New York University  
Stern School of Business

B01.2310 Marketing  
Fall 2009  
Tuesday 6:00-9:00pm  
Office Hours: Tuesday 4:00-6:00pm  
And by appointment

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Marketing  
Course Outline and Assignments

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<td>No Class – Hard copy of Final Assignment Due at 902 Tisch Hall, by 5:00pm,</td>
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**NOTE:** All reading assignments are in Winer. All the cases are available in the course materials package in the Professional Book Store on LaGuardia Place.

**Required Text**

Target Questions for Case Discussions

Session 2:
Calyx & Corolla
1. What are the strengths and weaknesses of the Calyx & Corolla formula?
2. Why has Calyx & Corolla been successful?
3. What are the potential sources of channel conflict in the Calyx & Corolla system?
4. What steps should Ms. Owades and her associates take next to more fully develop Calyx & Corolla?
5. How would you determine the life-time value of a customer?
6. Visit their web-site. How has this helped Calyx & Corolla?

Session 3:
Museum of Fine Arts Boston
1. What is your evaluation of Malcom Rogers’ leadership of the MFA since his arrival in 1994?
2. Were special exhibitions a good way of attracting a larger audience pool to the museum? How successful was it at the MFA?
3. What should the MFA do to address the decline in core audience over the years? What can you infer from Exhibits 6, 7, and 8?
4. How should the MFA position itself for the 2010 opening of the American Art wing?

Session 4:
BMG Entertainment
1. What major consumer segments exist in the music business? What are the most attractive? Least attractive?
2. How does the Internet change this?
3. Why have a handful of record companies dominated the music industry?
4. How does the Internet change the structure and economics of the music industry?
5. Does BMG’s approach to the Internet make sense?
6. What should Zelnick & Conroy do?

Session 5:
Steinway & Sons (written case)
1. What is the essence of the Steinway brand?
2. How does the Boston line fit?
3. How does Steinway create value?
4. What are the key marketing issues in the case?
5. What recommendations would you make?

Note: For the case write-up, focus on questions 4 and 5. Questions 1, 2 and 3, will enter in as you do your analysis and make your recommendations.
Session 6:
BMW Films
1. Which of the four options would you recommend and why?
2. What are the “goals” of BMW Films?
3. How does the target market of BMW differ from other luxury imports?
4. Is the Internet an effective way to reach them?
5. Can their approach replace media advertising?
6. Are there other effective uses of “alternative” media that you can think of? Are they more or less effective than BMW Film? Why?

Session 7:
TiVo
1. Analyze the situation from the customer’s standpoint. What is TiVo? What factors facilitate adoption?
2. What is the impact of TiVo on the networks? Advertisers? Cable/satellite operators?
3. What are Microsoft’s potential strengths and weaknesses in this market?
4. How would you characterize TiVo’s action plans at the end of the case?
5. What is your evaluation of the planned communication campaign?
6. What alternatives would you suggest?

Session 8:
Virgin Mobil
1. How should Virgin Mobil structure its pricing?
2. Which of the 3 options in the case would you choose and why?
3. What are the sources of dissatisfaction in the cellular industry? Why haven’t the major carriers responded more aggressively to remedy dissatisfaction?
4. What do you think of Virgin Mobil’s value proposition, channel strategy, merchandising strategy?
5. Do you agree with Virgin Mobil’s target market selection?

Session 9:
UnME Jeans (written case)
1. Is UnME Jeans the right or wrong type of brand and/or product for Web 2.0? Why? What advantages does the brand have in this new cultural world? What disadvantages does it have?
2. What benefits would Foley gain from each of the three social media plans? What risks does each entail? How can Foley better reap the benefits and mitigate the risks of each of the programs?
3. Which plan do you recommend and why?
4. How should Foley measure the results of her social media plans? Which media metrics are best and least suited for a Web 2.0 world?
5. How should Foley integrate social media into her traditional media plans? Should Foley take money out of traditional media (television, magazine, radio, Internet banner, and search ads) to fund her social media programs? Why or why not?
6. How well do the social media plans address the emerging challenges of the rapidly changing media environment outlined in the case? What can you change in the social media plans to make them more effective for UnME’s target consumers?

Note: For the case write up, focus on what you think Foley should do. Questions 1, 2, 3 and 4 should guide your response.
Session 10:
Cirque du Soleil
1. What is Cique’s product? How is it delivered? To whom?
2. What is its strategy?
3. How has Cirque structured and supported its casts to deliver superior performances?
4. What are the challenges to Cirque’s continued growth and/or diversification?
5. What would you recommend that they do going forward?

Session 11:
Saffronart.com : Bidding for Success
1. What should Minal and Dinesh Vazirani do? Why?

Session 12:
Starbucks
1. What factors accounted for the extraordinary success of Starbucks in the early 1990s?
2. Why has Starbucks’ customer satisfaction scores declined?
3. How does Starbucks of 2002 differ from the Starbucks of 1992?
4. Describe the idea Starbucks customer from a profitably standpoint. What would it take to insure that this customer is highly satisfied? How valuable is a satisfied customer to Starbucks?
5. Should Starbucks make the $40 million investment in labor in the stores?
COURSE OVERVIEW AND ADMINISTRATION

Introduction
A marketing orientation drives strategic decision-making in most companies today. The business press is constantly discussing the efforts of companies to get close to their customers or to meet their needs better than the competition. Indeed, it is impossible to understand the success of organizations today without a thorough understanding of their target markets, customer relationships, product development skills, and competitive advantages and disadvantages.

Marketing is all about creating and capturing value. By providing superior value to customers, organizations enhance their own value. The marketing concept is so pervasive in companies that a marketing orientation extends well beyond the marketing department. Marketing has become everyone’s job. This course will enable you to apply marketing tools and concepts, whether you work in the marketing department or not. The final project will provide each student with the opportunity to explore the marketing strategy for an organization of their choice.

Objectives
During the course of the semester you should learn to:
1. Understand the role of marketing in organizations.
2. Integrate the customer into every aspect of business planning. The core competence of marketing in any organization is its understanding of the customer.
3. Appreciate how companies develop relationships with customers that provide lifetime value to both the organization and its customers.
4. Apply analytical tools appropriate for marketing analysis.
5. Develop specific recommendations and actions plans for organizations facing difficult marketing decisions.
6. Be able to generalize to a range of organizations and apply marketing principles to the issues they face

Course Structure
Achievement of the course objectives depends on three key factors:
1. This is your class, so participate actively. Ask questions, share your observations about the topic being discussed, and embellish the discussion with examples from your experience. In short, take charge.
2. An important prerequisite for this class is a desire to learn marketing. I will facilitate this learning process to the best of my ability based on past experience and student feedback. I look forward to working with you and getting to know you during the semester. Feel free to meet me in my office, call me or send me e-mail.
3. All assignments must be handed in on time and must be neatly typed and presented in the required format. Late assignments will be downgraded. All assignments should represent only the work of the student handing in the assignment.
Course Content
The course uses a combination of lectures and cases.

Lectures
Lectures will be used to introduce new tools, frameworks and concepts that are important for conducting a thorough marketing analysis. These lectures will be interactive rather than simply a monologue.

Cases
Cases are descriptions of real-world situations that provide opportunities to define and develop marketing strategies. Case analyses will illustrate how marketing concepts apply to these complex situations. Analyzing cases promotes your decision-making capabilities by developing a process of thinking. In addition, case discussions provide opportunities to develop your communication skills.

The success of our case discussions is largely up to you. Good case discussions involve interactions among students. Case discussions are based solely on the material presented in each case. Please do not collect any post-case information. Our emphasis will be on the decision-making process at the time of the case rather than on the decision outcome. Since managers must constantly make decisions without all the information they desire, being able to make decisions under these circumstances is a critical skill.

In our discussions, my role is to facilitate the discussion, rather than to direct the discussion in a predetermined direction. You (collectively) must raise the relevant issues. It is important to remember that the purpose of case analysis is not to determine right and wrong answers. The validity of any recommendation rests on its logic and incorporation of all relevant facts from the case.

Written Cases
All students will formally write-up the Steinway and UnMe Jeans cases. These write-ups should be in the form of an executive summary or memo written for the decision-maker in the case (2 pages maximum). Two pages of text is not much space, so you may include up to three pages of supporting material (tables, figures, graphs). This material should be referenced in the text of the write-up. Note: the best case write-ups have strong analytical exhibits and tables that analyze case data and help support their recommendations. Professional quality writing and presentation are expected. Write-ups must be typewritten, double-spaced, 12-point font with 1” margins.

In preparing cases, assume that you are a marketing consultant who has been hired by the company. Do not describe the case or simply summarize case facts, but focus on the following three factors: 1) statement of the problem(s) or decision(s) to be made; 2) description of your decisions or recommendations; 3) supporting logic and analyses. Your recommendations should be based on quantitative and qualitative analysis of case data. Your analysis should anticipate potential objections to your recommendations and illustrate its superiority over other alternatives.
Grading

Class Participation (15%) and Mini write-up (10%) 25%
Steinway & Sons (written case) 20%
UnME Jeans (written case) 20%
Final Project 35%

Class Participation and Mini-write-ups

You must be prepared to discuss all assigned readings and cases. Your comments should reflect a depth of understanding indicative of thorough analysis. You should be prepared to articulate and defend your position when called on to do so. *Active participation of all students is required but quality and frequency of comments is more important than duration of each comment.* The ability to speak comfortably to a group is a vital skill. If you are anxious about public speaking, the only way to get better is to practice. The best way to reduce your anxiety is to be thoroughly prepared.

In addition to participating in the class discussion, everyone is required to write-up a one page response to the target questions for 5 of the cases. Everyone is required to write up responses to the questions for Calyx & Corolla. If your last name begins with A through K, you are required to write up Boston MFA, BMW Films, Virgin Mobil and Saffronart.com. If your last name begins with L through Z, you are required to write-up BMG Enterprises, TiVo, Cirque du Soleil and Starbucks. Each write-up is worth up to 2 points of your class participation grade (10 points maximum). These must be handed in on the day the case is discussed.

These are additional elements I will consider in evaluating your participation:

1. Are you a good listener?
2. Do you contribute to the learning environment by sharing your relevant business experiences and those you read about?
3. Do your comments show evidence of thorough analysis?
4. Do you ask constructive questions of other students that help to deepen everyone's understanding?
5. Do you distinguish between different kinds of data (i.e., facts and opinions)
6. Are you willing to share ideas and information in a collegial fashion?
7. Are you willing to test new ideas, or are all comments "safe" (e.g., a repetition of the case facts without new insights)?
8. Are you willing to interact with other class members to help refine ideas?
9. Do your comments build on earlier comments to advance the discussion or are you merely repeating earlier comments or raising points that do not fit into the current discussion?
10. Do your comments incorporate concepts presented in lectures, readings and earlier cases?
11. Do you make your points succinctly?
Case Preparation

1. Skim through the case to understand the basic setting and framework. This will help you to assimilate the facts of the case when you read it.
2. Review all tables and figures.
3. Read the case study questions. Use these questions as a guide to some of the key issues in the case. Remember, it’s still up to you to decide what is important based on the evidence in each case.
4. Now read the case and begin to analyze it qualitatively and quantitatively. What are the key issues? What do you recommend? What alternatives did you consider? Why did you select your preferred course of action?
5. Now with a reasonably good understanding of the situation, you should reread the case to incorporate important details that will impact your analysis.
6. In preparing the cases, don't look for a single right answer. Each case will raise a number of issues that need to be evaluated. A good recommendation is one that is based on solid analysis and considers multiple courses of action.

The Final Project

The final project is an attempt to have you apply what you have learned in the course to a service or product of your choosing. The task is to analyze the current marketing strategy and its implementation for an existing product/service and to make recommendations for how it should be changed (unless you think it is perfect already, which is highly unlikely). Everyone needs to let me know what product/service they have decided to examine by Tuesday, November 12. The paper should be a maximum of 10 pages, excluding exhibits and is due on Friday, December 18 by 5:00pm.

Note: You can do this paper alone or in pairs.

The tasks for the final paper are as follows:

1. Select a service or product you would like to analyze. For small companies, you may not be able to distinguish the product from the company. Please see me if you have some questions about whether your “topic” service/product is appropriate.
2. The paper should contain the following sections:
   a. Executive Summary – No more than one page that briefly and concisely summarizes your recommendations and the rationale.
   b. Background – A brief background of the company and a description of the product/service and its major competition. This section of the paper is both informative and descriptive.
   c. Current Marketing Strategy – A brief description of the product’s current marketing strategy (objectives, target segment(s), value proposition) and implementation (marketing mix). This section is primarily descriptive.
   d. Strategy Evaluation – Briefly evaluate the products current marketing strategy and implementation. Use any criteria you feel are appropriate, but at least one should be the “consistency” of the strategy/marketing mix. This section of the paper is primarily diagnostic.
   e. Recommendations – The section should contain your recommendations for “fixing” the problems you identified. This section of the paper is prescriptive.
Administration

1. You should attend all class sessions and complete all assigned readings before each class.
2. You should minimize disturbances during class, i.e., talking, arriving late, leaving early, etc.
3. Class participation is important. Everyone should have a neatly lettered name tag in front of them each class.
4. **Notebook Computer Policy.** Increasingly at Stern, we have found that notebook computers used during class are a distraction. Please do not open your notebook computer, unless you are using it to take notes on the lecture or case discussion. If you are using it to take notes, I may periodically ask for a copy of the notes.
5. Students are expected to adhere to the Stern School’s Honor Code, “*I will not lie, cheat or steal to gain an academic advantage, or tolerate those who do.*”
6. No extra credit will be given in this course. Please see me right away if you are concerned about your performance in the class.
7. Deviations from the syllabus may be necessary.
8. The Teaching Fellow for this course is Elizabeth Holt
   Her email is elizabeth.holt@stern.nyu.edu