brief course description

strategic marketing is imperative to companies’ survival and growth in the rapidly changing business environment of the 21st century. this course assumes that students have developed a basic understanding of marketing concepts and principles and have had some in-depth exposure to some of the specialized areas of marketing. it further strengthens students’ ability to perform strategic analysis and develop marketing strategies and plans. students will conduct case studies and develop marketing plans. participation in classroom discussion and group projects are essential parts of this course.

learning objectives/outcomes

this course intends for the students to be able to:
1) identify and evaluate the strategic choices confronting organizations in the marketplace,
2) undertake the situation analysis to identify and assess the environmental, firm and consumer forces that affect marketing strategies,
3) develop consumer-centered marketing strategies including planning, implementation, and control,
4) to assess how marketing strategies and planning may interface with other business functions and how they together affect business performance as a whole, and
5) appreciate the value of ethics and social responsibilities involved in marketing decisions.

measurement of learning outcomes

the means of assessing student learning outcomes includes 1) classroom discussions, 2) case studies and group projects, and 3) final examinations. first, students are expected to attend the classes and participate thoughtfully and intelligently in the discussions. students’ participation in classroom discussion will be monitored on an individual basis. second, students will conduct case studies, including scenarios analysis, identification of problems and causes, recommending solutions, developing marketing plans. third, the final examination will include a case study, which is designed to test students’ ability to independently conduct scenario analysis and develop marketing strategies and plans.
Indicative Content

Concepts & Tools
Introduction to Strategic Marketing, Planning and Strategy Concept, Use of Case Methods.

Analytical Frameworks for Strategic Market Planning

Strategic Formulation

Organisation, Implementation and Control – Developing a Marketing Plan

Teaching Method

This course consists of two sessions each week. The first session will usually be for lectures while the second one for discussions, case studies and project presentations. The lectures are based on (but not to repeat) the marketing concepts and principles that students have learned in other courses, focus on the strategic implications of marketing decisions as well as the generic and specific marketing strategies, and explore in greater depth the frameworks for strategic analysis and planning in marketing. Students will conduct case studies and present their solutions. Scenarios analysis, identification of problems, recommending solutions, developing marketing plans, and applications of marketing concepts, principles and strategies are essential parts of the case study approach. Discussion and critiquing the case studies are important for exploring alternative solutions and their merits or the lack thereof. Students are expected to attend the classes and participate thoughtfully and intelligently in the discussions. Students’ participation in class activities forms an important part of their evaluation.

Course Administration

1. It is YOUR CLASS. Class participation makes up a substantial part of your evaluation and will be monitored on an individual basis. You are expected to attend class and participate thoughtfully and intelligently in the class discussions. Those who miss more than THREE classes without in-advance notification will earn NONE of the class participation points.

2. Case presentation and discussion will be led by one of the groups formed in the class. A written case analysis and recommendations must be turned in at the beginning of the next class. Late assignments are penalized 10% per day late, up to a maximum of three days. The goal in the case analysis is to show how the company plans and/or implements marketing strategy. You may turn in your Powerpoint slides, but they must be sufficiently detailed. Your analysis should contain:
- A brief statement of the company’s situation at the time the case occurred
- A discussion of the strategy(ies) and concepts illustrated in the case
- A recommended plan of programs and actions for the company.
- You should clearly identity which course concepts are being illustrated. Your submission must be word-processed with excellent quality presentation.

3. The marketing strategy & plan is also a group effort. It is expected that each group should handle the problems about the participation of individual members at the early stage of the project. The marketing strategy & plan consists of a formal oral presentation to the class and a written report. Each group will have a total of 30 minutes to present, including Q&A (usually 20 minutes for presentation and 10 minutes for Q&A).

4. For the group project, there is no specified length for the written report, but it will probably be difficult to do a good job in less than about 15 double spaced pages (excluding exhibits and appendices). Make sure your recommendations are appropriate in both a business and an ethical sense.

5. The course delivery consists of two sessions each week. The first session will usually be used for lectures while the second one for discussions, case studies and project presentations. The lectures are not to repeat what you have learned in other courses but to emphasize the strategic elements of marketing concepts and to explore in greater depth frameworks for strategic analysis and planning in marketing. The topics and timing of specific cases and group projects may be adjusted based on class progress and student choices.

**Required Textbooks**


**Grading Scheme**
- 50% Examination
- 10% Case Study
- 10% Marketing Plan
- 20% Group Project – Case Study and Marketing Plan
- 10% Case Discussion and Class Participation

100% Total

**Academic Integrity**
You are strongly advised to follow the relevant guidelines and academic regulations stipulated here and elsewhere. Plagiarism and other forms of academic dishonesty will result in a failing grade.
MKT 355 Course Schedule (revised)

<table>
<thead>
<tr>
<th>Week/Dates</th>
<th>Topics</th>
<th>Reading</th>
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<tbody>
<tr>
<td>1: 24/1-27/1</td>
<td>Introduction to the Case Approach</td>
<td>Chap. 1-2</td>
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<td>Assignment of Individual and Group Projects</td>
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<td>2: 31/1-3/2</td>
<td>Customer- and Market-oriented Strategic Planning</td>
<td>Chap. 3-4</td>
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<td>Demonstration of a Case Study: Croft Industries</td>
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<td>3: 7/2 – 10/2</td>
<td>Forecasting and Research Case: 1) Giordano</td>
<td>Chap. 5-6</td>
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<td>10 February – Chinese New Year: No Class</td>
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<td>4: 14/2-17/2</td>
<td>Consumer and Business Markets</td>
<td>Chap. 7-8</td>
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<td>5: 21/2-24/2</td>
<td>Competition and Market Segmentation</td>
<td>Chap. 9-10</td>
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<td>24 February - Sports Day: No Class</td>
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<td>6: 28/3- 3/3</td>
<td>Differentiation, Positioning and NPD: Class Case Discussion: Giordano</td>
<td>Chap. 11-12</td>
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<td>7: 7/3-10/3</td>
<td>Foreign Market Entry and Product/Brand Strategies</td>
<td>Chap. 13-14</td>
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<td>Case Presentation: HMI Holdings</td>
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<td>8: 14/3-17/3</td>
<td>Managing Services and Pricing</td>
<td>Chap. 15-16</td>
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<td>Case Presentation: Starbucks Asia</td>
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<td>9: 21/3-24/3</td>
<td>Marketing Channels</td>
<td>Chap. 17-18</td>
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<td>Case Presentation: De Beers Asia</td>
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<td>10: 28/3-31/3</td>
<td>28 March Easter Holiday – No Class</td>
<td>Chap. 19-20</td>
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<td>IMC and Promotional Mix</td>
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<td>11: 4/4-7/4</td>
<td>Sales Force Management &amp; the Total Marketing Effort</td>
<td>Chap. 20-21</td>
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<td>Case Presentation: Sony Car Navigation</td>
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<td>12: 11/4-14/4</td>
<td>Group Project Consultation</td>
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<td>Case Presentation: Gillette Indonesia</td>
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<td>13: 18/4-21/4</td>
<td>Project Presentation: TBA</td>
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<td>Project Presentation: TBA</td>
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<td>14: 25/4-28/4</td>
<td>Project Presentation: TBA</td>
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<tr>
<td>15. 2/5 – 6/5</td>
<td>2 May Labor Day: No Class</td>
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Note: The topics and timing of specific cases and group projects may vary based on class progress and student choices.
CASE STUDY AND MARKETING PLAN

Please note this is a suggested outline. There is no single correct format for Case Analysis and Marketing Plan. Thus, you may need to modify this outline to suit your case and to make sure that you address all the relevant areas.

Part I. Case Analysis

A. Executive Summary
   1. Synopsis of the Situation and Problems
   2. Key Aspects of the Recommendations and the Marketing Plan

B. Environmental Analysis
   1. Company background and Definition of the Problem(s)
   2. Current Situation and Performance
   3. Strengths, Weaknesses, Opportunities and Threats
   4. Analyses of Customers, Markets and Competitors, etc.

C. Analysis of the Problems and Recommendation of Strategies
   1. Identification of the Specific Problems
   2. Causes of the Problems (may use analytical frameworks)
   3. Recommended Solution(s)
   4. Justifications (use strategic planning concepts and frameworks)

Part II. Marketing Plan

D. Marketing Objectives (based on recommendations)
   1. Product Profile
   2. Target Market
   3. Target Volume (Dollars or Units)

E. Marketing Strategies and Programs
   1. Product Strategy
   2. Pricing Strategy
   3. Promotion Strategy
   4. Distribution Strategy

F. Implementation, Evaluation and Control
   1. Plan of Actions and Timetable
   2. Performance Measures
   3. Evaluation Procedures
   4. Contingency Plan

G. Financial Projections
   1. Costs
   2. Sales and Revenue Estimates
   3. Profit and ROI Projections
Suggestions for Group Project: Case Study and Marketing Plan

1. Scope of the Case
You will choose the cases from the casebook, which should give sufficient information on all the relevant aspects of the case. The objective is to focus on the problem in the case as it has happened at the time and place described in the case. Although not entirely necessary, you may search for more information on the case from other sources. You can gather relevant information from many sources. These include annual reports, consultant/industry analyst reports, databases, Lingnan and other university libraries, trade and academic journals, the business press (Asian Wall Street Journal, Business Week, etc.), and so on.

2. Analyzing not Rehashing!
Be critical in your evaluations of the data you obtain. How was it collected? Is it relevant? Can you crosscheck the data through another source? What is the quality (or limitation) of the data you are using?

Analyzing means drawing your implications and evaluations, not simply repeating the information. This may require you to apply some of the concepts and analytical frameworks you have already learned. For instance, what does the piece of information mean for the company? Good news or bad ones, or maybe not relevant. Based on what type of knowledge or understanding are you drawing these implications or making such evaluations?

A critical component of your project is integrating course concepts and theory. The case study and strategic marketing plan are designed to act as a laboratory for learning how to apply the course's theory to practical problems. Failure to integrate text and lecture materials into the plan will not improve your performance.

When comparing alternatives, be sure also to indicate why you eliminate some of the alternatives. For instance, how do you know that lowering price isn't a better alternative? You may need to present the limitations of the weaker alternatives and show the pros and cons of all the alternatives, not just the pros of the one alternative you recommended.

Be sure to develop specific, actionable, and quantifiable recommendations wherever possible. For example, a recommendation to "increase advertising" or to "increase advertising by $1,000,000" is insufficient. By how much should advertising be increased? Would it be better to take the current advertising budget and reallocate it? If so, in which media? Where will the additional funds come from?

3. Format and Flow
The guidelines provided above are presented in a logical flow of ideas: from industry analysis (the "rules of the game"), to competitive analysis (assessing our relative strengths and weaknesses), to developing an actionable strategy. A good strategy plan follows this flow of ideas. Remember that simple exhibits such as graphs and charts are the most effective for summarizing information and avoiding redundancy.

Finally, remember appearance counts. That includes spell-checking, good quality typing, attractive layout, good graphics, etc. It also includes doing a final edit so that you don't repeat the same point too many times, and you do not contradict yourselves from one section of the plan to the next (Yes, this happens!).

6
4. Academic Integrity
Use a standard scheme for referencing information gathered through all sources including the electronic media such as the Internet. Be sure to cite all your sources. Failure to do this is plagiarism, which will result in a failing grade. In addition, the writing style and format will follow the guidelines explained in detail elsewhere. You may find one of the following writing guides helpful in preparing your written work.


You may find and use other similar sources such as the Chicago Style on referencing and citations.