BADM 652 Marketing Strategy
(Fall 2, 2017)

INSTRUCTOR: Michael F. Walsh, PhD
PHONE: 412-496-9697
E-MAIL: michael.walsh@mail.wvu.edu
OFFICE: 201 B & E
OFFICE HOURS: By appointment
CLASS: Online

GENERAL COURSE INFORMATION

Course Description: This is a case based course and provides an overview of the marketing discipline, focusing on managerial decision-making in marketing. It covers marketing decisions on strategy, marketing intelligence, consumer behavior, segmentation, branding, pricing, distribution, promotions and ethics. The course reviews how marketing management works and how a marketing program should be developed and managed. Primary emphasis is placed on developing an understanding of central marketing concepts and applying them to “real world” problems.

Class Learning Outcomes:
Upon completing this course, the student will be able to:
1) Utilize the key concepts, analytical perspectives and decision tools of marketing that aid in market evaluation and planning in order to facilitate exchange.
2) Develop marketing intelligence programs that aid in the formation of marketing strategies
3) Use models of consumer behavior to aid in predict consumer actions
4) Apply market segmentation, targeting and positioning to strategic decisions and evaluate the implications for the design of an effective marketing mix.
5) Describe the meaning and utility of brands
6) Define the role of pricing in the formation of marketing strategy and notion of value pricing
7) Apply the concept of channel stewardship to the choice of channel(s) of distribution
8) Translate a company’s value proposition into marketing communications

Class Format: Class will include a combination of readings, case discussions, student led presentations and a final exam.
COURSE MATERIALS

1. **Case Analysis (required)** - This course features 7 Harvard Business School Cases. The cases can be purchased from Harvard Business School by clicking on this link: [http://cb.hbsp.harvard.edu/cbmp/access/64609048](http://cb.hbsp.harvard.edu/cbmp/access/64609048) NOTE: this is special page reserved for this course. You can only access this by clicking on the above link. You will need to register (if you have not done so already) and you should see the cases. The total cost is $33.50. Note: Harvard will offer optional documents into the pack…you do NOT need to buy these (I wish I could remove these but I cannot 😞)

2. **Supplemental Readings** – There is no textbook that is required. There are some students who prefer written material or desire a “deeper dive” into particular topics. The following is a list of supplemental articles that are available via the library.


3. Lecture Materials – please go to eCampus for each module’s materials

4. Optional textbook. I have placed two marketing textbooks on reserve in the library. Practically speaking, this may be of limited value for those students located outside of Morgantown but are available for those students who have not taken a marketing course in their undergraduate studies. The books are:
• Principles of Marketing, 16th Edition, Philip T. Kotler and Gary Armstrong

STUDENT RESPONSIBILITIES

The student is expected to read all assigned materials prior to class. No late assignments can be accepted. If there are extenuating circumstances, the student (group) must make special arrangement with me prior to the due date of the assignment.

It is the student’s responsibility to submit professional homework assignments and papers. The quality expected is standard business quality (i.e., typed, no spelling or grammatical errors, logical).

The student is also expected to fully participate as a group member on the case analysis

GRADING POLICY

Final course grades will be assigned to each student at the end of the semester based on performance on the following assignments:

Determination of Grades:
<table>
<thead>
<tr>
<th>Activity</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>ECampus exercises (4 @ 7 points each)</td>
<td>28</td>
</tr>
<tr>
<td>Case analyses (done by group; 7 analyses @ 60 points each)</td>
<td>420</td>
</tr>
<tr>
<td>Case question (done individually; 7 cases @ 6 points each)</td>
<td>42</td>
</tr>
<tr>
<td>Response to Discussion Board Questions (for the presented case,</td>
<td>70</td>
</tr>
<tr>
<td>graded on a group basis)</td>
<td></td>
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<tr>
<td>Marketing journal presentation and response to postings to your</td>
<td>90</td>
</tr>
<tr>
<td>presentation</td>
<td></td>
</tr>
<tr>
<td>Marketing journal Discussion Board Posting to at least one presentation</td>
<td>30</td>
</tr>
<tr>
<td>per module 5 modules @ 6 points each</td>
<td></td>
</tr>
<tr>
<td>Final Exam</td>
<td>320</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td>1000</td>
</tr>
</tbody>
</table>

**Grading Scale:**

*Grades will NOT be curved or rounded!!!*

- A = 90% to 100%
- B = 80.0% to 89.9%
- C = 70.0% to 79.9%
- D = 60.0% to 69.9%
- F = 59.9% and below

**COURSE OVERVIEW**

The course is organized around four broad deliverables:

- All course topics are covered in 7 modules…designed so that a student should cover one module each week. Each module features background material that a student will need to read. This can found in eCampus. Some of this background material have “mini-assignments” that are part of the reading. You need to complete these assignments.

- Each module also has a Harvard Case. Everyone is to read the case and **working in your assigned groups**, prepare responses to the case questions. One of the **groups** will be assigned to “present” their case analysis to the rest of the class via a Discussion Board. The rest of the class is required to view that presentations and **each student must post at least one question**. The presenting groups are required to respond to all questions.

- For many reasons, some legitimate…others not so legitimate, much of what is taught in marketing is historical in nature which can be likened to driving a car by only looking in the rear view mirror. This ignores one of the key prerogatives of a university: the creation of knowledge and as part of this course, students are invited to explore, learn and communicate to their peers cutting edge marketing knowledge. To that end, each student is required to spend time reading one of the leading marketing journals and must select one article and prepare a brief presentation on the
All students must view these presentations and must post at least one comment to at least one presentation for each module.

- There is a final exam that must be taken during final exam week. The exam is an essay style exam and will be administered online. Exams are typically created from a current business situation and you will be asked to apply some of the concepts we learned to that situation.

- A word about presentations: Each week, a Harvard case is studied and each group must upload a case analysis (can be either a Word document or PowerPoint). For one of these case analyses, a group is designated as a “presenting group” (see last two pages of this syllabus) and all students are asked to view that presentation and pose at least one question to the presenting group. The presenting group must prepare responses to the questions. Each student must also prepare a presentation on a recent academic marketing journal article. This article is posted in a Discussion Board and all students are to view the presentations and post comments. When it is your turn to be a “presenting group” for a Harvard case and it is your assigned week to present a journal article, you will need to upload your presentations twice. One upload is to a dropbox for grading purposes. The second upload is to a Discussion board so that everyone can view your presentation and post comments.

**eCampus Exercises**

Four of the modules have an exercise that must be completed as part of that module. The directions can be found in eCampus.

**Case Analysis**

Each module has a Harvard Case Study. You must purchase the cases from Harvard using the link on the first page of the syllabus. The cases are designed to illustrate key concepts as they apply to the real world. Each case has two components:

First, is a written response to the case questions (see below). These are done by group and are uploaded into eCampus no later than midnight on the due date. This can be submitted as a Word document or PowerPoint. For each case, one the study groups will be assigned to be “presenters” and will also upload their material to a Discussion Board. (So this means, if in a given week if you are identified to be a presenter, you upload your materials twice, once to the case drop box and once to the Discussion Board. Everyone else uploads just to the case drop box.)

Secondly, everyone must view the presenting groups’ submissions and post at least one question that the presenting group must prepare a response. Both the questions submission as well as the presenting groups response are graded.

Thankfully, I have not had to deal with many non performing group members. In such situations, I will talk with the offending individual and give them a chance to redeem themselves. If, in the eyes of the other group members, there is no improvement, there is a mandatory 49 (10% of points) point reduction to that person’s grades.

**Case Questions**
Harvard Graduate School Housing Survey

1. Go through the survey questionnaire in Exhibit 1 as a respondent. Reflect on your experience: What are your feelings, thoughts (e.g. what image comes to mind?) and emotions as you go along? What makes you want to stop, what drives you to continue? What is easy to answer? What is difficult? What are the merits of the questionnaire? What are apparent shortcomings?

2. Reflect on your own experience with housing as a graduate student. Is there an important aspect of your experience that was not captured by the 2001 survey? Write a question (or a block of questions) that should be added to the survey to capture that aspect in a manner that might impact decision making. Please don’t forget to specify the format of the answer to your question (e.g. five point scale).

3. When looking back at the 2001 survey, what news did it produce, what impact did it have? Can you attribute this impact to specific features of the survey or of the survey design process and circumstances?

4. Address the decision problem of the protagonists. What should be kept/removed in the 2005 survey? What could the survey do to contribute to the Allston initiative in a useful way?

5. If not a survey, what else would you recommend to understand the customer in a way that would inform long range planning in Allston (you might start by focusing on the three issues on p. 10 of the case, then think more broadly).

Virgin Mobile USA: Pricing for the Very First Time

1. Given Virgin Mobile’s target market (14 to 24-year-olds), how should it structure its pricing? The case lays out three pricing options. Which option would you choose and why? In designing your pricing plan, be as specific as possible with respect to the various elements under consideration (e.g., contracts, the size of the subsidies, hidden fees, average per-minute charges, etc.).

2. How confident are you that the plan you have designed will be profitable? Provide evidence of the financial viability of your pricing strategy.

3. The cellular industry is notorious for high customer dissatisfaction. Despite the existence of service contracts, the big carriers churn roughly 24% of their customers each year. Clearly, there is very little loyalty in this market. What is the source of this dissatisfaction? How have the various pricing variables (contracts, pricing buckets, hidden fees, off-peak hours etc.) affected the customer experience? Why haven’t the big carriers responded more aggressively to customer dissatisfaction?

4. How do the major carriers make money in this industry? Is there a financial logic underlying their pricing approach?

5. What do you think of Virgin Mobile’s value proposition (the VirginExtras, etc.)? What do you think of its channel and merchandising strategy?

6. Do you agree with Virgin Mobile’s target market selection? What are the risks associated with targeting this segment? Why have the major carriers been slow to target this segment?

Kingsford Charcoal
1. What is your action plan (i.e., what should the brand managers propose with respect to the 4 P’s)?
2. How did Clorox get itself into its present situation (Of what trends does Kingsford need to be aware?)
3. Describe the consumer market for grilling (what is grilling all about, why do people grill, why do some prefer charcoal over gas for grilling)?
4. What are the relevant category definitions and what is your recommended marketing objective and primary competitive focus for each group.
5. What is your overall recommendation?

Mountain Man Brewing Company: Bringing the Brand to Light
1. What are the core components (functional and emotional aspects) of the Mountain Man Brand and why does it have such a loyal following.
   a. What is distinctive about MMBC’s products?
   b. What is distinctive about MMBC’s customers?
   c. How is MMBC’s promotion different and effective?
2. What had caused MMBC’s decline in spite of the strong brand?
3. Is Mountain Man Light feasible for MMBC?
   a. What is required for Mountain Man Light to break even in two years
   b. What market share will Mountain Man Light have to obtain to break even (consider cannibalization).
   c. Is the budget appropriate for launch?
4. Should MMBC launch Mountain Man Light?
   a. Consider the pros and cons for doing so.

Atlantic Computer
1. What price should Jowers charge DayTraderJournal.com for the Atlantic Bundle (i.e., Tronn servers+PESA software too)?
2. Think broadly about the top-line revenue implications from each of the four alternative pricing strategies. Approximately how much money over the next three years will be “left on the table” if the firm were to give away the software tool for free (i.e., status quo pricing) versus utilizing one of the other pricing approaches?
3. How are Matzer and Cadena’s sales force likely to react to your recommended pricing strategy?
4. How are the customers in your target market likely to react to your recommended pricing strategy? What responses can be provided to overcome any objections?
5. What is your overall recommendation?

Soren Chemical: Why is the New Swimming Pool Product Sinking?
1. What is the addressable market size for Coracle? Is the first year goal of $1.5 Million sales reasonable?
2. While is Soren Chemical struggling to sell Coracle? What are the implications of the channel structure for pool chemicals? How would you describe the selling process for Kailan MW versus Coracle?
3. What is the highest price Soren Chemical can set for Coracle? What is Coracle really worth to end users? Given its superior performance, how can Coracle be priced relative to the competition? What are the constraints?
4. What action plan do you recommend for Coracle?
5. Should Coracle adopt a “push” or “pull” strategy?

Mountain Dew: Selecting New Creative

1. You are Scott Moffitt. What criteria do you use in your decision regarding recommended ad campaign?
2. Which campaign do you recommend? Why?
3. What factors do you consider in the decision to advertise on the Super Bowl? Should Mountain Dew advertise on the Super Bowl?

Exploring the Frontiers of Marketing Thought

As described above, we will learn about cutting edge research being done in the marketing academic world. Each module will feature presentations by members of a study group (and not assigned to be a presenting group that week!).

1. For your assigned module, you are to peruse one of the leading marketing academic journals (Journal of Marketing, Journal of Consumer Research, Marketing Science, Journal of Public Policy and Marketing and the Journal of the Academy of Marketing Science) —no more than three years old) and select an article that interests you. Only one student may select any given article. There is a discussion board in e-Campus in the first module for everyone to “sign up” and reserve their article. First come, first served.
2. After reading your chosen article, please put together a 3-4 page Powerpoint presentation that covers the following points:
   a. What marketing phenomenon/principle was studied in the article?
   b. What did the authors do? (In other words, how did they study the phenomenon?)
   c. What were the findings/results?
   d. What are the implications?
   e. Any constructive criticism?
3. Please post your presentation in that module’s Discussion Board. Everyone else must read the presentations and post at least one comment/question from one of the presentations. That week’s authors should respond to the postings.

Final Exam (320 points)

There is a final exam that must be taken at the end of the term. The window to take the exam is December 3-10. The exam is an essay style exam and will be administered online. That means you take the exam at your convenience and will have three hours to complete the exam. Exams are typically created from a current business situation and you will be asked to apply some of the concepts we learned to that situation.

You must take the final exam using the Respondus Lock Down Browser. This is software that prevents you from accessing the internet while taking the exam (although you may refer to notes and other class materials while taking the exam). I have included a “practice
exam” that uses the Lock Down Browser. I strongly urge you to do the practice exam BEFore you plan to take the final exam so that if there are any problems, they are identified and you can seek help. Please, please, please do not wait until the last minute to take the final exam only to discover some technical problem that can’t be easily fixed on the spot.

**MISCELLANEOUS INFORMATION**

**Academic Integrity:**
The integrity of the classes offered by any academic institution solidifies the foundation of its mission and cannot be sacrificed to expediency, ignorance, or blatant fraud. Therefore, I will enforce rigorous standards of academic integrity in all aspects and assignments of this course.

For the detailed policy of West Virginia University regarding the definitions of acts considered to fall under academic dishonesty and possible ensuing sanctions, please see the Student Conduct Code at [http://studentlife.wvu.edu/office_of_student_conduct/student_conduct_code](http://studentlife.wvu.edu/office_of_student_conduct/student_conduct_code). Should you have any questions about possibly improper research citations or references, or any other activity that may be interpreted as an attempt at academic dishonesty, please see me before the assignment is due to discuss the matter.

**A Note on Plagiarism:**
Plagiarism is using or attempting to pass off the ideas or writings of another as your own. Student caught plagiarizing will receive at a minimum “F” on the assignment, project, or exam but may also receive an “F” grade in the course.

If you have any doubts about what constitutes plagiarism, here are a few resources:
- Purdue University: [http://owl.english.purdue.edu/handouts/research/r_plagiar.html](http://owl.english.purdue.edu/handouts/research/r_plagiar.html)
- Indiana University: [http://www.indiana.edu/~wts/wts/plagiarism.html](http://www.indiana.edu/~wts/wts/plagiarism.html)

**Inclusivity Statement:**
The West Virginia University community is committed to creating and fostering a positive learning and working environment based on open communication, mutual respect, and inclusion. If you are a person with a disability and anticipate needing any type of accommodation in order to participate in this class, please advise me and make appropriate arrangements with the Office of Disability Services (293-6700). For more information on West Virginia University's Diversity, Equity, and Inclusion initiatives, please see [http://diversity.wvu.edu](http://diversity.wvu.edu).

**CLASS SCHEDULE**
Listed below is a day-by-day schedule of the course content that we will be discussing.

<table>
<thead>
<tr>
<th>Module</th>
<th>Topic(s)</th>
<th>Date</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategy</td>
<td>10/11/2017</td>
<td>Read materials in eCampus</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10/11/2017</td>
<td>Submit Responses to Harvard Graduate School Survey Case</td>
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<td></td>
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<td></td>
<td>Group 1 is assigned as Case Presenters (Group 1 upload twice, once to assignment drop box and once to the discussion board)</td>
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<tr>
<td></td>
<td></td>
<td>10/13/2017</td>
<td>Review presenting group presentation and post a question</td>
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<td></td>
<td></td>
<td>10/15/2017</td>
<td>Presenting Group responds to all questions</td>
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<tr>
<td>2</td>
<td>Consumer Behavior</td>
<td>10/18/2017</td>
<td>Read materials in eCampus</td>
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<tr>
<td></td>
<td></td>
<td>10/18/2017</td>
<td>Submit Responses to Virgin Mobile Case</td>
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<td></td>
<td>Group 2 is assigned as Case Presenters (Group 2 uploads twice, once to assignment drop box and once to the discussion board)</td>
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<tr>
<td></td>
<td></td>
<td>10/20/2017</td>
<td>Review presenting group presentation and post a question</td>
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<td></td>
<td>10/22/2017</td>
<td>Presenting Group responds to all questions</td>
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<td>10/18/2017</td>
<td>Group 5 Members must present Journal Article (done individually)</td>
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<td></td>
<td>10/20/2017</td>
<td>Review journal articles and post at least one comment (Group 5 members excluded). Complete eCampus assignment</td>
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<td></td>
<td>10/22/2017</td>
<td>Respond to journal article posting (by presenting student)</td>
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<tr>
<td>3</td>
<td>Segmentation, Targeting Positioning</td>
<td>10/25/2017</td>
<td>Read materials in eCampus</td>
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<td></td>
<td>10/25/2017</td>
<td>Submit Responses to Kingsford Case</td>
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<td></td>
<td>Group 3 is assigned as Case Presenters (Group 3 upload twice, once to assignment drop box and once to the discussion board)</td>
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<tr>
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<td>10/27/2017</td>
<td>Review presenting group presentation and post a question</td>
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<tr>
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<td></td>
<td>10/29/2017</td>
<td>Presenting Group responds to all questions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10/25/2017</td>
<td>Group 1 Members must present Journal Article (done individually)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10/27/2017</td>
<td>Review journal articles and post at least one comment (Group 1 members excluded) Complete eCampus assignment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10/29/2017</td>
<td>Respond to journal article posting (by presenting student)</td>
</tr>
</tbody>
</table>
4  Branding

11/2/2017  Read materials in eCampus

11/1/2017  Submit Responses to Mountain Man Case
Group 4 is assigned as Case Presenters (Group 4 uploads twice, once to assignment drop box and once to the discussion board)

11/3/2017  Review presenting group presentation and post a question

11/5/2017  Presenting Group responds to all questions

11/1/2017  Group 3 Members must present Journal Article (done individually)

11/3/2017  Review journal articles and post at least one comment (Group 3 members excluded). Complete eCampus assignment

11/5/2017  Respond to journal article posting (by presenting student)

5  Pricing

11/8/2017  Read materials in eCampus/Complete Exercises by

11/8/2017  Submit Responses to Atlantic Computer Case
Group 5 is assigned as Case Presenters (Group 5 uploads twice, once to assignment drop box and once to the discussion board)

11/10/2017  Review presenting group presentation and post a question

11/12/2017  Presenting Group responds to all questions

11/8/2017  Group 4 Members must present Journal Article (done individually)

11/10/2017  Review journal articles and post at least one comment (Group 4 members excluded). Complete eCampus assignment

11/12/2017  Respond to journal article posting (by presenting student)

6  Distribution

11/15/2017  Read materials in eCampus

11/15/2017  Submit Responses to Soren Chemical Case
Walsh will prepare case analysis

11/17/2017  Review Walsh presentation and post a question

11/19/2017  Walsh responds to all questions

11/15/2017  Group 2 Members must present Journal Article (done individually)

11/17/2017  Review journal articles and post at least one comment (Group 2 members excluded)

11/19/2017  Respond to journal article posting (by presenting student)
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/29/2017</td>
<td>Read material in eCampus</td>
</tr>
<tr>
<td>11/29/2017</td>
<td>Submit Responses to Mountain Dew Case</td>
</tr>
<tr>
<td>11/29/2017</td>
<td>Walsh will prepare case analysis</td>
</tr>
<tr>
<td>12/1/2017</td>
<td>Review Walsh presentation and post a question</td>
</tr>
<tr>
<td>12/3/2017</td>
<td>Walsh responds to all questions</td>
</tr>
<tr>
<td>12/10/2017</td>
<td>Online Exam Due Date (Exam opens 12/3; Can submit earlier)</td>
</tr>
</tbody>
</table>