

UNIVERSITY OF HAIFA
SCHOOL OF BUSINESS ADMINISTRATION
COURSE: MARKETING STRATEGY
GLOBAL GREEN (209.8135) + INTERNATIONAL MBA (209.4920)
PERIOD 4

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COURSE DESCRIPTION

Marketing is the process by which firms, organizations, and other agents of influence attempt to “create, communicate, deliver, and exchange offerings that have value for customers, clients, partners, and society at large” (American Marketing Association, 2013). Note that this definition applies not only to “for profit” business contexts but also to nonprofit contexts and even to the marketing of ideas themselves. In this class we will examine and discuss principles of marketing strategy that have been developed in order to increase our potential to think strategically about novel marketing problems. We will start by examining in depth the concept of customer value. Then we will learn the basic frameworks of human judgment and decision making and marketing strategy. Along the way, we will situate these concepts in the context of real world marketing problems that have been (or currently are being) faced by organizations. Given the global nature of business today, we will emphasize international contexts when possible.

OBJECTIVES

1. Learn to apply fundamental marketing concepts, definitions, frameworks and principles of human judgment and decision making to marketing strategy.
2. Use case studies and other real world examples to examine how the fundamental principles of human judgment and decision making and marketing strategy have been implemented in strategic marketing contexts. Our ultimate goal here is to extract principles from these specific examples that we can then apply to new strategic marketing problems that we may face in our own professional lives.
3. Practice analyzing marketing situations and making decisions.

LEARNING METHODS

In this class, we will learn theoretical approaches to understanding consumer behavior and marketing strategy and observe how those principles have been implemented successfully (and unsuccessfully) in the real world via case studies, videos, and in class examples. We will then use these examples to help us begin to practice thinking about marketing in new contexts that may be of interest in our own professional lives. Our ultimate goal is to extract general principles that may be broadly applicable across other cases in the future.

READING MATERIALS

Readings for class will come from chapters from textbooks, research articles, articles from the popular press, and Business School cases. You are required to do the reading for each week *before* the class session in order to be prepared to discuss the material in class.

GRADING

Attendance and participation:	10%
Case summaries:	30% (2 case write ups worth 15% each)
Group case presentation:	20%
Group presentation digital marketing:	20%
Group paper digital marketing:	20%

CLASS ATTENDANCE AND ACTIVE PARTICIPATION

Your thoughtful contributions to class discussion and constructive responses to others' discussion points are particularly important to class. Students should do the assigned readings before class and come ready to discuss them. The grading for this component will depend on the quality and not just quantity of contributions in class.

CASE SUMMARIES

Completing the two case summaries is an individual assignment and **each student should do his/her own work** on it. There are three cases for which we will have written assignments this semester (Nike and Maersk). To help you think about and process information about the cases in advance of class, you will prepare and hand over a preparation sheet that answers the case questions (posted on Moodle) and submit it to Moodle **PRIOR** to the start of the relevant class. These will be graded on the basis of the quality of the analysis. If you are not able to turn in a case assignment by the due date please contact me beforehand. Please do your own work on these assignments.

CASE PRESENTATIONS

In addition to the two “common cases” that everyone will be reading closely, students will also partner with three other classmates to present in class an additional case focusing on some aspect of marketing strategy from the list below.

1. L’Oreal in China: Marketing Strategies for Turning Around Chinese Luxury Brand Yue Sai
2. Godiva Japan: Think Local, Scale Global
3. Rosewood Hotels
4. Rebranding Godiva: The Yıldız Strategy
5. Patagonia
6. Harley Davidson
7. Glossier
8. Pokemon
9. Communispace

The group that is presenting a specific case should present it in an approximately 15-20 minute class powerpoint presentation. You will first outline a brief background of the company and then you will walk us through the major strategic considerations that are being faced by the company (i.e., the topic of the case).

GROUP PAPER AND PRESENTATION

For the final paper, you will form groups of 2-5 people. Your goal in this project is to design a digital marketing strategy for a product / cause / or idea of your choice that currently has a suboptimal digital presence. For the purpose of this assignment, the “product” can be a for profit product or a brand (either B2C or B2B) (e.g., a clothing brand, a sports team, a country or city where you want to encourage tourism), or it could also be an “entity” (e.g., an attorney, doctor, business consultant, expert in a field, college professor), or an idea (e.g., reducing screen time among children, conserving water, promoting recycling), or a cause (e.g., encouraging donation to nonprofit organization, encouraging blood donation, promoting volunteering). Please choose something that is of interest either in your own current or past business life or of intrinsic interest to the members of your group. For this project you will first closely examine the digital marketing practice of at least two companies or entities **with successful digital strategies** and summarize the main points you learned from these in 1.5 single spaced pages. You will then describe your proposed digital strategy for your chosen topic, including preparing a section on the general company background as well as your proposed digital marketing plan. A group project information sheet describing the project in greater detail will be available on Moodle during class week 2.

COURSE CONTENT

<p>1 Introduction</p>	<ul style="list-style-type: none"> ▪ Outline ▪ Culture ▪ Formation of groups
<p>2 Pricing</p>	<p>Case presentations</p> <ul style="list-style-type: none"> *Rosewood *Rebranding Godiva: The Yıldız Strategy *Godiva in Japan *Patagonia <ul style="list-style-type: none"> ▪ Customers ▪ Segmentation ▪ Brand building ▪ Brand portfolio
<p>3 Strategic positioning</p>	<p>Case presentations</p> <ul style="list-style-type: none"> *Harley Davidson *Glossier *Pokemon <ul style="list-style-type: none"> ▪ Developing marketing strategy ▪ Strategic focus
<p>4 Pricing strategy Social media</p>	<p>Case + case assignment: Ant Financial, Alipay, and the Ant Forest</p> <ul style="list-style-type: none"> ▪ Pricing strategy ▪ Stage of the product life cycle ▪ Unique value proposition
<p>5 Marketing plan</p>	<p>Read Aqualisa (note this case will also be presented in audio form in class)</p> <ul style="list-style-type: none"> ▪ Designing a strong marketing plan ▪ Components of a marketing plan ▪ Marketing research
<p>6 International marketing strategy</p>	<p>Case + case assignment: Big Data at the Gap</p> <ul style="list-style-type: none"> ▪ International marketing strategy
<p>7 Metrics, evaluation</p>	<ul style="list-style-type: none"> ▪ Innovating new value using growth strategies ▪ Using customer lifetime value models to make strategic decisions ▪ Product line management
<p>8 Presentations of group projects</p>	<ul style="list-style-type: none"> ▪ Group presentations

Summary

Meeting 1 (21/5/20)

Introduction; culture; brand communities

(28/5/20)

NO CLASS SHAVUOT HOLIDAY

Meeting 2 (4/6/20)

Strategic positioning

- *Rosewood hotels case
- *Godiva strategic case
- *Godiva in Japan case
- *Patagonia

Meeting 3 (11/6/20)

Pricing / social media

- *Harley Davidson Posse ride
- *Glossier
- *Pokemon Go

Meeting 4 (18/6/20)

Pricing strategy; social media

- ***CASE WRITE UP DUE: ANT FINANCIAL, ALIPAY, AND THE ANT FOREST**

Meeting 5 (25/6/20)

Marketing plan

- *Aqualisa case (note we will hear an audio of this case in class)

Meeting 6 (2/7/20)

International marketing strategy

- ***CASE WRITE UP DUE: BIG DATA AT THE GAP**

Meeting 7 (9/7/20)

Metrics, evaluation of strategy

Meeting 8 (16/6/20)

Presentation of group project on developing a digital marketing strategy