

PROBLEMS AND METHODS IN MARKETING MANAGEMENT (OEM21)

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Materials

- ◆ Notes (PPT slides)
- ◆ Readings (downloaded from UF Library)
- ◆ Business articles (TBD)

Course Objectives and Description

The assumption in this course (and program) is that you are relative novices with respect to marketing and that you will take few additional marketing courses. Thus, the course has the goal of introducing the topic of marketing while also honing your ability to make well-reasoned managerial decisions. The unfortunate move to an on-line format means that information delivery will be fully lecture-based. However, there is a discussion board that will be as active as you make it.

The business courses in the OEM program are designed to mimic the MBA experience. We will cover all the material covered in the full-time MBA core class at UF. In addition, this course includes a module on New Product Development—a topic that is particularly pertinent to engineers. In the traditional MBA program, this material is taught in a separate elective.

This course deviates further from traditional core marketing courses by adopting a strategic perspective. Whereas most core marketing courses focus on the “nuts and bolts” of classic marketing tactics (i.e., product, price, promotion, and distribution), we will emphasize issues that relate to sustainable competitive advantage. We will consider the tactical topics as well, but from a strategic perspective whenever possible. This approach should also serve you well.

Evaluation

(i) Paper (due: October 10) ~ 33%

This assignment requires that you assimilate the initial course material and prepare an analysis of your firm. At a minimum, this assignment functions as a comprehensive take-home exam. At best, it will provide you with a new (and strategic) understanding of your firm, including its shortcomings.

(ii) Quizzes ~ 66%

The quizzes provide straightforward assessments of your knowledge of the notes and readings—starting with Product Design & Development.

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center by visiting disability.ufl.edu/students/get-started. It is important for students to share their accommodation letter with their instructor and discuss their access needs as early as possible in the semester.

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluer.com/ufl/>. Summaries of course evaluation results are available to student at <https://gatorevals.aa.ufl.edu/public-results/>.

Schedule

The schedule is formatted to conform to the original plan to meet in Lake Nona. However, given the on-line conversion, you can proceed through the course at your own pace. The key benchmarks, however, are the deliverables. In other words, you need to learn the material that we normally would have covered in the August and September meetings in order to write the paper that is due on October 10; you will need to learn the material normally covered in the October 11-12 meeting in time to take Quiz 1 on November 7; and, you will need to learn the material that we normally would have covered in the November 7-8 meeting in time to take Quiz 2 on December 5.

<u>Class Dates</u>	<u>Cases/Readings</u>	<u>Class Topics</u>
August 9	HBR article: <i>Can You Say What Your Strategy Is?</i> HBR article: <i>The Coherence Premium</i>	Marketing Introduction Marketing Strategy
September 12-13	HBR article: <i>Transforming Strategy One Customer at a Time</i> HBR article: <i>Charting Your Company's Future</i> HBR article: <i>Innovation Versus Complexity</i> HBR article: <i>The Problem with Product Proliferation</i> HBR article: <i>A Practical Guide to Combining Products and Services</i> SMR article: <i>The 12 Different Ways for Companies to Innovate</i>	Segmentation Positioning Competition Product Life-Cycle
October 10-11	HBR article: <i>Performing a Project Premortem</i>	(paper due) Product Design & Dev.
November 7-8	HBR article: <i>Good-Better-Best Approach to Pricing</i> HBR article: <i>Customer Loyalty Is Overrated</i> HBR article: <i>Are You Undervaluing Your Customers</i>	Quiz 1 Pricing Advertising Branding Distribution Quality ... Loyalty
December 5		Quiz 2

Questions to Guide Analysis of Your Firm

1. How would you evaluate the sustainability of your firm's advantages and your competitors' advantages in terms of the *criteria of the resource-based view*? Be specific regarding all the criteria and sub-criteria for each advantage.
2. Create or describe a strategy for your firm, as operationalized by Collis and Rukstad. Be sure to be comprehensive and specific when separately describing your objective/scope/advantage and the subcomponents of each one. As a final portion of your answer, append and describe the activity-system map of your firm. [Figure 1]
3. Create a positioning statement for your firm. Separately highlight each of its required elements.
4. Apply the 5 phases of Customer-Centric Innovation to your firm by describing phase 1 and making recommendations for each of the other phases.
5. Given your answer to the preceding question, identify *potential errors in judgment* that could prevent you from exploiting or defending your recommendations.
6. Does your firm pass "the coherence test?" Specifically answer the questions posed in the test.
7. From the various *bases for segmentation* we noted in class, describe your firm's segmentation scheme. Then, using the illustration provided by Harrington and Tjan as an example, create a *preference profile* of the different consumer clusters you serve or a preference profile of purchasers versus end-users. [Figure 2]
8. Characterize your firm in terms of the four metrics that distinguish the product-centric from the customer-centric view. Which metrics does your firm use, and is it appropriate to do so? Why or why not?
9. Your firm presumably engages in some form of one-to-one marketing. Describe all the *tactical advantages associated with one-to-one marketing* that it does—and could—exploit.
10. On what *bases* are your firm's products positioned vis-à-vis the competition? Graphically depict the positioning of firms in your industry using a 2-dimensional *perceptual map*. [Figure 3]
11. Describe and draw a *strategy canvas* that includes your firm and its competitors. Refer to your canvas to characterize the competitive nature of your business in terms of focus and divergence. Finally, provide a compelling tagline for your firm. [Figure 4]
12. What *forces* have resulted in the *proliferation* of your product/service line? How would you gauge the complexity of your firm using the *criteria* of Gottfredson and Aspinall? How would you gauge the complexity of your firm using the *criteria* of Mocker and Ross?
13. In terms of the scheme described by Shankar, Berry, and Dotzel, which type of hybrid offering does (or would) fit your firm the best. How so?
14. Aside from product development, how else can your firm *innovate* to create value and avoid commodification? Please be specific.

You are limited to 6 pages of text (single-spaced, 1" margins, 12-point Times-Roman font), not including the four figures. Please begin your paper with a *very* brief description of your firm/unit. To reduce ambiguity, reproduce each question above your answer. (You may reproduce the questions in smaller font if length becomes a problem.) Your answers should make specific reference to the class material. Strive to indicate that you understand and have thought deeply about it. Please treat this exercise as an exam. Do not import figures from corporate documents or discuss your paper with others in this class or previous classes. Please submit your paper to the course website as a *single Word document* with your *name* on the front page.