



SPRING 2005 – MODULE 1

MBA 626 Strategic Marketing Management

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Course Objectives	<ol style="list-style-type: none"> 1) To objectively analyze a company's competitive marketing environment, identifying critical product-market segments, trends, and competitors. 2) To objectively analyze a company's marketing competitiveness, identifying strategically important strengths and weaknesses, strategically sound opportunities, and potentially critical threats. 3) To use the above analyses to formulate strategically sound marketing plans that will delight customers profitably, thereby increase stakeholders' wealth. 4) To further develop each student's technical, interpersonal and conceptual skills now expected of MBAs in the 21st century. (See page 15) 			
Required Texts (unique for this course)	<p><i>The New Positioning</i> by Jack Trout, McGraw-Hill, ISBN 0070653283. <i>The 22 Immutable Laws of Branding (with The 11 Immutable Laws of Internet Branding)</i> by Ries and Ries, Harper-Collins, ISBN 0060007737. <i>The Marketing Game</i> by Mason and Perrault, Irwin/McGraw-Hill, 0072513802.</p>			
Required Texts Carried over From Prior Courses	<p><i>Marketing Management</i> by Kotler (your MBA606 textbook) either the 10th or 11th edition. This is for reference, to supplement the <i>Strategic Tool Handbook</i>. <i>Strategic Management: Competitiveness and Globalization, Concepts and Cases, 5th or 6th Edition</i>, by Hitt, Ireland and Hoskisson. Be sure to get <u>version with cases</u>. <i>A Plain English Handbook</i>, published by the SEC. <u>FREE</u>, just visit the SEC.gov website: http://www.sec.gov/pdf/handbook.pdf. Please be sure to print this out.</p>			
HIGHLY Recommended	<p><i>The Elements of Style</i> by Strunk and White, paperback edition. Available at most bookstores for around \$12 or so.</p>			
Prerequisites	MBA610 and MBA620			
Grading and Assignments	<p>40% (400 points) Eight quizzes on assigned reading & cases (open notebook) 30% (300 points) Individual TMG plan (100) & case analysis (150) & peer eval (50) 20% (200 points) Team TMG results (#2, #4, #6) and presentation at 50 each 10% (100 points) Team Case Presentation</p>			
Grading Scale	940 – 1000 = A 900 – 939 = A-	871 – 899 = B+ 835 – 870 = B 800 – 834 = B-	771 – 799 = C+ 735 – 770 = C 700 – 735 = C-	< 700 = F
Meeting Dates and Times	Wednesday nights 6:30 – 9:20	Note: A laptop PC is required.		

Session Overview

It takes significant commitment and practice to be a professional athlete or musician. **Likewise, it takes significant commitment and practice to master the skills that executives in world-class companies expect of MBAs.** (Please see the “Eight Skills” attachment on page 15.) I have designed this course to help you develop and enhance these critical skills. As a result, this course takes a significant amount of time. But, keep in mind that 9 hours is considered full time at the graduate level.

Please budget your time wisely.

Session	Date	Text Reading	Topics & Cases	Learning Assessment	Points
1	Jan-12	Kotler 1, 4, 10, 11, 19 STH	Review, Mktg Strategy, STP Handout on two short cases – TBD.	Quiz on assigned reading (open notebook)	50
2	Jan-19	Kotler 5 - 9, 14 - 19 Trout 1- 6, TMG 1-2 B2B case: Affymetrix (5th)	Review, Probing, ST&Positioning, Review of 4Ps, CASE: Affymetrix	Quiz on assigned reading, including case (open notebook)	50
3	Jan-26	Trout 14 – 21, TMG 1-3, 5, 6, and Appendix A B2C case: Bang & Olufsen (5th)	ST&Positioning, Branding, review of 4Ps, and TMG, CASE: B&O	Quiz on Trout & Kotler (not case) (50pts), quiz on TMG (50 pts) and individually prepared TMG plan (100 pts)	200
4	Feb-02	Ries B laws 1-11 Kotler 10, 11, 14	STP and Branding TMG#1 at 6:30, TMG#2 at 8:30	Quiz on assigned reading (open notebook) (50 pts) ALSO TMG Results for Decision #2 (50 pts)	100
5	Feb-09	Ries B laws 12-22 TMG 7, Kotler 12 STH, Assigned Case	TMG #3 at 6:30 , Assigned Case (Team Time)	Quiz on reading (50 pts), and individual analysis of assigned team case (150 pts)	200
6	Feb-16	Comprehensive, CASES: B2C McD (6th), B2B & B2C MTV vs. ChV (6 th)	TMG #4 at 6:30 CASES: [TM&TA and ethics] McD (T1), and MTV vs. Ch V (T2)	Quiz on cases (open n'book) (50 pts), Case presentation (100 x 50% = 50 points), and TMG #4 Results (50)	150
7	Feb-23	Comprehensive, CASES both B2C: Sonic (6th) and Nestle LC1(6th)	TMG #5 at 6:30, Cases: [Development] Sonic (T3) and Nestle LC1 (T4)	Quiz on cases (open n'book) (50 pts), Case presentation (100 x 50% = 50 points)	100
8	Mar-02	Comprehensive	TMG #6 at 6:30, Presentations on final decision	Presentation for TMG #6 (50 pts), Results of #6 (50 pts), and peer evaluation preparation (50 pts)	150
Total					1,000

NOTE: See page 10 for important tips on cases.

Session Highlights

Session 1 – Review – Delighting Customers Profitably, and the EFFTTM(A) Principle

- We'll start with a short quiz on the chapters assigned from the Kotler book, and the Industry Dynamic model from the Strategic Tool Handout.
- Next, we'll have an overview of the course, and review some basic marketing concepts from MBA606. We'll also review the Industry Dynamics and PLC models from MBA620.
- Next, we'll take a look at a couple of short cases. While you are reading over the short cases, I will review your student info form and assign you to one of four teams.
- After the break, we will discuss the cases and the EFFTTM(A) Principle.
- Those of you who have the latest edition (6th) of the Strategy book need to pick up a copy of the Affymetrix and B&O cases, which we'll use in sessions 2 and 3 respectively.

Session 2 – Problem Solving, the Income Statement, EPS and Stock Prices –

- We'll start the session with a short quiz that includes the chapters assigned in Kotler and Trout, and also the Affymetrix case. Also, skim chapters 1&2 in TMG, but carefully read pages 14 – 18 on the product-market segments.
- After the quiz, we'll discuss the importance of probing – the 6th P. Be sure to bring your TMG book to class, so that we can look at examples of MR reports.
- After the break, will look at the 4Ps, and tie them into the Income Statement. We'll look at examples of some actual income statements, and also at how the 4Ps roll up in TMG.
- We'll take another short break, and when we come back, we'll discuss the Affymetrix case in the context of STP, the 4Ps and probing. Note that this is a B2B company.

Session 3 – Positioning, Brand Equity and Niche Marketing – VFM Review

- Please turn in your **individual TMG plan** when you come into the classroom.
- As usual, we'll start with the two short quizzes, which includes the Trout and TMG books.
- Next, re-read the B&O case, and be ready to discuss the case after the break.
- Following the break, we will discuss the relationship between positioning, branding and product. We'll also discuss the concepts of brand equity and VFM in conjunction with the B&O case.
- After we discuss B&O, you will have some team time for your first TMG team decision.

Session 4 – STP and Branding, TMG Decisions 1 and 2 at Level 2, Research Website

- Your first two decisions are made at level 2 (see chapter 5). Your **team envelope** is due at the beginning of class. It should have the following inside: a 3.5" disk with your decision (plan) on it; a print out of your decision form (see exhibit 5A); a printed copy of your pro-forma income statement (see exhibit 6A, and pages 89 and 93), and the marketing strategy summary form (see exhibit 6B, it can be handwritten).
- We'll start with a quiz on the assigned reading in the Ries and Kotler texts.
- Next, we will briefly compare Ries' and Kotler's perspectives on branding. Since your individual case analysis is due next week, we'll also look at our course's library website for update info.
- During the break, I will run the TMG and give you the results from your first decision. You will have approximately 1 ½ hours to make your second decision, which is due at approximately 8:45 pm.
- I will run TMG and return with the results of your second decision at approximately 9:15 pm.

Session Highlights (continued)

Session 5 – More on Branding, Individual Case Analysis, and TMG Decision #3 at Level 3

- Your **TMG envelope** is due at the beginning of class. See session 4 for envelope contents. Please note that you **MUST** introduce the new product in either decision #3 or #4. I will give you a \$750 thousand reserve. You will need TWO marketing strategy forms when you decide to launch, one for each product – handwritten is fine.
- Your **individual case analysis** is also due at the beginning of class. Please put it on the table when you come in. Also, please bring a copy of your attachments to share with your team members, along with an electronic copy so that you can modify and combine your individual PowerPoint exhibits for your team presentation.
- We will start with a quiz on your assigned reading.
- Next, we'll discuss highlights of Ries book and how branding and positioning tie together.
- We'll combine break and team time for your case presentations.
- I will run TMG and we will meet back in the classroom at about 8:15.

Session 6 – Marketing Problem Solving, and TMG Decision #4 at Level 3

- Your **TMG envelope** is due at the beginning of class.
- We will start with a quiz on the two cases. Please see the tips on page 10.
- Next, team 1 will give their 15-minute presentation for McDonald's, followed by Q&A.
- We'll take a short break while team 2 sets up.
- Team 2 will give their 15-presentation for Channel V, followed by Q&A.
- During the longer break, I will run TMG to give you your results.

Session 7 – Marketing Problem Solving, and TMG Decision #5 at Level 3

- Your **TMG envelope** is due at the beginning of class.
- We will start with a quiz on the two cases. Please see the tips on page 10.
- Next, team 3 will give their 15-minute presentation for Sonic, followed by Q&A.
- We'll take a short break while team 2 sets up.
- Team 4 will give their 15-minute presentation for Nestle, followed by Q&A.
- During the longer break, I will run TMG to give you your results.

Session 8 – Final TMG marketing plan presentation and decision #6 at Level 3

- Your **TMG envelope** is due at the beginning of class.
- Your peer evaluation form is due at the beginning of class. (Excel worksheet on Blackboard.)
- Hooray! No quiz!
- Each team will give a brief presentation on their marketing plan strategy, and the rationale behind their 6th decision.
- During the break, I will run TMG and give you the results after the break.

Cases and TMG – Practice in identifying and solving problems

World-class companies expect MBAs to be problem solvers (see page 15). MBA626 and your other strategy-level classes give you practice in solving problems.

During this course, we will discuss two short cases and six longer cases. In each of these cases, we will analyze the situation and identify the company's central marketing problem(s). Once the problem is identified, we will recommend steps to resolve the problem in the context of strategic marketing concepts (STP), which are supported by the 4Ps.

In addition to using cases, we will also use *The Marketing Game*. This interactive, team-based simulation gives you practice with making marketing decisions in a competitive environment. Your team's results are a function of your decisions relative to those of competing companies. This is an excellent simulation with very realistic interrelationships among the 4Ps, and how they affect demand across six different market segments.

TMG also provides you with several standard and special purchase reports. These reports give you information on your competition and your customers. Used properly, they are excellent diagnostic tools to help you improve your performance with each decision.

Individual TMG Plan – 100 points

Prior to preparing your individual plan, you and your teammates should *tentatively* choose a primary target market from the six segments discussed on pages 14 – 18. Once your team has made this tentative decision, then you can begin working on your plan. (Please note that while you are working on your plan, you are also studying for the TMG quiz.) You will need to read chapters 1 – 3, 5, 6 and Appendix A.

Please use this format to submit your plan:

- **Cover Page** – Assignment title; your name, row and seat; your team number; honor pledge; signature; and date.
- **Marketing Plan** – About 2 ½ pages (2 min, 3 max). Use headings for each section. Double-space using 11 or 12 point font with Times New Roman, OR 10 or 11 point font with Arial. Use one-inch margins all round. Do not use a header. Put the page number in the footer. Please do not use bullets.
 - **Target Market** – Which segment did your team choose? Explain why.
 - **Positioning** – Write a positioning statement (see Kotler chapter on positioning and differentiation – page 313 in the 11th edition of Marketing Management). Write a slogan. Explain how these are relevant for your chosen TM.
 - **Product** – What specific product decisions did you make? Why? (Refer to pages 19-21, 31-34.) How much R&D costs will you incur? (See page 32.) What production quantity did you order? Why? (See pages 41-42.)
 - **Price** – What specific price decisions did you make? Why? (See pages 26-27, 37-38, and 53.)
 - **Place** – What specific place decisions did you make? Why? (See pages 21-23.)
 - **Promotion** – What promotion decisions did you make? Why? (See pp 24-26, 35-37, 53-54.)
 - **Probing** – Which marketing research reports did you order? Why? (Refer to pages 38-41, 50-51.)
 - **Expected Results** – What is your projected Net Contribution? How does that compare to the prior period? (See page 60. Your allocated budget for your first decision is on this page. Plan to spend all of your budget, but DO NOT EXCEED your allocated budget.)
- **Exhibits** – Attach a printout of your input sheet (page 59), your computer generated pro-forma financial summary (see Appendix), and your readability stats. (Exclude your coversheet in your spell-grammar check range.)

Individual Case Analysis – up to 150 points - Instructions – *Read very carefully*

Base your analysis and resulting recommendations on the situation at the time of the case. It is appropriate to use commonly known information, as well as to apply 20/20 hindsight. However, be sure to develop your analysis and recommendations based on the case.

Basic format – 2 ½ pages (2 min, 3 max) excluding cover page, bibliography and exhibits; double-spaced; 11 or 12 point font Times New Roman, OR 10 or 11 point Arial; 1” margins. Adhere to the highest standards of business communication.

Overall, use APA and Plain English documentation and writing styles. (For APA, see links below. For Business Style, see your Business Communication text, the SEC handbook, and Strunk & White.) Write in third person, using **HEADINGS (BOLD UPPERCASE)** and *subheadings (bold italics)*. Do not use bullets.

COVER PAGE– Case name; your name, seat and row; your team #; the honor pledge and your signature; and date.

COMPETITIVE ENVIRONMENT – Discuss the following, either as stated or implied in the case, derived from common knowledge, or 20/20 hindsight as revealed in your research. Refer to your exhibits in your (sub)headings.

- **Competition** – Leaders, challengers, followers, etc.
- **Industry Analyses** – industry dynamics, VFM, PLC, group mapping, etc. Discuss any relevant and appropriate analyses (show analyses as sequentially numbered exhibits, using PowerPoint)
- **Key Product/Market segments** – discuss key product/market segments (don’t ignore the “market” part of this)
- **Company Analysis** – Discuss any appropriate analyses included in your exhibits, e.g. profit margin trends.

SWOT – Based on your analysis and other info in the case (and “20-20 hindsight” from your research), concisely discuss the company’s major marketing-related SWOT.

Remember: strengths and weaknesses are internal, while opportunities and threats are external. Discuss the important and probable, versus the trivial, insignificant or unlikely.

- **Strengths** (relative to the competition and the industry’s critical success factors) – these should tie to its core marketing-related competencies... things that it does exceptionally well.
- **Weaknesses** (internal weaknesses in trends and/or relative to the competition) – These should relate to factors that are critical to the company’s success.
- **Opportunities** (things that the company is NOT doing) – look for opportunities to capitalize on strengths, or to reduce weaknesses and threats.
- **Threats** (things that can seriously jeopardize the company’s success) – what could significantly negatively affect the company’s future? Please to not list things that have low probabilities or small impacts.

CENTRAL MARKETING PROBLEM (CMP) -- Based on your analysis, concisely state the company’s strategic CMP. See the tips on page 10. For this section, just state the problem, not solutions.

RECOMMENDATIONS – What does the company need to do to resolve its CMP? Discuss your recommendation in the following sections, using subheadings. If you have two TMs, or a TM and a TA, then use a table format with two columns, and your TM or TA at the top of the column. Remember: EFFTTM(A).

- **Target/Positioning/Brand** – Who should they target to resolve the CMP? (Can be a TM and/or a TA.) Write a positioning statement [for each TM/TA]. What is your central message or recommended slogan?
- **Product/Price** – Discuss in the context of VFM. Show an exhibit with at least three points on the VFM line.
- **Promotion** – What is the best way to communicate with your TM and/or TA?
- **Place** – Discuss the logistics as applicable to your TM and/or TA.

UPDATE – report relevant events since the case. Use at least three sources from the Jackson Library (e.g. <http://library.uncg.edu/depts/ref/bibs/ba.html>). Be sure to cite the sources for key facts and figures in your paper, using APA style. See library.uncg.edu/depts/ref/handouts/apa.html and library.uncg.edu/depts/ref/biz/apa_biz.htm)

BIBLIOGRAPHY – Use APA style. You should have at least three sources from library databases. Please note: InfoTrack is a database, and Mergent Online is one source – regardless how many different times you use it.

EXHIBITS (Use PowerPoint) – Create your own charts and graphs. Please – no cutting and pasting from websites. Each exhibit should have a number and a title at the top. Cite sources in the lower left hand corner. Each exhibit should be discussed in your paper and in either a heading or a subheading. Print out with two / page option.

READABILITY STATISTICS – Run the stats on the body of your paper (not cover and bibliography). Attach.

Overview of Team Assignments and Peer Evaluation

The Marketing Game – Six team decisions, with the first two at level 2, and the last four at level 3. This is a team-based competitive marketing situation, with each team making strategic and tactical marketing decisions. Your team will choose which of six market segments to target. You will develop the marketing mix to serve your TM, (e.g. product configuration and introduction decisions) while dealing with budget constraints. You may choose to change your TM during the game.

Case Presentation – Each team will present their marketing plan to resolve a marketing problem as discussed in the cases. (Please see the tips on page 10.)

A1 – McDonald's

A2 – Channel V

A3 – Sonic

A4 – Nestle LC1

Marketing Plan Presentation – Your team will make a 15 – 20 minute presentation summarizing your first five decisions, and explaining the rationale behind your sixth decision.

Peer Evaluation – Each person will prepare an evaluation of each team member – including oneself. I combine each team's forms to calculate each person's relative peer score – above, at or below the team average. I will multiply the team's overall score by each member's percentage to calculate each person's team grade.

Preparation of the Form – You get 50 points for properly preparing the peer evaluation, demonstrating that you have given objective thought in preparing this evaluation.

The team grade (up to 300 points) is composed of the following:

1. **Case presentation** – up to 100 points (I grade, with input from class).
2. **The Marketing Game** – Up to 150 points, based on the net contribution results from decisions 2, 4 and 6.
 - a. *First place* – 50 points
 - b. *Second place* – 47 points
 - c. *Third place* – 43 points
 - d. *Fourth place* – 40 points
3. **Marketing Plan Presentation Contest** – up to 50 points, judged by members of other teams. (No one can vote for his/her own team.) Criteria include strategic soundness of plan, Q&A, quality of presentation, etc.

Example of Team Grade Calculation

Team X makes an A- (92) on the case presentation. They were in last place for decision #2, for 40 points. With decision #4, they improved significantly to second place, receiving 47 points. With the last decision, they got first place, for 50 points. Their plan presentation was the second best overall, for 47 points. In total, Team X has a raw score of 276 points.

Team member A was exceptionally strong, with a peer evaluation percentage of 106, resulting in 293 team project points. This is 98% of the available 300 points, or an A+. Team member B was good, with a peer percentage of 101, resulting in 279 team project points. Team members C and D were the two weaker members of the team, with peer percentages of 99 and 94 percent. Therefore, C got 273 points, and D got only 259 points.

General Guidelines For Written Case Analysis

Please read *carefully*

Citation of Sources – Cite sources within your paper, using APA style. Failure to cite sources is a violation of the UNCG Academic Integrity Policy. Your bibliography page should list your sources in alphabetical order. If you are not familiar with how to properly prepare a bibliography, please refer to a “how to do research” kind of textbook, or visit the Jackson Library reference desk or the course library website for help with your citations and bibliography.

Staple your paper together. Alternatively, use a small binder clip. **Please do NOT use a folder.**

Bullets - Do not use bullets except in the recommendation section of your case brief. These should be numbered in priority order (based on importance and urgency), using 1st, 2nd, etc.

Business vs. Academic Style - Follow the “KISS” principle. Remember to be clear, concise and concrete. Don’t ramble, be redundant or be vague. Avoid unnecessary details. Tactics are detailed... but not strategy. *It takes practice* to be specific yet not going into unproductive details. This course gives you practice.

Please read the attached excerpt from the *SEC Bulletin Number 7*. Additionally, refer to recommended texts for business/managerial communications, and Strunk and White’s *The Elements of Style*, and the SEC’s *A Plain English Handbook*. See the link on the library website to access this FREE handbook. Tip – print it out and refer to it often.

The Writing Center is available to help you with spelling, grammar and sentence structure. Please realize that they are NOT experts in business writing.

WRITING TIP – MS Word can help you with the “KISS” principle. Edit the settings on your TOOLS – OPTIONS, so that MS word will show readability statistics:

Counts	
Words	1214
Characters	6353
Paragraphs	82
Sentences	62
Averages	
Sentences per Paragraph	2.9
Words per Sentence	13.3
Characters per Word	4.8
Readability	
Passive Sentences	0%
Flesch Reading Ease	51.0
Flesch-Kincaid Grade Level	9.4

CAUSE ← 13.3

→ **EFFECT** 51.0

Aim for 3 to 5 sentences per paragraph, 12 to 14 words per sentence, and 4.5 to 5.5 characters per word.

Aim for 5% or fewer passive sentences, a reading ease of 50% or higher, and a grade level of 11 or lower.

Based on my professional experience, these general guidelines are helpful in all business communications.

Why? Because conciseness and simplicity aid in effective communication.

How? By being easily understood. Our goal s/b to inform, confirm and persuade, not baffle, confuse and confound. The SEC agrees (see Bulletin #7), and so does GE’s former CEO, Jack Welch (see quote on page 13)! ☺ .

General Guidelines for Slides and Presentations

Please read *carefully*

APPEARANCE – Based on commonly accepted business practices

First slide - have your company and your team member's names. Logos and pix add punch!

Text slides – Keep text slides to an absolute minimum, add pix and logos (not clip art)

- **Animate** – show one bullet at a time, tied to the speaker's comments (this helps keep your audience focused).
- **Use complete thoughts**, with *short* sentences or informative phrases
- **Avoid long bullet points** (long sentences, lengthy phrases)
- **Keep slides simple and uncluttered**. It is better to have two clear, concise slides than one cramped, wordy slide.
- **Keep the font size 20 or larger**, preferably 24 – 36.
(Exceptions can be made for charts, graphs and tables... use your own good judgment).

Numbers - ALWAYS have numbers or a graph on the slide if you discuss numbers (e.g. sales, SOM) in your comments. (It is *very* difficult to comprehend numbers without a visual aid.)

Remember – “**a picture is worth a thousand words**”! So whenever possible, use pictures, charts and graphs to support your points. The company and its competitors' websites are excellent sources of pictures and illustrations.

General

- Have a descriptive title at the top of the slide.
- List sources of key facts and figures in the lower left hand corner of the slide, using APA.

Length Of Presentation

Your presentation should be approximately 15 minutes, excluding time for Q&A. The best way to avoid exceeding your time limit is to remember to **cover the important points without getting bogged down in the details**. Your audience is familiar with the case, so you do not need to repeat the case background info... just jump right into your analysis.

Handout copies for me (please make sure it is legible)

- o Use the handout print option on the print menu, and select the two slides per page option.
- o If possible, use color ink, with “everyday” quality. (You do NOT need to use high quality, slick paper, nor a high print resolution.)
- o If you do not use color, then make sure that your B&W handout copy is legible. Sometimes, color graphics are not legible when printed in B&W, so you may need to “fiddle” with the print menu options to ensure legibility.

Miscellaneous Tips on Cases – Please read carefully

- o **Niche Marketing:** B&O and Affymetrix – Unlike mass marketer giants, such as Sony and Wal-Mart, some companies target narrow market segments. B&O sells very upscale consumer electronics, emphasizing both form and function. Affymetrix sells highly specialized scientific chips and equipment to biological researchers.
Usually, we think of niche marketers as being highly profitable. However, these two companies present quite a challenge to our objective of *delighting customers profitably!*
- o **Ethical Considerations: McDonald’s and MTV vs. Channel V** – both of these cases deal with trust. They also deal with target markets and target audiences.
When we break trust with our customers, we’ve tainted our brand’s image. In the case of McD, it relates to a relatively small consumer group. Or does it? When it comes to brand image, how important is that to stockholders and other stakeholders? Should McD consider non-beef eaters a potential customer segment? Or should it just write them off?
With MTV and Channel V, we need to look at this issue primarily from the perspective of their revenue base – the advertisers. (How about that! A marketing case about marketers marketing to other marketers!) But, we can’t ignore the viewers! So, how does all of this tie together? Write this case from the perspective of Channel V.
- o **Branding and Differentiation: Sonic and Nestle’s LC¹** – both of these cases relate to branding and positioning strategy. Be sure to relate these cases to our two strategy books: The New Positioning and The 22 Immutable Laws of Branding.
In the case of Sonic, we see a company that has strongly differentiated itself from the likes of McD and other fast food chains. So what does it need to do now in order to continue its strong growth trend?
In the Nestle case, assume that it plans to launch LC¹ in the U.S. How do you recommend it to proceed? While the ideal is to do research, develop a tentative marketing plan that Nestle could use as the basis for a test market in the U.S.

Important Note: Your TMG plan and case marketing plan are due at the beginning of class. So, avoid a late penalty by allowing plenty of time to prepare, proofread and print your assignment.

Grading Components

Grading Philosophy

“A” represents excellent or outstanding work.

“A-” or “B+” reflects very good work.

“B” represents work that meets basic graduate level expectations.

“B-” or “C+” reflects work that is somewhat below graduate level expectations.

“C” or “C-” reflects work that is clearly below graduate level expectations.

TIP – Read this syllabus very carefully. If you have questions, please call to discuss.

Why am I so “strict” on formats?

I give you formats to follow for your TMG marketing plan and your case brief. There are several reasons for this:

- 1) Many, if not most, large companies have defined formats for inputs to their strategic plans and other important documents. These might include authorization requests for capital spending, budget requests, increases in headcount, or other strategically important actions.
- 2) The formats I give are very similar to those actually used in business. You can see examples in managerial books and publications, and even in software.
- 3) The prescribed formats help organize your analysis and ensure that important elements are included in formulating your recommended strategies.
- 4) By having all students use essentially the same format, it enhances my ability to objectively evaluate the quality of your analysis.

Grading Components (Continued)

The written assignment grades reflects the following:

- 1) For Case Analysis:
 - The objectivity, appropriateness and thoroughness of your analysis
 - Correct diagnosis of the CMP.
 - The quality and quantity of your research (min = six different sources from the J. Library databases), and the proper citation of your sources in your paper, bibliography and exhibits.
- 2) The logical flow of your plan (TMG) or recommendations (for cases)
- 3) The professionalism of your report and your exhibits
 - Appearance, following prescribed format and instructions
 - Grammar, punctuation, spelling
 - Adherence to “KISS” – clear and concise
 - Other “Business Style” considerations

The team company presentation

1. Quality of the analysis and recommendations
 - The proper use of analysis tools
 - The logic and flow of your analysis and the resulting CMPs
 - The logic and flow of your recommendations (or for TMG, resulting plan decisions)
2. Professionalism
 - Appearance, animation, uncluttered and legible, illustrations, pix, graphs, etc.
 - Adequately and appropriately supported comments, clarity and conciseness, etc.
 - The quality and quantity of your research (min. 6 different sources, excluding the book)
 - Proper citation and quality of sources
 - Poise during Q&A

“Plain English Disclosure” June 7, 1999

Summary

This updates the staff legal bulletin we issued on September 4, 1998 to provide information on the plain English rule and amendments as they apply to companies filing with the Division of Corporation Finance. This rule and the amendments apply to Securities Act of 1933 registration statements filed on or after October 1, 1998.

Brief Description of the New Plain English Rule and Amendments

As of October 1, 1998, companies filing registration statements under the Securities Act of 1933 must:

- Write the forepart of these registration statements in plain English;
- Write the remaining portions of these registration statements in a clear, understandable manner; and
- Design these registration statements to be visually inviting and easy to read.

The Commission adopted new Rule 421(d) and amendments to Rule 421(b), numerous Regulation S-K and Regulation S-B item requirements, and numerous disclosure form requirements.

Rule 421(d) – The New Plain English Rule

Issuers must use plain English writing principles in the organization, language, and design of the front and back cover pages, the summary, and the risk factors section. Also, when drafting the language in these parts of the prospectus, **issuers must substantially comply with these plain English principles:**

- Short sentences;
- Definite, concrete everyday language;
- Active voice;
- Tabular presentation of complex information;
- No legal jargon; and
- No multiple negatives.

In designing these and other parts of the prospectus, issuers may include pictures, logos, charts, graphs, or other design elements so long as the design is not misleading and the required information is clear.

Amended Rule 421(b)

When writing the remaining portions of their registration statements, **issuers must use these standards:**

- Clear, concise sections, paragraphs, and sentences — using, whenever possible, short explanatory sentences and bullet lists; and
- Descriptive headings and subheadings.

In addition, **issuers must avoid**:

- Legal and highly technical business terminology; and
- Frequent reliance on glossaries or defined terms as the primary means of explaining information. Define terms in a glossary or other section of the prospectus only if the meaning is unclear from the context. Use a glossary only if it facilitates understanding of the disclosure.

Finally, **issuers should avoid**:

- Legalistic or overly complex presentations that make the substance of the disclosure difficult to understand;
- Vague "boilerplate" explanations that are imprecise and readily subject to different interpretations;
- Complex information copied directly from legal documents without any clear and concise explanation of the provision(s); and
- Repetitive disclosure that does not enhance the quality of the information.

Source: SEC Website, www.sec.gov

TIP: The essence of business communication is to follow the KISS principle – Keep it Short and Simple.

Quote from retired GE CEO, Jack Welch on being simple, clear and precise:

Frightened, nervous managers use thick, convoluted planning books and busy slides filled with everything they've known since childhood.

Real leaders don't need clutter. People must have the self-confidence to be clear, precise, to be sure that every person in their organization – highest to lowest – understands what the business is trying to achieve.

But it's not easy. You can't believe how hard it is for people to be simple, how much they fear being simple. They worry that if they're simple, people will think they're simple-minded. In reality, of course, it's just the reverse. Clear, tough-minded people are the most simple.

(As quoted by Jack Trout in The New Positioning, McGraw-Hill, 1996, page 7.)

The Eight Skills MBAs Need to Succeed in the 21st Century

TECHNICAL SKILLS

The Technology Master (TTM) – uses high tech tools to improve effectiveness and efficiency in communications, administration and operations. TTM is excellent with MS Office products, email, e-business, automated production processes, etc.

The Research Master (TRM) – understand the importance current information. In today's fast-paced global economy, we must monitor our competitors, our customers and industry trends. TRM is comfortable using the Internet to access reliable and relevant information for business, as well as staying current with IRS, SEC, OSHA and other governmental requirements.

INTERPERSONAL SKILLS

The Great Communicator (TGC) – reads with speed and comprehension and is an attentive listener. TGC communicates clearly by being concise and specific.

The Team Player (TTP) – works well with other people, and willingly helps others. TTP embraces team goals, and is considerate of others time. TTP builds trusting relationships.

The Diversity Champion (TDC) – understands the importance of avoiding group think and NIH (not invented here) syndrome. TDC works well in matrix organizations and on cross-functional teams. TDC is comfortable working with people from different cultures and subcultures, and recognizes the importance of diversity in today's global economy.

CONCEPTUAL SKILLS

The Problem Solver (TPS) – strives to correctly identify problems and develop viable solutions. TPS works to resolve conflict. Whenever possible, TPS works to be proactive, rather than reactive, by anticipating problems before they occur. TPS is willing to be an agent for change, knowing that it is natural for people to resist change.

The Project Manager (TPM) – works with people to accomplish important tasks, keeping key events on schedule. TPM is an expert at multi-tasking, and has a knack for setting the appropriate priorities... while acknowledging the likelihood that external factors may soon require that priorities must change. TPM organizes people and tasks, and is willing to jump in and help wherever needed.

The Visionary Leader (TVL) – sees opportunities and possibilities where others see obstacles and barriers. TVL sees the world as it could be – or should be. TVL is a trendsetter, yet highly ethical, believing that “actions speak louder than words”. TVL knows that sometimes it is not enough just to meet the requirements of the law. Therefore, the TVL sets high personal and company ethical standards.

SOURCES: This is an evolving document originally based on the book, [Who's Going to Run GM?](#) Subsequently, I have updated it based on analyses of actual job postings, and a research study published by the London School of Business. I design my MBA classes to help you develop and enhance these skills.

A bit about me

I spent most of my career in industry, working for three different global companies in the public accounting, utilities, transportation, food, and tobacco industries. I started as a commercial artist (part-time), switched to accounting (CPA & CMA), then to finance, and eventually to strategic planning and marketing. I got my MBA from UNCG in 1978.

I was an auditor for Peat Marwick (now KPMG), a tax accountant for RJR Foods, an internal auditor and financial manager for ITT, a SBU CFO for RJRT, and then switched to new product development, marketing strategic planning and competitive intelligence for RJRTI.

I spent two years in Geneva, Switzerland, where I was the Senior Director of Marketing Intelligence. I took early retirement from RJRTI to return to the states. I began teaching in 1998, after working on my Post Masters Certificate here at UNCG.

I am happily married to my husband of 17 years. We live in Kernersville with five cats (with one 18 years old and one 22 years old – yes, 22!). We are actively involved in our church and our community.

I love the NC mountains, and enjoy reading. I read historical novels, adventure, espionage, mysteries, biographies, F&SF, and numerous books directly and indirectly related to the Disciple Bible Study series. I am in my fourth year in this series.

My mother will be 80 in March, so wish me well as I plan a celebration for her. (Throwing parties is not one of my core competencies!)

INFO SHEET FOR TEAM ASSIGNMENTS

I will assign you to a diverse team, taking into consideration your input below. Please turn this in at the break on our first class session. Please sit in the same location each week so that I can learn your names. THANKS!

Row ___ Seat ___

(First) Name you wish to be called*

Last (Family) Name

Day phone number

Night/Weekend/Cell

Undergraduate major

School-City-Country

Work experience: Occupation(s) _____ years _____

Graduate major: __MBA __MBA-MSN __Acctg __Econ __MSITM __Other_____

I am taking _____ credit hours this semester (both modules)

I currently work approximately _____ hours per week for _____ (employer).

DEMOGRAPHICS: Gender: __M __F **Age:** __under 30 __30 – 39 __40+

I am: __a U.S. citizen __a citizen of _____

If non-US: I have lived in the U.S.A for _____ (length of time).

Reason for pursuing a master’s degree

Reason you chose UNCG

Misc. info to help me get to know you

TEAM MEETING TIME AVAILABILITY

Please check great, good or bad for each of the following times.

___Great ___Good ___Bad About 45 minutes to an hour before class

___Great ___Good ___Bad About 45 minutes to an hour after class

___Great ___Good ___Bad Saturdays

___Great ___Good ___Bad Sundays

*** Please use this name on your assignments – it will help me remember your name! Also, if it is unusual, please spell it phonetically here _____ . Thanks!**