

## Daily Schedule for ICE Marketing



# Contents

<b>Course Summary</b>	<b>7</b>
<b>Thursday, October 10</b>	<b>9</b>
Topic . . . . .	9
Objective . . . . .	9
Readings . . . . .	9
Discussion Questions . . . . .	9
Assignments Made . . . . .	10
Assignments Due . . . . .	10
<b>Wednesday, October 16</b>	<b>11</b>
Topic . . . . .	11
Objective . . . . .	11
Readings . . . . .	11
Discussion Questions . . . . .	11
Assignments Made . . . . .	11
Assignments Due . . . . .	11
<b>Thursday, October 17</b>	<b>13</b>
Topic . . . . .	13
Objective . . . . .	13
Readings . . . . .	13
Discussion Questions . . . . .	13
Assignments Made . . . . .	13
Assignments Due . . . . .	13
<b>Wednesday, October 23</b>	<b>15</b>
Topic . . . . .	15
Objective . . . . .	15
Readings . . . . .	15
Discussion Questions . . . . .	15
Assignments Made . . . . .	15
Assignments Due . . . . .	15
<b>Thursday, October 24</b>	<b>17</b>
Topic . . . . .	17
Objective . . . . .	17
Readings . . . . .	17
Discussion Questions . . . . .	17
Assignments Made . . . . .	17
Assignments Due . . . . .	17

<b>Wednesday, October 30</b>	<b>19</b>
Topic . . . . .	19
Objective . . . . .	19
Readings . . . . .	19
Discussion Questions . . . . .	19
Assignments Made . . . . .	19
Assignments Due . . . . .	19
<b>Thursday, October 31</b>	<b>21</b>
Topic . . . . .	21
Objective . . . . .	21
Readings . . . . .	21
Discussion Questions . . . . .	21
Assignments Made . . . . .	21
Assignments Due . . . . .	21
<b>Wednesday, November 6</b>	<b>23</b>
Topic . . . . .	23
Objective . . . . .	23
Readings . . . . .	23
Discussion Questions . . . . .	23
Assignments Made . . . . .	23
Assignments Due . . . . .	24
<b>Thursday, November 7</b>	<b>25</b>
Topic . . . . .	25
Objective . . . . .	25
Readings . . . . .	25
Discussion Questions . . . . .	25
Assignments Made . . . . .	25
Assignments Due . . . . .	25
<b>Wednesday, November 13</b>	<b>27</b>
Topic . . . . .	27
Objective . . . . .	27
Readings . . . . .	27
Discussion Questions . . . . .	27
Assignments Made . . . . .	27
Assignments Due . . . . .	27
<b>Thursday, November 14</b>	<b>29</b>
Topic . . . . .	29
Objective . . . . .	29
Readings . . . . .	29
Discussion Questions . . . . .	29
Assignments Made . . . . .	29
Assignments Due . . . . .	29
<b>Wednesday, November 20</b>	<b>31</b>
Topic . . . . .	31
Objective . . . . .	31
Readings . . . . .	31
Discussion Questions . . . . .	31
Assignments Made . . . . .	31
Assignments Due . . . . .	31

<b>Thursday, November 21</b>	<b>33</b>
Topic . . . . .	33
Objective . . . . .	33
Readings . . . . .	33
Discussion Questions . . . . .	33
Assignments Made . . . . .	33
Assignments Due . . . . .	33
<b>Tuesday, November 26</b>	<b>35</b>
Topic . . . . .	35
Objective . . . . .	35
Readings . . . . .	35
Discussion Questions . . . . .	35
Assignments Made . . . . .	35
Assignments Due . . . . .	35
<b>Monday, December 2</b>	<b>37</b>
Topic . . . . .	37
Objective . . . . .	37
Readings . . . . .	37
Discussion Questions . . . . .	37
Assignments Made . . . . .	38
Assignments Due . . . . .	38
<b>Tuesday, December 3</b>	<b>39</b>
Topic . . . . .	39
Objective . . . . .	39
Readings . . . . .	39
Discussion Questions . . . . .	39
Assignments Made . . . . .	39
Assignments Due . . . . .	39



# 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

- [] [] [ @ ]

## 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-] [a]
- [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

•

## Assignments Due

•

# 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

-





# Bibliography

- Aaron K. Chatterji and Michael W. Toffel. The New CEO Activists. *Harvard Business Review*, 96(1): 78 – 89, 2018. URL <http://proxy01.its.virginia.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=126916198&site=ehost-live&scope=site>.
- Jenny Craddock, Jeffrey P. Boichuk, Luca Cian, and Bidhan L. Parmar. *Brand Activism at Starbucks—A Tall Order?* Darden Business Publishing, Charlottesville, VA, 2018.
- Geraldine Fennell. Consumers’ Perceptions of the Product-Use Situation. *Journal of Marketing*, 42(2):38 – 47, 1978. URL <http://proxy01.its.virginia.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=4997002&site=ehost-live&scope=site>.
- John T. Gourville. Eager Sellers and Stony Buyers. *Harvard Business Review*, 84(6):98 – 106, 2006. URL <http://proxy01.its.virginia.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=20773214&site=ehost-live&scope=site>.
- John Haywood-Farmer. *An Introductory Note on the Case Method*. Ivey Publishing, London, ON, 2008.
- Ajay K. Kohli and Bernard J. Jaworski. Market Orientation: The Construct, Research Propositions, and Managerial Implications. *Journal of Marketing*, 54(2):1 – 18, 1990. URL <http://proxy01.its.virginia.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=9602205182&site=ehost-live&scope=site>.
- Elie Ofek and Jill Avery. *J.C. Penney’s “Fair and Square” Pricing Strategy*. Harvard Business School Publishing, Boston, MA, 2013.
- John A. Quelch. It’s Time to Make Trade Promotion More Productive. *Harvard Business Review*, 61(3): 130 – 136, 1983. URL <http://proxy01.its.virginia.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=3868168&site=ehost-live&scope=site>.
- Stefan Thomke and Jim Manzi. The Discipline of Business Experimentation. *Harvard Business Review*, 92(12):70 – 79, 2014. URL <http://proxy01.its.virginia.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=99619513&site=ehost-live&scope=site>.
- Gerry Yemen, Jeffrey P. Boichuk, and Luca Cian. *Just: Positioned to Target Mainstream Tastes? (A)*. Darden Business Publishing, Charlottesville, VA, 2018a.
- Gerry Yemen, Jeffrey P. Boichuk, and Luca Cian. *Just: Positioned to Target Mainstream Tastes? (B)*. Darden Business Publishing, Charlottesville, VA, 2018b.