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.

   a. Please go to http://estore.stratxsimulations.com and enter your Course ID (which will be provided to you).
   b. A 10% discount will be automatically applied and you will see the discounted price of $45.
   c. Register to complete your purchase.
   d. Upon purchase, you will automatically be registered in your Markstrat course.
   e. Instructions on how to install the Markstrat Team Software and get started will be provided in the Participant Handbook

Course Grading

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Case write ups (5 x 5%)</td>
<td>25%</td>
</tr>
<tr>
<td>Participation</td>
<td>15</td>
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<tr>
<td>Mid-term exam</td>
<td>20</td>
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<td></td>
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<tr>
<td>Markstrat</td>
<td></td>
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<tr>
<td>Report and Presentation</td>
<td>25</td>
</tr>
<tr>
<td>Performance</td>
<td>15</td>
</tr>
</tbody>
</table>

Case Write Up Guide: How to analyze a case:

You need to submit at least five case write ups over the course of the term. There are six cases that will be discussed in the first six sessions of the term, and it is strongly recommended that you complete your case write up with these six cases as there is only one case that will remain at the end of the term.

You need to provide a one pager with your recommendation and reasons for it. These will be graded on a submitted on time (yes/ no) basis. Their purpose is to provide you with practice in formulating a marketing problem and providing a recommendation based on a coherent analysis that covers key points.

What’s the problem? (Common marketing problems include: Should the firm enter or not enter a business area [go-no go decisions], choice of entering one area or another area [product decisions; market decisions], which (and how many) customer group(s) to target, how to retaliate against or attack competition (proactively/ defensively), how to position a brand, whether to conduct market research, and if so what type of research to conduct, how to allocate the budget between various promotional media or sales, decisions regarding changes or continuation in distribution channels, brand names, what price(s) to charge, what type of advertising to run, media decisions, etc.)
What are the decision alternatives? (These are usually implicitly or explicitly provided in the case, but you should feel free to go beyond those that are given)

What are the company’s strengths and weaknesses? (Examples of areas that could be strengths or weaknesses include: brand name, customer franchise, costs of production, experience, suppliers, distribution channels, financials, technology, and operations etc.)

What are the environmental opportunities and threats? (These include changes in the overall environment such as changes in the economy, socio-political climate, customer demographics, government regulations, consumer attitudes, competitive environment, technology, globalization etc.)

How can one assess the pros and cons of each of the decision alternatives against the backdrop of company strengths/ environmental opportunities, keeping competitive considerations in mind? These include quantitative analyses such as short-term and long-term breakeven analysis, profitability of different decisions, and sensitivity of profitability to alternate scenarios depending on assumptions about unknown variables (e.g., market size); as well as qualitative analyses such as fit with the company strengths, fit with existing opportunities, likelihood of competitive retaliation etc.

THEN make a decision. (Justify it in terms of the analysis above – NOT the other way round). Ideally a chosen decision should be justified in terms of whether (and how) it leverages the company’s strengths and environmental opportunities better than the other options available.

There are no right or wrong decisions, just incomplete or complete analyses.

Class Participation.

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. You should be prepared to contribute to every case discussion.

Note that the quality of your participation is what counts, not the amount you participate in each class. Effective class participation includes your 1) asking questions about concepts you have either not understood from the book or agree or disagree with; 2) sharing your experience or point of view with the class; 3) building on points raised by others; 4) relating topics discussed to previous class discussions, particularly lectures based on the topics, or previous case analyses.

Class attendance is mandatory. 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.

Mid Term

You will be provided with a set of short questions at the end of Week 7, that are due in class at the beginning of class at the beginning of week 8 (Nov 10th or 15th, depending on whether you are in Section 10 or 12). You need to follow the Stern honor code while completing this mid term. While you can use your notes and books to answer the questions, your work must be done individually and you cannot consult with a classmate. All answers must be typed.

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 3 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. Each group needs to write a summary based on your experiences and what you learnt. Your grade will be based on relative performance as well as the write up. 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.
Website

The Markstrat website is http://www.stratxsimulations.com/markstrat_online_home.aspx, and the course ID is A07621 (Monday, Sec 10)/A07622 (Wednesday, Sec 12). You can use this website to (1) purchase the Markstrat manual, (2) create your account, (3) enter your group decisions for each period, and (4) receive your results. The website also contains instructions on entering decisions. 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.

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. 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.

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

<table>
<thead>
<tr>
<th>Markstrat Content</th>
<th>Week of term</th>
<th>Sec 30 (Tue pm)</th>
<th>Deadline (noon)</th>
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<tbody>
<tr>
<td>Introduction-Part 1</td>
<td>6</td>
<td>March 22nd</td>
<td></td>
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<tr>
<td>Practice Move</td>
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<tr>
<td>Introduction-Part 2</td>
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<td>March 29th</td>
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<td>Move 1</td>
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<td></td>
<td>Wednesday, April 13th</td>
</tr>
<tr>
<td>Move 4</td>
<td>9</td>
<td></td>
<td>Friday, April 15th</td>
</tr>
</tbody>
</table>
The grade for Markstrat will be based on (1) a final **report and presentation** at the end of the simulation (25%; 10-15 minutes per team), (2) your group **performance** (10%).

**Markstrat Report and Presentation**

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
a. 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 course outline is attached. It may change during the course of the term. It is your responsibility to follow class announcements.
SECTION 1: MARKETING TOOLS

1. Introduction to Course, Case Analyses, and Marketing Math
   Case: Gillette Safety Razor Division
   Note: Basic Quantitative Analysis for Marketing
   Questions to focus on for class discussion and for the one-pager case write up:
   1. Should Gillette enter the cassette tape industry?
      a. Do a break-even analysis.
      b. Based on forecasted demand, what market share must Gillette achieve to break even?
      c. Other than ability to break even how does this opportunity allow Gillette to:
         i. Leverage its strengths to take advantage of market opportunities?
         ii. Shield itself from threats?
   2. If Gillette enters the cassette tape industry how should it do so (brand name, price points etc.)?
   3. If it does not, what could it do instead?

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
   Case: Bajaj Automobiles Limited
   Questions to focus on for class discussion and for the one-pager case write up:
   1. What are Bajaj’s strategic options in this environment?
2. What are the key criteria you would use to evaluate these options?
   a. BAL’s Strengths and Weaknesses?
   b. Market Opportunities and Threats?

3. What do you recommend BAL do?

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
   Case: Electrohome
   Half the class will be assigned to Barco and the other half to Electrohome.
   Question to focus on for class discussion and for the one-pager case write up: What should Barco do?
   OBJECTIVES:
   a. BASIC COMPETITIVE POSITIONS: LOW COST / PRODUCT DIFFERENTIATION / NICHE.
   b. ANALYZING TRENDS IN THE MARKET PLACE.

4. Segmentation: Customer Analysis
   Case: Citibank N.A.
   OBJECTIVES:
   A. THE 5 W, I H ANALYSIS OF A CUSTOMER.

5. Targeting and Positioning: Customer Analysis
   Case: Land Rover North America, Inc.
   Questions to focus on for class discussion and for the one-pager case write up:
   1. Who buys SUV’s?
   2. What are the main motivations for SUV purchase?
   3. What are Landrover’s choices for segmentation, target markets, and positions?
   4. What do you recommend they do?
   5. Why?
   OBJECTIVES:
   A. IMPORTANCE OF POSITIONING
   B. TRADEOFFS BETWEEN COMPANY STRENGTHS AND MARKET OPPORTUNITIES
SECTION 3: POSITIONING USING THE MARKETING MIX VARIABLES: 4Ps

6. **Product Management**

   **Case:** TiVo in 2002: Consumer Behavior

   *Questions to focus on for class discussion and for the one-pager case write up:*
   1. TiVo appears to have a business problem. What could be possible marketing problems?
   2. What research could be done to identify what is going wrong with TiVo adoption?
   3. Critique the research conducted.
   4. What do you recommend TiVo should have done in terms of collecting customer insights?

**OBJECTIVES:**

**PRODUCT MANAGEMENT**
1. ISSUES IN MANAGING A PRODUCT LINE
2. 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

7. **Branding and Customer Insights Methods**

   **Case:** Introducing New Coke

   *Questions to focus on for class discussion and for the one-pager case write up:*
   1. What went wrong with the most expensive taste test ever done?
   2. What were some of the limitations of the research process that compromised the validity and the reliability of Coke’s research process?
   3. Could one have foreseen the problems?
   4. What could Coke have done instead?

**OBJECTIVES:**

**A. CUSTOMER INSIGHTS**
   1. PROS AND CONS OF DIFFERENT PRIMARY DATA COLLECTION METHODS
   2. RELIABILITY IN RESEARCH

**B. WHAT IS A BRAND?**
   1. HOW CAN ONE MEASURE BRAND VALUE?
   2. FUNCTIONAL AND EMOTIONAL ROLES PLAYED BY A BRAND
   3. CHOICE OF A BRAND NAME, MANAGING A BRAND NAME
   4. BRAND EQUITY, BRAND DILUTION
8. **Pricing: Cost, Competition and Customer related Bases for Pricing**

**Chapter 9**

**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**

9. **Retailing**

   **Case:** American Airlines: Fare Wars!
   **Article:** CMR “Three Faces of Price Promotions”

**OBJECTIVES:**

A. THE PROMOTIONAL MIX: PUSH VERSUS PULL
B. PRICE PROMOTIONS
C. CHANNEL MANAGEMENT

10. **Promotions: Communication, Advertising Strategy, and Execution**

   **Chapters 10 and 13**

**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

   **Questions to focus on for class discussion and for the one-pager case write up:**
   1. What should the CEO do with the customer complaint?
   2. What are the repercussions for different actions that FedEx can take?
   3. How can one quantify the repercussion into a Customer Lifetime Value metric?

**OBJECTIVES:**

A. TO QUANTITATIVELY ASSESS QUALITATIVE POSSIBILITIES
B. TO APPRECIATE THE CENTRAL ROLE OF THE CUSTOMER
C. APPRECIATE HISTORIC ORIENTATIONS: FROM PRODUCTION TO STRATEGIC
D. TO LEARN TO MAKE ASSUMPTIONS & CONDUCT SENSITIVITY ANALYSIS
12. Group Presentations and Markstrat Debrief
Appendix 1:

a. 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: Electrohome
Case: Citibank N.A.
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

b. Markstrat To-Do List before Classes Begin

1. Buy the Markstrat online student manual either from the bookstore or the Markstrat website at http://www.stratxsimulations.com/markstrat_online_home.aspx. Before buying the manual online, you will need to register into the site by creating a user name and password. Then you can order the manual online.
   a. Please go to http://estore.stratxsimulations.com and enter Course ID A0761 (Section 10; Monday) or A0762 (Section 12, Wednesday).
   b. Register to complete your purchase.
   c. Upon purchase, you will automatically be registered in your Markstrat course.
   d. Instructions on how to install the Markstrat Team Software and get started will be provided in the Participant Handbook

2. After obtaining the manual, please use your unique license number provided in the manual to sign up into the course, using a course ID that will be provided to you.

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

4. Please read the Markstrat student manual and the Markstrat PowerPoint files posted on Blackboard. 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.

5. 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](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/](http://www.emulators.com/)) or Parallels, [http://www.parallels.com/landingpage/dskd10/?gclid=CIykiayysJQCFQKcFQodNFUdtw](http://www.parallels.com/landingpage/dskd10/?gclid=CIykiayysJQCFQKcFQodNFUdtw) 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.

**Markstrat Pricing:**
The standard price for Markstrat is $50. StratX is offering Stern a discounted price of $45 for Fall 2010. When you go to the website and enter your Markstrat course ID, the discount will be automatically applied, and the discounted price of $45 will be charged to your credit card. There is no need to use any coupon codes to obtain the discount.
## Appendix 2: Bird’s Eye Course Summary

<table>
<thead>
<tr>
<th>Week</th>
<th>Date (Sec 30) Tuesday</th>
<th>Class Title</th>
<th>Case</th>
<th>Reading (Winer text)</th>
<th>Markstrat Move</th>
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</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>Move 1</td>
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<td>2</td>
<td>Feb 15</td>
<td>Marketing Strategy: Assessing Opportunities and Threats</td>
<td>Bajaj Automobiles Limited</td>
<td>Chapter 6</td>
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<td>4</td>
<td>March 1</td>
<td>Segmentation: Customer Analysis</td>
<td>Citibank N.A.</td>
<td>Chapter 4</td>
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<td>5</td>
<td>March 8</td>
<td>Targeting and Positioning: Customer Analysis</td>
<td>Land Rover North America, Inc.</td>
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<td>Spring Break: March 14-18</td>
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<tr>
<td>6</td>
<td>March 22</td>
<td>Product Management and Gaining Customer Insights Introduction to Markstrat – Part 1</td>
<td>TiVo in 2002: Consumer Behavior</td>
<td>Chapters 7 and 8</td>
<td>Practice decision and Move 1</td>
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<td>7</td>
<td>March 29</td>
<td>Branding and Gaining Customer Insights Introduction to Markstrat – Part 2</td>
<td>Introducing New Coke</td>
<td>Chapter 3</td>
<td>Move # 2</td>
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<td>8</td>
<td>April 5</td>
<td>Pricing: Cost, Competition and Customer related Bases for Pricing Chapters 11, 12 16</td>
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<td>Chapter 9</td>
<td>Move # 3</td>
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<td>9</td>
<td>April 12</td>
<td>Retailing Issues</td>
<td>American Airlines CMR Article “Three Faces of Price Promotions”</td>
<td>Chapter 11 and 12</td>
<td>Move # 4 and Move # 5</td>
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<td>10</td>
<td>April 19</td>
<td>Promotions: Communication, Advertising Strategy and Execution</td>
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<td>Chapters 10 and 13</td>
<td>Move # 6 and Move # 7</td>
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### SECTION 2: MARKETING STRATEGY: 3 Cs: Company, Customer, Competition

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

### SECTION 4: IMPLEMENTING STRATEGIC AND TACTICAL DECISIONS
<table>
<thead>
<tr>
<th>Date</th>
<th>Activity 1</th>
<th>Activity 2</th>
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<td>April 26</td>
<td>Customer Lifetime Value</td>
<td>Federal Express Money Back Guarantee (A)</td>
<td>Chapter 14 and 15</td>
<td>Move # 8: Debrief</td>
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<tr>
<td>May 3</td>
<td>Group Presentations</td>
<td></td>
<td></td>
<td>Debrief</td>
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