

## PROBLEMS AND METHODS IN MARKETING MANAGEMENT (OEM19)

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### Materials

- ◆ Notes packet
- ◆ Readings packet
- ◆ Business articles

### Course Objectives and Description

The assumption in this course (and program) is that you are relative novices with respect to marketing and that you will take few additional marketing courses. Thus, the course has the goal of introducing the topic of marketing while also honing your ability to make well-reasoned managerial decisions. Both objectives will be pursued primarily through the lecture/reading component of the course. We will also engage in some limited case analysis. Although there is much lecture material, my desire is that the class sessions be interactive. Each of you brings considerable experience to the class, and you are encouraged to share that experience.

The business courses in the OEM program are designed to mimic the MBA experience. We will cover all of the material covered in the full-time MBA core class at UF. In addition, this course includes a module on New Product Development—a topic that is particularly pertinent to your context. In the traditional MBA program, this material is taught in a separate elective course.

This course deviates further from traditional core marketing courses by adopting a strategic perspective. Whereas most core marketing courses focus on the “nuts and bolts” of classic marketing tactics (i.e., product, price, promotion, and distribution), we will emphasize issues that relate to sustainable competitive advantage. We will consider the tactical topics as well, but from a strategic perspective whenever possible. This approach should also serve you well.

### Evaluation

(i) Paper (due: October 13) ~ 33%

This assignment requires that you assimilate the initial course material and prepare an analysis of your firm. You must demonstrate that you have deeply considered the material. At worst, this assignment functions as a comprehensive take-home exam. At best, it will provide you with a new (and strategic) understanding of your firm, including its shortcomings.

(ii) Case Analyses (due September 15) ~ 1% (or 50% if not conducted earnestly)

Each case has a set of questions that you should address. Each team will prepare a relatively brief PowerPoint presentation of its analysis.

(iii) Quizzes ~ 66%

The quizzes provide straightforward assessments of your knowledge of the notes and readings.

This course follows University policy regarding academic honesty and accommodations for students with disabilities.
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This course follows the Alba policy regarding punctuality, use of nameplates, and non-use of any electronic device. ☺
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The dog did <i>not</i> eat your homework.
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<u>Class Dates</u>	<u>Cases/Readings</u>	<u>Class Topics</u>
<b>August 5</b>	HBR article: <i>Can You Say What Your Strategy Is?</i> Insert: <i>Positioning: The Essence of Marketing Strategy</i> HBR article: <i>Manage Customer-Centric Innovation ...</i> HBR article: <i>The Coherence Premium</i>	Marketing Introduction Marketing Strategy
<b>September 15-16</b>	HBS case: <i>Calyx &amp; Corolla</i> HBS case: <i>Sealed Air Corporation</i> HBR article: <i>Transforming Strategy One Customer at a Time</i> HBR article: <i>Rethinking Marketing</i> HBR article: <i>Charting Your Company's Future</i> HBR article: <i>Innovation Versus Complexity</i> HBR article: <i>A Practical Guide to Combining Products and Services</i> SMR article: <i>The 12 Different Ways for Companies to Innovate</i>	Segmentation Positioning Competition Product Life-Cycle
<b>October 13-14</b>	HBR article: <i>Putting Customers in the "Wish Mode"</i> SMR article: <i>The Age of the Consumer-Innovator</i> HBR article: <i>An Anthropologist Walks into a Bar ...</i> HBR article: <i>The Customer-Centered Innovation Map</i> HBR article: <i>The House of Quality</i>	<b>(paper due)</b> Product Development
<b>November 10-11</b>	HBR article: <i>Advertising's New Medium: Human Experience</i> HBR article: <i>What Marketers Misunderstand About Online Reviews</i> HBR article: <i>Customer Loyalty Is Overrated</i>	<b>Quiz 1</b> Pricing Advertising Branding Distribution Quality ... Loyalty
<b>December 1</b>		<b>Quiz 2</b>

## Questions to Guide Analysis of Your Firm

1. How would you evaluate the sustainability of your firm's advantages and your competitors' advantages in terms of the *criteria of the resource-based view*? Be specific by describing all of the criteria and sub-criteria for each advantage.
2. Create or describe a strategy for your firm, as operationalized by Collis and Rukstad. Be sure to be comprehensive and specific when separately describing your objective/scope/advantage and the subcomponents of each one. As a final portion of your answer, append and describe the activity-system map of your firm. [Figure 1]
3. Create a positioning statement for your firm. Separately highlight each of its required elements.
4. Describe a *Customer R&D Strategy for managing customer-centric innovation* within your firm that contains a description of phase 1 and recommendations for each of the other phases.
5. Given your answer to the preceding question, identify *potential errors in judgment* that could prevent you from exploiting or defending your recommendations.
6. Does your firm pass "the coherence test?" Specifically answer the questions posed in the test.
7. From the various *bases for segmentation* we noted in class, describe your firm's segmentation scheme. Then, using the illustration provided by Harrington and Tjan as an example, create a *preference profile* of the different segments you serve or a preference profile of purchasers versus end-users. [Figure 2]
8. Characterize your firm in terms of the four metrics described by Rust, Moorman, and Bhalla. Are the metrics used by your firm appropriate for its context? Why or why not?
9. Your firm presumably engages in some form of one-to-one marketing. Describe all of the *tactical advantages associated with one-to-one marketing* that it does—and could—exploit.
10. On what *bases* are your firm's products positioned vis-à-vis the competition? Graphically depict the positioning of firms in your industry using a 2-dimensional *perceptual map*. [Figure 3]
11. Describe and draw a *strategy canvas* that includes your firm and its competitors. Refer to your canvas to characterize the competitive nature of your business in terms of focus and divergence. Finally, provide a compelling tagline for your firm. [Figure 4]
12. What *forces* have resulted in the *proliferation* of your product/service line? How would you *gauge the complexity* of your firm using the *criteria* of Gottfredson and Aspinal?
13. In terms of the scheme described by Shankar, Berry, and Dotzel, which type of hybrid offering does (or would) fit your firm the best. How so?
14. Aside from product innovation, how else can your firm engage in *business innovation* to create value and differentiate itself from competitors? Please be specific.

You are limited to 6 pages of text (single-spaced, 1" margins, 12-point Times-Roman font), not including the four figures. Please begin your paper with a very brief description of your firm/unit. To reduce ambiguity, reproduce each question above your answer. (You may reproduce the questions in smaller font if length becomes a problem.) Your answers should make specific reference to the class material. In general, strive to indicate that you have thought deeply and comprehensively about the class material and that you are not providing generic or superficial responses. Do not import figures from corporate documents. Please submit a stapled hardcopy of your paper at the beginning of class.