

Marketing Strategy Management - 3-109-17A.H2019

H2019

A01

Presentation

Description

Operationalization of the concepts previously developed within the courses offered in the Marketing Concentration of the BBA program. As a team, students plan and execute the launch of a new product in a simulated market environment: Marketplace Live simulation (<http://www.marketplace-simulation.com>). ;

Students in the course will experience how to use the following concepts to make decisions in a simulated market marketplace: - the Marketing Concept; - the notion of Strategic Marketing; - strategic planning and marketing planning; - analysis of competition; - the launch of new products; - management of product lines; - distribution management; - pricing of products; - management of communication and sales; - control of marketing activities.

Themes

- 1 - the Marketing Concept;
- 2 - the notion of Strategic Marketing;
- 3 - strategic planning and marketing planning;
- 4 - analysis of competition;
- 5 - the launch of new products;
- 6 - management of product lines;
- 7 - distribution management;
- 8 - pricing of products;
- 9 - management of communication and sales;
- 10 - control of marketing activities.

Objectives

The general objective of the Marketing Strategy Management course is to “operationalize” the concepts developed in the courses offered in the Marketing major of the Bachelor’s degree in Business Administration.

Students will apply the following concepts:

- the marketing concept
- the concept of strategic marketing
- strategic planning and marketing planning
- competitive analysis
- new product launch
- product line management
- distribution management

- product pricing
- communications and sales activities
- the control of marketing activities

In addition, the pedagogical approach applied in this course is specifically intended to develop and/or strengthen:

a) skills such as:

- group decision-making, meaning negotiations between members of the same given organization;
- the ability to take responsibility for the results of decisions when reporting on them to an immediate superior;
- making oral presentations on a business plan;
- planning work and time management.

b) a sense for and an interest in topics such as:

- business;
- the entrepreneurial mindset and calculated risk;
- business ethics.

c) knowledge such as:

- preparing a marketing plan.

Learning Strategy

To help us apply the different models and concepts taught in your other courses, this course uses a computer simulation called Marketplace Live. Teams of students will have to make marketing decisions with implications for their company's finances. **THE SIMULATION SCENARIO IS AS FOLLOWS:** Students are to set up a new marketing division for a large, international electronics firm. Their division will be responsible for introducing a new line of microcomputers in Asia, North America and Europe. All the teams will start the simulation with exactly the same resources and the same information on the market. Students will be responsible for market research, product development (brand design), pricing, advertising planning (ad design), media placement, managing sales offices and the profitability of their division.

Contact Information

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Learning Material

Bibliographic Resources

Cadotte, Ernest R . «**The Management of strategy in the marketplace**» , University of Tennessee, Knoxville College of Business Administration in cooperation with UTK Division of Continuing Studies and Distance Education
[Book]

Best, Roger J . «**Market-based management**» , Pearson
ISSN: 0130387754
[Book]

Complementary Bibliographical Resources

Brunet, Johanne . «**Marketing management**» , Chenelière éducation
ISSN: 9782765072515
[Book]

- Marketing Management, 2nd edition, Chenelière Éducation. (Required textbook for the Marketing Management 2-100-17A course at HEC Montréal)
- Chapter 2: Marketing Process, is available as a PDF file for class 1, in the Course organization menu

Miscellaneous Resources

Tools

IMPORTANT

IMPORTANT: A license for MarketPlace Live must be bought from Coop HEC Montréal. (Do NOT buy on-line, even if offered!)

IMPORTANT

Evaluations

IMPORTANT

Your main duty: attending class

According to the [School's rules](#), students are expected to attend classes (or course activities). Instructors are not required to provide any additional help or adapt courses or evaluations due to a student's absence.

Intellectual integrity: everybody wins!

Note that any evaluation may be run through software analysis to detect similarities. Find out how to avoid plagiarism and be careful when working on group assignments and co-operating with other students outside the classroom. [For more information on intellectual integrity.](#)

Exams: things to check before the big day

1. Make sure your student card is valid. [For more information](#)
2. Check the exam time and location on [HEC en ligne](#).
3. Find out what materials you are allowed to bring into the exam, on your [course's site](#).
4. Is your calculator the approved type? [For more information...](#)

1 - Individual Quiz (15%)

Location: In class

Submission: Paper

Term: Written

Work Mode: Individual

Description

Students will be given an individual quiz on the simulation material (the Help File) in class 3. The quiz will consist of multiple-choice questions on the eight quarters in the simulation (Q1 to Q8). The simulation material to be studied for the quiz can be found in the simulation itself (see the “?” symbol) and also under the tab, “Teaching materials.”

2 - Presentation of a summary business plan (15%)

Location: In class

Submission: Paper / Electronic

Term: Oral / Written

Work Mode: Team

Description

These results depend upon the quality of your teamwork. Hence, it is important to choose team mates you will be able to work well with. Teams will be finalized in the 2nd session of the course. The student is responsible for finding a team, but the team is subject to the professor's approval. Students will be evaluated individually on the basis of their personal contribution to the team's work, and this weight will be

communicated to the instructor by means of a signed form, for every one of the four team evaluations noted in the syllabus. **Important:** The professor has the right to increase the penalty of a student according to his /her judgement about the student's attitude during the evaluation.

This first orientation report will be made orally to the professor (lasting about **10 minutes**, depending on the number of students and teams). You are advised to make use of the information in the teaching materials (PDF files on analyzing business opportunities, the summary business plan, and marketing planning and control). You should focus on the company's first year of operations.

The purpose of this first report is to familiarize yourself with your company. As you can see in the text on the summary business plan, it is important to introduce the company's executives. You must also understand its business model. To a large extent, your plan will focus on marketing considerations, i.e., recognizing market segments and selecting target(s) to reach with the help of marketing tactics. Needless to say, these tactics will be the ones you can control in the simulation. This summary business plan must take into account the company's financial resources – although you are not asked to prepare a detailed plan, you must identify your company's main financial constraints in order to plan properly. Generally speaking, these constraints are presented in the form of a budget. You will find an outline of a summary business plan in the readings on this topic in the teaching material.

The presentations will be evaluated in part on their relevance and clarity, as well as on their dynamic approach and the judicious use of supporting material (your presentation will be supported by PowerPoint slides, of which **you must submit a printed copy (2 slides per page) to the professor at the time of your presentation**). Remember that you have only 10 minutes, and that an AVERAGE of one minute per slide is recommended. This will give you the optimal number of slides.

A schedule with the availability of the Chair of the Board of Directors will be passed around in the 3rd class, so that you can schedule a time for your team presentation, during the 4th class.

The grade will be assigned for group effort. However, students will be evaluated individually on the basis of their personal contribution to the team's work. To do this, students will weight the grade obtained by the team. Each student must communicate this weighting to their instructor by means of a signed form (available in Zone Cours).

3 - Preparation of a marketing plan (2nd year) (30%)

Location: At home

Submission: Paper / Electronic

Term: Written

Work Mode: Team

Description

You presented a summary business plan with a section on your company's marketing strategy and tactics at the start of the simulation. Your plan was confronted with reality when the time came to make your first decisions. Now you will very probably have to revise or adjust your marketing strategy and plan.

In addition to briefly examining operational factors like the presentation of your company (name, organization chart, etc.) and its officers (the President and CEO and the VPs – the specific roles of VPs will depend on the type of organization chosen), this presentation will cover strategic considerations, i.e. the choice of a market approach strategy (mass marketing, differentiated marketing or niche marketing), positioning and the marketing mix(es) planned to meet the needs identified. For tactical considerations, focus on those you can control in the simulation.

You must submit a printed document of AT MOST 15 pages (1.5 spacing on 8 1/2 x 11” sheets, Times New Roman 11 font), not including appendices. The appendices may not be more than 10 pages. Any additional page of text or appendices will not be read or evaluated. You may not trade off pages in the text for pages in the appendices or vice versa. If necessary, two points will be deducted for each day the assignment is late (see "Class Schedule" in Resources, for due dates and times).

Plans will be evaluated in part on the relevance and clarity of the chosen strategy and tactics.

The grade will be assigned for group effort. However, students will be evaluated individually on the basis of their personal contribution to the team’s work. To do this, students will weight the grade obtained by the team. Each student must communicate this weighting to their instructor by means of a signed form.

4 - Company performance (according to the Marketplace Balanced Scorecard) (20%)

Work Mode: Team

Description

Each company’s performance will be evaluated using a balanced scorecard produced by MarketPlace. A total cumulative score will be calculated for each team, based on its financial performance, market performance, marketing effectiveness, investment in the future, and wealth creation for the parent company. The professor reserves the right to weight these evaluations heavier or lighter and to compare industries with one another.

The grade will be assigned for group effort. However, students will be evaluated individually on the basis of their personal contribution to the team’s work. To do this, students will weigh the grade obtained by the team. Each student must communicate this weighting to their instructor by means of a signed form.

This grade will also reflect students’ in-class participation in team meetings with the professor (classes 5, 6, 9, 10 and 11 – corresponding with decisions for Quarters 3, 4, 6, 7 and 8). Unjustified absences will be penalized as follows: 1 point deducted for each non-justified absence (no medical certificate). For example, if a team earns a Company Performance score of 16 out of 20, a student who was absent from one meeting would have a Company Performance score of 15 (16-1). Absences may be justified only by submitting a medical certificate to the instructor.

5 - Performance analysis (oral presentation + PPT) (10%)

Location: In class

Submission: Paper / Electronic

Term: Written

Work Mode: Team

Description

During our last session, every team will present its results to the class in turn. It is important to describe the evolution of the company, key decisions and reasons for success or failure, and what the team members learned from the simulation. (Presentations are to last 10 minutes.) **The printed PowerPoint document is to be given to the professor (2 slides per page) at the beginning of the presentation.**

All students on the team are required to be present at the front of the class for the presentation, however, there is no obligation for everyone to speak.

An absent student with a justified reason (doctor's note, confirmed job interview, participation in a HEC Montréal competition with confirmation from the supervising professor) or without a justified reason during the presentation of their team will be penalized and will lose 2.5 points of the score obtained by the team for the work. The student will be able to partially recover these points by producing an essay of 5 pages (spacing 1 and 1/2, with font of 12 points) to answer the following question: "What are the qualities of the best oral presentation of the results of a marketing team to the senior management of a company?"

The grade will be assigned for group effort. However, students will be evaluated individually on the basis of their personal contribution to the team's work. To do this, students will weight the grade obtained by the team. Each student must communicate this weighting to their instructor by means of a signed form.

6 - Presence and Participation – team meetings with Professor - Decisions for quarters 3, 4, 6, 7 and 8 (7.5%)

Location: In class

Term: Oral

Work Mode: Individual

Description

Individual team meetings with the "Chairman of the Board" (Professor) are important. It is a chance for you to present your strategy and tactics for the coming quarter. Decisions are due the same day as the team meetings. It is imperative that you are present and participate in these meetings. In addition to being physically present, you should be well prepared for your team's next decision so that we can use our time together productively. Thus, 1.5 points are allocated for each meeting (Quarters 3, 4, 6, 7 and 8).

In the case of a justified absence, you will receive the average of your other 4 participation grades, so that the total points are still out of 7.5. (For example, if you miss one meeting, but received 1 point for your other meetings, you will receive 1 point for the meeting that you missed.) Justified absences include: (1) missing a meeting due to sickness, which requires a medical certificate/doctor's note at the next class period and (2) employment interviews, participation in case competitions with HEC Montréal, required attendance at embassies or Canadian visa/citizenship events, or other required school activities as the professor deems acceptable, however, these **MUST BE** verified in advance of the meeting that you will miss.

Finally, your total points (out of 7.5) will depend on both your presence and participation. Possible points for a given meeting are as follows:

- High participation: 1.5 point
- Positive participation : 1 point
- Low participation: 0.5 point

- Absent or Negative Behaviour : 0 point

7 - Presence and Participation at last session (session 12) (2.5%)

Location: In class

Term: Oral

Work Mode: Individual

Description

Students must attend and participate positively and actively in session 12. Students who do not participate actively (e.g., surfing the web, texting on their phones, etc.) or do not conduct themselves in a positive and constructive manner will also be penalized.

Justified or unjustified absences (with or without a medical certificate) results in a loss of 2.5 points. A student who is absent can recuperate their points by completing additional work. Specifically, to recover these participation points, a student must write an essay to be graded by the professor. The essay topic is: "How this Marketing Strategy Management course has better prepared me to obtain a marketing position in the job market and perform well." The essay must be submitted to the professor no later than one week after session 12. The assignment must be in English, 5 pages (US Letter), 1-1/2-line spacing (interligne et demi) and 12-point font.

8 - Weighting of Individual Contribution to Team Efforts (for 4 Team Evaluations)

Submission: Paper

Term: Written

Work Mode: Team

Description

As indicated previously regarding evaluation of the four teamwork deliverables, students will be evaluated individually on the basis of their personal contribution and these weights will be communicated to the professor by means of a signed form for every one of the four team evaluations noted in the syllabus . Thus, there will be one form for each team indicating the contribution of and signed by each team member:

1. Presentation of a Summary business plan
2. Preparation of a marketing plan (2nd year)
3. Company Performance (Cumulative Balanced Scorecard)
4. Company Performance Analysis (presentation on last day of class)

Important: The professor has the right to increase the penalty of a student according to the professor's judgement about the student's attitude during the evaluation.

These results depend upon the quality of your teamwork. Hence, it is important to choose team mates you will be able to work well with.

Teams will be finalized in the 2nd session of the course. The student is responsible for finding a team, but the team is subject to the professor's approval.

Course Organisation

1 - Formal in-class meeting

Description

- Professor and student introductions
 - Review of the course outline: understanding of requirements, the calendar and evaluation procedures
 - Introduction to the Marketplace Live simulation as a teaching tool
 - Why the Marketplace Live simulation is used in this course
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- Homework: visit the <http://www.marketplace-simulation.com/strategic-marketing-demo> site and watch the video on the simulation.

Purchase at the Coop: Note that you must purchase your licence to use the Marketplace Live simulation this week at the HEC Montréal COOP. You must have it by Session 2.

[Marketplace Simulation](#) [Video]

Homework: visit the <http://www.marketplace-simulation.com/strategic-marketing-demo> site and watch the video on the simulation.

Activities/Resources before session

[Chapter 2: Marketing Process](#)

(Chpt2- Mkt Managt.pdf)

Johanne Brunet, François Colbert, Sandra Laporte, Renaud Legoux, Bruno Lussier, Sihem Taboubi (2017), *Marketing Management*, 2nd edition, Chenelière Éducation.

Activities/Resources during session

IMPORTANT

[Class Schedule W2019.docx](#)

(Class Schedule W2019.docx)

Class Schedule

2 - Formal in-class meeting

Description

First part of the session:

- Review of the Marketplace Live simulation, Q1 to Q8
- Review of the theory material
- Formation of teams
- Contract for organizing your company and individual sheet

You must have purchased your licence from the HEC Montréal COOP before coming to class!

Teamwork (second part of the session):

- Registration of team members on the Marketplace site
- Q1 decision – Steps on the Marketplace site:
- Organize the team
- Name the company
- Contract for a survey of potential customers

Homework: For the quiz in class 3, study the Marketplace Help File (available through Zone Cours as a PDF file and on the simulation site).

Activities/Resources after session

IMPORTANT

[Marketplace Help File](#)

(Help File AUT2016.pdf)

[Slides for Session 2](#)

(GFGebhardt - Marketing Strategy Management session 2 H2019.pdf)

Miscellaneous Resources

[Individual Course and Team Expectations](#)

(04a Individual Course and Team Expectations.docx)

3 - Formal in-class meeting

Description

First part of the session:

- Quiz on the simulation (on quarters Q1 to Q8)
- Choice of time slots for:
- the oral presentation on the summary business plan
- meetings with the Chair of the Board of Directors (i.e. the professor)

Review the content of a summary business plan.

Teamwork outside the class (second part of the session).

- Analyze the data in the market studies purchased.
- Prepare the summary business plan to be presented in class 4.

Activities/Resources during session

IMPORTANT

[Slides on preparing a business plan - session 3](#)

(GFGebhardt MSM 3 Biz Plan Prep Slides H2019.pdf)

Miscellaneous Resources

IMPORTANT

[Guide for Filing Lawsuits with Federal Trade Commission FTC](#)

(09v02 Guide for Filing Lawsuits with Federal Trade Commission FTC.docx)

IMPORTANT

[Rule of 7 products and 3 differences](#)

(Rule of 7 products v04 Winter 2019.pptx)

As discussed in class, this is details for the Rule of 7 products and 3 differences.

Each team is limited to 7 different products for sale during a quarter.

Also, there must be at least 3 differences between any two products.

4 - Mandatory individual meeting of each team with their professor

Description

- Oral presentation on the summary business plan
- Comments and questions by the Chair of the Board
- Q2 decision on the Marketplace site

Activities/Resources before session

[Market Opportunity Analysis for New Products,” in The Management of Strategy in the Marketplace](#)

(Market_Opportunity_Analysis_for_New_Products.pdf)

Ernest R. Cadotte; Harry J. Bruce; “Market Opportunity Analysis for New Products,” in *The Management of Strategy in the Marketplace*, Chap. 4, p. 4-36.

[Chapter 14: Building a Marketing Plan](#)

(Market-based management_ch14.pdf)

Best, Roger J. (2012), Market-based management : strategies for growing customer value and profitability (6th ed.). Upper Saddle River, N.J.: Pearson.

[Chapter 2: Marketing Process](#)

(Chpt2- Mkt Managt.pdf)

Johanne Brunet, François Colbert, Sandra Laporte, Renaud Legoux, Bruno Lussier, Sihem Taboubi (2017), Marketing Management, 2nd edition, Chenelière Éducation. (Required textbook for the Marketing 2-100-01A course at HEC Montréal)

Activities/Resources during session

IMPORTANT

[MANDATORY Individual-Team Contribution form for grade weighting for 1st year plan](#)

(05 Individual-Team Contribution Form Business Plan Year 1 - Session 4.docx)

IMPORTANT

[Marketing Strategy Management - Business Plan Year 1 checklist.docx](#)

(Marketing Strategy Management - Business Plan Year 1 checklist.docx)

Checklist to make certain that your team has EVERYTHING for your presentation to the Chairman!!!

IMPORTANT

[Team Meetings 1st half semester H2019.pdf](#)

(Team Meetings 1st half semester H2019.pdf)

Team Meeting Schedule for 1st half of Winter 2019.

5 - Mandatory individual meeting of each team with their professor

Description

- Meeting with the Chair of the Board
- Discussion and comments
- Q3 decision on the Marketplace site

Miscellaneous Resources

IMPORTANT

[Rule of 7 products and at least three differences](#)

(Rule of 7 products v04 Winter 2019.pptx)

As discussed in class, this is details for the Rule of 7 products and 3 differences.

Each team is limited to 7 different products for sale during a quarter.

Also, there must be at least 3 differences between any two products.

6 - Mandatory individual meeting of each team with their professor

Description

- Meeting with the Chair of the Board
- Discussion and comments
- Q4 decision on the Marketplace site

7 - Mandatory individual meeting of each team with their professor

Description

Discussion with each team on the marketing plan (year 2), to be submitted during midterm week. There is no midterm exam in this course, but each team must prepare a marketing plan. The marketing plan (year 2) is to be submitted to the secretary's office (CSC-4.175) by 4 p.m. on **February 27, 2019** at the latest. **Remember to complete and submit the team members' individual work evaluation form and submit it with your hardcopy report.** Finally, an electronic copy of the second year marketing plan, and appendices, **MUST** also be submitted on ZoneCours - under "Assignments" - by 4 p.m. on **February 27, 2019**.

For help preparing the marketing plan, review the texts by Brunet et al ("Chapter 2: Marketing Process") and Best ("Chapter 14: Building a Marketing Plan" and "Chapter 15: Marketing Metrics, Performance, and Strategy Implementation").

Activities/Resources before session

IMPORTANT

[Instructions for preparing the Year 2 Plan](#)

(11 Year 2 Plan - writing guide.xlsx)

Activities/Resources during session

IMPORTANT

[MANDATORY Individual-Team Contribution form for grade weighting for 2nd year plan](#)

(06 Individual-Team Contribution Form Marketing Plan 2nd Year Session 7.docx)

Miscellaneous Resources

[Chapter 2: Marketing Process](#)

(Chpt2- Mkt Managt.pdf)

IMPORTANT

[Market-based management_ch14.pdf](#)

(Market-based management_ch14.pdf)

Best, Roger J. (2012), Market-based management : strategies for growing customer value and profitability (6th ed.). Upper Saddle River, N.J.: Pearson.

IMPORTANT

[Chapter 15: Marketing Metrics, Performance, and Strategy Implementation](#)

(Market-based management_ch15.pdf)

8 - Formal in-class meeting

Description

IMPORTANT

First part of the session:

- Return of corrected marketing plans (year 2)
- Review of results (Q1 to Q4)
- Review of the simulation (Q5 to Q8)

Teamwork (second part of the session)

Q5 decision on the Marketplace site

[GFGebhardt MSM 8 Biz Plan Year 2 Slides Hiver 2019.pdf](#)

(GFGebhardt MSM 8 Biz Plan Year 2 Slides Hiver 2019.pdf)

Slides from class on 12March2019, reviewing the Second Year Plans.

9 - Mandatory individual meeting of each team with their professor

Activities/Resources during session

IMPORTANT

[Team Meetings Year 2 - Marketing Strategy Mangement GFGebhardt Hiver 2019.pdf](#)

(Team Meetings Year 2 - Marketing Strategy Mangement GFGebhardt Hiver 2019.pdf)

Team Meeting Schedule starting 19March2019.

10 - Mandatory individual meeting of each team with their professor

Description

- Meeting with the Chair of the Board
- Discussion and comments
- Q7 decision on the Marketplace site

11 - Mandatory individual meeting of each team with their professor

12 - Formal in-class meeting*

Description

- Presentation of the performance analysis for all teams and discussion**
- Summary of the simulation by the professor
- Class evaluation

Students must attend and participate positively and actively in session 12. Students who do not participate actively (e.g., surfing the web, texting on their phones, etc.) or do not conduct themselves in a positive and constructive manner will also be penalized.

Justified or unjustified absences (with or without a medical certificate) results in a loss of 2.5 points. A student who is absent can recuperate their points by completing additional work. Specifically, to recover these participation points, a student must write an essay to be graded by the professor. The essay topic is: "How the course Marketing Strategy Management has better prepared me to obtain a marketing position in the job market and perform well." The essay must be submitted to the professor no later than one week after session 12. The assignment must be in English, 5 pages (US Letter), 1-1/2-line spacing (interligne et demi) and 12-point font.

** NOTE: In addition, anyone absent when his or her team presents its performance analysis will be penalized 50% of the mark on the analysis. It may be possible to submit a make-up assignment at the professor's discretion, to recover the portion of the penalty because of this absence.

NOTE: Make sure you have submitted all four required team member evaluation forms

Activities/Resources before session

Review the texts by Brunet et al ("Chapter 2: Marketing Process") and read the text by Best ("Chapter 15: Marketing Metrics, Performance, and Strategy Implementation").

Activities/Resources during session

[Oral Presentation Individual-Team Contribution Form - Mandatory](#)

(07 Individual-Team Contribution Form Performance Analysis- Oral Presentation - Session 12.docx)

[Overall Simulation Individual-Team Contribution Form - Mandatory](#)

(08 Individual-Team Contribution Form Overall Simulation - Session 12.docx)

IMPORTANT

[Marketing Strategy Management - final checklist.pdf](#)

(Marketing Strategy Management - final checklist.pdf)

Here is your checklist for your final presentation.