



NYU/Stern Executive MBA Program

**COR1-GB.2310.088: Marketing
Fall, 2014**

Professor Russ Winer
Phone: 212.998.0540
Fax: 212.995.4006
e-mail: rwiner@stern.nyu.edu
Web: www.stern.nyu.edu/~rwiner

Course Objectives

As the core marketing course in the Executive MBA program, this class is designed to provide students with an understanding of the basic concepts of marketing management and experience in making marketing decisions. Specifically, the course will cover issues relating to developing marketing strategy and planning marketing tactics. This treatment will be largely from a practical perspective with the emphasis being on managerial decision-making.

Course Administration

The course consists primarily of case discussions with follow-up lectures. The cases and lectures will complement the text and will not attempt to cover all points raised in the reading.

Course Grading

| | |
|------------------------|-----|
| Three written cases | 45% |
| Three mini-assignments | 15% |
| Final project | 25% |
| Class participation | 15% |

The Written Assignments

The case assignments can be discussed in your study groups but must be written by teams of 1-3 people. There is a 3-page limit for these papers excluding exhibits. The mini-assignments are maximum two-page memos and should be done individually. The final project is discussed below.

The Case Method

Case discussions are a critical component of the learning process for this course. Students should be prepared for case discussions whether or not it is a written assignment. You will be evaluated on both the quantity *and* quality of your participation. In addition, students can be expected to be “cold called” during a discussion.

The case method is one of the most effective means of sharpening your decision-making abilities, requiring you to be an active participant in a marketing strategy decision. The assigned cases are intended to give you practice in assembling data to support a decision. Further, the case method provides a vehicle by which you can apply the theories, concepts, and analytical devices discussed in class or in the book. Finally, the discussion forum provides an opportunity to argue your position and to learn from others by listening to their comments and criticisms.

In selecting case materials, I have tried to choose cases which fit the pedagogical objectives of the course and which are also (hopefully) interesting to participants. Some of the cases may appear to be far-removed from problems pertinent to your particular job or industry experience, but in general, the lessons to be learned from the cases are universally relevant and transcend particular situations.

During case discussions each person should share his or her individual views with the class. In these sessions, the instructor will act to facilitate discussion, **not to provide recommendations for a particular course of action**. The direction and quality of the discussion is the collective responsibility of the group, not the sole responsibility of the instructor. Because this is an Executive MBA class, bringing your work experience into the discussions is highly valued.

It should be emphasized that the case method of learning does not provide an answer to the problem being addressed. In most case discussions, several viable “answers” will be developed and supported by various participants within the total group. It is usually the case that a single “best” course of action is not obvious at the time the decision has to be made; if that situation was common, business decision-making would be easier than it is! At the same time, some courses of action are better supported by the case facts than others. In addition, while what actually happened is sometimes known, in no way should this be interpreted as the correct or incorrect solution. What is important is to develop a framework that will lead you to recognize the best options available.

In preparing for class, I recommend that you read the case at least 3 times if possible. The first reading should be a quick run-through of the text in the case. It should give you a feeling for what the case is about and the types of data contained in the case. Your second reading should be in more depth. Many people like to underline or otherwise mark up their cases to pick out important points that they know will be needed later. Your major effort on a second reading should be to understand the business and the situation. For example, analyze the case with respect to customer behavior and trends, competitors' behavior and trends, and the firm's strengths and weaknesses.

On your second reading, carefully examine the exhibits in the case. Like the real world, the data will vary in value. Some exhibits will be critical to analyzing the case, and some will be irrelevant. In most cases, some kind of analysis, usually simple analyses like break-even, is useful.

On your third reading, you should have a good idea of the fundamentals of the case. Now you will be searching to understand the specific situation. You will want to get at the root causes of problems and gather data from the case that will allow you to make specific action recommendations. Before the third reading (even earlier), you may want to review the assignment questions, if given. I will tend to be more directive early in the term and less so as we move through the course. At this point, you should prepare some notes that will help you address the key issues.

The Final Project

The final project is an attempt to apply what you have learned in the course to a product or service of your choosing. You are essentially going to analyze the current marketing strategy and implementation for a product/service and make recommendations for how it should be changed (unless you think it is perfect already, which is highly unlikely).

The tasks for this final paper are the following:

1. Choose a product or service you would like to analyze. For small companies, you may not be able to distinguish the product from the company. Please contact me as soon as possible if you have some questions about whether your "topic" product is appropriate.
2. The first part of the paper should provide a brief background of the company and a description of the product/service and its major competition.
3. The second part of the paper is *descriptive*. I would like you to describe the product's current marketing strategy (objectives, target segment(s), value proposition) and implementation (marketing mix).
4. The third part of the paper is *diagnostic*. I would like you to evaluate the product's current marketing strategy and implementation. Use any criteria you feel are

appropriate, but at least one should be the “consistency” of the strategy/marketing mix.

5. The fourth part of the paper is *prescriptive*. Based on your evaluation, I would like you to make recommendations for “fixing” the problems you found.

The paper should be 10 pages maximum excluding exhibits. This final project can be done with a partner. It is due **Monday, November 10**.

Course Materials

Text: Winer and Dhar, *Marketing Management*, 4th ed., Prentice Hall (2011).

There is also a digital course packet containing the cases used for the course. I will occasionally post some articles for class on the Blackboard web site or directly distribute them to you electronically.

Detailed Course Outline

August 25 Topic A: Course introduction.
Case: Aqualisa Quartz.

Aqualisa has developed a great new home shower for the U.K. market but it isn't selling. Consider the following questions:

Is this another example of a “better mousetrap” or is there really a market for it?

Why isn't it selling?

What should Aqualisa's management do to stimulate sales of the Quartz?

Topic B: Course framework: Developing a marketing strategy I.

Read: Chs. 1, 2, 7.

August 27 Topic A: Developing a marketing strategy II; consumer behavior.

Case: Propecia (**MINI-ASSIGNMENT #1**).

Read: Chs. 3-5.

In late 1997, Tom Casola, brand manager for Propecia, is debating the best approach to market this one-a-day pill for hair loss. While his main job is develop a marketing strategy for the brand, it is also important to understand consumer behavior in this market. In the mini-assignment, please address the following questions: Who is the customer? (market segments), Why are they buying the product? (needs, benefits), and How are they making decisions? (consumer buying process).

Topic B: STP (Segmentation, Targeting, Positioning) I.

Read: Harvard reprint “Target the Right Market.”

August 28 Topic A: STP II.
Case: Tata Nano.

Tata, one of the leading Indian industrial conglomerates, introduced the Nano mini-car in 2009 to considerable fanfare. Originally priced at ₹100,000 (1 lakh rupees or about \$2,000 at the time), it was marketed as a car that would transform the Indian car market and create an affordable car for the middle class. Unfortunately, the car flopped, at least initially. For the class discussion, we will consider a variety of marketing strategies that Tata could use including the target market, value proposition, and positioning.

Topic B: Branding I.
Read: Ch. 7.

September 5 Topic A: Branding II.
MINI-ASSIGNMENT #2: Black & Decker (A): Power Tools.

In 1991, Joe Galli, Black & Decker's VP-Sales and Marketing, is considering how to leverage B&D's brand and reputation in the consumer market to the "tradesman" or professional market currently dominated by Makita. Three options are presented in the case: (1) continue with a low-share "harvest" strategy, (2) create a B&D "sub-brand", and (3) create a new brand for the power tools market, DeWalt, owned by B&D and currently used for a line of woodworking equipment. In the mini-assignment, develop pros/cons for each of the options and state your recommendation.

Topic B: Developing a marketing strategy over the product life cycle.

September 28 Topic A: Product line strategy.
FIRST WRITTEN CASE: Sealed Air.
Assignment to be distributed.

Topic B: Customer value-based pricing I.
Read: Ch. 9.

October 11 Topic A: Customer value-based pricing II.
SECOND WRITTEN CASE: Curled Metal.
Assignment to be distributed.

Topic B: Multi-Channel Marketing.
Read: Ch. 12.

October 12 Topic A: Channels: Sales force
Read: Ch. 13.
Case: Mediquip (**MINI-ASSIGNMENT #3**)

To underscore the importance of understanding customer behavior and the sales process, we will examine how buyers make decisions in the context of an industrial buying situation, CT scanners. The questions to consider are the following:

Who are the members of Lohmann Hospital's decision-making unit (DMU)?
What are the needs, concerns and motivations of each DMU member?
In your opinion, on what date did Thaldorf effectively lose the sale? Be specific.

Topic B: Communications in the Digital Era I.
Read: Ch. 10.

October 25 Topic A: Communications in the Digital Era II.
THIRD WRITTEN CASE: Archdiocese of New York.
Assignment to be distributed.

Topic B: "Big Data" and Customer Relationship Management.
Read: Ch. 14; article "How Companies Learn Your Secrets."

October 26 Topic A: Case: Starbucks: Delivering Customer Service.
Read: Ch.15

At the time of the case (2002), Starbucks has gathered evidence that customer satisfaction is on the decline, its brand image is suffering, and its customer base is changing. The company is considering investing a considerable amount of money in labor in its stores to help fix this problem. The questions to consider are:

Why have Starbucks's customer satisfaction scores declined?
How does the Starbucks of 2002 differ from the Starbucks of 1992?
Should Starbucks make the \$40 million investment in labor in the stores? What is the goal of this investment?

Topic B: Marketing and social responsibility. Course summary.
Read: "The Extraordinary Science of Addictive Junk Food."

*****Final paper is due November 10, 2014*****