receive this form from you, I will assume that all members of your team (including you) participated equally in all team work through out the quarter. This team work grade will be part of the class participation grade.

Final Exam

The final exam is an individual case analysis where you will answer specific questions and offer justifications for your answers. The case will be distributed in week 8. This is a take-home assignment. The grading criteria are the same as for cases discussed in class. The final exam is due before 6pm, first day of class in week 11 (finals week). Early submissions are welcome.

Course Readings

There is no required textbook for the course, In place of a textbook, we will use a set of readings, case studies, and faculty-created video as primary means of learning about the marketing function. Most of these cases and readings are compiled in a required course packet. Most of it is available through Harvard Business School Publishing (HBSP). A few cases and readings are available through a pack supplement that can be purchased from EZ Copy and Print located at 4336, University Way (for things that HBSP does not carry). You can email the print@ezcopy.net with the following information and they will email this supplementary packet to you. If you would like to support a small local business in times COVID, you can also buy the entire course packet from them instead of from HBSP. In addition, readings and articles that are free of cost will be posted on the Canvas. Canvas will have a module for each week which will feature a prep guide telling you how to prepare for that week.

Preparing cases and readings

When there is an assigned reading, you should come to class with a basic understanding of the concepts presented, as well as some ideas about how the concepts might apply to a marketing

manager's day-to-day decisions. Be prepared to build on the reading to move the class discussion forward. This may involve delving deeper into the concepts, or questioning the ideas presented in a productive way, or thinking about how the ideas apply to your company or to cases we have discussed in class. Some readings serve the purpose of presenting a framework or perspective that we will discuss in class. Other readings will constitute definitions and concepts and will serve as background information that the class will build on.

When there is an assigned case, you should come to class with a detailed understanding of the company problem described in the case. You should also develop some ideas for how this problem might be addressed. Unless otherwise directed, **you should NOT look up cases and the companies online before we have discussed the case in class.** Searching for 'external' information will undermine your learning experience and ability to extract most value from case discussions.

Video

Most modules will include several short video segments that cover important topics in the Module. Please treat these as you would any managerially-oriented resource, i.e., please view them thoughtfully before embarking upon subsequent learning activities and please feel free to pose clarifying questions as needed.

Discussions

Most modules will include one or more Discussion Board topics in Canvas. Instructions for completing these required assignments are included within the Module pages.

Communications Guidelines

I encourage you to reach out at any point with questions, comments, or concerns regarding your learning experience in the course. It is often efficient to reach out in advance via email with suggested meeting times at which we can connect via Zoom or via phone. I enjoy exchanging ideas with students and welcome the chance to meet whenever our schedules align. Similarly, the TA is available to set virtual meetings at a time of mutual convenience to aid your learning experience.

GRADING

Grading Procedure

Grades reflect your performance on assignments and adherence to deadlines. The grading turnaround time will be approximately two weeks. Grades will be posted in the Gradebook on the course site. Due to the Family Education Records Privacy Act (FERPA), grades will not be disclosed via email or in any other public forum.

Rubrics

Most of the graded work in this course includes a grading rubric which should both help you understand the requirements of the assignment are upfront, and give you detailed feedback about your performance and learning after the fact. Rubrics will be included within the assignment description.

Submitting Assignments

Instructions for submitting assignments are included with the assignment descriptions within the Canvas course site. Due dates for all graded work are included in the Course Calendar below, and in each Module page in the Canvas course.

Late or Missed Assignments

Please notify the instructor BEFORE an assignment is due if an urgent situation arises and the assignment can't be submitted by the due date.

Class Participation

Class participation (synchronous or asynchronous) is extremely important. The class should be a common learning experience. Thus, we want you to take ownership and initiative for the success of the class. It is critical that you arrive for each class fully prepared to lead the discussion if called upon. You should be able to demonstrate your understanding of the relevant issues and problems in the assigned readings and cases. Share your knowledge and help others understand your point of view. Some of the criteria we will use to judge the effectiveness of your participation include:

- Are you willing to participate? Are your comments relevant to the class discussion?
- Do your comments show evidence of appropriate, insightful analysis of the case?
- Are you a good listener as well as speaker? Can you play off of the comments of others?
- Are you willing to test new ideas? Or are all of your comments “safe”?
- Do you work well with others during group projects?

Activity	Score
Individual Discussion Board Posts	200
Written Team Submissions/Posts	450

Live Team Case: Zoka	250
Marketing Moment Team Video	200
Live Team Case: BECU	500
Class contributions (participation during zoom sessions and in break out groups, team member evaluations at the end of the quarter)	50
Individual Break-Even Analysis	50
Individual Final Exam	300
Total	2000

The final grade for the class is “on the curve”. Keep in mind that your grade is not a perfect indicator of your potential marketing skills; it simply reflects your performance on the tasks outlined above.

LIVE CASE PRESENTATIONS

Our class will work on TWO live cases this quarter! Your team will make or record presentations for our clients. Your classmates will provide comments on video presentations and you will respond to those comments. The client, the TA and I will review your case presentations and provide a grade.

Live Project 1 - Zoka Coffee: Coping with Covid

Live Project 2 – BECU: Entering a New Market

During the presentation week, you will either record and upload on canvas (or present on Zoom to client and me – to be decided based on client preference/availability) a 5 minute presentation about your recommendation. A copy of the presentation materials should be submitted to Canvas. This submitted presentation will have additional details and information that could not be covered in the 5 minute video but would help the client evaluate and adopt your recommendation. (This information may also help me see why you made choices and will aid my grading).

GUEST SPEAKERS

During the quarter, we expect to have several guest speakers. Guest speakers bring to life the practice of marketing management and give us a feel for the day-to-day decisions facing marketing managers.