Course Description and Objectives:

MKTG 493 is the finishing course for all marketing majors. As such, it revisits and integrates all major marketing themes discussed in core required and elective marketing courses. However, our plan is to do this using refreshing material, from unexpected directions, and so avoid mere repetition. Our goal is to develop your ability to analyze, interpret and apply marketing in a wide variety of situations. Bottom line—we want you to see the world as marketing professionals see it. Thus, the course re-visits, integrates and extends issues such as:

1. What is marketing?
2. What is the “marketing mindset”?
3. How does marketing fit into the firm?
4. The role of marketing in communicating and delivering customer value
5. What is customer satisfaction? How it is measured?
6. How all of the above are bundled together into a coherent marketing strategy
7. Making the pitch for money for your marketing ideas
8. Doing Life: Making a successful transition from College to career

The course has four complementary components: 1) two exams; 2) a set of marketing cases; 3) class lectures; and 4) a comprehensive marketing project. Please expect and plan for MKTG 493 to be challenging and demanding.

Exams:
The course has two exams. Exams will cover class lectures and cases.

Cases:
Cases can be purchased through the link posted above. Class case discussions are an important part of the course. You should be thoroughly familiar with the details of each case, and be ready to offer your thoughtful opinions, and to defend your views. To help you prepare for class discussions, I have included a set of questions for each case (see below).

1. Case write-ups. You will hand in a write-up for each case. Write-ups should be responses to the questions provided below, and should not exceed two pages maximum. Case write-ups will be collected immediately after we finish class discussion for that case. Late submissions will be accepted (in my mailbox or via e-mail), for 2 hours after class.

2. Case discussion. You will prepare for all case discussions. This means at a minimum, reading the case, and answering the questions (see below), so that you can talk intelligently about the materials.
Project:
In teams of 3-5, you will develop a full-blown marketing plan. The plan may be for a new product, a start-up company, an existing product or service, repositioning a product, increasing demand, etc. The project has three related parts: 1) a “marketing plan” document (outlined below); 2) a set of “process requirements” (described below); and 3) a class presentation. During your class presentation, I take on the role of CFO/Venture Capitalist/bank loan officer. In other words, you will be making a pitch to me for the marketing budget requested.

Below is an outline of a typical Marketing Plan. Tailor it as needed to fit your situation. Ask me if in doubt.

I. Executive Summary A one-page (max) non-technical brief of the entire plan, including brief descriptions of the product or service, target market, media plan, marketing objectives, differential advantage, required investment, and anticipated sales and profits.

II. Situation Analysis A basic qualitative/quantitative description of the pertinent factors related to the marketing opportunity, including: Industry overview; Competitors, their products, target markets and segmentation; Demand trends; Social and cultural factors; Demographics; Economic and business conditions; State of technology; Political issues; Laws and regulations, pending legislation, Special interest groups, etc. (not all parts of this will be appropriate for all plans—use common sense determining what is important in your situation)

III. Marketing Strategy
   b. Detailed account and justification of segmentation scheme used, target (s) market selected and positioning.
   c. Detailed account and justification of the marketing mix chosen.
   d. Detailed account and justification of media plan (budget, choice of media (be specific—including costs, reach, frequency, etc.).

IV. Implementation and Control
   a. An account of all major costs (fixed and variable) associated with your project
   b. Appropriate financial analysis (breakeven, payback, etc.)
   c. Pro-forma cash flow projections for a three-year period.
   d. An assessment of the limitations and risks of the project

V. Summary

VI. Appendices—all relevant supporting and reference (citations) materials

Here are the Process Requirements for the project:

1. First group meeting with me to clear your topic, no later than September 18th. At this meeting, you will make a 30-second pitch to me (please practice!), as well as present me with a one page briefing document outlining what you propose to do. The purpose of the meeting is for you to convince me that you have a serious and interesting topic. Also at this meeting, you will provide me with a list of times, dates and places for your regular group meetings throughout the semester. From time to time, I may drop in on your group meetings.

2. A progress report based on the above outline by September 30th. The purpose of the progress report is for you to demonstrate to me that the group is focused and making tangible progress. The progress report should spell out what research/analysis has been done, what remains to be done, who in the group is doing it, and what the deadlines are for doing it. This report will help me keep track of who is responsible for what. I will provide feedback on this report.

3. Second group meeting, in my office, no later than October 23rd. At this meeting, you should deliver me a revision and update of your progress report. Be prepared to discuss and
defend in detail what you have done thus far. **Problems with group members who do not attend group meetings, and/or do not contribute and/or pull their weight should be brought to my attention at this meeting.**

4. Third group meeting **may, or may not be needed.** If it is needed, it should occur no later than Nov 6th. The purpose of this meeting is for you to go over the preliminary quantitative analysis sales projections, BE analysis, costs, etc., of your Marketing Plan with me.

Of course, groups may schedule meetings with me at other times as the need arises.

**Attendance:**

I have a strict attendance policy. Attendance is taken each scheduled class period. Except for legitimate University approved absences, you are only allowed 1 absence without penalty. After that, each absence will lower your total possible participation grade by 20%. Attendance is taken 5 minutes after class begins.

<table>
<thead>
<tr>
<th>Grading</th>
<th>Points</th>
</tr>
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<tbody>
<tr>
<td>Case Write-ups (13 x 2 points)</td>
<td>26</td>
</tr>
<tr>
<td>Project:</td>
<td>34</td>
</tr>
<tr>
<td> (Process)</td>
<td>30%</td>
</tr>
<tr>
<td> (Marketing Plan)</td>
<td>40%</td>
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<tr>
<td> (Presentation)</td>
<td>30%</td>
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<tr>
<td>Class Participation</td>
<td>20</td>
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<tr>
<td>Exams (2x10)</td>
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<td><strong>Total</strong></td>
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## Tentative Course Schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Cases</th>
<th>Events/Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 19</td>
<td>Tue</td>
<td>Intro to course</td>
<td></td>
<td></td>
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<tr>
<td>Aug 21</td>
<td>Thu</td>
<td>The Marketing Plan</td>
<td></td>
<td>Groups formed</td>
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<tr>
<td>Aug 26</td>
<td>Tue</td>
<td>(re)Discovering Marketing</td>
<td>Stainmaster</td>
<td></td>
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<tr>
<td>Aug 28</td>
<td>Thu</td>
<td>(re)Discovering Marketing</td>
<td></td>
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<tr>
<td>Sept 2</td>
<td>Tue</td>
<td><strong>Catch-up Day</strong></td>
<td></td>
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<tr>
<td>Sept 4</td>
<td>Thu</td>
<td>Customer Satisfaction &amp; Retention</td>
<td></td>
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<tr>
<td>Sept 9</td>
<td>Tue</td>
<td>Customer Satisfaction &amp; Retention</td>
<td></td>
<td></td>
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<tr>
<td>Sept 11</td>
<td>Thu</td>
<td>Competition, Business Models and Marketing</td>
<td>XM Satellite Radio (A)</td>
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<tr>
<td>Sept 16</td>
<td>Tue</td>
<td><strong>Catch-up Day</strong></td>
<td></td>
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<tr>
<td>Sept 18</td>
<td>Thu</td>
<td>Competitor &amp; Customer Intelligence</td>
<td>Lestra</td>
<td>Project Meeting #1 Deadline</td>
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<tr>
<td>Sept 23</td>
<td>Tue</td>
<td><strong>Catch-up Day</strong></td>
<td></td>
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<tr>
<td>Sept 25</td>
<td>Thu</td>
<td>What Makes Customers Tick?</td>
<td>XYLYS</td>
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<tr>
<td>Sept 30</td>
<td>Tue</td>
<td>Marketing Math</td>
<td>Hohner</td>
<td>Project Progress Report Due</td>
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<tr>
<td>Oct 2</td>
<td>Thu</td>
<td>Marketing Strategy/Marketing Mix</td>
<td>Product Team Cialis</td>
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<td>Oct 7</td>
<td>Tue</td>
<td><strong>Catch-up Day</strong></td>
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<td>Oct 9</td>
<td>Thu</td>
<td><strong>Catch-up Day</strong></td>
<td></td>
<td>Exam #1/Project</td>
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<tr>
<td>Oct 14</td>
<td>Tue</td>
<td>Product/Product Positioning</td>
<td>Clean Edge Razor</td>
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<td>Oct 16</td>
<td>Thu</td>
<td><strong>Fall Break</strong></td>
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<td>Oct 21</td>
<td>Tue</td>
<td><strong>Catch-up Day</strong></td>
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<tr>
<td>Oct 23</td>
<td>Thu</td>
<td>Prototyping</td>
<td>BMW: The 7-Series</td>
<td>Meeting #2 Deadline</td>
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<tr>
<td>Oct 28</td>
<td>Tue</td>
<td>Pricing</td>
<td>Cumberland Metals</td>
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<tr>
<td>Oct 30</td>
<td>Thu</td>
<td>Branding</td>
<td>Mountain Man Brewing</td>
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<tr>
<td>Nov 4</td>
<td>Tue</td>
<td>Advertising/Social Media</td>
<td>IBM’s Digital Influence</td>
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<td>Nov 6</td>
<td>Thu</td>
<td>Project Day</td>
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<td>Project Meeting # 3</td>
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<tr>
<td>Nov 11</td>
<td>Tue</td>
<td>Veteran’s Day</td>
<td></td>
<td>(if needed) Deadline</td>
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<tr>
<td>Nov 13</td>
<td>Thu</td>
<td>Multi-Market Competition</td>
<td>Cat Fight in the Pet Food</td>
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<tr>
<td>Nov 18</td>
<td>Tue</td>
<td>You, Your Life, Your Career,</td>
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<tr>
<td>Nov 20</td>
<td>Thu</td>
<td><strong>Catch-up Day</strong></td>
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<tr>
<td>Nov 25</td>
<td>Tue</td>
<td><strong>Catch-up Day</strong></td>
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<tr>
<td>Nov 27</td>
<td>Thu</td>
<td><strong>Thanksgiving</strong></td>
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<tr>
<td>Dec 2</td>
<td>Tue</td>
<td>Presentations</td>
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<tr>
<td>Dec 4</td>
<td>Thu</td>
<td>Presentations</td>
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<tr>
<td>Dec 9</td>
<td>Tue</td>
<td>Final Exam, 2:00-3:45, in same room as class</td>
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Case Questions

**BMW:** Describe BMW’s competitive environment. What problems are they having? What is their approach to product development? Why do they prototype?

**Cat Fight in the Pet Food Industry:** What is the nature of competition in the pet food industry? Construct a table showing market shares by product category for each firm. Who competes with whom where? Which are the most profitable segments? Discuss the implications.

**Clean Edge Razor:** What changes are occurring in the nondisposable razor category? How is the market segmented? Assess Paramount’s competitive position. How would you position the product, niche or mainstream? Defend your choice.

**Cumberland Metal Industries: Engineering Products Division.** What is the market potential for curled metal pads? Calculate and justify a price for the pads.

**Hohner Musikinstrumente GmbH & Co.:** What is Hohner’s break-even point? What market share do they need to break even?

**IBM’s Digital Influence Program:** Why did IBM choose social media for its India campaign? Should IBM continue its existing strategy? Despite significant increases in share of voice, reach and volume, Bajaj seems apprehensive. Why? What is digital influence? How did IBM build groundswell?

**Lestra Design:** What went wrong for Lestra Design? Who’s fault was it, Lestra’s or the Japanese? What marketing research did they do? What marketing research should the have done?

**Mountain Man Brewing Company:** Evaluate the strength and health of Mountain Man Lager’s brand equity. Discuss and evaluate the proposed Mountain Man Light brand extension. Is it appropriate/inappropriate? Will it strengthen/weaken Mountain Man Lager’s equity? Will it likely hurt its sales? Image?

**Product Team Cialis:** What are the most relevant dimensions to segment the ED market? What was Viagra’s positioning in 2002? How should Cialis be positioned? What messaging should be used? How should the product be priced? What competitive response do you expect from Pfizer? Bayer-GlaxoSmithKine?

**Stainmaster:** Describe the carpet industry before and after the introduction of Stainmaster. Explain what happened.

**Starbucks: Delivering Customer Service:** Why was Starbucks so successful in the early 1990s? Compare the Starbucks of 1992 with the Starbucks of 2002. Why have Starbuck’s customer satisfaction scores declined? Describe the ideal Starbuck’s customer. Should Starbucks make the $40 million investment in labor? Why? Why not?

**XM Satellite Radio (A)** Describe the radio market. What value does XM deliver over and above its competition? Describe and evaluate the two business models XM radio is contemplating.

**XYLYS:** What are the patterns that you observe with regard to the responses of the users/non users of luxury watches with regard to the brand personality aspects, and the manner in which they responded regarding these dimensions when applied to themselves? What kind of interpretation can you draw from the responses, in the context of this case?
Emergency Procedures

Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. Because some health and safety circumstances are beyond our control, we ask that you become familiar with the SIUC Emergency Response Plan and Building Emergency Response Team (BERT) program. Emergency response information is available on posters in buildings on campus, available on the BERT's website at www.bert.siu.edu, Department of Public Safety’s website www.dps.siu.edu (disaster drop down) and in the Emergency Response Guidelines pamphlet. Know how to respond to each type of emergency.

Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency. The Building Emergency Response Team will provide assistance to your instructor in evacuating the building or sheltering within the facility.
“We emphasize student achievement and success because achievement and success are essential if we are to shape future leaders and transform lives.”
IMPORTANT DATES
Semester Class Begins: 01/13/2014
Last day to add a class (without instructor permission): 01/24/2014
Last day to withdraw completely and receive a 100% refund: 01/26/2014
Last day to drop a course using SalukiNet: 03/23/2014
Last day to file diploma application (for name to appear in Fall Commencement program): 03/28/2014
Final examinations: 5/5 – 5/9/2014
Note: For outreach, internet, and short course drop/add dates, visit Registrar’s Academic webpage: http://registrar.siu.edu/

SPRING SEMESTER HOLIDAYS
Martin Luther King, Jr.’s Birthday 01/20/2014
Spring Vacation 03/08—03/16/2014

WITHDRAWAL POLICY ~ Undergraduate only
Students who officially register for a session may not withdraw merely by the stopping of attendance. An official withdrawal form needs to be initiated by the student and processed by the University. For the proper procedures to follow when dropping courses and when withdrawing from the University, please visit http://registrar.siu.edu/pdf/ugradcatalog1314.pdf

INCOMPLETE POLICY ~ Undergraduate only
An INC is assigned when, for reasons beyond their control, students engaged in passing work are unable to complete all class assignments. An INC must be changed to a completed grade within one semester following the term in which the course was taken, or graduation, whichever occurs first. Should the student fail to complete the course within the time period designated, that is, by no later than the end of the semester following the term in which the course was taken, or graduation, whichever occurs first, the incomplete will be converted to a grade of F and the grade will be computed in the student’s grade point average. For more information please visit: http://registrar.siu.edu/grades/incomplete.html

REPEAT POLICY
An undergraduate student may, for the purpose of raising a grade, enroll in a course for credit no more than two times (two total enrollments) unless otherwise noted in the course description. For students receiving a letter grade of A, B, C, D, or F, the course repetition must occur at Southern Illinois University Carbondale. Only the most recent (last) grade will be calculated in the overall GPA and count toward hours earned. See full policy at http://registrar.siu.edu/pdf/ugradcatalog1314.pdf

GRADUATE POLICIES
Graduate policies often vary from Undergraduate policies. To view the applicable policies for graduate students, please visit http://gradschool.siu.edu/about-us/grad-catalog/index.html

DISABILITY POLICY
Disability Support Services provides the required academic and programmatic support services to students with permanent and temporary disabilities. DSS provides centralized coordination and referral services. To utilize DSS services, students must come to the DSS to open cases. The process involves interviews, reviews of student-supplied documentation, and completion of Disability Accommodation Agreements. http://disabilityservices.siu.edu/

STUDENT CONDUCT CODE
http://policies.siu.edu/other_policies/chapter3/conduct.html

SALUKI CARES
The purpose of Saluki Cares is to develop, facilitate and coordinate a university-wide program of care and support for students in any type of distress—physical, emotional, financial, or personal. By working closely with faculty, staff, students and their families, SIU will continue to display a culture of care and demonstrate to our students and their families that they are an important part of the community. For Information on Saluki Cares: (618) 453-5714, or siucares@siu.edu, http://salukicares.siu.edu/index.html

EMERGENCY PROCEDURES
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INCLUSIVE EXCELLENCE
SIU contains people from all walks of life, from many different cultures and sub-cultures, and representing all strata of society, nationalities, ethnicities, lifestyles, and affiliations. Learning from and working with people who differ is an important part of education as well as an essential preparation for any career. For more information please visit: http://www.inclusiveexcellence.siu.edu/

MORRIS LIBRARY HOURS
http://www.lib.siu.edu/about

LEARNING AND SUPPORT SERVICES
Help is within reach. Learning support services offers free tutoring on campus and math labs. To find more information please visit the Center for Learning and Support Services website:
Tutoring: http://tutoring.siu.edu/
Math Labs: http://tutoring.siu.edu/math_tutoring/index.html

WRITING CENTER
The Writing Center offers free tutoring services to all SIU students and faculty. To find a Center or Schedule an appointment please visit http://write.siu.edu/

AFFIRMATIVE ACTION & EQUAL OPPORTUNITY

Our office's main focus is to ensure that the university complies with federal and state equity policies and handles reporting and investigating of discrimination cases. For more information visit:
http://diversity.siu.edu/

Additional Resources Available:

- **SALUKINET**: https://salukinet.siu.edu/cp/home/displaylogin
- **ADVISEMENT**: http://advisement.siu.edu/
- **PROVOST & VICE CHANCELLOR**: http://pvcaa.siu.edu/
- **SIU ONLINE**: http://online.siu.edu/

Spring 2014 R.O'Rourke