Marketing Strategies MGP 248: 2006 (Subject to Change)
Professor Eitan Gerstner

This course reviews models and tools that help companies identify strategic marketing problems, and design strategies to achieve a sustainable profitable position in the market place. You will learn how companies create and communicate added value, how they work to sustain their added value, how they implement and deliver their strategies, and how they play the strategic game to capture back added value and make a profit.

Readings: Articles and cases (see reading schedule below)
Class Notes will be emailed and posted (print them out and bring them to class)

Course Credit: You will accumulate credit based on activities (no final)
- In-class team activities (up to 20 points).
- Three homework team exercises (up to 15 points)
- Three reading quizzes on readings (up to 15 points)
- Individual overall contribution to class and team (up to 20 points)
- Team Project (up to 30 points)

Individual overall contribution will be based on the originality and creativity of work, class participation, in class presentations and professionalism (being a good listener and not being late to class, etc.).

Homework assignments will be collected before class begins, and in-class activities will be collected at the conclusion of each session. If you miss one session (no more than one), you may submit your homework before the missed session and it will be graded with the other homework assignments. No credit will be given for missed in-class activities. Late work will earn partial credit only or will be counted towards Overall Contribution. The highest Overall Contribution scores will be earned by students who show consistent excellent performance in all activities. PLEASE DO NOT SURF THE WEB OR USE EMAIL DURING CLASS!

Case Studies

The case studies of this course have two purposes: (a) Benchmarking against good or bad strategies and implementation processes, and (b) Training in Strategic Decision Making. When the case requires decision making, please use the following process:

- Define the problem correctly
- Identify relevant alternatives
- Use the information available in the case to rank the alternatives
- Select the most appealing alternative
Customer Experience Design Project

Propose a “customer experience” that a company can introduce to strengthen its strategic position and profitability. Summit a 6 page report including an Appendix of up to 4 pages (marketing research, charts, references, etc.). In the body of the report, refer to any material you include in the Appendix. Select a team leader whose name will be listed first on the written report. The coordinator will be responsible for sharing feedback on the report with other teammates.

Prepare a 5-minute class presentation of the idea to the class and a 5-minute defense for “grilling” questions from the class. The presentation will be done by two team members. The other two team members will be responsible for responding to the “grilling questions” (in turns). To allow time for several questions, keep responses short (less than 30 seconds each). Be ready to present evidence from your written report to defend your ideas. The class will rank each proposal on a 1-10 scale.

Outline:

1. **Background and Opportunity:** Provide background information and describe the proposed customer experience. Explain the opportunity. What gap will it close?
2. **The Value Proposition:** Describe the value proposition and its target market(s) including price. Explain how the customer experience will be positioned within existing offerings.
3. **How We Will Win:** Explain why the value proposition will be attractive to the target market compared to other offerings. Describe the financial requirements and the risks/rewards.
4. **Staging the Experience:** Describe the operation processes that will support the customer experience. Explain how you will recruit, train and motivate the appropriate employees. Describe the physical evidence and the cues that will help communicate the service experience.

**Project Evaluation Form:**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Considerations/Suggestions</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Outline</td>
<td>State objectives and follow the outline</td>
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<tr>
<td>Quality of writing and creativity</td>
<td>Use the style of the HBR articles. Write efficiently (more ideas, less words). Use short paragraphs with subtitles. Give a title to each chart and use a short explanatory paragraph below it.</td>
<td></td>
</tr>
<tr>
<td>Use of tools</td>
<td>Use the tools learned in class that apply best to your project</td>
<td></td>
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<tr>
<td>Marketing Research</td>
<td>Describe the marketing research and include citations</td>
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<tr>
<td>Risk/Reward</td>
<td>Do a cost/benefit and a risk/reward analysis. Is the proposal feasible?</td>
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<tr>
<td>Class presentation</td>
<td>Is the presentation convincing? Use the Ten Commandments of Effective Presentations (see below)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Session</td>
<td>Topic</td>
<td>Prepare</td>
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| 1 9-28  | Customer Experience Strategies | • Welcome to the Experience Economy 98407  
• Managing the Total Customer Experience SMR082  
• Tuning in to the Voice of Your Customer U0510C | Prepare readings for Session 1         |
| 2 10-5  | Strategic Fit                 | • What is Strategy? 96608  
• Costco Companies, Inc 9-599-041  
• [http://www.costco.com/Service/MemberService.aspx](http://www.costco.com/Service/MemberService.aspx) | Submit HM Exercise 1                  |
| 3 10-12 | Value Proposition             | • Charting Your Company’s Future R0206D  
• Customer Value Propositions in Business Markets R0603F  
• Store24 9-103-058 | Submit HM Exercise 2                  |
| 4 10-19 | Strategy and Game Theory      | • The Right Game: Use Game Theory to Shape Strategy 95402  
• Marketing Malpractice R0512D  
• Strategic Stories: How 3M Is Rewriting Business Planning 98310 | Submit and present project proposals   |
| 5 10-26 | Customer Experience Delivery  | • Lean Consumption R0503C  
• Shouldice Hospital LTD. 9-805-002 | Reading Quiz 1                        |
| 6 11-2  | Strategy and profitability    | • R&D Comes to Services R0304E  
• Toyota: Demand Chain Management GS-42 | Submit HM Exercise 3                  |
| 7 11-9  | Execution                     | • Innovation versus Complexity R0511C  
• In-N-Out Burger 503096 | Submit HM Exercise 4                  |
| 8 11-16 | Execution & Risk Management   | • Betting on the Future: The Virtues of Contingent Contracts 99501  
• Right Away and All at Once: How We Saved Continental 98503 | Reading Quiz 2                        |
<p>| 9 11-30 | Strategy in Practice          | • Team Presentations &amp; “grilling” questions (10 minutes for each team) | Written Reports and presentations     |
| 10 12-7 | Strategy in Practice          | • Team Presentations &amp; “grilling” questions (10 minutes for each team) |                                        |</p>
<table>
<thead>
<tr>
<th>Ten Commandments for Effective Presentations</th>
<th>Checklist</th>
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<tbody>
<tr>
<td>1. Tailor the presentation to the audience</td>
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<td>2. Practice your presentation and its timing</td>
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<td>3. Engage the audience</td>
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<td>4. Describe the objectives and outline</td>
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<td>5. Make your slides easy to read</td>
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<tr>
<td>6. Show photos or samples</td>
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<td>7. Dress appropriately and show enthusiasm (keep those hands out of your pockets…)</td>
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<td>8. Present evidence to support your claims and cite references</td>
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<tr>
<td>9. State conclusions and recommendations clearly</td>
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<tr>
<td>10. Learn from “best-in-class” presenters</td>
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Appendix: Frequently Asked Questions

1. **What happens if I have to come to class late?**
   a. If you have to arrive to class late, you will receive a minus on your in-class activity for that day which will influence your overall performance score.
   b. If you do arrive late, please come in to class at the time you arrive. Do not wait until the break to join class.

2. **When is my homework due?**
   Submit your homework at the beginning of each session. Homework is considered late if it is submitted during the class break or at the end of class.

3. **If I think of something to add to my homework, may I change my work and hand it in before the end of class?**
   No, all homework must be submitted before class starts.

4. **If I have to miss one class, can I still submit my homework?**
   E-mail your TA prior to the day of class that you are going to miss class and attach your homework. If it is received after the due date, then it is considered a late homework assignment.

5. **What grade will I receive if I submit my homework late?**
   A late homework assignment will receive a 0 score, but will count towards Overall Performance.

6. **If I miss class, may I still complete the in-class Activity?**
   a. All the information needed to correctly complete the in-class activity is provided by Professor Gerstner during class. Therefore, it is imperative that you are in class to complete the assignment.
   b. Late in-class activities will receive a “0” score, but will count towards your overall grade.

7. **What makes a well-written homework assignment?**
   a. Assignments should be based on the articles relevant to the specific assignment, as listed in the syllabus. Presentation and content are both important. Read the assignment very carefully and make sure you answer the question(s) appropriately.
b. Neat, well-laid-out homework is important: make sure your homework is typed, easy to read with correct spelling and grammar. Be sure to include a title for each assignment.

c. Avoid unnecessary wording, provide a conclusion, reference reading materials from the case and use outside research if appropriate.

d. Consider adding subtitles, bold key terminology, etc. to further enhance the presentation of your material.

e. Use material and topics from previous class discussions.

8. I get confused on which homework assignment is due when. How can I be sure?
   a. Double check the week an assignment is due. The Activity Packet distributed each week clearly outlines the homework due in the next class. Homework due in a current class may be found in the prior week’s activity packet. Be sure to read your Activity Packets carefully when you receive them.

9. Where / How do I check my grades?
   a. Grades are posted on the course website under “course credit”.
   b. Grades are listed under the last 4 digits of the student ID (for security).

10. If I do extra work, will I get credit?
    No. Quality is more important than quantity when homework is concerned.

11. What is the order of the final team presentations?
    The team presentations will go in order of team number. Group 1 will go first, Group 2 will go second, etc. Team numbers are assigned randomly at the beginning of the course.

12. If I am going to miss the final presentations, is it possible for me to skip the presentation and do additional coursework?
    The oral presentations are an important part of the training in this course. Students may not substitute them for extra written assignments.

13. Can I do extra work or an extra project to make up for missed classes or to enhance my grade?
    No. Each student has the same opportunity to earn credit as outlined in the course syllabus.

15. How will my score for Individual Overall Performance be determined?
    A high score will be given for outstanding homework and outstanding contribution to your team and class (contributing to class discussion, being present during the entire class, turning-in all assignments on time and being a good listener.) The optional **Team Member Evaluation Form** may influence the score.

16. Are Quizzes cumulative?
    Each Quiz covers material not covered in the previous quiz.
Team Member Evaluation Form (Optional and Confidential)

Project ____________________________

Please turn this form in at the last session (confidentially).

1. Lead Contributor (optional)

You may nominate one of your team members as a lead contributor for extra credit. The extra credit will be based on the number of nominations and on the nature of the extra contribution. The extra credit will not influence the credit of other team members.

Name of lead contributor _______________________

Why should the contributor receive extra credit?

2. Insignificant Contributor (Optional and Confidential)

You may “nominate” one of your team members as an insignificant contributor for partial credit. Partial credit will be based on the number of nominations and on the nature of the insignificant contribution. The partial credit will not influence the credit of other team members.

Name of insignificant contributor _______________________

Why should the contributor receive only partial credit?

Other Comments:

Your name _____________________   Signature ___________________________