

MARKETING 501: MARKETING MANAGEMENT

Mondays and Wednesdays: 6:00pm–7:40pm PT (Sections A/B)

Mondays and Wednesdays: 7:50pm–9:30pm PT (Sections C/D)

Teaching Team

Instructor: Professor Francesca Valsesia (valsesia@uw.edu)

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Office hours: Thursday 6-7 pm on Zoom - <https://washington.zoom.us/j/94266159627> + by appointment (individual meetings)

Course Pack: <https://hbsp.harvard.edu/import/1038260>

Overview and Objectives

The ultimate goal of most (but not all) businesses is to make profits. Marketing is the business function charged with generating profits by providing value to customers and recapturing some of that value for the firm. Business success is heavily dependent on the marketing function. Over the years, sufficient research has been documented that has enabled us to accord a structure and scientific discipline to the “marketing common sense”. Today, we understand that marketing involves identification and satisfaction of consumer needs through a process of exchange that creates value for the marketer as well as the consumer – value that is in some important way superior to that delivered by competition. Identification of a consumer need is typically accomplished by research and satisfaction is achieved by offering the consumer the right product at the right price and at the right time, promoted using the right strategies and made available through the right outlets - in short, using the right *marketing mix*.

The Marketing Management component of the core will introduce you to a **marketing strategy framework** and related concepts that are central to understanding and analyzing a marketing situation. The objective of the course, therefore, is to develop a systematic way of thinking through realistic business problems and answer the following questions: *Which* customers should be served? *What* is the optimal product bundle for these customers? And *how* are the two to be brought together? Mastering the discipline of marketing in a single quarter is simply not possible. Thus, the specific goals of this first course in marketing are:

1. To provide a solid foundation for strategic marketing analysis, and to introduce a series of frameworks and tools that can be used to solve marketing problems.
2. To familiarize you with the functional decision areas of the marketing manager (e.g., product strategy, branding, pricing, advertising and promotion, and distribution), and to enhance your problem solving and decision making abilities in these operational areas.
3. To provide you with a forum (both written and oral) for forming, presenting, and defending your strategic recommendations, and for critically examining and discussing those offered by others.

This course will not require memorization of marketing facts or techniques (though you of course need develop and demonstrate your facility with them). Rather, our goal is to enhance your critical thinking skills through the reasoned application of marketing principles. These quantitative and qualitative

analytical tools will be cultivated and reinforced through lectures, individual assignments, group projects, and the case method. Note that this pedagogical approach emphasizes *your* role in applying the concepts discussed (i.e., in lectures) to the business situations at hand (i.e., the cases).

Course Design

The Marketing Management course comprises of 19, 90-minute Modules. Conceptually, these 19 Modules have been divided into two phases.

Phase I. The first phase, comprising of the first 9 Modules, will focus on the concepts, tools, and analyses that underlie marketing decisions. Topics will include, among others, consumer analysis, competitor analysis, market segmentation and positioning, breakeven analysis, designing and conducting marketing research, and issues associated with designing a marketing strategy. Concepts and techniques from core disciplines like psychology, sociology, and economics will be used frequently throughout the course and particularly during the first phase.

Phase II. The second phase, comprising of the next 10 Modules, focuses on using the concepts and tools learnt in the first phase to make effective marketing decisions pertaining to product design and development, promotion, distribution, and pricing. In this phase, you will see the utilization of what you learnt in the first phase.

Course Materials

1. The syllabus

Please read this syllabus in its entirety and carefully. It covers the philosophy and structure of the course, along with our expectations regarding participation and performance. It also is essential that you are familiar with the case preparation guidelines. You are responsible for *all* information contained in this document.

2. Readings

All required readings are either included in the course reader or will be distributed electronically.

3. Lecture notes

A rough outline of slides for each class will be posted to Canvas the day before. I will also print a handout for those who like to take notes on paper.

4. Additional materials

Assignments will be placed on the website the week they are assigned at the latest. Additional materials, when required, will be distributed (on an as-needed basis) throughout the quarter.

Teaching Style

The course will rely HEAVILY on your contribution to the class proceedings. 8 of the 20 Modules have cases or simulations which will form spokes for further discussion. The other 11 Modules include lectures (including 2 guest speakers), presentations, reviews, and discussions. Thus, a conscious attempt has been made to balance workload using a mix of cases and other forms of pedagogy without compromising on the learning objectives.

Assessment

The evaluation of student performance is based on both individual and group work. Your group is the “learning team” assigned at the beginning of term. The evaluation of your performance in the course will be based on the following factors:

A. Two Group Case Writeups	24%
B. One Individual Case Writeup	optional (see below)
C. Case Quizzes	4%
D. Marketing Survey and Positioning Statement	3%
E. Individual Analytical Exercise	5%
F. Group Analytical Exercise	4%
G. Group Project	20%
H. Final Exam (individual, case based, take home)	30%
I. Participation	10%

A and B. Case Writeups (Memos)

Case Memos are *due before the start of class* and should be turned in via the online portal on Canvas. The writeup should identify the most critical issue(s) in the case and recommend a plan of action to deal with those issues. Writeups should include a (brief) analysis of the three Cs (Company, Competition, and Customer) and a well-justified strategic plan (Segmentation, Targeting, and Positioning). The specific tactics (four Ps) that will be relevant will vary as a function of the specifics of the case. The writeup should *not exceed two pages* (single-spaced, with 12-point font, Times New Roman, and one-inch margins). A max of 3 exhibits may be included. Any relevant fact, figure, or claim included in the exhibits must also be referenced in the main text for full consideration. Examples of Case Memos will be provided on Canvas.

Case write-ups are due the day they will be discussed in class *at 6 pm*.

GROUP: Clean Edge (Apr 24), CMI (May 15)

INDIVIDUAL: Chase Sapphire (May 24)

C. Case Quizzes

To ensure you are sufficiently prepared for discussion, additional cases will be accompanied by a short quiz (2–3 minutes). Quizzes will be due at *5 pm* on the day they will be discussed in class.

D. Marketing Survey and Positioning Statement

1. INDIVIDUAL: Marketing Survey - I need your input to prepare the lecture on consumer decision making. Please complete a short survey in one sitting, without consulting your colleagues or outside sources. A link to the survey is posted on Canvas. Please submit your answers *by 6 pm Tue April 4 (day before class)*.
2. INDIVIDUAL: Positioning Statement - Additionally, to help with your understanding of positioning statements, there will be a very short positioning statement assignment *due on May 1*.

E. and F. Analytical Exercises

1. INDIVIDUAL: During the quarter, each student will be required to submit 1 short deliverable relating to *Breakeven* and *Customer Lifetime Value*. Please submit on *April 17 by 10 pm* as a single document in the appropriate folder on Canvas.
3. GROUP: Finally, in preparation of the discussion about digital marketing on May 8 and online advertising on May 22, you will analyze the results of a digital campaign. Please submit your answers on *May 8 by 6 pm* in the appropriate folder on Canvas.

G. Group Project

The final project is a presentation of a strategic marketing plan for a new business idea. This group project gives you an opportunity to test and advance your ability to understand and analyze marketing situations, identify an opportunity, design a marketing strategy and implementation plan. It requires a good grasp of marketing concepts, strong decision-making and team-work skills.

Each team has to identify an existing opportunity (an unfulfilled need, perhaps) in the market, propose a new business (or product, or service) that can address it, and design strategy and related tactics for launching it.

Each plan is prepared and presented in a ‘Shark Tank’ setting by a group of students to the class in the last class session. Time for each presentation will depend, in part, on the total number of projects, but will be no more than 10 minutes. Effectiveness of the verbal presentation is key in communicating your concept and receiving quality feedback from your classmates.

The plans will be evaluated according to the following criteria:

- the quality of the analysis – were the right questions asked?
- the feasibility of conclusions or recommendations – do they follow from the analysis?
- evidence of mastery of the frameworks, concepts, and methods developed in the course
- the effectiveness of the presentation of the plan

NOTE: Each student will provide a short evaluation of each plan (except their own). Peer feedback is due on June 4 and will be integrated in the group project evaluation (20% of the groups’ grade will depend on peers’ feedback).

All members of the group will receive the same grade. The Group Project is *due before the start of class on Wednesday May 31*.

H. Final Exam

The Final Exam will be take-home and open-note. The Final Exam will require you to analyze a case, similar to the cases discussed throughout the course. Therefore, the best way to prepare for the Final Exam is to comprehensively prepare for each case discussion throughout the quarter. Contributing to each case discussion by testing your ideas and analyses among your peers and with the instructor will allow you to build up the “muscle memory” (and confidence) you will need to analyze a novel marketing problem and make well-justified recommendations to management. While more specific details will follow, the tentative plan is for the Final Exam to be *posted on Sunday (June 4) and due no later Wednesday (June 7)*. You can start your exam at any time, and will be given 24 hours to complete it.

I. Participation

Active class participation is key to your and your classmates’ learning experience, both in lectures and during active case discussions. In lectures, please ask clarification questions and contribute relevant

examples from your own experience. During active case discussions, picture yourself as a manager trying to select the best course of action with your coworkers (classmates). Thus, we expect you to treat this experience with the same respect and dedication that you would show on the job. Arrive on time and well-prepared. Please participate; do not deprive your peers of your unique insight and perspective.

Participation is particularly crucial for case discussions, if assigned for the day. Thorough preparation on the part of all class participants is essential to having a fruitful class discussion. Merely reading the case will not be enough. After an initial reading to get the broad pattern, go back and study the case thoroughly, developing your understanding of the problems confronting the individuals in the case in light of the material covered till that point in time, the assigned text, and other readings on that particular day. Make any notes you find helpful and mark up the case to facilitate structuring your understanding of the situation. Identify the major problems and key relationships. Conceive alternative solutions to the problem and identify the advantages and disadvantages of each. Rarely does a case contain an ideal solution to the problem highlighted in it. So, do not expect a perfect all-encompassing solution at the end of the case discussion. In most cases, no such answer will emerge because each management problem often has multiple alternative solutions, each involving different degrees of costs and benefits. The major benefit of the case discussion is that it provides the participants with a perspective and a repertoire of ideas which non-participants will lack. It is your responsibility to prepare a complete analysis of every case, ranging from identification of the problem, through an analysis of the problem, to the generation of alternative solutions and final recommendation. Be prepared to defend your stand and recommendation in the class if called upon in class to discuss these.

Some of the criteria we will use to judge the effectiveness of your participation include:

- ★ Are you willing to participate?
- ★ Do your comments show evidence of appropriate, insightful analysis of the case?
- ★ Are your comments relevant to the class discussion?
- ★ 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?

Course Policies

1. Class attendance and involvement

Attendance is strongly advised. Lectures and case discussions are the primary content delivery methods in this course, and the material learned in class is not redundant to the readings. In other words, each class is structured to provide unique content that successively builds on the previous class. So, failure to attend regularly is almost certain to impact your performance and mastery of the discipline. Students who miss class are responsible for making up course material on their own (the best approach is to ask your learning team to help get you up to speed).

In addition to class participation, you can demonstrate your involvement in the course by emailing the instructor articles and links about current marketing issues that interest you. We will try to incorporate these into the course, in order to tailor it to your particular interests.

2. Office hours

Each week, the instructor will hold a Review Session on Zoom (Thursday 6-7 pm). This session will be open to everyone and will be dedicated to answering any questions you might have.

Zoom link: <https://washington.zoom.us/j/94266159627>

Individual office hours will be held by appointment. Email the instructor or the TA to schedule such an appointment, either in person or on Zoom.

The TA will hold 2 more formal review sessions, tentatively scheduled on Apr 13 and May 18, directed at supporting you with class deliverables.

April 13: Review Session on Quantitative Analysis

May 18: Review Session on Building a Marketing Plan

A Zoom link for these review sessions will be provided closer to the date.

3. Re-grading policy

Errors in grading do happen from time to time (e.g., an appendix is overlooked). The re-grading policy is designed to rectify these errors. These requests must be submitted in writing (email is sufficient) with a detailed explanation of why the request is legitimate. *Requests must be submitted within seven days of receipt of the grade* (this rule prevents an onslaught of re-grade requests the day before the final exam is due). The full document in question will be reconsidered, so the grade may improve, worsen, or remain unchanged. Therefore, please consider your re-grading requests carefully before submitting them.

4. Late work

Our due dates are strict, since most assignments are based on cases that will be discussed in class. Therefore: *No late assignments will be accepted for any reason.* You are responsible for adhering to the schedule outlined below. Submit your work early if you anticipate problems close to the deadline.

4. Honor Code

CODE OF CONDUCT

Please familiarize yourself THOROUGHLY with the Foster MBA Honor Code. In keeping with this code, some key aspects are repeated here. Each student is required to write and sign a deliverable affirmation for every assignment turned in to the instructor. This affirmation should state the following: “I have neither given nor received unauthorized aid on this deliverable.” If a deliverable is team-based, every member of the team must sign this statement. If this signed affirmation is missing, your deliverable will not be graded. Also, please do not use ANY past deliverable of any students – whether at Foster or not - to guide your work. Doing so will constitute a violation of the Foster MBA Honor Code.

Additional Sources of Information

The following is a partial list of possible sources of further information to enhance your understanding of and develop greater interest in the field. Items 7 through 12 are more theoretical and may not be easy reading for the uninitiated. However, if you are interested in theory building and technical aspects of Marketing Modeling and related topics, you may find these useful.

1. Adweek
2. Brandweek
3. Business Week
4. The Economist
5. Fortune International
6. Harvard Business Review
7. Journal of Advertising Research
8. Journal of Consumer Psychology
9. Journal of Consumer Research
10. Journal of Marketing
11. Journal of Marketing Research
12. Marketing Science
13. Sloan Management Review
14. The Wall Street Journal (in particular, the section dealing with Marketing)

Date	Topic	Readings	Assignments
27 March	Introduction to Marketing	Note on Marketing Strategy	
29 March	Company/Competition	Competitive Strategies Note on Low-Tech Marketing Math Competing on Resources (optional)	
3 April	Case 1: Federal Express	Federal Express	Case Quiz (April 3)
5 April	Customer	From “Economic Man” to Behavioral Economics Want to Perfect Your Company’s Service? Use Behavioral Science (optional)	Marketing Survey (April 4)
10 April	Customer Lifetime Value + Case 2: Making stickK Stick	Customer Management Making stickK Stick	Case Quiz (April 10)
12 April	Marketing Research	Marketing Intelligence Using Social Media Data to Track the Effectiveness of a Communications Campaign (optional)	
17 April	Food Truck Challenge	New Venture Simulation: The Food Truck Challenge	Quant exercises (April 17)
19 April	STP	A Note on Market Definition, Segmentation and Targeting Positioning The Essence of Marketing Strategy	
24 April	Case 3: Clean Edge	Clean Edge Razor: Splitting Hairs in Product Positioning	Clean Edge Memo (April 24)
26 April	Introduction to Branding Case 4: Harley Davidson	Brands and Brand Equity Harley Davidson: Rejuvenating and Iconic Brand	Case Quiz (April 26)

1 May	Guest lecture 1: Sasha Strauss Branding	-	Positioning statements due (May 1)
3 May	Product	Note on Innovation Diffusion: Rogers' Five Factors Extend Profits, Not Product Lines (optional)	
8 May	Guest lecture 2: Tim Hossain Digital Marketing		Digital Advertising Exercise (May 8)
10 May	Price.	Marketing Analysis Toolkit: Pricing and Profitability Analysis Pricing: a Value Based Approach	
15 May	Case 5: Curled Metal Inc.	Curled Metal Inc. - Engineered Products Division	CMI Memo (May 15)
17 May	Place/distribution Case 6: Aqualisa	Designing Channels of Distribution Aqualisa Quartz: Simply a Better Shower	Case Quiz (May 17)
22 May	Promotion	Getting the Most Out of Advertising and Promotion Influencer Marketing (optional)	-
24 May	Case 7: Chase Sapphire	Chase Sapphire: Creating a Millennial Cult Brand	Chase Sapphire Memo (May 24)
29 May	MEMORIAL DAY	No class	
31 May	Final Presentations	-	PPT slides (May 31) Feedback Forms (June 4)

APPENDIX

Guidelines for Case Preparation and Analysis

Proper case preparation should require no fewer than *three* separate readings of the text. The first should be a quick run-through, which will set the overall tone and give a general sense of what the case is about. Next, you should reread the case carefully, in detail, paying special attention to the exhibits. Your goal here is comprehension. Highlight any specific sections that seem important, take notes, and try to internalize the relevant vocabulary. The third reading is the most important. Again, read carefully, this time with an eye toward understanding and weighing the relevant managerial challenges, strategic questions, and tactical options. Then proceed to offering detailed analysis (both qualitative and quantitative), and formulate your recommendations. Finally, check the sensitivity of your recommendations to any underlying assumptions, and develop an action plan.

As in real life, the case may not provide you enough data. However, you need to develop a logical, self-consistent plan on the basis of the available data and information. Resist the temptation to obtain outside information and “work backwards” to your recommendations. No credit will be given for analyses based on outside information. Also, do not use papers or notes from previous or concurrent marketing classes to aid you in your analysis. You will be doing your fellow classmates a great disservice.

General Guidelines for Writeups

Effective organization goes a long way in clearly conveying your analysis and recommendations. Try to use clear sub-headings to delineate each discrete section of analysis, and feel free to focus slightly more on the most salient issues. For example, a case that is primarily about determining an effective pricing strategy will need to dedicate greater relative discussion to that particular section (although note that you will always need to touch on every element of the full marketing framework). Try to view your reader as somebody who needs to be “walked through” the report. Indeed, this is the most effective way to demonstrate your understanding of and facility with the marketing framework. We recommend the following structure:

1. **Executive summary**
 - a. Should include a brief statement of your conclusion/recommendation
2. **Situation analysis using the 3 Cs**
3. **Recommendation and implementation**
 - a. Include both strategic (STP) and tactical (4Ps) recommendations
4. **Next steps**
5. **Supporting analyses, exhibits, and diagrams**

Do not waste your limited wordcount on repetitive summaries. Remember that the page limits are strict. So, you should be as specific and concrete as possible, always explaining *why*.

Organize Your Writeup Around the Marketing Framework

Company analysis. Try to use the resource-based view. Be as concrete as possible and offer evidence from the case. For example, “Company A has good reputation” is too generic to be useful. Reputation for what? Why do you think so? Why is the reputation important to your argument?

Competition analysis. Simply naming competitors is not analysis. A thorough analysis should highlight which competitors are most important, explain why, and then consider both strengths and weaknesses of these competitors (which are relevant to your recommendations).

Customer analysis. An uncritical laundry list of what customers care about is not analysis. Always try to dive deeper into the benefits or needs that drive behavior. Be concrete, explaining how customers differ in the benefits they seek (i.e., do not fall into the trap of mass marketing). Identify trends, seasonality, and other important contextual factors.

Segmentation. Identify the relevant segments, and most importantly, *justify* why your chosen organization of customer groups makes the most sense, given your three Cs analysis.

Targeting. Make sure to explain how your analysis of all *three Cs* informs your recommendation of which segment(s) to target. A good match between company strengths and the segment's needs is not enough (e.g., you also need to consider competitors).

Positioning. Offer a complete positioning statement, which should include credible and persuasive support for your claims. Review your class notes on this and follow the suggested "formula."

Price, Product, Place, and Promotion. Use the any applicable frameworks and models from class. Be as concrete as possible in your recommendations; explain how all the tactics *work together* to carry out your strategy. There is no need to discuss all four Ps at length. Focus on those most important to the case (but always be sure to touch on all four).

Suggestions to Avoid Common Pitfalls

- Do not leave the reader guessing at terminology, especially in the appendices (e.g., unstated bases for various calculations, unclear labels on graph axes). Use labels, definitions, cross-references, and footnotes to ensure that the reader is "with you." In the end, the team member least familiar with the computations should be able to follow your calculations easily without the need to ask any further clarifying questions.
- Make assumptions, but *do not engage in wishful thinking*. What's the difference? Assumptions help you solve the problem; wishful thinking makes the problem disappear.
- Whenever the case gives you a choice between two courses of action, say A and B, *offer a reasoned argument* for why one is better than the other. In other words, take a stand. Simply listing positive aspects of A and positive aspects of B is not effective. Do not use the analysis to push a specific course of action (e.g., by not noting the sensitivity of your recommendation to certain assumptions). Provide a balanced analysis and persuade the reader that your recommendation makes logical sense. Option Grids (see example on Canvas) might be a helpful tool, particularly if comparing 3+ alternatives.
- Do not simply restate case facts. *Use case facts only to support your analysis and recommendations* in a convincing manner. It is fair to assume that your audience has read the case and is familiar with all the historical facts about the company.
- Make sure to clearly define the problems or issues at hand, and make sure to explain the broader context. Do not simply regurgitate case material and then jump straight into analyses without identify the critical issue(s). *Diagnosing the problem* is the most important part of this process.
- The *most common shortcoming* is that the recommendations do not logically follow from analyses. This often happens when a recommendation is made, but there is no explanation of the specific issue it addresses. For example, consider: "After much deliberation, we decided to target

the affluent segment.” This is a recommendation with no argument. It prescribes a course of action, but says nothing about *why* it should be followed.

- Do not offer generic recommendations. You need to flesh out a specific action plan. Compare the following two recommendations: (1) “We recommend that the firm analyze its competitive position and develop new products that are not easily captured by competitors” versus (2) “We recommend that the firm target the higher education market, focusing exclusively on texts written by leading professors at top-ranked universities with whom the firm has long-term contracts and on-going relationships.” The latter reflects a specific action plan.
- Do not *dwell on minor case issues*. Let the case guide you in selecting which issues to focus on (e.g., if there is very little information or data regarding a particular issue, it probably is not worth spending significant time and effort attempting to analyze it). Do not get lost in the numbers (see Week 1 readings).
- Do not bring in information and/or data from the outside world that is beyond what is explicitly stated in the case and *beyond what is common knowledge*. For example, it is common knowledge that light bulbs use electricity. It is not common knowledge that the overall luminous intensity of a 40W tungsten incandescent light bulb is 1.9%. The case method is designed to offer a “sandbox” that allows you to focus on only the most relevant issues and limited your analysis to the provided facts. Avoid the temptation to rely on external knowledge; stick to the case. This can be especially challenging when you are an expert in the relevant domain (e.g., if you are an electrician analyzing a case about light bulbs).