Marketing Management 16th edition Kotler Solutions Manual

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Instructor's Resource Manual

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Marketing Management

16th Edition

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Course Background and Syllabus for a Case/Lecture-Oriented Course

Background: Case Analysis and Case Selection

If you choose to focus on cases and lectures in the course, selecting the appropriate case(s) is (are) important. Recency, popularity, relevance to the topic, availability of teaching notes, as well as other supplements such as video and computer software aids, should be considered. Appropriately chosen, cases not only stimulate the mind but also create an in-depth feel for the application of the course material. The Kotler/Keller/Chenev text will create sensitivity and awareness for what is critical and important in the case, and the case will reinforce concepts presented in the text. Cases call for a decision and very often with less than perfect information concerning the problem, the environment, the actors, and the consequences of various actions. As such, the case nurtures management skills although the text and the other application-oriented tools discussed above can diffuse perspective and technical knowledge. There are a number of articles that discuss methods for using the case study approach. The following are suggested:

1. "Because Wisdom Can't Be Told," (Harvard Note 9-451-005). This article argues for the beneficial effect the case method has on both teachers and students and suggests the proper role of the instructor as a leader of the group.
2. "Learning by the Case Method," (Harvard Note 9-376-241). This article, prepared for executive education, identifies the issues to be confronted in the course of reaching a decision. It also provides useful guidelines for individual analysis of a case method teaching generally.
3. "Teaching and the Case Method," (9-387-001), by Roland Christensen. A very useful textbook and instructor's guide (5-387-010), available through the Harvard Business School. This book includes text, cases, and readings for classes and seminars.

The Harvard Business School Publishing (HBSP) website (**hbsp.harvard.edu**) will provide you with listings of current marketing and marketing management cases, and related materials. HBSP can also package the selected cases to accompany the text. This can also be accomplished by visiting the Pearson Collections website at **collections.pearsoned.com**.

Sample Case Analysis

An example of a case analysis follows, which can be utilized early in the course to provide a basis for written cases and class case discussions. If you choose to use cases in the course, an example is the O'Brien Candy Company, a medium-size candy company located in the Midwest. In the past two years, its sales and profits have barely held their own. Top management feels that the trouble lies with the sales force because that they do not "work hard or smart enough." To correct the problem, management plans to introduce a new incentive-compensation system and hire a trainer to educate the sales force in modern merchandising and selling techniques. Before doing this, however, they decide to hire a marketing consultant to carry out a marketing audit. The auditor interviews managers, customers, sales representatives, and dealers, and examines various sets of data.

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The auditor's findings are as follows:

- The company's product line consists primarily of 18 products, mostly candy bars. Its two leading brands are mature and account for 76 percent of the company's total sales. The company has looked at the fast-developing markets of chocolate snacks but has not made any moves yet.
- The company recently researched its customer profile. Its products appeal especially to lower-income and older people. Respondents who were asked to assess O'Brien's chocolate products in relation to competitors' products described them as "average quality and old-fashioned."
- O'Brien sells its products to candy jobbers and large supermarkets. Its sales force calls on many of the small retailers reached by the candy jobbers, to fortify displays and provide ideas; its sales force also calls on many small retailers not covered by jobbers. O'Brien enjoys good penetration of small retailing, though not in all segments, such as the fast-growing restaurant areas. Its major approach to intermediaries is a "sell-in" strategy discount, exclusive contracts, and stock financing. At the same time, O'Brien has not adequately penetrated the mass-merchandise chains. Its competitors rely more heavily on mass-consumer advertising and in-store merchandising and are more successful with the mass merchandisers.
- O'Brien's marketing budget is set at 15 percent of its total sales, compared with competitors' budgets of close to 20 percent. Most of the marketing budget supports the sales force, and the remainder supports advertising. Consumer promotions are very limited. The advertising budget is spent primarily in reminder advertising for the company's two leading products. New products are not developed often, and when they are, they are introduced to retailers via a push strategy.
- The marketing organization is headed by a sales vice-president. Reporting to the sales VP is the sales manager, the market research manager, and the advertising manager. Having come up from the ranks, the sales VP is partial to sales-force activities and pays less attention to the other marketing functions. The sales force is assigned to territories headed by area managers.

The marketing auditor concluded that O'Brien's problems would not be solved by actions taken to improve its sales force. If you were the auditor, what short-term and long-term recommendations would you make to O'Brien's top management?

Short-term recommendations:

- Examine the current product line and weed out marginal performers with limited growth potential.
- Shift some marketing expenditures from supporting mature products to supporting new products.
- Shift the marketing-mix emphasis from direct selling to national advertising, especially for new products.
- Conduct a market-profile study of the fastest growing segments of the candy market and develop a plan to break into these areas.

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- Instruct the sales force to drop some of the smaller outlets and not to take orders for under 20 items. Also, cut out the duplication efforts of sales reps and jobbers calling on the same accounts.
- Initiate sales-training programs and an improved compensation plan.

***Medium to long-term recommendations**:*

- Hire an experienced marketing VP from the outside.
- Set formal and operational marketing objectives.
- Introduce the product manager concept into the organization.
- Initiate effective new-product development programs.
- Develop strong brand names.
- Find ways to market its brands to chain stores more effectively.
- Increase the level of marketing expenditures to 20 percent of sales.
- Reorganize the selling function by specializing sales reps by distribution channels.
- Set sales objectives and base sales compensation on gross profit performance.

> *Note: This analysis is designed to help students recognize some of the marketing and sales management relationships that can occur in case and applied situations. If students apply the type of thinking utilized in this example, they should be able to improve their approaches to this and other marketing cases and related contemporary business analysis settings.*

You might suggest that prior to each class students take a few moments to think about the topics covered in each related chapter, using an approach similar to that utilized in this case. Based on this, they can spend 10 to 15 minutes writing down how the case concepts, theories, and applications integrate and complement what they have learned. Ask them to be as specific as possible with their analytical notes, bring those notes to class, and be prepared to discuss how they have integrated the specific ideas covered in the text, lectures, and discussions, based on the O'Brien case and the auditor's comments.

In addition, this case and the apparent questions bring up an important point because it may appear that the questions and issues are somewhat vague and lack focus. This is intentional because that is the way things operate in the real world. In previous cases and casework, students likely focused on a specific topic. Here, however, it is up to them to choose a specific focus, reflect on it, show how it relates to what they have already learned or experienced, and examine how they can apply it in the future.

MBA students tend to value this exercise. It gives them a chance to discover relationships between what they read and hear and what they experience at work or in internships. After a few weeks of using this approach, they should be able to identify with the course material and begin to comment on how "good the text is," that they are actually reading the text, and that there is a

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reason why this and other courses are in the business program. Sometimes, the hardest part of the instructor's job is to cut off the opening class discussion and move on to new material.

This exercise is more difficult for undergraduates because they have had little practical business experience. This activity, however, can still be valuable if you ask the students to apply the concepts to their part-time work experiences, campus clubs, or other applied experiences.

Note to Instructor: It would be useful to bring this case and/or the analysis back into the course occasionally. For example, if students deal with the question occasionally it provides an effective way for them to recall and review prior materials, filter it, and discover new applications.

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Matching list of Harvard Business School Publishing cases for Kotler/Keller/Chernev, MARKETING MANAGEMENT, 16E Pearson Education, Inc. 2022

Note: This is a partial list of relevant cases from Harvard Business School Publishing. The cases bridge topics, as noted in the Topics field. To explore alternatives, or to obtain more information on the cases listed here, please visit www.hbsp.harvard.edu and use the searching functions.

Case Title	Topics	Pgs	Product	Brief Description
Tanishq: Positioning to Capture the Indian Woman's Heart	Brands; International marketing; Product positioning; Strategic alignment; Strategy; Target markets	33	507025-PDF-ENG	The firm has to choose between an established brand, Tanishq, and a new skunkworks brand, GoldPlus, to go after the Indian plain gold jewelry market: Tanishq, initially targeted at a western customer, has undergone strategic retooling and has currently been repositioned to serve the "traditional yet modern" Indian woman. The brand still carries some baggage from its past. GoldPlus, on the other hand, is a new brand that is positioned to serve the plain gold wedding jewelry market. A variety of strategic, economic, organizational and brand investment reasons make the decision an important one.
Westlake Lanes: How Can This Business Be Saved?	Entrepreneurship; Growth strategy; Marketing strategy; Operations management; Small & medium-sized enterprises; Strategy; Transformations; Turnarounds	14	4431-PDF-ENG	Shelby Givens, a new MBA, is the general manager of Westlake Lanes, a near-bankrupt bowling alley that her grandfather founded decades earlier. Givens has been given one year to turn a profit; if the goal is not met, Westlake will close. During the first few days on the job, Givens learns that the business is in worse shape financially than she - or the board - thought. She also finds that Westlake's employees exhibit minimal productivity.

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TruEarth Healthy Foods: Market Research for a New Product Introduction	Brands; Consumer marketing; Market research	12	4065-PDF-ENG	TruEarth Healthy Foods, a maker of gourmet pastas, sauces, and meals, wants to build on its successful introduction of fresh whole grain pasta by introducing a similar product concept for pizza. In an increasingly competitive market, TruEarth is focused on beating its competition and wants to act quickly and decisively. The company conducts extensive market research, first using focus groups to test the concept and then following up with take-home trials. Acting as brand managers, students must complete a quantitative analysis of the available data to project the sales volume for pizza and then decide whether to bring the new product to market.
Montreaux Chocolate USA: Are Americans Ready for Healthy Dark Chocolate?	Competition; Consumer behavior; Consumer marketing; Coopetition; Food assistance; Forecasting; International R&D; Market research; Organizational behavior analysis; Product development; Product positioning; Quantitative analysis	12	914501-PDF-ENG	Andrea Torres, director of new product development at a high-end chocolate confectionery company, leads her team through a carefully sequenced program of market research to support the development and launch of a new product, healthy dark chocolate with fruit. This is the first time Montreaux USA, an offshoot of a Swiss confectioner, has created a product specifically for U.S. chocolate consumers.
Brannigan Foods: Strategic Marketing Planning	Consumer behavior; Consumer marketing; Decision making; Forecasting; Management; Marketing; Marketing strategy; Planning; Product development; Products; Quantitative analysis; Resource allocation; Risk; Risk management; Strategic planning; Strategy	12	913545-PDF-ENG	The soup division at Brannigan Foods contributes over 40% of the firm's revenue. The general manager is concerned that the soup industry is declining and that the soup division shows declining profits and market share, especially among the important baby boomer segment. Hoping to reverse these trends, he asks four key managers to review a consultant's analysis of the soup industry and recommend a turnaround strategy.

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Rosewood Hotels and Resorts: Branding to Increase Customer Profitability and Lifetime Value	Brand management; Brands; Customer retention; Quantitative analysis	13	2087-PDF-ENG	Rosewood Hotels & Resorts, a small luxury private hotel management firm running a collection of 12 individually branded hotels and resorts in multiple countries, is wondering how to foster customer retention and loyalty and capture the maximum value from its 115,000 guests. Rosewood had always allowed each hotel to stand as its own individual brand, with the Rosewood name presented as a muted sub-brand, if at all. Now Rosewood's new leadership is contemplating whether the firm should significantly increase the prominence of the corporate identity, making Rosewood a corporate brand.
Olympic Rent-A-Car U.S.: Customer Loyalty Battles	Competitive strategy; Customer relationship management; Customer retention; Marketing; Operations management; Quantitative analysis	13	913568-PDF-ENG	The marketing and operations managers for Olympic Rent-A-Car meet to decide how to respond to changes in the loyalty rewards program at the market-leading competitor. The competitor's program gives awards based on dollars spent instead of days rented and eliminates blackout dates. Olympic expects the program to capture more of the valuable business traveler segment, which rents cars more frequently and generally pays higher premiums than the leisure traveler segment.
EMC2: Delivering Customer Centricity	Business to business; Customer relationship management; Marketing; Marketing strategy; Sales force management; Social media; Technology	24	511124-PDF-ENG	This case introduces the concept of customer centricity and traces its development at EMC, the world's leading data storage hardware and information management software company. EMC's customers had historically relied on EMC salespeople to guide them through the complex, consultative buying process. However, with the rise of social media, prospective customers are getting more of the information they require earlier in the purchase process online. As they do so, their physical interactions with EMC salespeople are decreasing, while their digital interactions are increasing.

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FormPrint Ortho500	Business to business marketing; Customer relationship management; Marketing channels; Marketing strategy; Product introduction; Sales; Sales force management; Segment marketing	14	915535-PDF-ENG	The Senior Vice President of FormPrint's Medical Products business unit is considering issues raised by the upcoming introduction of a new 3D printing system, the Ortho500, which could print custom exoskeletal orthopedic splints, braces, and casts that conform to a patient's body. The potential market extends beyond large urban hospitals (the Ortho's existing market) to high-volume outpatient offices in the U.S., with a long-term goal of expanding internationally.
Levendary Café: The China Challenge	Cross cultural relations; Entrepreneurship; Foreign subsidiaries; General managers; Globalization; International management; Management styles; Multinational corporations; Product adaptation; Relationships; Retail; Strategic planning; Strategy	15	4357-PDF-ENG	Just weeks into her new job, Mia Foster, a first time CEO with no international management experience, is faced with a major challenge at Levendary Café, a $10 billion U.S.-based fast food chain. Strategically, many of her corporate staff have become concerned that the company's major expansion into China is moving too far from Levendary's well-defined concepts of store design and menu. Organizationally, Foster has been frustrated by the apparent unwillingness of Louis Chen, president of Levendary China, to conform to the company's planning and reporting processes. Meanwhile, financial evidence shows that Chen's efforts have produced strong results and suggests that he knows China far better than U.S headquarters does.
Cottle-Taylor: Expanding the Oral Care Group in India	Advertising; Budgeting; Budgets; Consumer behavior; Emerging markets; Forecasting; Health; International marketing; Marketing plans; Marketing strategy; Product development; Product planning & policy; Products; Sales promotions	13	4350-PDF-ENG	Brinda Patel, director of oral care products for the India division of a consumer home-care product company, develops a data-driven marketing plan for toothbrushes. She believes her plan can support a 20% increase in unit sales based on rising demand for modern oral-care products in India. Her boss, the VP of Marketing, believes her forecast is too conservative and suggests spending more money on promotions to boost sales by 30%. Patel must develop a new plan to meet this higher growth rate by increasing the advertising budget and revising the distribution of the budget across three targeted advertising messages.

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Alpen Bank: Launching the Credit Card in Romania	Consumer credit; Global business; International business; International marketing; Marketing strategy; Personal finance; Product introduction; Product positioning; Service management	8	4559-PDF-ENG	In 2006, the country manager for Alpen Bank in Romania, Gregory Carle, considers whether to recommend the launch of a credit card business. The firm rejected the idea several years earlier because of poor economic conditions in Romania. However, Romania is experiencing a period of economic growth after joining the European Union and Carle believes it is time to reconsider the opportunity despite continued skepticism within the company.
Louis Vuitton Moet Hennessy: Expanding Brand Dominance in Asia	Brand management; Business models; Competitive advantage; Expansion; International business; Marketing channels; Marketing strategy; Pricing	19	HKU368-PDF-ENG	Explores the predicament Louis Vuitton Moet Hennessy (LVMH), one of the world's leading luxury products makers, faces with respect to brand management while expanding operations in China. LVMH, a $13 billion group of companies with operations across the world—1,500 retail stores in about 60 countries—had conquered the luxury goods market successfully in Europe, the United States, and some parts of Asia. In the early 1990s, LVMH decided to expand its operations in China and South Korea. A decade later, LVMH made its entry into India. In 2004, Asia accounted for about 40% of the sales of LVMH. LVMH is determined to capture the growing Asian market.
The Fashion Channel	Change management; Consumer marketing; Market research; Market segmentation; Quantitative analysis	12	2075-PDF-ENG	The new Senior Vice President of Marketing for The Fashion Channel (TFC), a cable television network dedicated to round-the-clock, fashion-oriented programming, is preparing to recommend a change in the company's traditional marketing approach by introducing a market segmentation program. This program is, in part, a response to the intensifying competitive environment for TFC, and it needs to strengthen the company's brand and positioning with viewers and advertisers.

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Clean Edge Razor: Splitting Hairs in Product Positioning	Conflict management; Leadership; Marketing strategy; New product marketing; Organizational change; Product development; Product positioning; Profitability analysis; Quantitative analysis; Relationships	10	4249-PDF-ENG	After three years of development, Paramount Health and Beauty Company is preparing to launch a new technologically advanced vibrating razor called Clean Edge. The innovative new design of Clean Edge provides superior performance by stimulating the hair follicles to lift the hair from the skin, allowing for a closer shave. The company has already decided to introduce Clean Edge into the men's market, where it has a strong presence. Jackson Randall, the product manager for Clean Edge, struggles with how best to position the product for the launch.
Dove: Evolution of a Brand	Branding; Internet; Marketing; Networking	13	508047-PDF-ENG	Examines the evolution of Dove from functional brand to a brand with a point of view, after Unilever designated it as a masterbrand, and expanded its portfolio to cover entries into a number of sectors beyond the original bath soap category. The development causes the brand team to take a fresh look at the clichés of the beauty industry. The result is the controversial Real Beauty campaign. As the campaign unfolds, Unilever learns to use the internet, and particularly social network media like YouTube, to manage controversy.
Eileen Fisher: Repositioning the Brand	Brand management; Brand positioning; Cause marketing; Market segmentation; Media relations; Multibranding; Personal characteristics; Retail; Revenue growth; Social enterprise; Social media; Social responsibility; Strategic positioning; Target markets	21	512085-PDF-ENG	Well-established fashion brand Eileen Fisher has traditionally appealed to older women. However, to drive growth, Eileen Fisher's management team wants to target a younger demographic and has revamped its Fall product line to offer more fashionable styles to appeal to younger women. But, repositioning the brand has proven to be harder than expected. This case explores the challenges of appealing to new target markets, without alienating existing customers. The case follows Eileen Fisher's initial forays into social media as they chase a younger demographic, and demonstrates the opportunities and pitfalls that await big brands when they enter the world of Web 2.0.

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Introducing iSnack 2.0: The New Vegemite	Brand management; Conflict Management; Marketing management; Multibranding; Product introduction; Social media	19	512020-PDF-ENG	Vegemite is an iconic Australian breakfast spread and is often seen as a quintessential Australian product. This case focuses on Kraft's decision to revitalize brand performance through the introduction of a brand extension. Drawing on extensive social media analysis of brand image, the brand team led by Simon Talbot identified a gap in the market for a line extension involving a blend of Vegemite and Kraft's other iconic brand, Philadelphia Cream Cheese. Following a high profile campaign involving a competition to name the new extension, Talbot's team chose the name iSnack 2.0 for the new product. The case starts two days after the public unveiling of this name and subsequent nationwide backlash against it. Talbot needs to consider whether to continue with the brand name or change it in light of the public outcry.
Reed Supermarkets: A New Wave of Competitors	Brands; Business growth; Competitive strategy; Consumer behavior; Consumer marketing; Market positioning; Market segmentation; Marketing strategy; Product positioning	12	4296-PDF-ENG	Reed Supermarkets is a high-end supermarket chain with operations in several Midwestern states. Meredith Collins, vice president of marketing, is concerned about increased competition from dollar stores and limited-assortment stores offering very low, appealing price points. Reed's market research shows that as a result of the economic downturn, customer loyalty is dwindling, and consumers are willing to go to multiple stores to get the best deals. Collins must decide whether to change the current marketing and positioning plan in an effort to increase market share to meet challenging corporate targets.
In a Bind: Peak Sealing Technologies' Product Line Extension Dilemma	Competition; Disruptive innovation; Product introduction; Product lines; Sales compensation; Target markets	10	914533-PDF-ENG	Peak Sealing Technologies (PST), a manufacturer of premium carton sealing tapes, stresses technological innovation as the company's core value. But when a new regional competitor introduces a less expensive and inferior product, PST is faced with a decision that could conflict with their values.

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Crescent Pure	Advertising campaigns; Marketing; Marketing research process; Marketing strategy; Product introduction; Product positioning	12	915539-PDF-ENG	Executives from Portland Drake Beverages (PDB) are meeting to determine the appropriate product positioning and advertising campaign for the launch of Crescent Pure, a specialty organic beverage. They have 3 options for positioning: should Crescent Pure be positioned as an energy drink, a sports drink, or should it adopt broader positioning as an "organic health and wellness" beverage?
ARISE: A Destination for a Day Spa	Advertising; Collaborative innovation; Compensation; Competitive strategy; Employee empowerment; Innovation; Organizational culture; Organizational design; Service management; Service strategy	15	913521-PDF-ENG	A new Dallas-based health and beauty spa aims to use a highly distinctive human resource system as the foundation of its competitive strategy. By encouraging employees to act as "personal wellness coaches" (PWCs) with high commitment and broad responsibilities, the leadership intended to provide a level of client service that would justify premium rates. However, the system is not working. Issues include: tips are lower than expected, reducing expected compensation; scheduling issues create bottlenecks; and the level of commitment varies among PWCs.
Altius Golf and the Fighter Brand	Brands; Competitive advantage; Competitive strategy; Distribution; Distribution channels; Global corporate cultures; Market segmentation; Pricing strategy; Product lines; Quantitative analysis; Social responsibility; Sustainable competitive advantage	9	913578-PDF-ENG	Altius Golf is the clear leader in the golf ball market despite a long-term decline in the number of golfers and a drop in sales following the financial crisis. The firm has maintained its position by introducing generations of advanced, super-premium golf balls that allow their customers to emulate professional golfers. The company has been losing market share to lower-priced competitors and the CEO wants to introduce a new program called Elevate to foster the next generation of golfers. With Elevate, the firm will introduce a ball that is more forgiving and easier to drive for distance and offer it at a price 40% below the company's flagship brand.

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Soren Chemical: Why Is the New Swimming Pool Product Sinking?	Branding; Communication strategy; Marketing channels; Marketing mix; Marketing strategy; New product marketing; Pricing	8	4188-PDF-ENG	The issue is poor sales performance of Coracle, a new clarifier for residential swimming pools. The performance is puzzling because Coracle is chemically similar to another Soren product that has sold well for treatment of larger pools. Soren distributes the other product B2B through "chemical formulators" serving the commercial pools market, but Soren uses wholesale distributors to sell Coracle. Given the slow start in establishing Coracle as a consumer brand, Moritz suspects that the go-to-market strategy may be flawed, but she is unsure where the problem lies; she examines channel strategy, distribution partners, the Coracle pricing scheme, the threat of competitors' offerings, and other potential problem sources.
Atlantic Computer: A Bundle of Pricing Options	Business to business; Marketing; Pricing; Pricing strategy	10	2078-PDF-ENG	Atlantic Computer, a leading player in the high-end server market, has detected a marketplace opportunity in the basic server segment. They have developed a new server, the Tronn, to meet the needs of this segment. In addition, they have created a software tool, called the "Performance Enhancing Server Accelerator," or PESA, that allows the Tronn to perform up to four times faster than its standard speed. The central question revolves around how to price the Tronn and PESA.
Metabical: Pricing, Packaging, and Demand Forecasting for a New Weight-Loss Drug	Brands; Consumer behavior; Demand planning; Forecasting; Marketing strategy; Pricing policies; Return on investment	8	4183-PDF-ENG	Metabical is a new weight loss drug from Cambridge Sciences Pharmaceuticals intended for moderately overweight individuals. In anticipation of final FDA approval, the senior director of marketing, Barbara Printup, prepares for the product launch and must make several critical decisions. First, she must select the optimal packaging size for the drug, which typically requires a 12-week course of treatment. Next, she must determine the appropriate pricing. Since most insurance companies do not cover weight-loss medications, price has a direct impact on the sales forecast.

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Natureview Farms	Margins; Market share; Marketing; Marketing channels; Pricing; Quantitative analysis; Sales promotions; Value chains	10	2073-PDF-ENG	Explores channel management issues in the U.S. food industry. The immediate decision point that the protagonist, Natureview's vice president of marketing, faces is whether to achieve $7 million in revenue growth by expanding into the supermarket channel.
IKEA Invades America	Brands; Catalogs; Consumer marketing; Market research; Marketing campaigns; Marketing strategy; Packaging; Pricing; Product management; Suppliers; Target markets	13	504094-PDF-ENG	In 2002, the IKEA Group is the world's top furniture retailer, with 154 stores worldwide. In the United States, IKEA operates 14 stores, all of which have been enormously popular despite their self-service requirements. The company's goal is to have 50 stores in operation in the United States by 2013. Explores various options for managing this growth strategy.
Building a Social Media Culture at Dell	Marketing; Marketing strategy; Social media; Technology	18	514096-PDF-ENG	As Michael Dell refocuses his newly-private company on services and solutions, the entire corporation is pushed to embrace social media.
Designs by Kate: Direct Sales	Compensation; Consumer marketing; Direct sales; Incentive programs; Incentives; Marketing management; Marketing strategy; Personal selling; Sales compensation; Sales force management; Sales organization	10	4284-PDF-ENG	The sales representatives at Designs by Kate (DBK) sell private label jewelry at hosted parties and through online social media channels. They are also responsible for recruiting, training, and managing new sales reps. CEO and founder Kate Creevey designed the commission plan to encourage sales reps to build teams and become "leaders" for their teams. The strategy has been very successful over the company's first five years. Now the CEO is concerned that growth in top-line revenue is slowing, possibly due to an unwillingness by current sales representatives to build and manage their own sales teams.

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Sepora Direct: Investing in Social Media, Video, and Mobile	Budget management; Communication strategy; Election 2008; Internet marketing; Marketing; Return on investment	24	511137-PDF-ENG	Julie Bornstein, senior vice president of Sephora Direct, is seeking to double her budget for social media and other digital marketing initiatives for 2011. A number of digital efforts implemented in the past two years seem to be bearing fruit, and there is a desire to intensify Sephora's social media, online video, and mobile presence. Bornstein must justify the need for the additional funding, determine how best to allocate the money across the various platforms, and establish effective ways to measure return on investment (ROI) for digital marketing spending. She must also take into account that the funding requested will likely come at the expense of Sephora's traditional marketing programs. Importantly, Bornstein needs to begin thinking about a cohesive long-term strategy that clearly identifies the role digital platforms play and how they help Sephora maintain its leadership position in the prestige beauty care space.
Patagonia Sur: For-Profit Land Conservation in Chile	Capital; Energy; Entrepreneurship; Finance; Institutional investments; Real estate investments; Risk; SWOT analysis; Uncertainty	28	211103-PDF-ENG	Warren Adams founded Patagonia Sur in 2007 as one of the world's first for-profit land conservation businesses. His goal was to purchase over 100,000 acres of land in southern Chile and to run a variety of sustainable businesses to generate annual returns for investors. Patagonia Sur planned to derive various streams of revenue from the land, including eco-tourism, sustainable land development, carbon credits, water rights, and eco-brokerage, thereby giving a financial return to investors on top of achieving a positive environmental impact.

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MARKETING MANAGEMENT
FALL SEMESTER

Instructor:

Email: Website:

Campus:

OFFICE HOURS

Or by Appointment at Either Location

Course Credits: 3 (Three)

Class:

REQUIRED MATERIALS

Marketing Management, 16th edition, by Kotler/Keller/Chernev, Pearson Education, Inc. 2022, ISBN 0-13-588715-1 and **Harvard Case Coursepack**.

COURSE PREREQUISITES:

COURSE DESCRIPTION

The characteristics and management of markets are described in topics that include the marketing environment, components of the marketing mix, market segmentation, and planning.

COURSE PERSPECTIVE

The course focuses on formulating and implementing marketing management strategies and policies, a task undertaken in most companies at the strategic business unit level. The marketing management process is important at all levels of the organization, regardless of the title applied to the activity. Typically it is called corporate marketing, strategic marketing, or marketing management. For our purposes, they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding marketing management and strategy.

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Accordingly, the course emphasizes the following:

- Primary and changing perspectives on marketing management in the New Economy.
- The impact of interactive media on marketing management.
- Applied marketing management and strategy, domestic and global.
- An international focus in developing marketing management and strategy.

The course is intended for:

- Marketing concentration students who wish to deepen their understanding of marketing management in a strategy-planning context.
- Non-marketing concentration students who desire a course in marketing strategy, with a management and planning orientation.

COURSE GOALS

To further disseminate and develop the knowledge and skills in the essential aspects of marketing management, marketing strategy, and emerging marketing applications, with a focus on the development and execution of programs, audits, and plans.

COURSE OBJECTIVES

This course is concerned with the development, evaluation, and implementation of marketing management in complex environments. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical procedures, techniques, and models. The course addresses strategic issues such as:

- What business should we be in?
- What are our long-term objectives?
- What is our sustainable marketing competitive advantage?
- Should we diversify?
- How should marketing resources be allocated?
- What marketing opportunities and threats do we face?
- What are our marketing organizational strengths and weaknesses?
- What are our marketing strategic alternatives?

To ensure that students have a solid foundation of the fundamental marketing decision-making tools and management of all the elements of the marketing plan, students will be provided the opportunity to apply those marketing planning and decision-making skills to case analyses. We will be building upon these principles throughout this course, especially those principles that you have learned in Marketing MAR XXX.

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LEARNING OBJECTIVES

To become familiar with the range of decisions implicit in strategic marketing management and planning. In addition, to develop skill in using a variety of analytical frameworks for making such decisions. To develop an understanding of how markets contrast in terms of:

- Their "enduring characteristics."
- Their stage of development and how the nature of competition in such markets is impacted.

To develop skills in planning a variety of marketing management tools, ranging from new product entry strategy to international market product life cycle management and strategy.

To develop skill in organizing for effective strategic marketing and in implementing the market planning process.

COURSE STRUCTURE

Case Analyses
An effective way to help students learn about marketing management is through practice making marketing decisions and applying the concepts you have learned. Case analyses throughout the semester will help you gain experience with marketing decision making. Everyone will read and come prepared to discuss each case. In the second half of the semester, you will work with a team to present a case and submit a written analysis of the case you present.

Chapter Material Exams
In addition to the cases, we will have two exams (see schedule). Students are responsible for all of the material covered from the textbook, lectures, outside speakers, and any videos/DVDs shown.

METHOD OF INSTRUCTION

The course is highly interactive between the class and the instructor. Through case studies/presentations, problems, and specific company client activities, students will have the opportunity to use the concepts, ideas, and strategies presented in class. Problem-solving sessions occur in both individual (primarily) and team (occasionally) settings.

This upper level undergraduate course will incorporate a lecture and case-based approach to marketing management. The textbook used in this course will be used as a reference point for the discussion(s) of the marketing management project. Students are encouraged to read and inculcate the major principles found in the textbook.

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To ensure compliance with the University's policy on academic performance, during examination periods, once one student completes his/her exam, no additional student(s) will be allowed to enter the classroom to take the exam.

- Cell phones, calculator watches, and/or tablets cannot be used as calculators during exams. Students must have a separate business calculator.

Note that occasionally, changes in the schedule of the course, or in the assignments, are announced during class. It is your responsibility to ensure that you have received all of the changes and you will still be responsible for this information.

The University is committed to a policy of honesty in academics. Conduct, which compromises a breach of this policy, may result in academic and/or disciplinary action. Cheating is a violation of student academic behavior standards. Any student who violates or knowingly helps another student violate academic behavior standards will be pursued through the Office of the Dean of the College of Business Administration and through the Dean of Students at _____. Please note that the sharing of information with other class members or with other sections of the course is considered cheating.

I will make all the necessary accommodations for class members with disabilities. Those students who require or who wish to request special accommodations are encouraged to contact the instructor after the first class of the semester and Student Disability Services immediately.

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EVALUATION

Evaluation will be based on two examinations, the submission of all of the marketing plan material, and your final group oral and written presentation. Exams # 1 and # 2 (the final exam) will consist of: 50-75 multiple choice, true/false, and short-answer questions. You will need a Brown Scantron and a University ID card or driver's license.

The weightings for the individual components are as follows:

1) Exam # 1 @ 100 points	**100 points**
2) Exam # 2 @ 100 points	**100 points**
3) Submitted case analyses (due at time stated in schedule)	**150 points**
4) Oral case presentations	**100 points**
5) Written case submission	**150 points**
Total:	**600 points**

Grading for this course is as follows:

Numerical Grade	Letter Equivalent
540 – 600 points	A
450 – 539 points	B
360 – 449 points	C
270 – 359 points	D
Below 270 points	F

NOTE: Grades of C- or lower do not count toward a Business Degree.

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CASE PRESENTATION'S ORAL PRESENTATION RUBRIC

Individual presentations will be graded based upon the following set of criteria:

- **Content (45 possible points)**
  Included here is whether the student has substantially and fully examined all of the issues and problems, and understands all aspects of the facts of the case. Does the student fully understand the dynamics of the case and have they presented realistic alternatives, realistic objectives, and sound implementation strategies.

- **Presentation itself (30 possible points)**
  Included here are the layout, content, and readability of the slides or other forms for electronically presenting the material. Encompasses the applicable Excel® slides, a situation analysis, problem definitions, alternatives, and recommendations. Also takes into account the professionalism of the presenters.

- **Completeness (25 possible points)**
  Includes the correctness of answering questions from the instructor and/or audience members, as well as preparation by the student member of all of the relevant facts, figures, assumptions, recommendations, and strategies of the student.

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TENTATIVE COURSE SCHEDULE
MARKETING MANAGEMENT
FALL SEMESTER

Week	Read Chapter	Chapter Topic	Assignment Due Beginning of Class
1	1	Defining Marketing for the New Realities	Group formation; begin the process of selecting the case you will write up and present
2	2	Market Planning and Management	Submit groups and select cases for approval Case 1
2	3	Analyzing Consumer Markets	Case 5
3	4	Analyzing Business Markets	Case 6
3	5	Conducting Market Research	Case 3
4	6	Identifying Market Segments and Target Customers	Case 8
4	7	Crafting a Value Proposition and Positioning	Case 9
5		Exam 1	Exam 1, Chapters 1-7
5	8	Designing and Managing Products	Case 12
6	9	Designing and Managing Services	Case 13
6	10	Building Strong Brands	Case 10
7	11	Managing Pricing and Sales Promotion	Case 15
7	12	Managing Marketing Communications	Case 19
8	13	Designing an Integrated Marketing Campaign in the Digital Age	Case 20
8	14	Personal Selling and Direct Marketing	Case 21
9	15	Designing and Managing Distribution Channels	Case 16
10	16	Managing Retailing	Case 17
11	17	Driving Growth in Competitive Markets	Case 11
12	18	Developing New Market Offerings	Case 14
13	19	Building Customer Loyalty	Case 4
14	20	Tapping into Global Markets	Case 7
14	21	Socially Responsible Marketing	Case 22
14	n/a		Case Presentations and Write Ups Due (Selected Cases)
15	n/a	Final Exam (Exam 2)	Chapters 8-23 (inclusive)

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