

Marketing

Marketing Strategy Management – 20109A

Autumn 2020

Instructor(s)

Gary F. Gebhardt
Associate professor/ Professeur agrégé
Office: CSC-4.507
Telephone: 514-340-6868
E-mail: gary.gebhardt@hec.ca

Coordinator

Gary F. Gebhardt
Associate professor/ Professeur agrégé
Office: CSC-4.507
Telephone: 514-340-6868
E-mail: gary.gebhardt@hec.ca

Faculty Activity Assistant

Valérie Andréas
Faculty Activity Assistant
Telephone: 514 340-6413
Office: CSC-4.715
E-Mail: valerie.andreas@hec.ca

Course description

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 marketing plan;
- planning work and time management
- preparing a marketing plan.

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

- market-focused strategies;
- the entrepreneurial mindset and calculated risk;
- business ethics.

Pedagogical approach

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.

Students are to set up a new marketing division for a large, international bicycle firm. Their division will be responsible for test marketing a new line of carbon fibre bicycles across 12 international cities. All 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, internet and social media marketing, managing brick-and-mortar bike stores, and the profitability of their division.

Just like in business, teams will be jointly responsible for simulation decisions and outcomes. Hence, it is important to choose teammates you will be able to work with well. Teams will be finalized in the 2nd session of the course. Each student is responsible for finding a team, but the team is subject to the professor's approval.

Although team-based deliverables will be assigned a team score, these scores will be adjusted as the professor deems appropriate based on a contribution assessment by other team members and the professor.

Teaching materials

Bibliographic resources

CADOTTE, E.R. and H.J. BRUCE. "Market Opportunity Analysis for New Products," in *The Management of Strategy in the Marketplace*, Knoxville, University of Tennessee, 2003, Chap. 4, p. 1-36. ISBN 0-32-417575-2 - This chapter is included in your MarketPlace Live subscription

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

Book available at the library

- Chapter 14: Building a Marketing Plan (PDF)
- Chapter 15: Marketing Metrics, Performance, and Strategy Implementation (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 2-100-00 course at HEC Montréal)

- Chapter 2: Marketing Process, is available as a PDF file for class 1, in the Course organization menu.

IMPORTANT: You will buy your simulation directly from MarketPlace Live during session 2 using your credit/debit card.

General resources

- Class schedule [MARK 20109A Schedule for Autumn 2020.pdf]
- Help file/instructions for MarketPlace Live Simulation
[SMKTB - Strategic Marketing Bikes Help File HEC Montreal A2020.pdf]
- Deceptive Advertising Fines at HEC Montréal [Deceptive Advertising Fines at HEC Montréal.pdf]

Grading

Grading/evaluation components

		Assessment	Individual	Group	Final Grade Weight
1	Individual Contract	Acceptable/Not Acceptable	2.5%		2.5%
2	Team Contract	Acceptable/Not Acceptable		2.5%	2.5%
3	Microsimulations	6 simulations/60 points $60 \div 6 = 10$ points	10%		10%
4	In-Class Online Quiz Q5	15 points	15%		15%
5	Team Meeting Participation	7.5 Points Highest 5 of 6 meetings	7.5%		7.5%
6	Year 1 Plan	12-minute team presentation to professor		10%	10%
7	2 nd year Plan	Presentation – 30 minutes Each team with professor		15%	15%
8	Simulation Performance	Overall Marketplace Live Assessment Cumulative BSc +		25%	25%
9	Final Presentation- Performance Analysis	10 Points 10-minute team presentation to entire class		10%	10%
10	Participation in last class	2.5	2.5%		2.5%
	Totals	100 points	37.5%	62.5%	100%

Individual Contract (2.5%)

Individual / In class / Written

Format: ZoneCours

Description

Each student is responsible for completing an individual contract on ZoneCours that describes their goals, expectations and intended contributions for this course and the simulation.

Professors will grade these as Acceptable (2.5 points) or Unacceptable (0 points).

Team Contract (2.5%)

Team / In class / Written

Format: ZoneCours Team

Description

Each team is responsible for submitting a Team Contract, that specifies the roles and responsibilities of each team member, the team's overall goals for the simulation, the team's decision-making process, accountability for completing work and how the team will resolve disputes during the simulation.

Professors will grade these as Acceptable (2.5 points) or Unacceptable (0 points).

Microsimulations (10%)

Individual / outside of class / interactive tutorial on MarketPlace Live

Format: MarketPlace Live

Description

There are six microsimulations that we have included in your simulation. Each student is responsible for completing each microsimulation individually. Students can redo the microsimulations as many times as they wish before the deadline.

The notes earned for each microsimulation will be aggregated together (60 points possible) and then divided by 6 to arrive at the value of performing these microsimulations.

In-Class On-line Quiz (15%)

Individual / in class / on-line

Format: MarketPlace Live

Description

We will have an in-class, on-line Learning Assessment at the beginning of session 7. You will need to have your computer in class to take the assessment.

The Assurance of Learning Assessment is designed to test: (1) your knowledge of your business in terms of marketing strategy, brands, pricing, advertising, stores, salespeople and financial performance, (2) your ability to use the tools of management to understand your current position in the market, and (3) your ability to develop an integrative perspective of your business.

Team Meeting Participation (7.5%)

Individual / In class / Oral

Description

Individual team meetings with the “Board Chair” (Professor) are important. It is a chance for you to present your strategy and tactics for the coming quarter. Decisions are due after these team meetings. It is imperative that you are present and participate in these meetings. You should be well prepared for your team’s next decision so that we can use our time together productively. Every team should prepare a 1-page agenda for each meeting – except for the Summary Business Plan (Quarters 3-5) and the Second Year Marketing Plan presentations.

There will be six (6) team meetings with the Board Chair (professor), including the Summary Business Plan (Quarters 3-5) and the Second Year Marketing Plan (Quarters 5-8). The Board Chair will assess the participation of each team member individually from 0 to 1.5 points each. We will take the highest five (5) of the six (6) participation scores to calculate your overall Team Meeting Participation grade.

Note that because we are using the five highest of six participation scores, there will be no excused absences. Everyone gets one absence/bad day/whatever – so don’t miss a meeting or fail to participate more than once!

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

Presentation of Summary Business Plan for Year 1 (10%)

Team/In Class Presentation/ Electronic copies

Description

Each team will present their first year (Quarters 3-6) summary business plan to the Board Chair. This will be done in team meetings with the Board Chair.

Each team will have 10 minutes to present their plan for the first year (quarters 3-6) to the Board Chair, including product, advertising, pricing, and salesforce plans. Following the presentation, the Board Chair will provide feedback, comments and questions for an absolute maximum of 5 additional minutes. Because we are providing 15 minutes total per team, it is imperative that every team be on time.

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 (Quarters 3-6).

The purpose of this first presentation is to explain your strategy to the Board Chair who is funding your organization. As you can see in the text on the summary business plan, it is important to introduce the company's executives. You must also explain your business model and related marketing strategy. 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.

PowerPoint slides must be submitted via ZoneCours 9pm the night before the board meeting so that the Board Chair can download the presentation and prepare for the meeting.

Following the presentation and discussion, teams should meet to adjust their strategy and tactics based on the feedback that they received.

Quarter 4 decisions and Peer Evaluation Forms must be submitted by the deadline following the meeting (see class schedule).

Year 2 Marketing Plan (15%)

Team/In Class Presentation/ Electronic copies

Description

Each team will present their Second Year (Quarters 5-8) Marketing Plan to the Board Chair. This will be done in team meetings with the Board Chair.

Each team will have 20 minutes to present their plan for the first year (quarters 3-6) to the board chair, including product, advertising, pricing, and salesforce plans. Following the presentation, the Board Chair will provide feedback, comments and questions for an absolute maximum of 10 additional minutes. Because we are providing 15 minutes total per team, it is imperative that every team be on time.

Note that in classes with two industries, one industry will present during the first scheduled class session after the mid-term break, while the other industry will present during the following class session. This will allow each team adequate time to present their marketing plan and have a thorough and detailed discussion with the Board Chair.

PowerPoint slides must be submitted via ZoneCours 9pm the night before the first set of board meetings. Hence, the deadline for your slides is the same regardless of which day your team will present. Also, those must be the slides that will be used during your presentation to the Board.

Following the presentation and discussion, teams should meet to adjust their strategy and tactics based on the feedback that they received.

Quarter 6 decisions and Peer Evaluation Forms must be submitted by the deadline following the second day of team meetings (see class schedule).

Plans will be evaluated in part on the relevance and clarity of the chosen strategy and tactics, as well as the actual presentation to the Board and the professionalism of the team.

Company performance (according to the Marketplace Cumulative Balanced Scorecard) (25%)

Team/Marketplace Live Simulation

Description

Each company's performance will be evaluated primarily using the Cumulative Balances 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.

There will be a Peer Evaluation Form that must be submitted following the final quarter of the game to assess the contribution of each team member (see class schedule).

Final Presentation: Performance Analysis (10%)

Team/In Class Presentation/ Electronic copies

Description

During our last session, each 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**.)

PowerPoint slides are to be submitted on ZoneCours the night before the presentations.

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.

Peer Evaluation Forms for the Final Presentation must be submitted by the deadline following the class session (see class schedule).

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

Individual / In class / Oral

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 be penalized accordingly.

Justified or unjustified absences (with or without a medical certificate) result in a loss of 2.5 points. A student who is absent for the entire session or part of the session 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.

The grading of this essay will be between 0 and 2.5 points, depending on the quality of the work.

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

Format: on-line

Modality: Written

Work Mode: Individual

Description

Although team-based deliverables will be assigned a team score, these scores will be adjusted as the professor deems appropriate based on a contribution assessment by other team members and the professor.

These results depend upon the quality of your teamwork. Hence, it is important to choose teammates 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 organization

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

- Review of Marketing Strategy, Missions and STP (Segment, Target & Position)



Class Schedule

(MARK 20109A Schedule for Autumn 2020.pdf)

Reading

Johanne Brunet, François Colbert, Sandra Laporte, Renaud Legoux, Bruno Lussier, Sihem Taboubi (2017), *Marketing Management*, 2nd edition, Chenelière Éducation. (Required textbook for the Marketing 20100 course at HEC Montréal)

- Chapter 2: Marketing Process, is available as a PDF file for class 1, in the Course organization menu

2 – Formal in-class meeting

Description

Homework:

- Read “*Atlantic Computer: A Bundle of Pricing Options*,” by Neeraj Bharadwaj and John B. Gordon, *HBSP 2078-PDF-ENG*
- Be prepared to discuss the case and come up with solutions during our class session.

First part of the session:

- Review – Pricing and discussion of *Atlantic Computer: A Bundle of Pricing Options*
- Review – Products/Services
- Formation of teams
- [Deceptive Advertising Fines at HEC Montréal \(Deceptive Advertising Fines at HEC Montréal .pdf\)](#)

Teamwork (second part of the session):

- Registration of team members on the Marketplace site
 - Make certain that you have a credit or debit card to be able to sign up for Marketplace Live!
- Q1 decision – Steps on the Marketplace site:
 - Organize the team
 - Name the company
 - Contract for marketing research

After class:

- Submit your Q1 decision (company setup & market research) by 9am next day (see class schedule)
- Submit your Individual and Team contracts on Zonecours within 72 hours (3 days) after class ends
- Do Q2 Microsimulations individually before next class
 - *Product Design*
 - *Fundamentals of Strategic Planning*

3 – Formal in-class meeting

Description

Part 1 of session:

- Review of Promotion (Advertising)
- Review of Place (Distribution)
- Market Share Tree Exercise
- Review the content of a summary business plan

- 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)

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

- Submit decision for Quarter 2 regarding store openings (maximum of two stores) by deadline (Do NOT design any brands until Quarter 3)
- Analyze the data in the purchased market research
- Prepare the summary business plan to be presented in class 4
 - Teams should be entering their plan into MarketPlace Live so that they can update those decisions after their board meeting

After class:

- Submit your Q2 decision (open 1-2 stores; NO product decisions) by 9am next day (see class schedule)
- Do Q3 Microsimulations individually before finishing your plan
 - *Internet Marketing I. – The Fundamentals*
 - *Pricing I. - The Fundamentals*

4 - Mandatory individual meeting of each team with their professor

Description

Before the class: All presentations must be submitted using ZoneCours by 9pm the evening BEFORE your meeting with the board.

- Team presentations for strategy and actions for Q3-Q5 to Board of Directors
- Comments and questions by the Chair of the Board
- Q3 decision on the Marketplace site

Readings for Preparing Your Summary Business Plan

Ernest R. Cadotte; Harry J. Bruce; “Market Opportunity Analysis for New Products,” in *The Management of Strategy in the Marketplace*, Chap. 4, p. 101-128. – available in Marketplace Live

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

Book available at the library

- Chapter 14: Building a Marketing Plan

After class:

- Submit your Q3 decision by 9am next day (see class schedule)
- Submit your Team Contribution Forms 24 hours after class ends

5 - Mandatory individual meeting of each team with their professor

Description

- Meeting with the Chair of the Board
- Discussion regarding Q3 and decisions for Q4
- Q4 decision on the Marketplace site

After class:

- Submit your Q4 decision by 9am next day (see class schedule)
- Do Q5 Microsimulations individually before next class
 - *Internet Marketing II. - Paid Advertising*

6 - Mandatory individual meeting of each team with their professor

Description

- Meeting with the Chair of the Board
- Discussion regarding Q4 and decisions for Q5
- Q5 decision on the Marketplace site

After class:

- Submit your Q5 decision by 9am next day (see class schedule)
- Do Q6 Microsimulations individually before finishing your plan
 - *Profitability Analysis*

7 - Formal in-class meeting

Description

- On-line Learning Assessment at beginning of class for 15 points
- Lecture on making kick-ass marketing plans and presentations
- Format for second year plan presentations

Resources:

Instructions for preparing the Year 2 Plan [Document]

(11 Year 2 Plan - writing guide.xlsx)

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

- Chapter 14: Building a Marketing Plan (PDF)

- Chapter 15: Marketing Metrics, Performance, and Strategy Implementation (PDF)

After class:

- **Second Year Plan PowerPoint slides for everyone are due by 9pm Sunday before session 8.**

8 – Year 2 plan for ½ of teams with their professor

Description

- Teams present their 2nd year plan to the Board Chair (prepare for 20 minutes of presentation with 10 minutes of questions and discussion)
- Teams update their Q6 decisions based on feedback from the Board Chair

9 - Year 2 plan for other ½ of teams with their professor

Description

- Teams present their 2nd year plan to the Board Chair (prepare for 20 minutes of presentation with 10 minutes of questions and discussion)
- Teams update their Q6 decisions based on feedback from the Board Chair

After class:

- Submit your Q6 decision by 9am next day (see class schedule)
- Submit your Team Contribution Forms 24 hours after session 9 ends

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

After class:

- Submit your Q7 decision by 9am next day (see class schedule)

11 - Mandatory individual meeting of each team with their professor

Description

- Meeting with the Chair of the Board
- Discussion and comments
- Q8 decision on the Marketplace site

After class:

- Submit your Q8 decision by 9am next day (see class schedule)

12 – Formal in-class meeting – Performance Analysis

Description

Before the class: All presentations must be submitted using ZoneCours by 9pm the evening BEFORE your presentation.

- Presentation of the performance analysis for all teams (10 minutes each) and discussion
- Summary of the simulation by the professor
- Class evaluation

After class:

- Submit your Team Contribution Forms for both the Overall Game Contribution and the Performance Analysis 24 hours after session 12.

HEC Montréal's Rules and Regulations

Plagiarism

Students should familiarize themselves with the definitions of plagiarism and other academic offences, and the procedures and penalties extending to suspension or even expulsion from HEC Montréal. Any infraction will be examined on the basis of the facts and circumstances and the appropriate penalty applied. [Click here for more details on the School's policy on plagiarism.](#)

Calculators

Students should familiarize themselves with the policy on the use of calculators in exams, when they are authorized. [Click here for more details on the School's policy on the use of calculators.](#)