
The University of Guelph
Department of Marketing and Consumer Studies
College of Management and Economics, Winter 2009

Marketing Strategy

Course Number: MCS 4370 - Section 01

The course outline and schedule are subject to change at the discretion of the course instructor.

Course Information

Course Name:	Marketing Strategy	
Course Number:	MCS 4370	
Section #:		
Class Location:	MCLN 107	
Class Times:	Tuesdays 8:30 a.m. – 9:50 a.m.	Thursdays 8:30 a.m. – 9:50 a.m.

Instructor Information

Instructor:	Scott Van Wagner
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Office Telephone:	519-824-4120 ext. 56907
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Office Hours:	

Required Text

- Yannopoulos, Peter (2007), *Marketing Strategy*. Thomson/Nelson, ISBN – 0-17-641488-6 (MS)

Course Description & Objectives

Course Description:

This course focuses on the decision-making role of the marketing manager who is responsible for formulating the strategic marketing plan. The theory of selecting market target(s) for the firm's product and/or services and the development of the marketing mix (product, price, promotion, distribution) with the aid of market research and computerized information systems is covered.

Prerequisites: 10.0 Credits, Registration in the B.Comm. Program (Marketing Management Major). "Unless you have either the requisites for this course or written

special permission from your Dean to enrol in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

Course Objectives:

This course is designed to introduce the field of marketing strategy to the program student. The focus of the course will be on the role of marketing strategy in society and on its relevance to the firm, organization, and individual. The course lectures; class and case discussions; reading assignments; guest presentation(s); and the group marketing assignment will provide the student with the opportunity to learn the concepts and theories of the subject area and to apply this knowledge in a systematic and logical manner. The group marketing strategy project will provide the opportunity to engage in a realistic business situation and experience the role of Marketing Strategy in the success (and possibly failure!) of that firm.

Quizzes & Final Exam

There will be a three (3) quizzes and a final exam in the course. The quizzes will be held in **Week 3, 6, and 9 (Tuesday class)**, and written during class time, prior to the end of class, and take no more than twenty (20) minutes each. They can include multiple-choice, fill-in-the-blank, and short answer questions. Questions can pertain to any of the material covered during the course with respect to the relevant topic areas, including those topics contained in the guest speakers' presentations, and class discussions. Each quiz will be out of 20 marks. The student's **two (2) best grades** will be used to calculate their grade for this portion of the course. Thus **no make ups will be given for a missed quiz (i.e. you would just receive the average of the other quizzes)**. The final exam can include multiple-choice, fill-in-the-blank, short answer, cases, and/or short essay questions. Both the quizzes and the final are closed book. Additional information will be provided in class, and on the course Blackboard site.

Final Exam Logistics	
Final Exam	TBA

Marketing Strategy Project

During the first week of classes, students will be formed into groups. Each group will investigate the marketing strategy for one of the firms listed in the table below. All groups must email the list of their group members, (including student numbers), and their top 3 company selections as explained below. Each company can only be selected by 1 group.

- (1) You must get into a team of 2, 3, or 4 (no more than 4, no individual projects, you may only be in a group with students in your section).
- (2) Each group must *contact me by EMAIL at (TBA)* with the following information no later than noon on Thursday January 22, 2009. All groups must email the list of their group members, (including student numbers), and as a team select a brands/products/services from the table below and two backup choices as each company can only be selected by 1 group – thus

they will be assigned in the order that the email is received. No project groups will be approved after this date, resulting in a grade of "0" being assigned to those students/groups who have not responded.

(3) I will email the group member who sent the email to confirm the choice of your group within 48 hours of its receipt.

Marketing Strategy Project Company Selection List		
Automobiles Ford Honda Mercedes Toyota Volkswagen Volvo	Camera Kodak Olympus Sony Nikon Pentax	Technology Acer Hewlett Packard IBM Intel Nokia Samsung
Banks/Finance Bank of Montreal Scotiabank Citibank Canadian Tire Financial Services Sun Life Financial	Beer/Spirits Carlsberg BOLS Grolsch Magnotta Inniskillin	Food Services KFC Pizza Hut J.M. Schneider McCain Foods Campbell Soup
Athletic Wear And 1 Roots Lululemon Athletica New Balance Quicksilver	Consumer Goods Colgate Kleenex Kraft Red Bull General Mills Cadbury Canadian Tire	Petroleum BP Shell Petro Canada Pioneer
Luxury Goods Rolex Dolce & Gabbana Versace Armani	Sports/Sporting Goods Bass Pro Shops Canadian Football League Maple Leaf Sports & Entertainment Sports Illustrated National Hockey League	Cell Phones Bell Mobility Rogers Telus Mobility Virgin Mobile

The group is then required to;

(a) conduct a research search (i.e., use appropriate library resources, search engines, primary research, etc.) to determine the marketing strategies used by the company you have selected for investigation – There must be a reference list that includes at least **15** different sources, no more of which **5** can be Internet site references – **AND NO WIKIPEDIA REFERENCES.**

(b) conduct an analysis to address the sections listed below - the analysis must focus on the marketing strategy theories and concepts that are relevant to the topic area and the course material.

(c) as a group, develop a set of opinions/interpretations of the company's marketing strategy – this is a key component of the assignment.

(d) once the group has completed their investigation of the company, two things are required;

- (i) write up a report about the company using the sections listed below – the paper must be 6 – 11 page, double spaced, 12 font, 1 inch margins (plus a summary of all references used).

- (ii) prepare a presentation of your findings topic, which will be presented in class - the complete presentation must be no less than 10 minutes, and no more than 15 minutes (the group will be cut off at the 15 minute mark), plus there will be 5-10 minutes of questions. - ***the presentation should not merely repeat what is in the written report*** [Note: Students are responsible for arranging any equipment, beyond what is available in the classroom]

(e) all groups are required to [1] email a soft copy of the presentation to myself – or if too large to email, some other format of soft copy must be handed in, [2] and hand in a hardcopy of the written report, and email a soft copy of the report to myself. The hard copy and the soft copies are due at the start of class at the beginning of class on Tuesday week 11 regardless of when your group is presenting.

Project Written Report Format		
Section 1	Introduction and Outline of Paper	1/2 - 1 page
Section 2	Business Mission of the Firm	1/2 – 1 page
Section 3	Current Marketing Objectives of the Firm	1-2 pages
Section 4	Group understanding of the Company's Marketing Strategy	3-4 pages
Section 5	Research Conclusions – Group Opinions	2-4 pages
Section 6	References – Properly formatted	
Section 7	Appendices/Exhibits	

NOTE: For each section of the written report, it should be made clear as to how your group views the company's marketing strategy and operations, in comparison to what your research findings indicate. I am looking for thoughtful insights as to what your group thinks is good/bad, make sense/doesn't make sense, in terms of the company's marketing strategy as it relates to the topics relevant to this course.

Grading of Marketing Strategy Project

There will be an overall grade for the project, worth 30% of your final grade for the course. The grade will be based on both the presentation (20% of Project grade) the written report (70% of the Project grade), and the class evaluation of the presentation (10% of the Project grade). Thus, each student will complete an evaluation form for each group presentation (except their own). ***NOTE: Each member of a group will receive the same mark for the Project. It is expected that all members of a group will contribute equally to the group effort.***

Schedule Of Deadlines For The Marketing Strategy Project		
Date	Activity	Description
Week 1 - 2	Group formation	Groups of 2, 3, or 4 only
Week 3	Deadline for company selection Thursday January 22 nd at noon. Confirmation of project selection from myself	Email group members, main company choice, and alternate choice
Week 4	Assignment of presentation date.	Week 11 or 12
Week 11	Written project report due Project presentations begin	All group project written reports due Presentations begin Peer evaluations of project presentations
Week 12	Completion of project presentations	Presentations continue Peer evaluations of project presentations

Additional instructions, due dates, etc., will be discussed during the first week of class, and will also be available on the Blackboard course site.

Class Contribution – In Class And Online Discussions

STUDENTS MUST DISPLAY THEIR NAME CARD AT ALL TIMES DURING CLASS

During the term, students are encouraged to share marketing strategies that they come across, either directly or via the media, with the class. You should take advantage of the discussion board section of the Blackboard site for this purpose. For this reason it is recommended that students keep this class in mind when reading newspapers, watching television, reading magazines, while shopping, etc., as often the most relevant learning comes from discussing actual examples of Marketing behaviour. All class members will be expected to actively contribute to in class, and online discussions, as this will have an impact on your overall class contribution grade, in addition to the case discussions (see below). The material covered in these discussions may appear on any of the course testing sessions.

Class Contribution – Case Discussions

One of the best ways to learn about marketing strategy (beyond actually working in a company and being involved in the process) is to study business cases that focus on this topic. Thus, during the term we will discuss a number of marketing strategy cases.

The format of the in class case discussions are as follows:

I will act as the facilitator/chair of the discussions. Everyone must have read the case prior to class. In addition, it is expected that the student will try and make some notes about what you see is the key problem/opportunity in the case, and make an attempt to at least review the discussion questions. If included in the case, please use the questions as a guide to how the case review will begin, **but do not assume this is all that will be covered in the case discussion**. A key part of using cases is to be able to draw on your knowledge and experiences that may also be relevant to the discussion. The aim is to talk through what you believe the case is about and what you think needs to be done from a marketing strategy perspective. During case discussions you need to be comfortable with hearing a number of different perspectives, PLUS being comfortable with challenging your fellow students if there are things that you see differently (but please stick to the case!). The case discussions represent a significant opportunity to do well in the Class Contribution portion of your grade, but please do not just “participate for the sake of participation” as your grade is based on your ability to add to the case discussion. Feedback as to your progress in this area will be provided midway through the term.

Suggested format for analyzing cases:

Although a great number of you have probably used cases in other courses, and there is no one way to analyze a case, here is a good template in terms of putting your thoughts together for the class discussions.

(1) Problem Identification (*the problem, not the symptoms*)

- What are the key marketing strategy problems facing the organization?
- What marketing decisions need to be made (and when)?

(2) Qualitative Analysis (*subjective evaluation*)

- What is your analysis of the current situation?
- Can you recognize and analyze the key strengths and weaknesses?
- Can you recognize and analyze the key opportunities and threats?
- What are reasonable/possible/probable alternatives?
- How would you analyze the pros and cons of the alternatives?
- How would you recognize and handle risks?

(3) Quantitative Analysis (*objective evaluation*)

- What is the financial/economic situation?
- What are the sales and profit forecasts?
- What additional marketing metrics are needed/should be used?

(4) Recommendations (*what has to be/should be done?*)

- How do the recommendations address the key issues?
- Are they consistent with the analysis made?
- Can the recommendations be supported by case data/concepts/marketing theory?
- Are the recommendations superficial or in depth?
- How can/will the recommendations be implemented?

(5) Other (*what else will help in my analysis?*)

- Can you identify and relate the case to previous experiences/other cases?
- Can marketing theory help with the analysis?
- Have you thought of creative solutions?
- Is your analysis clear and concise?
- Are you prepared to answer questions from opposing points of view?

Grading

The following weights will be assigned for each course evaluation component:

Grading Weights For Evaluation Components	
Quizzes	10%
Final Exam	30%
Marketing Strategy Report	30%
Class Contribution (in-class, online, and case discussions)	30%
Total	100%

Other/Misc. Items

Late Submissions: No late submissions of any course material will be accepted, unless there are acceptable (to the course instructor) extraordinary circumstances.

Plagiarism: "Students must write their own essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence

Academic Cheating: For any testing session, including computer-marked multiple-choice tests and exams, the use of software to check for unusual coincidences in answer patterns that may indicate cheating may also be employed.

Other Relevant Academic Policies/Regulations: All students are advised to refer to the Academic Calendar:

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

Course Outline Schedule

Date	Topic	Readings
Week 1	1. Introduction to course – Review of course syllabus	
Jan 6 th Jan 8 th	2. Discussion of Marketing Strategy Project - Group Formation 3. Strategic Marketing Planning and Market Orientation	MS-1
Week 2	1. Defining and Assessing Markets 2. Situational Analysis and Strategic Approaches	MS-2,3
Jan 13 th Jan 15 th	3. <i>Case: Mobile Knowledge pgs. 365-368</i>	
Week 3	1. Competitive Advantage and Competitive Strategy 2. QUIZ #1	MS– 4, 5
Jan 20 th Jan 22 nd	3. Market Segmentation and Target Marketing 4. <i>Case: WestJet Airlines pgs. 376-381</i>	
Week 4	1. Strategic Positioning 2. <i>Determination of group presentation date</i>	MS-6
Jan 27 th Jan 29 th	3. <i>Selections from the film: COLA CONQUEST</i>	
Week 5	1. Strategic Networks and Consumer Relationship Management	MS – 7
Feb 3 rd Feb 5 th	2. <i>Case: Front 54 pgs. 393-393</i>	
Week 6	1. Product Strategy 2. QUIZ #2	MS-8
Feb 10 th Feb 12 th	3. In class activity 4. <i>Case: The Workabout pgs. 387-390</i>	

Week 7	1 Brand Strategy 2 Pricing Strategy	MS- 9, 10
Feb 24 th Feb 26 th	3 <i>Case: Atlas Chemical pgs. 397-401</i>	
Week 8	1. Distribution and Supply Chain Management	MS- 11
Mar 3 rd Mar 5 th	2. <i>Case: RIM pgs. 444-449</i>	
Week 9	1. Integrated Marketing Communications 2. QUIZ #3	MS-12
Mar 10 th Mar 12 th	3. Film: The Persuaders 4. <i>Case: Centre For The Arts pgs. 422-428</i>	
Week 10	1. Defensive and Offensive Marketing Strategies 2. Marketing Implementation and Control	MS-14, 15
Mar 17 th Mar 19 th	3. <i>Case: Wal-Mart pgs. 456-459</i>	
Week 11	1. Marketing Strategy Presentations	
Mar 24 th Mar 26 th	2. Projects written reports due at the start of class on Tuesday March 24th	
Week 12	1. Marketing Strategy Presentations	
Mar 31 st Apr 2 nd	2. Course Wrap up	
TBA	Blackboard – discussion questions, review materials guides, Podcasts, etc.	

Code of Behaviour

Students are expected attend all classes, and to remain in attendance throughout the entire class. It is also expected that students will remain focussed on the activities during the class. **Disruptive talking will not be tolerated.** If you, as an individual student, find it necessary to leave the classroom during a lecture and/or presentation, do so quietly (i.e., for an emergency that cannot wait until the end of the class). **Cell phones shall not be used (nor should they be left on) during class.**

If you return to a class that is still in progress, do so quietly. Groups of students leaving (and/or returning) together while a class is in progress will not be tolerated. Research shows that

failure to attend class can have a negative impact on one's grade. All students are responsible for all course material.

Laptop Computers/Cellphones - If you bring a laptop/cellphone to class, the assumption is that it is to assist you in note taking, class contribution – students found using their laptop/cellphone for non-class related activities (i.e. Emailing, texting, web-surfing, etc.) Will be asked to leave the classroom and this will have a direct impact on the contribution component of your course grade.