Strategic marketing is the decision-making process of risking and allocating scarce company resources in the search for a competitive advantage in the marketplace. The steps are well known: analyze where your customers, competitors and company are today; determine where you want them to be tomorrow; develop a plan for getting there; and then implement it. It all sounds so simple. But in the heat of the day-to-day battle to get and keep customers, there are constant pressures on managers to deviate from, if not completely forget, those carefully formulated strategies. Customers want you to add “just one little feature” to your product. The salesforce wants you to lower the price to match competition “so we can sell more”. A company in Brazil wants to buy five hundred units next week—while you hadn’t planned on entering South America for two more years. Even the most seasoned marketing manager can fall off the strategic road.

This course focuses on developing and implementing marketing strategies. We will use lectures, case studies, classroom discussion, group presentations and a state of the art computer simulation to develop these marketing issues. This will be an intensive and highly interactive course. Students are expected to question, argue and discuss everything that is presented. Requirements for this class are an understanding of marketing management principles, enthusiasm, and a willingness to think and work. A sense of humor would also be greatly appreciated.

A major feature of this course is the use of a computer simulation--The Global Marketing Game (GMG). In the simulation, student teams will manage the marketing activities of a global consumer product manufacturer. Responsibilities include developing marketing strategies, analyzing market research, designing appropriate products, choosing distribution channels, pricing products and managing the product portfolio of their company. GMG is a dynamic, competitive, engaging and entertaining experience that focuses on the strategic marketing concepts of market segmentation, competitive advantage and company resource allocation.
Course Objectives

1) To introduce and argue for a strategic marketing orientation in company planning regardless of functional responsibility.

2) To provide students with an analytical framework for developing marketing strategies at the corporate, business unit, and product level.

3) To provide the marketing tools and concepts that help managers make more effective and profitable marketing decisions.

4) To provide a forum for students to develop and implement marketing strategies in a risk free and supportive environment.

Course Materials

Course Packet--selected articles and cases

Course Requirements

Your final grade will be composed of the following:

1) Final Exam 40%
2) GMG company performance (including performance analysis) 50%
3) Case preparation and class participation 10%

Further details concerning the evaluation measures for GMG company performance and the team evaluations will be provided during class.
Strategic Marketing & Implementation

1/3  Introduction
Course structure and class requirements

Strategic Marketing Planning

Read: “Sustainable Advantage”
“The Global Marketing Game”

The Global Marketing Game (GMG)
Introduction (simulation description and rules of play)
Form Teams
Company Meeting

1/5  Foundations of Strategic Marketing

Read: “The Rediscovery of The Marketing Concept”
“The Strategic Triangle”

GMG Company Meeting
1st Decision Due (class end)

1/8  Company Analysis

Read: “Market Position and Profitability”
“Market Share: Deception or Diagnosis”

GMG Company Meeting
2nd Decision Due (class end)

1/10  Customer Analysis

Read: “The Positioning Era Cometh”
“Benefit Segmentation--20 Years Later”
Case: Harley Davidson

GMG Company Meeting
3rd Decision Due (class end)
1/12  Competitor Analysis

Read: “Industry Structure & Competitive Advantage”
    “Assessing Advantage: A Framework…”
    Case: Gillette

GMG Company Meeting
4th Decision Due (class end)

1/15  Product Portfolio Strategy
Marketing Resource Allocation

Read: “Diagnosing The Product Portfolio”
    “The International Product-Market Portfolio”
    “Marketing is War”

GMG Company Meeting
5th Decision Due (class end)

1/17  The Value (profitability) and Cost of Marketing Strategies

Read: “Net Present Value of Market Share”
    “Marketing Strategy and Differential Advantage”

GMG Company Meeting
6th Decision Due (class end)

1/19  Strategic Pricing

Read: “Economic Foundations of Pricing”
Case: “Optical Distortion Inc.”

GMG Company Meeting
7th Decision Due (class end)

1/22  Final Exam

Final (8th) decision due