

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).

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Thursday, October 10

Topic

- Course Outline and Midterm Launch

Objectives

- To outline how our subsequent sessions will cover the broad discipline of marketing, a discipline that at its core is about processing information and making decisions 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 the projects you dedicate time to as well as your career momentum out of the gate

Readings

- Market Orientation: The Construct, Research Propositions, and Managerial Implications [Kohli and Jaworski, 1990]
- Eager Sellers and Stony Buyers [Gourville, 2006]
- Midterm Project Outline

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 Due

- Answers to today's discussion questions

- Print the readings for each class session of Marketing and organize them in a binder

Assignments Made

- Answers to the discussion questions for Marketing on Wednesday, October 16
- Midterm Presentation Sign-up Sheet
 - Choose a three-minute presentation slot by inputting your first name, last name, and computing ID
 - Leave your presentation title blank for now
- Group Presentation Sign-up Sheet
 - As a group, choose one of the following group presentations
 - The sign-up sheet will become available tonight at 6:00 pm
 - Each presentation can be selected by two groups

Deliverable	Due Date	Assignment	Percentage of COMM 3020
J.C. Penney Case Report	Thursday, October 31	Individual	Bonus
JUST (A) Case Report	Wednesday, November 6	Individual	Bonus
Midterm Report	Wednesday, November 13	Individual	10%
Midterm Presentation	Wednesday, November 13	Individual	5%
Hubspot Case Report	Wednesday, November 20	Individual	Bonus
Starbucks Case Report	Tuesday, November 26	Individual	Bonus
Formula Complete Fitness Presentation	Thursday, October 31	Group	5%
Hard Discounters vs. Online Orders Presentation	Thursday, November 14	Group	5%
MarieBette Presentation	Thursday, November 21	Group	5%
JUST (B) Presentation	Monday, December 2	Group	5%

Wednesday, October 16

Topic

- Generating Market Intelligence

Objectives

- To discuss how you can generate market intelligence, such as consumer insights, effectively (i.e., reproducibly, accurately, and collaboratively)
- To increase 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

- Rediscovering Market Segmentation [Yankelovich and Meer, 2006]
- Opinionated Analysis Development [Parker, 2017]
- Case Report Rubric

Discussion Questions

1. How have you personally gone about searching for people in their 30s and 40s (i.e., born between 1960 and 1989) that are likely to be susceptible to the Margharitaville brand or underserved/dissatisfied in some way that Margharitaville could address profitably with a new initiative?
2. Where has your search and those of your group members led your group? In other words, what are the most common demographic, behavioral, and attitudinal characteristics of the people that your searches have turned up?
3. What qualities (e.g., product attributes) does your group's initiative need to have for the people in your target market to be receptive to it?
4. What type of relationship do people tend to form with the product or service that your group is proposing to launch? Draw on the *gravity of decision spectrum* tool advanced by Yankelovich and Meer [2006] for your answer.

Assignments Due

- Answers to today's discussion questions
- Midterm Presentation Sign-up Sheet

- Group Presentation Sign-up Sheet

Assignments Made

- Answers to the discussion questions for Marketing on Thursday, October 17

Thursday, October 17

Topic

- Disseminating Market Intelligence

Objective

- To discuss how radical truthfulness and radical transparency can help companies and work groups create idea meritocracies that will refine the market intelligence they generate through the dissemination process

Readings

- Principles [Dalio, 2017, pp. 318-369]
 - Principles is free for iPhone users

Discussion Questions

1. Dalio [2017] argues that “radical truth and radical transparency are fundamental to having a real idea meritocracy” (p. 323). How can being radically truthful and radically transparent help a company disseminate market intelligence more effectively and efficiently?
2. Vote at least ten times on this wiki survey. Then, choose five principles from today’s reading that you are most interested in implementing with your group. Why these principles and not others that are in the reading?

Assignments Due

- Answers to today’s discussion questions

Assignments Made

- A response to the discussion question for Marketing on Wednesday, October 23

Wednesday, October 23

Topic

- Responding to Market Intelligence

Objective

- To introduce the concept of a value model and explore how you can use value models to systematize your decision-making about strategic changes to marketing-mix variables

Readings

- How to Make a Big Decision [Johnson]
 - You can access this article by searching Factiva for: `rst=nytf` and `how to make a big decision`

Discussion Question

1. What are the key advantages of creating a value model relative to making a list of pros and cons?

Assignments Due

- A response to today's discussion question

Assignments Made

"I hear and I forget. I see and I remember. I do and I understand." - Confucius

- Answers to the discussion questions for Marketing on Thursday, October 24
- A group discussion of your analysis of the J.C. Penney case before Marketing on Thursday, October 24. As you prepare for and engage in your group discussion, you might find it helpful to consider the following guidelines that Haywood-Farmer [2008] suggests adhering to:
 - Develop a thorough understanding of the case prior to your group meeting
 - Participate actively in the discussion and take your own notes (consensus is neither necessary, nor expected)
 - Set a time limit, say 30 minutes, for your discussion and stick to it

Thursday, October 24

Topic

- J.C. Penney Case Discussion

Objectives

- To begin developing your ability to argue for and against managerial decisions in a persuasive manner through deliberate practice
- To understand why a change in J.C. Penney's pricing strategy affected its revenue and profitability
- To learn how you can 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. Read the case quickly and skim through its fourteen exhibits to identify one or two high-level concerns, problems, or issues that J.C. Penney faced in August of 2012. Describe them concisely. What might have caused them, and when does a decision need to be made?
2. Re-read the case more carefully to become acquainted with facts and opinions that are relevant to the concerns, problems, or issues you identified above. As you re-read the case, catalog information presented in the case and arrange it in a systematic order from most to least important.
3. Generate and evaluate alternative courses of action for J.C. Penney.
4. How should Johnson proceed? Recommend a general action plan.
5. Reflect on the time you dedicated to preparing for today's discussion of the J.C. Penney case. How much time did you spend, and how could you develop skills that will enable you to prepare more wisely? Refer to page 3 of Haywood-Farmer [2008] for ideas.

Assignments Due

"I hear and I forget. I see and I remember. I do and I understand." - Confucius

- Answers to today's discussion questions
- A group discussion of your analysis of the J.C. Penney case before today's class. As you prepare for and engage in your group discussion, you might find it helpful to consider the following guidelines that Haywood-Farmer [2008] suggests adhering to:
 - Develop a thorough understanding of the case prior to your group meeting
 - Participate actively in the discussion and take your own notes (consensus is neither necessary, nor expected)
 - Set a time limit, say 30 minutes, for your discussion and stick to it

Assignments Made

- J.C. Penney Case Reflection (due Wednesday, October 30)
- Answers to the discussion questions for Marketing on Wednesday, October 30
- A group discussion of your analysis of the JUST (A) case before Marketing on Wednesday, October 30
- J.C. Penney Case Report (for bonus participation credit only; due Thursday, October 31)

Wednesday, October 30

Topic

- Just (A) Case Discussion

Objective

- To discuss when and how companies can overcome consumers' lay theories about product attributes (e.g., tasty = unhealthy)

Readings

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

Discussion Questions

1. Read the case and its technical note on food marketing quickly, keeping the following lay theories that consumers tend to use as rules of thumb when they make decisions about food in the back of your mind: **inexpensive = unhealthy**, **healthy = not tasty**, and **sustainable = not tasty** [Haws et al., 2017, Raghunathan et al., 2006, van Doorn and Verhoef, 2011]. Given JUST's mission to "develop better-tasting, healthier, and more sustainable foods from plants, then distribute them intensively across a wide variety of grocery and food retail stores at an affordable price" [Yemen et al., 2018a, p. 2], these lay theories present obstacles that need to be circumvented. Take ten minutes to free write about them. That is, write without regard to grammar, sentence structure, or spelling, and leave your response to this question unpolished after ten minutes is up. This activity should increase your understanding of the topics and get your ideas flowing.
2. Is JUST Mayo radically better than other mayonnaise in terms of its tastiness, affordability, healthiness, and sustainability? How does it fare against market-share leaders on these product attributes? Answering these questions will require you to collect data and, therefore, to go beyond the information presented in the readings. Focus on **one** product attribute in your response (the choice is yours), get creative, and be resourceful.
3. Given your responses to Q1 and Q2, what trade-offs and realities should JUST's team be conscious of as they work to increase consumers' perceptions of JUST Mayo along the product attributes of tastiness, affordability, healthiness, and sustainability. As [Porter, 1996] describes, "a trade-off means that more of one thing necessitates less of another" (p. 68). Exposing the trade-offs and relative (dis)advantages

that exist in a product category is the first step to uncovering the unique competitive position that a company should strive for.

4. What characteristics does JUST Mayo need to have for it to carve out real estate in consumers' minds as the best tasting, most affordable, healthiest, and most sustainable mayonnaise in the grocery store? In particular, focus on how JUST could lay claim to this ideal competitive position by making additional changes to JUST Mayo's packaging. If your analysis suggests that this ideal competitive position is *not* achievable, focus on making changes to JUST Mayo's packaging that will highlight product attributes that JUST *can* hang its hat on.

Assignments Due

- J.C. Penney Reflection
- Answers to today's discussion questions
- A group discussion of your analysis of the JUST case before today's class

Assignments Made

- JUST Case Reflection (due Thursday, October 31)
- Answers to the discussion questions for Marketing on Thursday, October 31
- JUST Case Report (for bonus participation credit only; due Wednesday, November 6)

Thursday, October 31

Topic

- Formula Complete Fitness Presentations

Objective

- To segment the male UVA student population, identify a target market for Formula Complete Fitness, and determine how Formula can serve this market more effectively

Readings

- None

Discussion Questions

Formula Complete Fitness is a treadmill studio that offers group exercise classes to the Charlottesville community from its location on the corner of Preston Avenue and 10 Street NW. At least 75 percent of its clients are female, and Formula is interested in increasing the number of male UVA students that make use of its classes. In an effort to help Formula increase its reach, sift through the UVA student population for males that are likely to be susceptible to the group fitness classes that Formula offers or are underserved/dissatisfied in some way that Formula could address profitably.

1. How did you conduct your search and where did it lead you? In other words, what are the most common demographic, behavioral, and attitudinal characteristics of the students that your search turned up?
2. What qualities (e.g., product attributes) does a fitness class need to have for the male students in your chosen target market to be receptive to it?
3. Develop a brief action plan that Formula could implement to reach your chosen target market more effectively.

Assignments Due

- JUST Case Reflection
- Answers to today's discussion questions
- J.C. Penney Case Report (for bonus participation credit only)
- Formula Complete Fitness Presentation (for presenting groups only)

Assignments Made

- Midpoint Course Evaluation (due on Wednesday, November 6 at 7:00 pm)
 - Midpoint Course Evaluation Survey
 - Pledge Survey
- Answers to the discussion questions for Marketing on Wednesday, November 6
- A group discussion of your analysis of the Hubspot case before Marketing on Wednesday, November 6

Wednesday, November 6

Topic

- Hubspot Case Discussion

Objective

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

Readings

- Hubspot: Inbound Marketing and Web 2.0 [Steenburth et al., 2017]
- Marketing Analysis Toolkit: Customer Lifetime Value Analysis [Steenburth and Avery, 2017]

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 Due

- Answers to today's discussion questions
- A group discussion of your analysis of the Hubspot case before today's class
- JUST Case Report (for bonus participation credit only)

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

Assignments Made

- Hubspot Case Reflection (due Thursday, November 7)
- A response to the discussion question for Marketing on Thursday, November 7
- Hubspot Case Report (for bonus participation credit only; due Wednesday, November 20)

Thursday, November 7

Topic

- Midpoint Review and Margaritaville Project Working Session

Objective

- To work on developing action plans for IIP 3 of the Margaritaville project that are seamless and concrete

Readings

- Interdisciplinary Project Project Description

Discussion Question

How should Margaritaville implement your recommendation, and how did you arrive at these implementation choices? IIP 3 asks you to form a well-reasoned answer to this question that spans the four elements of the marketing mix.

Rather than have separate paragraphs or sections for each of the four Ps, the action plan you advance in your IIP 3 Client Report should be *seamless*. As is true for inter-disciplinary curriculum in business schools, the best action plans are integrated. What does this mean practically? You should think of the marketing mix as a framework you can use to create a comprehensive action plan. However, it would be a mistake to let the framework silo your thinking or the structure of your output. Again, you should *not* separate your action plan into four paragraphs or sections, one for each element of the marketing mix. Instead, describe how M'ville should bring your initiative to market by weaving specifications for elements of the marketing mix into a holistic action plan seamlessly.

You might find it helpful to think of yourself and your group members as composers of orchestral music and the four Ps as wind, string, percussion, and brass instruments. Similar to how orchestral writers produce scores that unify these instruments, your task is to produce an action plan that unifies the four Ps. Orchestral writers produce music that a sequence of solos would fall far short of. As a result, symphonies are greater than the sum of their parts. Analogously, you should strive to combine elements of the marketing mix synergistically. As a result, your action plan will be greater than a sum of the four Ps.

The best action plans are also *concrete*. What does this mean practically? You should not leave statements like “we think the line of Margaritaville toasters that we are proposing should enter the market at a high price” undefined. What is a *high* price? In this case, you need to assign dollar values to the individual toasters

that you think should be launched, using cogent reasoning, in order for your action plan to carry weight. No matter the marketing-mix variable, try to bring your recommendations to life by pushing your analysis beyond the abstract. The action plan you develop should unambiguously describe what your initiative would look like in the market and get as close to reality as possible.

Come to class having individually written at least a page of new ideas for your group's action plan. Strive to describe how Margaritaville should implement your recommendation, and how you arrived at these implementation choices, both seamlessly and concretely. In class, your group will be given time to share your ideas with one another, offer constructive feedback, and make progress on your IIP 3 Client Report.

Assignments Due

- A response to today's discussion question

Assignments Made

- None

Wednesday, November 13

Topic

- Midterm Presentations

Objective

- To apply the skills we are developing in Marketing to a real-life situation, such that you end up turning consumer/customer data into significant, actionable, interesting, novel, and broad insights for The Juice Laundry

Readings

- Midterm Project Outline

Discussion Questions

- None

Assignments Due

- Midterm Report
- Midterm Presentation

Assignments Made

- Answers to the discussion questions for Marketing on Thursday, November 14

Thursday, November 14

Topic

- Hard Discounters vs. Online Orders Presentations

Objective

- To debate whether retail disruptors (e.g., Aldi, Lidl) or online orders (e.g., via Instacart, Prime Now, Walmart.com) represent a more significant threat to legacy grocers (e.g., Kroger, HEB) in the United States over the next ten years

Readings

- How Hard Discounters are Disrupting the Traditional Retail Model [Steenkamp and Sloat, 2018]
- How a Cheap, Brutally Efficient Grocery Chain is Upending America's Supermarkets [Meyersohn]
- Walmart Tops US Online Grocery Market, with 62% More Customers Than Next Nearest Rival [Perez]
- Kroger Brings in Robots to Take on Amazon [Halzack]

Discussion Questions

1. What factors weigh most heavily on consumers' grocery shopping habits in the United States?
2. Compare and contrast hard discounters and online orders with legacy grocers. What are the most important ways in which these three classes of trade differ from one another?
3. Based on today's readings, build an argument for or against the following statement:

Compared to online orders (e.g., Instacart, Prime Now, Walmart.com), retail disruptors (e.g., Aldi, Lidl) represent a more significant threat to legacy grocers (e.g., Kroger, HEB) in the United States over the next ten years.

Assignments Due

- Answers to today's discussion questions
- Hard Discounters vs. Online Orders Presentation (for presenting groups only)

Assignments Made

- Answers to the discussion questions for Marketing on Wednesday, November 20
- A group discussion of your analysis of the Starbucks case before Marketing on Wednesday, November 20

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 engage in brand activism on the topic of race relations in America nonconfrontationally [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? Define and rank the guiding principles you arrive at cogently.

Assignments Due

- Answers to today's discussion questions
- Hubspot Case Report (for bonus participation credit only)

Assignments Made

- Starbucks Case Reflection (due Thursday, November 21)
- Starbucks Case Report (for bonus participation credit only; due Tuesday, November 26)

Thursday, November 21

Topic

- MarieBette Presentations

Objectives

- To learn more about African American history in Charlottesville
- To explore whether and, if yes, how MarieBette should honor local figures in its 2020 Black History Month Instagram Campaign

Readings

- MarieBette's 2019 Black History Month Instagram Campaign
- Available at <https://www.instagram.com/mariebettecafe> and documented here

Discussion Questions

1. Visit MarieBette on Rose Hill Drive to get first-hand experience as a customer. In class on Thursday, October 10, you will be given a \$10 gift card that you can use to subsidize at least part of your purchase. During or after your visit, reflect on your experience by free writing for 15 minutes.
2. Visit The Jefferson School African American Heritage Center to learn more about African American history in Charlottesville. During or after your visit, reflect on what you learned by free writing for 15 minutes.

Assignments Due

- Starbucks Case Reflection
- Answers to today's discussion questions
- MarieBette Presentation (for presenting groups only)

Assignments Made

- Answers to the discussion questions for Marketing on Tuesday, November 26

Tuesday, November 26

Topic

- Under Armour Case Discussion

Objective

- To prepare for the final exam by working through the 2017 ICE Marketing final exam for Blocks 5 & 6

Readings

- 2016 Fall ICE Marketing Final Exam
- 2017 Fall ICE Marketing Final Exam

Discussion Questions

1. Spend four hours or less writing a case report for the 2017 final exam. What components of your case report came easiest/hardest to you? Was it collecting data that might be relevant to making a decision; identifying and stating one or two high-level concerns, problems, or issues; identifying and evaluating alternatives; or designing an action plan? Take ten minutes to free write about the process you engaged in. (You can keep the case report you generate for your own records.)
2. How could you further hone your decision-making and written communication skills between now and the final exam period to help you reach your full potential? Refer to page 3 of Haywood-Farmer [2008] for ideas.

Assignments Due

- Answers to today's discussion questions
- Starbucks Case Report (for bonus participation credit only)

Assignments Made

- A response to the discussion question for Marketing on Monday, December 2

Monday, December 2

Topic

- Just (B) Presentations

Objective

- To engage in the process of developing a positioning statement and in-depth action plan for a new-to-the-world product

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

Assignments Due

- A response to today's discussion question
- JUST (B) Presentation (for presenting groups only)

Assignments Made

- Answers to the discussion questions for Marketing on Tuesday, December 3

Tuesday, December 3

Topic

- 1-800-Flowers.com Case Discussion

Objective

- To prepare for the final exam by working through the 2018 ICE Marketing final exam for Blocks 5 & 6

Readings

- 2018 Fall ICE Marketing Final Exam

Discussion Questions

1. Spend four hours or less writing a case report for the 2018 final exam. What components of your case report came easiest/hardest to you? Was it collecting data that might be relevant to making a decision; identifying and stating one or two high-level concerns, problems, or issues; identifying and evaluating alternatives; or designing an action plan? Take ten minutes to free write about the process you engaged in. (You can keep the case report you generate for your own records.)
2. How could you further hone your decision-making and written communication skills between now and the final exam period to help you reach your full potential? Refer to page 3 of Haywood-Farmer [2008] for ideas.

Assignments Due

- Answers to today's discussion questions

Assignments Made

- None
 - Because you're done! You made it!! Congratulations!!!

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