Course Website: https://canvas.harvard.edu/courses/2223

Class Meeting Time: Mondays, 7:40 – 9:40 p.m.  Class Location: William James Hall 105

E-mail: caclem@fas.harvard.edu

Note: Please type “Marketing Class” in the subject line of emails. *If you miss a class when a written assignment is due, please email the instructor your assignment that evening.*

OVERVIEW OF COURSE

COURSE OBJECTIVES

The primary objectives of the course are to enable you to:

- Gain a solid understanding of key marketing concepts and skills.
- Appreciate how important effective marketing is (and how interesting and fun it can be).
- Apply marketing skills to diverse products, services, and situations.
- Develop strong marketing plans and persuasively communicate your recommendations and rationale.
- Evaluate and develop marketing messages and communications.

OVERVIEW OF CLASS TOPICS

Topics covered include strategic planning and marketing planning, market research, buyer behavior, features and benefits, competitive positioning, market segmentation and target marketing, marketing of products, marketing of services, pricing, distribution, and marketing communications, including advertising, public relations, social media, direct marketing, sales promotions, and personal selling.

TEACHING STYLE

I greatly enjoy doing, teaching, and continually learning about marketing and make each class as lively and interactive as possible. A partner in a marketing consulting firm, I have over twenty-five years of experience developing and implementing marketing strategies, action plans, communications, and research. The course is designed to be very practical so that students can apply what they learn in class to a wide variety of products and services.

OVERVIEW OF GRADING (Note: There is more information on grading on page 9.)

- **Two one-page case analyses** of Harvard Business School cases (1st paper 10%, 2nd paper 15%)
- **Examples of effective marketing:** Analyses (maximum of one-page each) of examples that you select in the following seven areas: marketing research, name and positioning tagline, product or service, pricing strategy or tactic, website, social media or publicity, and online or print advertisement (20%)
- **Group project:** Five-page marketing plan (plus appendices) for a product, service, or organization of your group’s choice and PowerPoint presentation outlining the marketing plan (25%)
- **Class preparation and participation** (30%)
MARKETING MANAGEMENT
COURSE OUTLINE

February 16: Course Introduction & Strategic Planning

NOTE: This optional make-up class will meet at 1 Story Street in Room 306, which is NOT our regular classroom.

Textbook: Read chapters 1 and 2; Skim chapters 20, 21, and 22

Article: Read “Marketing Myopia” (in the coursepack)

Additional Preparation for Class Discussion:
• Review Class Notes 1 and Class Notes 2.
• Review the Course Outline and the assignments for the Examples of Effective Marketing, One-Page Case Analyses, and Group Project.
• Reflecting on what you learned from the textbook and “Marketing Myopia” readings, what strategic planning recommendations do you have for a product, service, or organization of interest to you?
• **Develop a name tag or tent with your first name (only) written in large letters** that will be easy for you to display and for the instructor to see during every class.

* Complete the Student Introduction Sheet* and submit it to the instructor by uploading it to the course website. If possible, please include a small photograph of yourself.

February 23: Market Research

NOTE: This class will meet in William James Hall, Room 105, which is our regular classroom.

Textbook: Read chapters 3 and 4; Skim chapter 11

Case: Read “Vistakon: 1 Day Acuvue Disposable Contact Lenses” (in the coursepack)

Additional Preparation for Class Discussion:
• Reflecting on what you learned from the textbook readings, what specific market research recommendations do you have for a product/service/organization of interest to you?
• What would you recommend Vistakon do? What market segments should they target? What product, pricing, distribution, and communication strategies should they implement? Why?
• What market research has Vistakon done in the past? What key things did they learn from the research? What actions did they take as a result of what they learned?
• **Example 1**: Review potential examples of effective market research instruments and begin to evaluate their strengths and identify suggestions for improvement. Note: Do not turn in your Example of Effective Market Research until the next class.

* Throughout this syllabus, assignments to be submitted to the instructor begin with an asterisk (*) and are printed in bold type.
March 2: Buyer Behavior & Discussion of Potential Ideas for Group Projects

Textbook: Read chapters 5, 6, and 7

Case: Read “Aqualisa Quartz” case and its supplemental spreadsheet

* Hand in Example 1: Market Research* (See the “Examples of Effective Marketing” assignment.): Hand in an example of an effective market research instrument (e.g., a client satisfaction card/questionnaire or web survey) with your answers to the following questions:
  
  • Strengths: Why do you think the market research instrument is effective?
  • Suggestions: How could the market research instrument be improved?

Additional Preparation for Class Discussion:

  • Reflecting on what you learned from the textbook readings, what specific recommendations do you have for marketing a product/service/organization of interest to you?
  • What would you recommend Aqualisa Quartz do? What market segments should they target and what is important to each of these segments? What should Aqualisa Quartz include in their product line and what are the advantages of their new product? What pricing, distribution, and communication strategies should they implement? Why?
  • Think about a decision you made to buy a product or service. How and why did you make your decision? What steps and thought processes did you go through? What problem or need did you have? What alternatives did you consider? What sources of information did you use to evaluate your alternatives? What were the most important reasons for your decision?

Preparation for Discussion of Group Projects:

  • Carefully review the assignment about the Group Project.
  • Develop several ideas for potential group project topics (e.g., products, services, organizations) to discuss with other class members to facilitate the formation of groups.
  • Identify specific days of the week and times you would be available to meet with your group. In forming groups, make sure that there are specific days and times that ALL of the members of the group are available to meet.

* Throughout this syllabus, assignments to be submitted to the instructor begin with an asterisk (*) and are printed in bold type.
March 9: Features and Benefits, Competitive Positioning, Market Segmentation, and Target Marketing

Textbook: Read chapters 8 and 10

Additional Preparation for Class Discussion:

- Reflecting on what you learned from the textbook readings, what specific marketing recommendations do you have for a product or service of interest to you?

*Preliminary Group Presentations* of Product/Service/Organization concepts for Group Projects: Present to the class a brief (i.e., two minutes or less) and informal overview of your group project topic. Begin by introducing the members of your group. Then briefly explain your product/service/organization and your initial ideas for target market segments, including the segment(s) on which you think most of your paper will focus. Hand in a list of your group members, a brief introduction to your product/service/organization, and a list of your initial target market segment ideas. Nothing else should be presented or handed in at this time. (Please refer to the “Group Marketing Project” assignment.)

- (Optional) Follow-up for Aqualisa Case: Watch video (5 minutes) of Harry Rawlinson, Managing Director, Aqualisa (in coursepack)

March 16: Marketing of Products and Services

Textbook: Read chapters 9 and 12

Case: Read “UNICEF”

Additional Preparation for Class Discussion:

- Reflecting on what you learned from the textbook readings, what specific recommendations do you have for marketing a product of interest to you?

- What would you recommend UNICEF do? What market segments should they target? What product, pricing, distribution, and communication strategies should they implement? Why?

- Example 2: Identify a product, service, or organization that has an effective name and positioning tagline.

- Notes:
  - For Examples 2-7, you should select an example and start outlining your comments before class; however, Examples 2-7 should not be handed in until the second to last class of the semester.
  - The positioning tagline should summarize the product’s/service’s/organization’s competitive positioning, e.g., BMW’s tagline is “The Ultimate Driving Machine®,” and Walmart’s tagline is “Save money. Live better.”

- Answer the following questions for Example 2:
  - Name and positioning tagline: What is the name and tagline?
    - Strengths:
      - Why do you think the name is effective?
      - Why do you think the tagline is effective?
      - Why do the name and tagline work well together?
    - Suggestions:
      - How could the name and/or tagline be improved?
March 23: Marketing of Products and Services (continued)

Textbook: Read chapter 13
Case: Read “Samsung Electronics Company: Global Marketing Operations” case and supplemental spreadsheet
Additional Preparation for Class Discussion:

• Reflecting on what you learned from the textbook readings, what specific recommendations do you have for marketing a service of interest to you?
• What would you recommend Samsung do? What market segments should they focus on? What products should they include in their product line? What pricing, distribution, and communication strategies should they implement? Why?
• Example 3: Identify an example of an effective product or service. Write a brief description of the product/service (and organization, if it is not well known), and answer the following questions:
  • Features: What are the most important features?
  • Benefits: What are the most important benefits?
  • Suggestions:
    o What other features and benefits should they consider offering in the future?
    o How else could they improve their product or service?

March 30: Place (Distribution)

Textbook: Read chapter 15; Skim chapter 16
Case: Read “Canadian Tire Multiple Channel Retailing”
Additional Preparation for Class Discussion:

• Reflecting on what you learned from the textbook readings, what specific distribution recommendations do you have for a product or service of interest to you?
• What would you recommend Canadian Tire do? What market segments should they target? What product, pricing, distribution, and communication strategies should they implement? Why?
• Example 5: Identify an example of an effective website used by an organization of interest to you. Print out 1-3 of the most effective pages of the website.
Answer the following questions:
  • Strengths: What specific aspects of the website are particularly effective & why?
  • Suggestions: How could the website be improved?
April 6: Pricing & Practical Financial Tools for Marketing

Textbook: Read chapter 14
Article: Read “Basic Quantitative Analysis for Marketing”
Case: Read “Virgin Mobile USA: Pricing for the Very First Time” case and supplemental spreadsheet

Additional Preparation for Class Discussion:
- Reflecting on what you learned from reading the textbook chapters and article, what specific recommendations do you have for pricing a product or service of interest to you?
- What would you recommend Virgin Mobile do? Why?
  - What market segment(s) should they target?
  - What services should they offer? What features and benefits should they offer?
  - What pricing strategy should they use?
  - What distribution channels and strategies should they use?
  - What communications should they implement?
- Example 4: Identify an example of an effective pricing strategy or tactic used by an organization of interest to you. Find a pricing sheet, brochure, or web page describing or outlining the pricing strategy or tactic or “prices”; if a description/outline is not available from the organization, write a brief description of the pricing strategy or tactic (and the organization, if it is not well known). Answer the following questions:
  - Strengths: Why do you think the pricing strategy or tactic is particularly effective?
  - Suggestions: How could the pricing be improved?

* Written One-Page Analysis of the Virgin Mobile case due. LATE PAPERS WILL NOT BE ACCEPTED unless prior approval is granted by the instructor based on your specific circumstances. (Please refer to the “One-Page Case Analysis” assignment.)
April 13: Promotion: Marketing Communications

Textbook: Read chapters 17 and 18
Case: Read “Dove: Evolution of a Brand” case and supplemental spreadsheet
Watch: “Dove: Video Advertising” (in coursepack)

Additional Preparation for Class Discussion:
• Reflecting on what you learned from the textbook readings, what specific recommendations pertaining to communications strategies do you have for a product or service of interest to you?
• What do you think of Dove’s Campaign for Real Beauty? What are the risks and rewards of marketing through social media such as YouTube? What would you recommend Dove do in the future?
• Example 6: Find an example of an effective use of social media (e.g., Facebook, blog, Twitter, or YouTube) or an example of effective publicity (e.g., an article in a newspaper or magazine or on the web) that helps promote a product, service, or organization. (If your example is in electronic form, describe and/or print out the example or a portion of it (1-3 pages maximum) so that your comments can be fully understood and evaluated.) Answer the following questions:
  • Strengths: Why do you think the use of social media or the publicity is effective?
  • Suggestions: How could the organization improve or expand its use of social media or its publicity?

April 20: Promotion: Marketing Communications (continued)

Textbook: Read chapter 19

Additional Preparation for Class Discussion:
• Reflecting on what you learned from the textbook readings, what specific communications recommendations do you have for a product or service of interest to you?
• Example 7: Find an example of an effective online or print advertisement. Answer these questions:
  • Target audience(s): Who do you think the ad is targeted to?
  • Placement: Where was the ad placed or where did it appear (e.g., on what website, in response to what online search, or in what media)?
  • Strengths: What are the strengths of the ad, including its content and placement, etc.?
  • Suggestions: How could the ad, including its content and placement, be improved?
April 27: Group Presentations

All groups must:
* Hand in your group paper, including appendices. (See the “Group Marketing Project” assignment.)
* Hand in a printed copy of your PowerPoint slides. (To save paper, include 6 PowerPoint slides on each printed page.)
* Hand in one confidential Group Project Evaluation Form from each group member.
* Email the instructor a PDF of your group’s sample ad (Appendix B), which will be used in next week’s class when discussing the group projects. (If the instructor does not confirm that she received the PDF by the end of the next day, please check with her.)

Note: For the group presentations, Harvard Media Services will supply a laptop with PowerPoint 2010, a data projector, and a technical representative to assist the groups. Each group should bring their presentation to class on a flash drive that has been tested. Do not assume that the PowerPoint presentation will open after it is copied to the flash drive. Test it on another computer to make sure the file opens and runs. Also, bring a backup copy on another flash drive and test it as well.

May 4: Feedback On & Discussions of Group Projects

* Hand in Examples of Effective Marketing 2-7.
  - Also hand in the “Evaluation of Example of Effective Marketing 1” sheet that was handed back to you when your Example 1 was handed back to you. Use the Evaluation sheet as your cover sheet.
  - Examples of Effective Marketing are often difficult to email. Therefore, if you will miss this class, please contact the instructor.
  - Please do NOT submit your examples in elaborate covers or binders. A large clip or plain manila file is sufficient for holding your examples.

May 11: Final Class

Case: Read “Online Marketing at Big Skinny”

* Written One-Page Analysis of Big Skinny case due. (Please refer to the “One-Page Case Analysis” assignment and the instructor’s comments about your first one-page paper.) LATE PAPERS WILL NOT BE ACCEPTED because final course grades are due within a few days. Note: Students who have extenuating circumstances may apply for an official extension of time by filling out three versions of an Extension of Time Form and emailing them to the instructor to sign, etc. Extension of Time Forms may be obtained at www.extension.harvard.edu.

Also turn in the grading sheet (called “Checklist for One-Page Case Analysis”) from your first one-page paper when you submit your second one-page paper. Note: You only need to turn in the grading sheet from the first paper, not the first paper itself.
MARKETING MANAGEMENT

REQUIRED MATERIALS


CUSTOM COURSEPACK: Harvard Business School (HBS) cases, articles, and notes are used as indicated in the Course Outline above. Students must use the unique link below to access the coursepack at the discounted student rate:

https://cb.hbsp.harvard.edu/cbmp/access/33587233

You may find it helpful to have the cases and supplements (either printed copies or on your computer) with you when we discuss them in class.

The textbook and coursepack also are on reserve at Harvard Extension School’s Grossman Library in Sever Hall, room 311 (in Harvard Yard).

MORE INFORMATION ON GRADING

Class preparation, attendance, and participation are critical to the learning process. Cases, readings, and examples of effective marketing listed for a particular session will be discussed that day and should be read and analyzed in advance. Please prepare a large nametag with your first name printed in large letters and display it in EVERY class to ensure you receive appropriate credit for your class participation. 30% of your grade will be based on the quality and quantity of your class preparation and participation, including your ability to listen to and build upon comments made by other students.

Examples of Effective Marketing will be collected and analyzed for seven specific marketing tools that will be discussed in class (marketing research, name and positioning tagline, product or service, pricing strategy or tactic, website, social media or publicity, and online or print advertisement). The seven Examples of Effective Marketing will comprise a total of 20% of your final grade. (Please refer to the “Examples of Effective Marketing” assignment.)

Written One-Page Case Analyses of two Harvard Business School cases that will be discussed in class will be prepared individually. The two analyses will comprise a total of 25% of your final grade: the first case analysis will be 10% and the second case analysis will be 15% of your final grade. (Please refer to the “One-Page Case Analysis” assignment.)

The Group Project will consist of developing a concept for a new product, service, or organization or a new way of marketing an existing product, service, or organization and then developing a comprehensive marketing strategy. The group will outline recommendations and rationale pertaining to the product/service/organization, target market, positioning relative to competitors, pricing, distribution, and communications. The main body of the group paper should be no longer than five pages (plus additional pages for appendices). The group also will give two presentations to the class about their group project. The first presentation, during the first “Marketing of Products and Services” class, will be very informal and brief and will be simply to run the initial idea by the instructor. The second presentation, during the “Group Presentations” class, will include the group’s final marketing recommendations for the product/service/organization. The Group Project will comprise 25% of your final grade. (Please refer to the “Group Marketing Project” assignment.)