Advanced Marketing Strategy

MARK 4322-002 Summer Spring 2017

**Instructor Name**: Han Ma

**Office**: Room 223 –COBA

**Office Hours**: by appointment

**Contact Information :** hanma@uta.edu (preferred contact method)

**Classroom** :COB 141, class meets Mon, Tues, Wed & Thursday 3 :30 PM – 5 :30 PM

**Required Cases**: The following cases (case-pack) can be purchased from HBS Publishing by following the link below

1. Disney Consumer Products: Marketing Nutrition to Children – HBS Case # - 507006-PDF-ENG
2. Eileen Fisher: Repositioning the brand - HBS Case # 512085-PDF-ENG
3. Louis Vuitton in Japan - HBS Case # - 910M67-PDF-ENG
4. Virgin Mobile USA: Pricing for the very first time- HBS Case # - 504028-PDF-ENG
5. WestJet: A new social media strategy- HBS Case # - W16363-PDF-ENG

**Link to purchase the cases**

http://cb.hbsp.harvard.edu/cbmp/access/64823117

Note: You need to register on the site to create a user name if you do not already have one. The course materials are PDF documents and you can open them with Adobe Reader or any other reader. After you register, you can get to the coursepack at any time by doing the following:

1. Visit [**hbsp.harvard.edu**](http://hbsp.harvard.edu/) and log in.
2. Click **My Coursepacks**, and then click MARK 4322-002-SUMMER 2017-ADVANCED MARKETING STRATEGY

**Recommended Textbook**: *Strategic Marketing, Tenth Edition,* by Cravens and Piercy. An e-textbook may be purchased. Previous edition of the same title are also acceptable. It is recommended that you read the business press regularly such as the Business Week, Wall Street Journal, and Fortune.

**Course Pre-requisites**: MARK 3321 (Principles of Marketing), MARK 3324 (Buyer Behavior), MARK 4311 (Marketing Research), and senior standing. If you do not meet these prerequisites, you should withdraw from this course immediately and choose another course. You will be administratively dropped from this course if you do not meet the prerequisites for this course.

**Course Description**: A capstone course designed to help students develop the ability to apply knowledge and analytical skills acquired in the marketing and business curricula. The importance of a structured planning process in formulating and implementing marketing strategies is emphasized.

**Learning Objectives**: The course is designed to strengthen your marketing planning and implementation skills. We will discuss some of the more recent and important areas of marketing and review some of the key concepts discussed in earlier marketing courses. The emphasis of the course is on application of marketing concepts. The course is also designed to strengthen your verbal and written communication skills. Through the course you are encouraged to share your experiences and knowledge with the class. You are expected to read the material in advance and share insights in the classroom for a meaningful experience.

Course Details and Policies

1. ‘If in doubt’ – Ask.
2. *Communications*: I will use Blackboard for electronic communications. Not checking Blackboard regularly is not a valid excuse in the course. According to UTA policy all correspondence between faculty and students must be made using the University-assigned e-mail address. This policy is in place to protect your academic and personal information from unauthorized access. I will only respond to emails originating from a UTA email address.
3. *Exams and other submissions* A ‘zero’ will be given for missed exams and deadlines, details noted with the respective course components. The only exception being a university approved reason, which will require appropriate documentation. The documentation should be provided on the day you return to class. All make-up exams will be scheduled at my convenience and discretion. I will also determine the format of the make-up exams.
4. *Submissions*: All hand-ins are due at the beginning of class, no exceptions.
5. ***Attendance Policy*: Please be diligent in attending classes else it will severely affect your grades. I hope the class is stimulating enough to encourage regular attendance and participation. I will not take attendance every class, but I will have pop up activity during the class to check your attendance and participation. If you cannot come to the class, please email me at least three hours before the class begins. Any absence without excuse will impact your final participation grade.**
6. *Punctuality*: Classes will begin on time and you are expected to be there at the start of class. If you have to leave before end of class, then please let me know before the start of class. If you are either late or have to leave early, then please sit close to the door and do not disturb others. Any disruption to the class will lead to a reduction to your final course grade.
7. *Grades*: I will be fair with the grading and do not encourage conversations for grade changes. I encourage you to stop by my office any time during the semester to review your performance.
8. *Team Work*: The course requires extensive team work. Please form your teams carefully, considering convenient times to meet outside class.

Please feel free to contact me if you have any questions or concerns.

**Grading**

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| --- | --- |
| ***Course component***  | ***Score*** |
| Midterm exam | 20% |
| Final exam | 20% |
| Case Analysis (team) | 15% |
| Class participation | 5% |
| In class Quiz  | 15% |
| Discussion leader | 10% |
| Marketing Plan Project Presentation | 5% |
| Marketing Plan Project Report | 10% |
| **Total score** | **100%** |

|  |  |
| --- | --- |
| ***Total score*** | ***Final Course grade*** |
| 90 to 100 | A |
| 80 to 89 | B |
| 70 to 79 | C |
| 60 to 69 | D |
| 59 or less | F |

##### **Case analyses (group)**

Case analyses facilitate analytical thinking on managerial problems. Use case facts to analyze the specific problem discussed in the case, no outside analysis or information is needed.

From the following list, you will be divided into teams and each team will be assigned to one of cases below for the case analyses.

1. Disney consumer products
2. Eileen Fisher
3. Louis Vuitton in Japan
4. Virgin Mobile USA
5. WestJet: A new social media strategy

Each team needs to hand in a **case write-up** and **present** your case analysis in the class.

**Case write-ups** are due at the beginning of the class. Late case submissions will not be accepted. Outline for the case analyses will be available on Blackboard.

In addition all team members will grade the performance of peers in their group on commitment to the project, timely deliverable, and a sincere work ethic.

All students will be divided into 5 teams that will each present and discuss one of the cases in class.

Please note that you need to read ALL the cases even you are not presenting that week. Be prepared to answer the question from the professor.

***Discussion Leader***

At the beginning of each class, one student (or two on certain days) will take the role as the discussion leader.

The discussion leader needs to pick a news article/research report that he/she is interested and present it in the class. The news article/research report needs to be related to certain marketing concepts (such as brand positioning, distribution channel conflict, corporate social responsibility etc.). Each student will have approximately 5 minutes to present the article and lead the discussion.

During the class presentation, the discussion leader needs to

* Provide a summary for the news article/research report
* How is it related to marketing concepts?
* What is your takeaway from the article/report?
* Based on the article you present, think carefully and craft a question that rest of class can discuss.

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The discussion leader needs to hand in a one page short report containing above 4 points (along with the copy of the news article/report) before the class begins.

No PowerPoint is needed for your presentation in the class

Here are some useful resources that you can find high quality business news/report

Wall street Journal: <https://www.wsj.com/news/business> (free access through UTA library)

Bloomberg business week: <https://www.bloomberg.com/businessweek> (free access)

Harvard business review: <https://hbr.org/> (free access through UTA library)

Forbes: <https://www.forbes.com/> (free access)

Class participation

Class participation provides for an insightful learning experience for one and all. You are expected to actively participate in the class discussion. The class participation grade will depend on the quality of your inputs in class. My evaluation of class participation will also consider your motivation to learn. Indications of low motivations to learn include, arriving late for class, leaving early, using cell phones during class, engaging in activities that are detrimental to your learning, missing classes, or not participating in class discussions. These will lead to lower participation grades.

The participation grade will be post at the end of each week, so you will have 4 participation points in total.

##### **In class Quiz**

There will be **4** quizzes that will be given during the first 15 minutes of four classes. The quiz will consider material from the current and/or the previous week of class discussion including the case analysis.

**I will let you drop the lowest score among the four quizzes. The final score for your quiz part will be the sum for the rest three quizzes.**

##### **Marketing plan project (group)**

In this class, we will be engaged in implementation tactics based upon some marketing plan information for a client – Simply Taste Kettle Corn. Briefly, your commission is to craft a marketing plan for the company. This is a group project and you will be assigned into a group of 2 to 3 students. A brief description of Simply Taste Kettle Corn is as below.

*Simply Taste Kettle Corn is a concessions company based in Grand Prairie, Texas since 2012. Simply Taste Kettle Corn currently produces two versions of popcorn - Kettle Corn and Caramel Corn - and sells their snack product at Fairs, Festivals, and Special Events. The company currently operates as a mobile concessionaire setting up their operations at each of the designated events it attends. The kettle corn can be purchased in two sizes: regular (5 cups) and large (8.5 cups). The regular size is priced at $2.95 and the large size is priced at $4.95.*

*The company has experienced positive sales and profit growth since its inception in 2012 within the market it serves. As a mobile concessionaire, the company has sold its product at events throughout Texas including locations in the Dallas-Fort Worth, Houston, San Antonio, and Austin metropolitan areas.*

*In 2014, the company added an additional menu item - Funnel Cake, which has positively contributed to the company’s sales and profitability. While Kettle Corn and Caramel Corn remain the company’s core products, in 2015, the company began experimenting in-house with additional popcorn flavors including Cheese, Spicy, and various other flavors with an aim at expanding its product offerings.*

*While the mobile concessions business approach has generated sales growth for the company, the model is constrained by various factors including weather, limits on event accessibility (many events are already served by an existing Kettle Corn vendor), and labor force stability (the cyclical nature of the business does not lend itself to permanent part-time or full-time employment opportunities).*

*Consequently, to grow the business further, Simply Taste is exploring expansion of the business into one or both of two new market segments:*

* *Retail Operations via a Brick and Mortar establishment with direct selling of gourmet styled popcorn to the public, and*
* *Wholesale / Commercial Operations selling ready-to-eat packaged product to Convenience Stores and Grocery / Supermarket outlets.*

Based on the information provided above, your job is to create an actionable marketing plan for Simply Taste Kettle Corn. When you crating the marketing plan, please keep answer questions below:

* Should Simply Taste Kettle Corn open a gourmet popcorn store or should they sell package products at supermarket/convenience stores, or should they simply expand their current mobile concessions?
* Should they introduce more flavors to their current product line? If yes, what product they should bring in?
* Should they change their pricing strategy (regular at $2.95, large at $4.95)?

The marketing plan needs to include the following elements:

* Clear understanding of the market
* Competitive environment analysis - main competitors, alternative products or services and prices, and market share (if available).
* Customer segment analysis-which segment should Simply Taste Kettle Corn target?
* Recommendations on marketing strategy – Pricing, Distribution, Product and Communication.

**Project Deliverables**

* *Report*: Each team is responsible for turning in a written report which provides detailed substantiation for your analysis and recommendations as mentioned above
	+ Maximum 10-pages double spaced, Times New Roman font 12
	+ Turn in by 2:00 pm, May 9th.
* *Class presentation*: Each team will make a 25 minute presentation, including questions from the audience.

**Final Project Rubric**

The report must include the following elements

1. Executive summary of Simply Taste kettle corn (5 pts)
	* One page max
2. Create a mission statement for the Simply Taste Kettle Corn. (10 pts)
	* Please provide reasoning for the mission statement you created.
3. Market Analysis (35 pts total, 5 bonus point)
	* Industry Analysis
		1. Identify what the industry it is. Is it popcorn? Or is it snack? Or anything else? Please provide the evidence for your argument. (10 pts)
		2. Product life cycle analysis. So what stage is this industry in now? (10 pts)
	* Competitor analysis
		1. Who are the major competitors (direct vs. indirect) ? How is their performance? (15 pts)
		2. SWOT Analysis for Simply Taste Kettle Corn (optional, bonus 5 pts)
4. Consumer Analysis (25 pts total)
	* Who are the major segments of your customer? (10 pts)
	* Which segment you are going to target? (15 pts)
	* Please provide logical reasoning for your argument.
5. Marketing Strategy (20 pts, 5 for each)
	* Product
	* Price
	* Place
	* Promotion
6. Conclusion (5 pts)

(Please remind that your 4Ps should always tie back to your target customer and your mission statement. These strategies should also be applicable for a small business like this).

**Course Schedule**

(Any changes will be communicated via Blackboard)

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| --- | --- | --- | --- |
| **Date** | **Material** | **Activity Due** | **Discussion Leader** |
| 5-June | Course Overview |  |  |
| 6-June | Marketing plan |  |  |
| 7-June | Market Analysis**Required readings: Break free from product life cycle** |  |  |
| 8-June | Customer Value | Quiz 1 |  |
| 12-June | Consumer behavior**Required readings: Why your customers' social identities matter** |  |  |
| 13-June | Segmentation, Position and Targeting |  |  |
| 14-June | Segmentation, Positioning and Targeting (continued) |  Quiz2 |  |
| 15-June | HBR case presentation- Eileen Fisher case+Midterm review | HBR-Eileen Fisher case |  |
| 19-June | **Midterm** |  |  |
| 20-June | Product Strategy**Required reading: Does a retail store opening an outlet store hurt its brand** |  |  |
| 21-June | HBR case presentation-Disney consumer Product casePricing strategy | HBR-Disney consumer products case |  |
| 22-June | Pricing Strategy continuedHBR case presentation -Virgin mobile USA | HBR-Virgin mobile USA case |  |
| 26-June | Distribution Channel Strategy | Quiz 3 |  |
| 27-June | HBR case presentation-WestJect Promotion Strategy | HBR-WestJet |  |
| 28-June | Promotion Strategy continuedHBR case presentation – Louis Vuitton in Japan | HBR- LV in Japan |  |
| 29-June | Culture and Marketing**Required reading: Culture and Technology adoption** | Quiz 4 |  |
| 3rd-July | Class not meet, prep for your final project and final |  |  |
| 4th-July | **Independence Day, class not meet** |  |  |
| 5th-July | Final project presentation |  |  |
| 6th-July | Final exam |  |  |

As the instructor for this course, I reserve the right to adjust this schedule in any way that servesthe educational needs of the students enrolled in this course.

### **College of Business / University General Policies**

**Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. Contact the Financial Aid Office for more information.

### **Americans With Disabilities Act:** The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

### **Academic Integrity:** It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University. According to the UT System Regents’ Rule 50101, §2.2, "Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts."

**Student Support Services Available**: The University of Texas at Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. These resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals to resources for any reason, students may contact the Maverick Resource Hotline at 817-272-6107 or visit [www.uta.edu/resources](http://www.uta.edu/resources) for more information.

**Electronic Communication Policy:** The University of Texas at Arlington has adopted the University “MavMail” address as the sole official means of communication with students. MavMail is used to remind students of important deadlines, advertise events and activities, and permit the University to conduct official transactions exclusively by electronic means. For example, important information concerning registration, financial aid, payment of bills, and graduation are now sent to students through the MavMail system. All students are assigned a MavMail account. ***Students are responsible for checking their MavMail regularly.*** Information about activating and using MavMail is available at http://www.uta.edu/oit/email/. There is no additional charge to students for using this account, and it remains active even after they graduate from UT Arlington.

**Final Review Week:** A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabus. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. Classes are held as scheduled during this week and lectures and presentations may be given.

### **Policy on Nonpayment Cancellations:** Students who have not paid by the census date and are dropped for non-payment cannot receive a grade for the course in any circumstances. Therefore, a student dropped for non-payment who continues to attend the course will not receive a grade for the course. Emergency loans are available to help students pay tuition and fees. Students can apply for emergency loans by going to the Emergency Tuition Loan Distribution Center at E. H. Hereford University Center.

**Textbook Purchases:** Textbooks should be purchased by Census Date. The bookstore policy is to return any unsold textbooks to the publisher after this date.

### **COBA Policy on Bomb Threats:** Section 22.07 of the Texas Criminal Law states that a Class A misdemeanor is punishable by (1) a fine not to exceed $4,000, (2) a jail term of not more than one year, or (3) both such a fine and confinement. If anyone is tempted to call in a bomb threat, be aware that UTA has the technology to trace phone calls. Every effort will be made to avoid cancellation of presentation/ tests caused by bomb threats to the Business Building. Unannounced alternate sites will be available for these classes. If a student who has a class with a scheduled test or presentation arrives and the building has been closed due to a bomb threat, the student should immediately check for the alternate class site notice which will be posted on/near the main doors on the south side of the Business building. If the bomb threat is received while class is in session, your instructor will ask you to leave the building and reconvene at another location. ***Students who provide information leading to the successful prosecution of anyone making a bomb threat will receive one semester's free parking in the Maverick Garage across from the Business Building.*** UTA's Crimestoppers may provide a reward to anyone providing information leading to an arrest. To make an anonymous report, call 817-272-3381.

# **COBA Policy on Food/Drink in Classrooms**: College policy prohibits food and/or drinks in classrooms and labs. Anyone bringing food and/or drinks into a classroom or lab will be required to remove such items, as directed by class instructor or lab supervisor.

**Evacuation Procedures:** In the event of an evacuation of the College of Business building, when the fire alarm sounds, everyone must leave the building by the stairs. With the fire alarm system we now have, the elevators will all go to the first floor and stay there until the system is turned off. All those in the North tower side of the building should proceed to the fire escape stairs located on the East and West sides of that wing.

For disabled persons: please go to the Northeast fire stairs. We have an evacuation track chair located on the 6th floor stairwell. We have people trained in the use of this chair and there will be someone who will go to the 6th floor to get the chair and bring it to any lower floor stairwell to assist disabled persons. Faculty members will notify the Dean’s Office at the beginning of each semester of any disabled persons in their classes.

Should this be a real emergency, the Arlington Fire Department and UTA Police will also be here to help.

**Campus Carry**: Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>

**Student Feedback Survey**: At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.

**The IDEAS Center** (2nd Floor of Central Library) offers free tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. To schedule an appointment with a peer tutor or mentor email IDEAS@uta.edu or call (817) 272-6593.

**The English Writing Center (411LIBR):** The Writing Center Offers free tutoring in 20-, 40-, or 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Our hours are 9 am to 8 pm Mon.-Thurs., 9 am-3 pm Fri. and Noon-6 pm Sat. and Sun. Register and make appointments online at http://uta.mywconline.com. Classroom Visits, workshops, and specialized services for graduate students are also available. Please see [www.uta.edu/owl](http://www.uta.edu/owl) for detailed information on all our programs and services.