Course Objectives

B01.2310 is the core marketing course in the MBA program. The course objectives are:

1. To introduce you to the role of marketing in organizations;

2. To teach the basic concepts and tools used in marketing, including:
   - Elements of marketing analysis: customers, competition, company
   - Elements of the marketing mix: the 4 P’s
   - Customer Insights and Customer Lifetime Value

3. To assist in learning how to apply these concepts and to practice making decisions through:
   - In-class case analyses exposing you to examples of successful and unsuccessful marketing applications
   - A marketing strategy simulation (MARKSTRAT) that will be played in teams competing anonymously with other teams in your class through the second half of the course.

4. To improve presentation and writing skills and provide opportunities to articulate and defend positions via written individual and group assignments and presentations.

The overall theme of the course is to emphasize the process of thinking: qualitatively, quantitatively, and strategically, using concrete, real-life practical examples as specific exemplars. The course is organized into four distinct, yet inter-related modular and sequential sections.

Section 1: Marketing Tools (1 session)
- Strategic Marketing Orientation
- Break Even Analysis
- Sensitivity Analysis
- Margin analysis and profitability calculations
- Market Share calculations
Section 2: Marketing Strategy: 3 C’s (3 Sessions)
  Environmental Opportunities and Threats
  Company Strength - Weakness Analysis
  Competitor Analysis
  Competitive Strategy
  Customer Analysis
  Segmentation and Positioning

Section 3: Marketing Mix Variables (6 sessions)
  Product Management: Including Branding and managing a product line
  Pricing: Economic and Psychological Issues
  Place: Sales and Distribution Management
  Promotions: Advertising, Publicity, and Sales Promotions

Section 4: Implementing Position Using 4 P’s (2 sessions)
  Customer Lifetime Value
  Gaining Customer Insights

Course Materials

The course consists of case discussions, lectures, and a simulation. The cases and lectures will complement the text and will not attempt to cover all points raised in the reading. The Markstrat simulation (run by Professor Sunder Narayan) will allow you to apply classroom concepts while making actual decisions.

2. Course Pack (A reader containing the cases for the course) available in the bookstore.
3. Markstrat Handbook and Participant Activation Key (PAK) to take part in the Simulation exercise. All students taking this course are required to purchase the manual and be registered on the website in order to participate in the simulation, and receive a grade for the course. To purchase:
   - Please go to [http://estore.stratxsimulations.com](http://estore.stratxsimulations.com)
   - Please enter the Course ID for your section __ A08316________
   - You will be asked to register to complete your purchase. You will automatically received a 10% discount and be charged $45.
   - Upon purchase, you will automatically be registered in the course.

(Please note: Shortly after registration, you will receive an email from StratX.com with your PAK details. If you do not receive this email within 24 hours, please contact help@stratx.com for help).

Course Grading

Individual Assignments (65%)
  Short assignment (5 x 4%) 20%
  Long assignment (2 x 15%) 30
  Participation and attendance 15

Markstrat (35%; Of which 5% is individual and 30% is group based)
  Individual Quiz before starting 5
Assignments (50%)

There are nine cases that will be discussed over the course of the term.

For two of these you need to submit a longer assignment (@15% each). Max 3 pages, single-spaced, plus exhibits.

For the remaining seven, you can choose to answer the background questions for any five (@4% each). Max one-page single spaced. The purpose of these assignments is to prepare you for the case discussion in class.

That means there are a maximum of TWO cases that you do not need to analyze as homework.

Class Participation and Attendance (15%)

Participation enriches the quality of our classroom and your learning experience, and also makes up a significant portion of your grade. For effective class participation you need to have read the assigned materials before the class session. Case discussions are a critical component of the learning process for this course. I might "cold call" on you, asking you questions about the assigned material and your opinions.

Note that the quality of your participation is what counts, not the amount you participate in each class. You should aim to participate in every class. Students who participate actively, on average, perform one letter grade higher than those who do not.

Class attendance is mandatory. Absences due to work commitments do not count as "excused" absences. Missing one class due to personal, work related or other reasons is unlikely to affect your class participation grade. However, regularly attending class but not participating in it is most likely to affect your grade. Regular and punctual attendance is a necessary but not a sufficient criterion for high class participation grades.

Please do not come to class late as this distracts other class members and me. Once you are in class, please do not leave the class for any reason. (If you have an interview to attend, you will be asked to use the "interview bench" in the front of the class to minimize disruption.) Switch off all cell phones, pagers etc. before you enter the classroom. Please stay in the same seats through the semester. This will assist me in getting to know you faster.

Markstrat

What is Markstrat?

Markstrat is a strategic simulation game that is designed to teach you Strategic Marketing concepts such as brand portfolio strategy, segmentation, and positioning strategies. Just as a flight simulator allows flight crews to practice in a risk-free setting, Markstrat will allow you to practice strategic marketing skills in a concentrated amount of time before trying them out in a real-business environment.

In the experience-based learning approach available through Markstrat, you will learn to go beyond
strategy formulation and implement your strategic plans through decisions at the tactical level. In particular, the possibility of assessing the success or failure of a marketing strategy over time is an important benefit offered by Markstrat.

Form Groups

Course participants will work in teams of and meet in direct competition against other teams. While working on Markstrat, consider yourselves as a Strategic Group created to make strategic decisions on your brand portfolio. As the game is played over 8 periods (years), you need to have a long-term strategic perspective on the decisions. Focusing too much on short-term gains may cost you in the long-term. The MARKSTRAT assignments will be done in teams assigned firm names prefixed by PR and suffixed by A, E, I, O, or U. There are a maximum of 4 people to a team. Delay in submission of your choice of team will result in your being assigned to a team made of those who did not submit their teams. Identify people you work well with, and whose skills are complementary (vs. substitutable) to yours. All members of the group get equal credit for the group grade. You should attempt to work out issues with group dynamics with group members before bringing them to my attention.

Collusion among teams within an industry is illegal and strictly prohibited. Also, teams are not allowed to discuss their strategies with teams from a different industry. The appropriate time for discussing your strategies is during the final class after all the simulations are over.

The first graded assignment for Markstrat is an individual quiz based on the manual (5%) that will be conducted prior to the introductory session which is in Week 6 (March 22). It is expected that all group members are conversant with the software and rules of the game; that they can understand the research reports and navigate the decision screens. Past experience has shown that those students who did not read the manual fell behind in their performance in the first few moves, with some never recovering.

Markstrat Moves

The game will help you formulate, implement, and adapt your strategies in a dynamic, competitive environment. Each team is assigned to a firm that starts off in a certain position in the industry. Markstrat is a strategic game where the strategy is then translated into its tactical components. Without a clearly articulated strategy a company cannot effectively compete.

The second graded assignment for Markstrat is a strategy statement (5%) due the day of the first move (Week 7: March 29). Each firm (group) needs to write a one-page summary of what their strengths and weaknesses are vis a vis competition and where they stand in terms of their product offerings to different segments. They then need to articulate a clear strategic plan as to how they would like to compete in the industry given their situation.

For each move, your task is to make key decisions regarding

- Research & Development – Meet with the R&D department to specify new research projects. Specifications cover the physical characteristics and the target unit cost for future projects.
- Brand Portfolio – When completed, R&D projects can be used to launch new brands, to target new segments in existing markets or to enter new markets.
- Production, Price & Advertising – A number of tactical decisions must be made for each marketed brand. Teams must plan production batches carefully in order to avoid stock-outs while minimizing inventories. Prices must be set according to the expectations of the target segments. Finally, communication budgets must be allocated to each marketed brands according to their position in the product life cycle, to their sales potential, etc.
- Sales Force & Distribution – Sales force decisions include the size of the sales force, and its allocation on distribution channel. Guidelines can be set regarding the effort to dedicate to individual brands.
- Market Research Studies – More than twenty market studies can be ordered per period. Teams must select the most appropriate studies to purchase in order to avoid information overload.

It is very important for you to assess how your decisions affect your profitability. Accordingly, the third graded assignment for Markstrat is a mid-simulation analysis (5%) due after your fifth move (Week 9: April 14). For this analysis, quantitatively analyze the data you have from your first four moves using whichever analyses you believe are appropriate (e.g., linear regression, correlation), defining your independent and dependent variables, and reporting the results of your findings. Qualitatively summarize the conclusions the quantitative analysis suggest to you and make a recommendation as to whether you should maintain, change, or fine tune your strategy. Your write up should be one-page and you can append exhibits.

At the end of the simulation you will be graded on your group write-up (10%), and your performance (10%).

Markstrat Report

Your group assignment for MARKSTRAT is to write a paper (6-10 pages excluding exhibits) that sets out your goals and strategies over the 8 simulated “moves” and summarizes your firm’s performance. More specifically, you should cover the following:

1. Looking Back
   a. A (brief) overview of the situation your management team took over.
   b. Your overall objective(s) and strategy for your company when you took over and if and how these changed over time. I am looking for coherent strategies and a good understanding of the market’s evolution and why your reading of the market was correct/incorrect.
   c. A description of the evolution of the market and any actions you took to adjust during the 8 moves.

2. Looking Forward: An assessment of your position at the end of the 8 moves with specific objectives/strategies for the “surviving” brands going forward (if the game were to continue to moves 9 and later). Your analysis should lead you to identify and address questions like:
   - What are your firm's strengths and weaknesses?
   - Who are your major competitors?
   - What strategies and responses do you anticipate from competitors in future periods?
   - What opportunities and threats does your firm face?
   - What growth directions are most attractive?
   - What is the sustainable competitive advantage for your firm?
   - What are some viable strategic alternatives?
   - What should be your firm's long-term objectives?
   - What brands should your firm promote?
   - What brands should your firm harvest?
   - How should your firm's resources be allocated across the various brands?

3. Learning:
   a. What were your key areas of learning from Markstrat? What did you NOT know before hand that you now know? What were some surprises that you faced that looking back you can understand better?
   b. What you would do differently if you could turn back the MARKSTRAT clock (i.e., what
mistakes did you make, what did you do right)? Include as exhibits summary data of your performance over the 8 periods.

Markstrat Performance

A team's performance will be assessed based on the Stock Price Index (SPI) at the end of the eighth period (all teams will start with an SPI of 1000).

The following table provides key decision making periods and deadlines for the EIGHT (8) moves.

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb 15</td>
<td>Tue</td>
<td>Finalize groups. Register on the Markstrat website and obtain your PAK (see syllabus for details). Download and install the Markstrat team software on your PC (Mac users can either access the software through Stern Apps, or see the syllabus for other options).</td>
</tr>
<tr>
<td>Feb 22</td>
<td>Tue</td>
<td>Your TF will email your group’s Industry and Team details, along with your team password (same password for all team members)</td>
</tr>
<tr>
<td>Mar 1</td>
<td>Tue</td>
<td>Go online and, using your password, assign yourself to your Industry and Team. Verify that you can download your team file. Email Professor Narayanan (<a href="mailto:snarayan@stern.nyu.edu">snarayan@stern.nyu.edu</a>) if you have problems downloading the file.</td>
</tr>
<tr>
<td>Mar 8</td>
<td>Tue</td>
<td>Go over the Markstrat slides posted on Blackboard, and read the Participant Manual (available with your team software).</td>
</tr>
<tr>
<td>Mar 22</td>
<td>Tue</td>
<td><strong>Markstrat Quiz.</strong> Introduction to Markstrat by Prof. Sunder Narayanan in class</td>
</tr>
<tr>
<td>Mar 29</td>
<td>Tue</td>
<td><strong>Submit Firm Strategy deliverable.</strong> Decision 1 by 9 PM (To help you make this decision, a complete set of the marketing research reports will be posted on Blackboard).</td>
</tr>
<tr>
<td>Apr 5</td>
<td>Tue</td>
<td>Decision 2 by 1 PM</td>
</tr>
<tr>
<td>Apr 7</td>
<td>Thu</td>
<td>Decision 3 by 1 PM</td>
</tr>
<tr>
<td>Apr 12</td>
<td>Tue</td>
<td>Decision 4 by 1 PM</td>
</tr>
<tr>
<td>Apr 14</td>
<td>Thu</td>
<td>Decision 5 by 1 PM</td>
</tr>
<tr>
<td>Apr 19</td>
<td>Tue</td>
<td><strong>Submit mid-simulation deliverable in class.</strong> Decision 6 by 1 PM</td>
</tr>
<tr>
<td>Apr 21</td>
<td>Thu</td>
<td>Decision 7 by 1 PM</td>
</tr>
<tr>
<td>Apr 26</td>
<td>Tue</td>
<td>Decision 8 by 1 PM (Please do not buy any research reports in this final decision. A free copy of all reports will be posted on Blackboard after the simulation is run)</td>
</tr>
<tr>
<td>May 3</td>
<td>Tue</td>
<td>Debrief of Markstrat in class. <strong>Submit Final Report</strong></td>
</tr>
</tbody>
</table>

Note: All decisions (except Decision 1) are due by 1 pm. Results will be available after 9 pm on the same day.

The course outline is attached. It may change during the course of the term. It is your responsibility to follow class announcements.
Detailed Course Outline

SECTION 1: MARKETING TOOLS  
Winer and Dhar, Chapters # 1 and 2

1. Introduction to Course, Case Analyses, and Marketing Math  
   Case: Gillette Safety Razor Division  
   Note: Basic Quantitative Analysis for Marketing

   Questions for the one-pager case write up:
   1. Do a break-even analysis for the 60 min standard tape. (Include sales person costs.)  
   2. Use two sources of data given in the data to estimate demand.  
   3. Based on forecasted demand, what market share must Gillette achieve to break even
      a. For the entire market of blank cassettes  
      b. For the market for standard and premium cassettes  
      c. For the market they serve (assuming production of only standard cassettes, and a ratio of 4:1 for standard versus premium cassettes).

   Objectives:
   A. To learn how to analyze a case: quantitatively and qualitatively  
      a. Problem definition  
      b. Delineating decision alternatives  
      c. Strength-weakness-opportunity-threat analysis  
      d. Margin analysis (fixed/variable costs), break even  
      e. Market share calculations  
      f. Make assumptions & conduct sensitivity analysis  

   B. To appreciate the central role of the customer  
      a. Historic orientations: production, product, sales, and strategic  
      b. Customer lifetime value and customer relationship management  

   C. Introduce typical marketing problems: branding, product range, pricing, distribution.

SECTION 2: MARKETING STRATEGY: 3 Cs: Company, Customer, Competition

2. Marketing Strategy: Assessing Opportunities and Threats  
   Ch. 6  
   Case: Bajaj Automobiles Limited

   Questions for the one-pager case write up:
   1. What are Bajaj’s strategic options?  
   2. Evaluate each of these options in terms of whether it leverages BAL’s strengths and market opportunities.

   Objectives:
   1. Identifying strengths and weaknesses of company/competition  
   2. Identifying layers of competition  
   3. Identifying types of opportunities and threats: potential/realized.  
   4. Offensive vs. defensive modes of competition.

3. Marketing Strategy: Deciding Overall Competitive Position  
   Ch. 5  
Question for the one-pager case write up:
1. What are the two decision domains that Barco has to make choices in?
2. List their options for each.
3. List at least one reason for and one reason against each option.

OBJECTIVES:
- Basic Competitive Positions: Low Cost/ Product Differentiation/ Niche.
- Analyzing Trends in the Market Place.

4. Segmentation: Customer Analysis
   Case: Citibank N.A.
   OBJECTIVES:
   A. The 5 W, 1 H Analysis of a Customer.
   Assignment 1 (15%)
   1. Calculate Customer Acquisition Costs of the 4 methods in Table A. (Assume 250 working days per sales person).
   2. Use a step-wise approach to calculate total costs for four different sizes of operation (250K, 500K, 750K, and 1 million cards). Make assumptions where a range is provided for fixed or variable costs.
   3. Use the data in Table B to estimate average revenue per customer. (State any assumptions you use.) At what size of operation will Citibank break even?
   4. Delineate 4 segmentation criteria that Citibank can use to segment the Asia-Pacific market. Rank or rate each country in terms of these criteria.
   5. Which countries should Citibank enter? In what order? Why?

5. Targeting and Positioning: Customer Analysis
   Case: Land Rover North America, Inc.
   OBJECTIVES:
   A. Importance of Positioning
   B. Tradeoffs between Company Strengths and Market Opportunities

SECTION 3: POSITIONING USING THE MARKETING MIX VARIABLES: 4Ps
6. Markstrat Introduction

7. Product Management
   Case: TiVo in 2002: Consumer Behavior
   OBJECTIVES:
   A. Issues in Managing a Product Line
   B. Managing a Product at Different Stages of its Life Cycle
3. `HIGH TECH MARKETING
4. MANAGING THE PLC FOR A HIGH TECH PRODUCT: HOW TO CROSS THE CHASM

CUSTOMER INSIGHTS
1. BACKWARD MARKETING RESEARCH PROCESS
2. VALIDITY AND GENERALIZABILITY IN RESEARCH

8. Branding and Customer Insights Methods
   Case: Introducing New Coke  Chapter 3

   Assignment 2 (15%): Questions to focus on:
   What were some of the limitations of the research process that compromised:
   a. Validity
   b. Reliability and
   c. Generalizability
   of Coke’s research process?

OBJECTIVES:
A. CUSTOMER INSIGHTS
   i. PROS AND CONS OF DIFFERENT PRIMARY DATA COLLECTION METHODS
   ii. RELIABILITY IN RESEARCH
B. WHAT IS A BRAND?
   i. HOW CAN ONE MEASURE BRAND VALUE?
   ii. FUNCTIONAL AND EMOTIONAL ROLES PLAYED BY A BRAND
   iii. CHOICE OF A BRAND NAME, MANAGING A BRAND NAME
   iv. BRAND EQUITY, BRAND DILUTION

9. Pricing: Cost, Competition and Customer related Bases for Pricing  Chapter 9, 11, 12
   Case: American Airlines: Fare Wars!
   Article: CMR “Three Faces of Price Promotions”

   Question for the one-pager case write up:
   Use Prospect Theory to analyze the manner in which sales promotions affect reference prices.

OBJECTIVES:
1. PRICE SETTING
   i. COSTS AS A PRICING FLOOR
   ii. CUSTOMER VALUE AS A PRICING CEILING
   iii. REFERENCE PRICING EFFECTS OF CUSTOMERS ATTITUDES TOWARDS PRICING
   iv. GAME THEORETIC EFFECTS OF COMPETITIVE RETALIATION
   v. PRICE DISCRIMINATION
2. PRODUCT SERVICE DIFFERENCES AND THEIR IMPLICATIONS
3. THE PROMOTIONAL MIX: PUSH VERSUS PULL
4. PRICE PROMOTIONS


OBJECTIVES:
A. COST, CONTROL AND CREDIBILITY IN PUBLIC RELATIONS VS ADVERTISING
B. NON-TRADITIONAL METHODS OF MARKETING
C. DIFFERENT FUNCTIONS OF ADVERTISING
D. TYPES OF ADVERTISING MESSAGE EXECUTIONS
11. **Customer Lifetime Value**  
   *Case: Federal Express Money Back Guarantee (A), 9-690-004*  

   **Question for the one-pager case write up:**  
   How can one quantify the repercussion into a Customer Lifetime Value metric? Make any assumptions you wish to decide what FedEx should do:  
   a. For Sylvia Cooper  
   b. In the long term

12. **Markstrat Debrief**

**Summary of Course Reader Contents**

- **Case:** Gillette Safety Razor Division  
  9-574-058
- **Note:** Basic Quantitative Analysis for Marketing  
  9-584-149
- **Case:** Bajaj Automobiles Limited  
  9-593-097
- **Case:** Barco Projection Systems (A): Worldwide Niche Marketing  
  9-591-133
- **Case:** Citibank N.A.  
  9-595-026
- **Case:** Land Rover North America, Inc.  
  9-596-036
- **Case:** TiVo(B) Customer Behavior  
  9-502-062
- **Case:** Introducing New Coke  
  9-500-067
- **Case:** American Airlines: Fare Wars!  
  9-594-001
- **Article:** CMR “Three Faces of Price Promotions”  
  CMR289
- **Case:** Federal Express Money Back Guarantee (A)  
  9-690-004
Appendix: Markstrat To-Do List before Classes Begin

1. You first will need to register into the site by creating a user name and password. The standard price for Markstrat is $50. StratX is offering Stern a discounted price of $45 for Stern students.
   1. Please go to http://estore.stratxsimulations.com and enter Course ID A08316 (Section 30; Tuesday).
      a. Register to complete your purchase.
      b. Upon purchase, you will automatically be registered in your Markstrat course.
      c. Instructions on how to install the Markstrat Team Software and get started will be provided in the Participant Handbook

2. Buy the Markstrat online student manual either from the bookstore or the Markstrat website at http://www.stratxsimulations.com/markstrat_online_home.aspx.

3. After obtaining the manual, please use your unique license number provided in the manual to sign up into the course, using Course ID A08316 (Section 30; Tuesday).

4. Form groups of 3-4 people. You can get the list of names of students registered for this course on Blackboard.

5. Please read the Markstrat student manual and the Markstrat PowerPoint files posted on Blackboard. There will be an individual quiz on the manual prior to the introductory session. The PowerPoint files have detailed notes in the notes section. Professor Narayan will go over the slides in class, but your coming prepared with them beforehand will make things go a lot smoother. You will find that Markstrat is very intuitive and follows a logical decision-making approach.

6. After you register into the Markstrat website with your license number, you will be able to download the Markstrat Online Team software and a practice industry. Please install that on your computer. You need the team software on your computer in order to interface with the Markstrat website on decisions. Go over the practice industry and see the range of decisions available on Markstrat. The practice industry takes you into the seventh decision period for a hypothetical industry consisting of five teams. You should be able to access the data for all the five teams. I would recommend that your group prints out the reports and comes up with a decision for the eighth period as a practice exercise. This exercise will greatly facilitate your decision making during the real simulation.

For Mac users:
Markstrat program does not work on Mac. But here are some directions from StratX for Mac users:

"New MAC's have no compatibility issue with Markstrat Online (MAC OS X Leopard, http://www.apple.com/macosx/features/bootcamp.html). Leopard operating system lets you run Windows if there's a PC application you need to use. Just get a copy of Windows and start up Boot Camp, now included with Leopard. Setup is simple and straightforward. If the students do continue to have issues, they can always, download either Emulator (www.emulators.com/) or Parallels, http://www.parallels.com/landingpage/dskdt10/?uid=ClykiaaaksQCFQKcFQdNFDUdwn from the Internet. These 2 programs allow students to run windows based programs on their MAC's."

Alternatively, you can access the software from all Stern lab and classroom computers. Once you download the file on to a Stern computer, you can save the reports as a pdf file, email to yourself, and then open them on a Mac. The Mac will not allow you to download results or upload decisions, but you can review your results and make decisions offline on your Mac.
### Appendix 2: Bird's Eye Course Summary

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Class Title</th>
<th>Case</th>
<th>Reading</th>
<th>Markstrat Move</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Feb 8</td>
<td>Introduction to Course, Case Analyses, and Marketing Math</td>
<td>Gillette Safety Razor Division; Basic Quantitative Analysis for Marketing</td>
<td>Chapters 1 and 2</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Feb 15</td>
<td>Marketing Strategy: Assessing Opportunities and Threats</td>
<td>Bajaj Automobiles Limited</td>
<td>Chapter 6</td>
<td>Finalize Markstrat groups</td>
</tr>
<tr>
<td>3</td>
<td>Feb 22</td>
<td>Marketing Strategy: Deciding Overall Competitive Position</td>
<td>Barco Projection Systems (A): Worldwide Niche Marketing</td>
<td>Chapter 5</td>
<td>Receive group’s Industry and Team name password</td>
</tr>
<tr>
<td>4</td>
<td>March 1</td>
<td>Segmentation: Customer Analysis</td>
<td>Citibank N.A. Assignment 1</td>
<td>Chapter 4</td>
<td>Assign yourself to your Industry and Team online and download your team file</td>
</tr>
<tr>
<td>5</td>
<td>March 8</td>
<td>Targeting and Positioning: Customer Analysis</td>
<td>Land Rover North America, Inc.</td>
<td>Chapter 7</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>March 22</td>
<td>Markstrat</td>
<td>Read the Participant Manual (available with your team software).</td>
<td>Go over the Markstrat slides, Read Manual; Quiz</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>March 29</td>
<td>Product Management and Gaining Customer Insights</td>
<td>TiVo in 2002: Consumer Behavior Assignment 2</td>
<td>Chapter 8</td>
<td>Move 1 on March 29th Strategy Statement</td>
</tr>
<tr>
<td>8*</td>
<td>April 5</td>
<td>Branding and Gaining Customer Insights</td>
<td>Introducing New Coke</td>
<td>Chapter 3</td>
<td>Moves # 2 and 3 on April 5th and 7th</td>
</tr>
<tr>
<td>9*</td>
<td>April 12</td>
<td>Pricing: Cost, Competition and Customer related Bases for Pricing</td>
<td>American Airlines CMR: “Three Faces of Price Promotions”</td>
<td>Chapter 9, 11, 12</td>
<td>Moves # 4 and 5 on April 12th and 14th Quantitative Analysis</td>
</tr>
<tr>
<td>10*</td>
<td>April 19</td>
<td>Promotions: Communication, Advertising Strategy and Execution</td>
<td></td>
<td>Chapters 10 and 13</td>
<td>Moves # 6 &amp; 7: April 19th &amp; 21st</td>
</tr>
</tbody>
</table>

### SECTION 3: POSITIONING USING THE MARKETING MIX VARIABLES: 4Ps

| 6 March 22 | Markstrat | Read the Participant Manual (available with your team software). | Go over the Markstrat slides, Read Manual; Quiz |  |
| 7 March 29 | Product Management and Gaining Customer Insights | TiVo in 2002: Consumer Behavior Assignment 2 | Chapter 8 | Move 1 on March 29th Strategy Statement |
| 8* April 5 | Branding and Gaining Customer Insights | Introducing New Coke | Chapter 3 | Moves # 2 and 3 on April 5th and 7th |
| 9* April 12 | Pricing: Cost, Competition and Customer related Bases for Pricing | American Airlines CMR: “Three Faces of Price Promotions” | Chapter 9, 11, 12 | Moves # 4 and 5 on April 12th and 14th Quantitative Analysis |
| 10* April 19 | Promotions: Communication, Advertising Strategy and Execution |  | Chapters 10 and 13 | Moves # 6 & 7: April 19th & 21st |

### SECTION 4: IMPLEMENTING STRATEGIC AND TACTICAL DECISIONS

| 11 April 26 | Customer Lifetime Value | Federal Express Money Back Guarantee (A) | Chapter 14 and 15 | Move # 8 on April 26th |
| 12 May 3 | Markstrat Debrief |  | Final Report |  |

* Classes will be left early to allow you to plan for the move that is due on Thursday of the same week.