



QUINL
SCHOOL of BUSINESS

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Spring 2018

MARK 390: Marketing Strategies

Section 101: T&TH 10:00 am – 11:15 am Corboy 321

Section 201: T&TH 11:30 am – 12:45 pm Corboy 321

Office Hours: T&TH 9:00-10:00, 12:45-1:45, & by appointment

COURSE DESCRIPTION

Building on the core courses in Marketing and Business, students examine the types of strategic decisions that marketing managers make when expanding to and developing domestic and international markets. The course assumes familiarity with marketing management, consumer behavior, marketing research, and core business disciplines and utilizes this as a base to develop insights and understanding of international marketing strategy. We will relate the various economic, social, political, and legal dimensions of the world to the marketplace.

COURSE OBJECTIVES

The purpose of the course is to examine the specific issues involved in developing an international marketing strategy and in conducting marketing operations on an international scale. Attention will be focused on problems such as identifying and evaluating opportunities in international markets, developing and adapting marketing tactics in relation to specific national market needs and constraints, and coordinating strategies in global markets. A strategic marketing planning approach will be adopted.

COURSE MATERIALS

Readings and Assignments: <https://sakai.luc.edu/>

Marketplace Live Simulation (~\$50): <https://game.ilsworld.com/marketplace-live/>

COURSE GRADING

Strategic Marketing Plan & Presentation (weighted by peer evaluations)	30%
1 st Report to the Board Presentation (weighted by peer evaluations)	10%
Team Simulation Performance—Balanced Scorecard (weighted by peer evals)	15%
Executive Briefing Contributions	20%
Individual Assignments/Quizzes/Reflections	25%

	100%

ATTENDANCE POLICY

Quinlan School of Business: Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students. Faculty may set participation policies unique to their courses and use class participation as a component of the final grade. The student is responsible for any assignments or requirements missed during an absence.

Mark 390: As this class is best considered an experiential learning *practicum*, the quality of your learning experience depends on the quality of your participation and on the quality of your classmates' participation. Therefore, everyone's preparation, attendance, and participation are needed for us to collectively achieve our learning objectives. *More than two absences will negatively impact your final grade, as will arriving late and leaving the classroom before class has ended.*

ACADEMIC INTEGRITY

Quinlan School of Business: All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood...Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of "F" for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved. For further information about expectations for academic integrity and sanctions for violations, consult the complete [Quinlan School of Business Honor Code and Statement of Academic Integrity](#).

Mark 390: Academic integrity is what we all expect from ourselves and each other. Violations will be reported to the appropriate honor committee. Please remember that it is your job to report suspected infractions also.

THE DETAILS

This course will employ the *Marketplace Live* simulation as a learning environment—each student must purchase a license to be eligible to play. The exercise is a transformational experience. You will learn what it is like to compete in the fast-paced, competitive market—where customers are demanding and the competition is working hard to take away your business.

In *Marketplace*, you start up and run your own marketing division, struggling with marketing fundamentals and the interplay between product, price, place, promotion, budgets and financial performance. You are given control of a simulated business and must manage its operations through several decision cycles. Repeatedly, you must analyze the situation, plan a marketing strategy to improve it, select the tactical options to implement that strategy and then execute the strategy and tactics out into the future. You face great uncertainty from the outside environment and from your own decisions. Incrementally, you learn to skillfully adjust your strategy as you discover the nature of your real-life decisions, including the available options, linkages to other parts of the business, conflicts, tradeoffs and potential outcomes.

Here is a list of what players do:

- Analyze market research data;

- Design brands to appeal to different market segments;
- Devise advertising campaigns, sales force incentives, and price option;
- Develop search engine marketing campaigns;
- Allocate scarce funds to R&D, advertising, and distribution;
- Select and prioritize R&D projects, leading to new product features;
- Plan and roll out a marketing program;
- Manage cash;
- Compete head-to-head with other business teams;
- Adjust strategy and tactics in response to financial performance, competitive tactics, and customer needs.

The specific goal of the exercise is to develop your marketing management skills by giving you an integrated perspective of the entire marketing operation. In terms of specifics, the exercise can:

- Develop strategic planning and execution skills within a rapidly changing environment.
- Crystallize the linkages between marketing decisions and financial performance.
- Instill a bottom line focus and the simultaneous need to deliver customer value.
- Internalize how important it is to use market data and competitive signals to adjust the strategic plan and more tightly focus marketing tactics.
- Develop teamwork across functions, opening up new communication links.
- Promote better decision-making by helping individuals see how their decisions can affect the performance of others and organization as a whole.
- Facilitate learning of important marketing concepts, principles and ways of thinking
- Build confidence through knowledge and experience.

To accomplish all of this, it will be necessary to forge a strong team that can effectively manage many tasks in concert. Leadership, teamwork and interpersonal skills will be part-and-parcel of what it takes to succeed. Your team will serve as a live case study within which you can develop your personal style of working with others. You will deal with such issues as the selection of professional colleagues, working with diversity, organization of work, decision-making processes, conflict management, performance appraisal, and culture.

Role on the Executive Team

Management of your entrepreneurial firm will be a challenging task. Successful firms divide up the responsibility and share the workload. You will need to take on one or more of the following roles:

- 1) Brand Management
- 2) Advertising
- 3) Internet Marketing
- 4) Sales Management
- 5) Business Analytics
- 6) Overall Leadership

EVERYONE IS RESPONSIBLE FOR PROFIT ANALYSIS

Marketing Plan & 1st Report to the Board Presentations (40% of Final Grade)

Each team will deliver an oral presentation for the marketing plan and the report to the executive board of the company. The team will be expected to make a “professional” presentation using an assortment of visual aids. Moreover, the details of the market analyses and strategy must be carefully laid out in appropriate handouts. You will be given guidelines for the preparation of the marketing plan and final report.

Team Balanced Scorecard Performance (15% of Final Grade)

A Balanced Scorecard will be used to measure your firm’s performance. Your team’s total business performance will be based on financial performance, market effectiveness, marketing performance, investments in the firm’s future, and creation of wealth. A total score will be computed for each firm competing in *Marketplace*.

At the end of the exercise, each team will be ranked in the order of performance for the total score. A grade can be assigned depending upon your team’s ranking and how close it is to the team(s) above or below you. The rubric for assigning the grade will also be posted on Sakai.

Executive Briefings (20% of Final Grade)

The Chairperson of the Board (Business Coach) will meet periodically with each team for up to 20 minutes. There will be one executive briefing during the first quarter of play. During the rest of the semester, each team/person will meet with the Chairperson each week decisions are to be submitted. During these executive briefings, the team will review its:

- 1) performance (market, financial, balanced scorecard)
- 2) market analysis (market trends, customer satisfaction, strengths and weaknesses of each firm)
- 3) adjustments in marketing strategy and tactics and their justification, and
- 4) plans and decisions that shape the future.

Each and every student must be prepared to defend the analysis and the logic behind all of the team’s decisions and plans.

Executive Briefings are also core to the learning experience of this course. Consequently, **attendance is mandatory**. Failure to attend an executive briefing without a valid excuse will cause the total **course grade to be reduced by 10% for each meeting missed** without a valid excuse submitted to both the team and instructor.

Assignments/Quizzes (20% of Final Grade)

For each new decision, there is reading material and microsimulations available on Sakai. Collectively, these resources will help you understand the nature of the decision being faced, the issues to be dealt with, its linkages with other decisions, and the tradeoffs to be considered.

Reading assignments draw from Loyola’s library resources. That is, ALL readings can be accessed electronically through the library and you must know how to access the library’s electronic journal holdings (both while on-campus and while off-campus). If you need assistance, please the library’s research guide for business (http://libguides.luc.edu/bus_admin) or contact our business librarian (and Quinlan alumna!):

Ms. Gabrielle (Abby) Annala, Business Librarian
Lewis Library, Rm. 620, gannala@luc.edu,

Written assignments will be announced in the Sakai Lesson Folder for each class and must be submitted in Sakai. No late assignments will be accepted. It is expected that all assignments will reflect the same professional quality that you would use when submitting work to your boss (please proof-read your work!).

Peer Evaluations

Three peer evaluations are to be completed throughout the semester for each person on the team. A peer evaluation is to be turned in at the end of the 4th quarter of play, after completion of the marketing plan and after the second year in business. Significant deviation in performance above or below the norm will be used to adjust individual student grades for the activity being evaluated. That is, your grade on the marketing plan, Report to the Board and Simulation performance could be adjusted up or down depending upon the feedback the instructor receives from the rest of the team for each assignment.

You Can Be Fired

It is permissible to fire a team member who is not making a substantive contribution to the success of the team. Missed meetings, poor preparation, failure to complete assignments, etc. are all indicative of underperformance. Before a person can be fired, the team must give the student an opportunity to correct his or her deficiencies.

MARK 390 – SPRING 2018 – SCHEDULE (subject to adjustment)

Class	Day	Date	Class Topic	Assignment/Deliverables due TODAY
1	Tues	16 Jan	Introductions Musings on Marketing	Read Syllabus
2	Thur	18 Jan	Musings on Marketing (cont'd) The Challenge of the CMO	SAKAI—CMO Reading and Written Assignments (written assignments accepted until 25 January)
3	Tues	23 Jan	Musings on Marketing Situation Analysis	SAKAI—4 reading and writing (written assignments accepted until 25 January)
4	Thur	25 Jan	Strategic Marketing Management Framework (SMMF)—Situation Analysis (cont'd)	SAKAI—5 reading assignments
5	Tues	30 Jan	SMMF—Sustainable Competitive Advantage	SAKAI—3 reading assignments
6	Thur	1 Feb	MARKETING TALENT EXPO 4:00-5:00 pm Schreiber 9th & 10th Floor Doug Albrechts, CEO Sharp Electronics (4-5pm)	
7	Tues	6 Feb	SMMF—SCA (Cont'd) SMMF—Marketing Strategies SMMF—Implementation & Control	SAKAI—From CMO to CEO (or SOTU) Written assignment due SAKAI—readings (3 HBR)
8	Thur	8 Feb	Introduction to Marketplace Marketplace Registration Overview Team selection	SAKAI—reading (2 HBR) SAKAI—Marketplace Introduction Video
9	Tues	13 Feb	Marketplace teams work time Resume Exchange Q1 Decision Planning	Marketplace Registration SAKAI—Resume SAKAI—reading (Marketplace manual)
10	Thur	15 Feb	Q1 Decision Making Executive Briefing	SAKAI—reading (Marketplace Manual & 2 HBR) Marketplace Registration Q1 decisions due (11:59 pm)
11	Tues	20 Feb	Q2 Coaching 4Ps Strategies: Marketing Research & Product	SAKAI—readings (Marketplace Manual & 2 HBR)
12	Thur	22 Feb	Q2 Decision Making Executive Briefing	SAKAI—readings (3 HBR) Microsimulation 1: Product Design due Q2 decisions due (11:59 pm)
13	Tues	27 Feb	Q3 Coaching 4Ps Strategies: Price & Place	Microsimulation 2: Fundamentals for Strategic Planning due SAKAI—readings (7 HBR)
14	Thur	1 Mar	Q3 Decision Making Executive Briefing	Microsimulation 3: Internet Marketing I—The Fundamentals Q3 decisions due (11:59 pm)
	Tues	6 Mar	NO CLASS	SPRING BREAK
	Thur	8 Mar	NO CLASS	SPRING BREAK
15	Tues	13 Mar	Q4 Coaching 4Ps Strategies: Promotion	Review Q3 Results SAKAI—readings (2)
16	Thur	15 Mar	Q4 Decision Making Executive Briefing	Q4 Decisions Due (11:59 pm) SAKAI—readings (3 HBR)
17	Tues	20 Mar	How to Prepare a Marketing Plan Q5 Coaching	Review Q4 Results

18	Thur	22 Mar	Marketing Plan Team Work Day	
19	Tues	27 Mar	Marketing Plan Team Work Day	
20	Thur	29 Mar	Presentations -- Maroon	Microsimulation 4: Internet Marketing II—Paid Advertising Q5 decisions due (11:59 pm)
21	Tues	3 Apr	Presentations -- Gold	
22	Thur	5 Apr	Q6 Decision Making Executive Briefing	Microsimulation 5: Profitability Analysis Q6 decisions due (11:59 pm)
23	Tues	10 Apr	MARKETPLACE ASSESSMENT – IN CLASS	SAKAI—reading (1 HBR) STUDY MARKETPLACE ASSESSMENT
24	Thur	12 Apr	Q7 Decision Making Executive Briefing	Q7 decisions due (11:59 pm)
25	Tues	17 Apr	How to Prepare 1 st Report to the Board	
26	Thur	19 Apr	Q8 Decision Making Executive Briefing	Q8 decisions due (11:59 pm)
27	Tues	24 Apr	1 st Report to the Board Presentations	1 st Report to the Board Presentation
28	Thur	26 Apr	Best Practices Presentations, Awards, Wrap-Up	Best Practices Presentation
	Tues	1 May	FINAL EXAM	
	Thur	10 May	COMMENCEMENT	