

Daily Schedule for ICE Marketing

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Course Summary

This course is focused on the marketing discipline's first law: "Don't sell what you happen to make; make what the consumer wants to buy" [Fennell, 1978, p. 38]. I hope the material we cover will hone your ability to apply critical thinking skills to the managerial decisions that companies have asked marketers to make for decades. These decisions result in strategies that tend to fall into four buckets that comprise a company's marketing mix. The first bucket pertains to product-related strategies. Here marketers answer questions like what shall we produce. Conceptualizing marketing as the act of generating, disseminating, and responding to market intelligence will add structure to the discussions we have about how marketing can be practiced organization-wide to attain a market orientation and thereby optimize the triple bottom line for profits, people, and the planet.

Business takes place in a multifarious landscape that involves, at one point or another, several or all of the following constituents:

Participants involved in marketplace transactions, at one point or another, are multifarious: companies, competitors, consumers, channel intermediaries (agents, distributors, retailers, and wholesalers), governmental regulatory bodies, suppliers. The decisions that marketers inform and help companies make to influence these outcomes fall within the realm of the marketing mix (i.e., product, price, promotion, and place).

The of the environment are multifarious.

Thursday, October 10

Topic

- Course Outline and Midterm Launch

Objective

- To outline how our subsequent sessions will cover the broad discipline of marketing, a discipline that at its core is about information processing and decision making to optimize the triple bottom line
- To learn how you can focus on work that is grand, novel, curiosity-inducing, broad in scope, and actionable to give both the projects you dedicate time to and your career momentum out of the gate
- To enhance the degree to which you are prepared to leverage business case studies to (a) simulate the experience of decision making and (b) sharpen your critical thinking skills

Readings

- Market Orientation: The Construct, Research Propositions, and Managerial Implications [Kohli and Jaworski, 1990]
- Eager Sellers and Stony Buyers [Gourville, 2006]
- An Introductory Note on the Case Method [Haywood-Farmer, 2008]

Discussion Questions

1. What major constituents make up a company's external environment?
2. What does the term "market orientation" mean?
3. Describe the three types of information-processing activities that market-oriented companies engage in.
4. What are some potential positive and negative consequences of a market orientation?
5. In what contexts might a market orientation be less important to a company's performance?

Assignments Made

- None

Assignments Due

- Written answers to today's discussion questions (1-2 pages)
- Confirmation that you have printed and organized the readings for ICE Marketing via this survey
- Confirmation that you have had an informal discussion of the midterm project with your group members via this survey

Wednesday, October 16

Topic

- Generating Market Intelligence

Objective

-

Readings

- [1] [2]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Thursday, October 17

Topic

- Disseminating Market Intelligence

Objective

-

Readings

- [1] [2]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Wednesday, October 23

Topic

- Responding to Market Intelligence

Objective

-

Readings

- [1] [2]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Thursday, October 24

Topic

- J.C. Penney Case Discussion

Objective

- To understand why a change in J.C. Penney's pricing strategy affected its revenue and profit.
- To learn how to assess the likely effectiveness of a Hi-Lo versus EDLP pricing strategy, given a company's external environment.

Readings

- J.C. Penney's "Fair and Square" Pricing Strategy [Ofek and Avery, 2013]
- The Discipline of Business Experimentation [Thomke and Manzi, 2014]

Discussion Questions

1. According to Johnson, what should drive us to shop?
2. How bad was it for J.C. Penney in August of 2012?
3. How well does the "Fair and Square" pricing strategy fit with J.C. Penney's traditional customers and its competition?
4. Is the "Fair and Square" pricing strategy fatally flawed or was its lackluster performance a function of poor execution?
5. How should J.C. Penney proceed?

Assignments Made

-

Assignments Due

-

Wednesday, October 30

Topic

- Just Case Discussion (A)

Objective

-

Readings

- Just: Positioned to Target Mainstream Tastes? (A) [Yemen et al., 2018a]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Thursday, October 31

Topic

- Sales

Objective

-

Readings

- `[] [] [a]`

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Wednesday, November 6

Topic

- Hubspot Case Discussion

Objective

- To learn how you can use the CLV formula for targeting decisions

Readings

- Marketing Analysis Toolkit: Customer Lifetime Value Analysis
- Hubspot: Inbound Marketing and Web 2.0

Discussion Questions

1. What decision needs to be made in the Hubspot case, and what alternatives should Halligan and Shah be considering? Arrive at three alternatives, with one being to maintain the status quo.
2. Assuming a zero percent discount rate, what is the customer lifetime value of an Owner Ollie? Show your work.
3. Assuming a zero percent discount rate, what is the customer lifetime value of a Marketer Mary? Show your work.
4. Building on your answers to Q2 and Q3, if Halligan and Shah had \$100,000 to spend on customer acquisition, who should they spend it on, Ollies or Marys? Show your work.
5. What direction does your research suggest Halligan and Shah should go in? Build an argument for your decision.

Assignments Made

- Midpoint Course Evaluation (due tonight at 7:00 pm)
 - Midpoint Course Evaluation Survey
 - Pledge Survey

- Hubspot Case Report (due Wednesday, November 13)

Assignments Due

-

Thursday, November 7

Topic

- Midpoint Review and Margaritaville Project Working Session

Objective

-

Readings

- [\[1\]](#) [2]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Wednesday, November 13

Topic

- Midterm Presentations

Objective

-

Readings

- $[[[@]]$

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Thursday, November 14

Topic

- Debating the Future of American Grocery

Objective

- To debate whether disruptive, limited-assortment grocers (e.g., Aldi, Lidl) or online-only sales (e.g., Amazon.com) represent a more significant threat to traditional, legacy grocers (e.g., Kroger) in the United States over the next ten years.

Readings

- [How Hard Discounters are Disrupting the Traditional Retail Model][steenkamp-] [@]
- [Aldi to Open Multiple New Locations in Minnesota, Alabama, and North Carolina][mead-2019] [?]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Wednesday, November 20

Topic

- Starbucks Case Discussion

Objective

- To gain a better understanding of when and how companies should engage in brand activism.
- To strengthen your ability to evaluate alternatives in view of substantive decision criteria

Readings

- Brand Activism at Starbucks – A Tall Order? [Craddock et al., 2018]
- The New CEO Activists [Chatterji and Toffel, 2018]

Discussion Questions

1. What decision needs to be made in the Starbucks case, and what alternatives should Johnson be considering? Arrive at three alternatives, with one being to only use nonconfrontational tactics [see Chatterji and Toffel, 2018, p. 82].
2. What guiding principles should Starbucks use to decide among initiatives that it could pursue to improve race relations in America?

Assignments Made

- Starbucks Case Report (due Tuesday, November 26)

Assignments Due

-

Thursday, November 21

Topic

- MarieBette Case Discussion

Objective

-

Readings

- [1] [2]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Tuesday, November 26

Topic

- Black Friday Discussion

Objective

-

Readings

- [\[1\]](#) [2]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

Monday, December 2

Topic

- Just Case Discussion (B)

Objective

- To learn how to develop an in-depth strategic plan for one component of the marketing mix.
- To practice your presentation skills and receive feedback from Josh Tetrick, CEO of Just

Readings

- Just: Positioned to Target Mainstream Tastes? (B) [Yemen et al., 2018b]

Discussion Questions

1. A positioning statement captures a company's intention for a product by expressing what the company hopes consumers will think of it. Using the following sentence structure, write a positioning statement for the chicken nuggets described in the case. Further, justify the decisions you made for the elements in square brackets.

For [target market], [product name] will be the [differentiating factor(s)] compared to [competitive set] because [supporting evidence].

2. After considering the following paragraphs, develop a product, pricing, promotion, or placement strategy for the chicken nuggets described in the case. Quelch [1983] offers advice that has stood the test of time for how consumer product manufacturers can develop these strategies productively. Thus, reading Quelch [1983] and other related sources—such as those you can access in the archives of HBR—should help you work through this exercise.
 - **Product:** Taking market factors into account, define a realistic set of specifications and/or thresholds for nutritional and sensory attributes that Just's chicken nuggets need to have. What should Just name its chicken nuggets? What package size(s) and flavors should Just offer? How many stockkeeping units should the full portfolio of chicken nuggets have? What principles should guide Just's package-design decisions for its chicken nuggets? Apply these principles to determine how Just should design its packaging. What should the packaging look like, and what materials should be used to make it? Are there certain labels or claims that Just should make sure to include on the packaging?

- **Pricing:** Which pricing strategy should Just adopt for its chicken nuggets: everyday low price (EDLP) pricing, high-low pricing, or a hybrid of the two? For each stockkeeping unit of chicken nuggets that you believe Just should bring to market, what should its manufacturer suggested retail price be? What temporary price reductions should Just offer to “encourage retailers and wholesalers to increase purchase commitments and build inventories” [Quelch, 1983, p. 130], and for what package sizes should they offer these discounts? What pass-through rate should Just start negotiations at and strive to attain from retailers for the temporary price reductions they offer? When, how often, and for how long should Just offer temporary price reductions?
- **Promotion:** What advertising and social media activity should Just invest in to promote its chicken nuggets? What merchandising support (e.g., features in retailers’ weekly circulars, in-store displays) should Just aim to attain from retailers? In particular, be sure to set targets for the size, location, and timing of features and/or in-store displays. What slogan or message should Just use to promote its chicken nuggets?
- **Placement:** What retailers and regions of the United States should Just target for the launch of its chicken nuggets? Should Just plan to distribute its chicken nuggets intensively or selectively when they first hit the market? How much of Just’s focus should be on increasing market share in the retail and food-service sectors, respectively? Where in retail locations should Just aim to gain initial display space for its chicken nuggets? How many facings should Just aim to secure in a given grocery store? What restaurant types should Just target in the food-service sector: fast-food or full-service restaurants?

Assignments Made

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Assignments Due

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Tuesday, December 3

Topic

- Review for the Final Exam

Objective

- To recap the semester and work through previous years' final exams

Readings

- [2016 Fall ICE Marketing Final Exam][[link](#)]
- [2017 Fall ICE Marketing Final Exam][[link](#)]
- [2018 Fall ICE Marketing Final Exam][[link](#)]

Discussion Questions

- 1.

Assignments Made

-

Assignments Due

-

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