

## Marketing Strategies Fall 2019

**TENTATIVE: This Version: July 29<sup>th</sup>, 2019**

### Contact Information:

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### Class Meetings:

Sessions	1	2	3	4	5	6	7	8	9	10
Davis/Sacramento	9/25	10/2	10/4	10/16	10/23	10/30	11/6	11/13	11/20	12/4
Bay Area	9/27	9/27	10/11	10/11	10/25	10/25	11/8	11/8	11/22	11/2

### *Additional information*

MGT 248: Tuesdays, 12.10pm-3.00pm;

**EXCEPT SESSION 3, SCHEDULED ON FRIDAY 10/4 FROM 9AM TO 11.50AM**

MGB 248: Fridays, 2pm-5pm, 6pm-9pm.

**Office Hours:** Send me an email to arrange a meeting.

**Course Description and Learning Objectives:** This course focuses primarily on providing students with tools to make better strategic marketing decisions. The objective for the course is for students to solve marketing problems by understanding the underlying behavioral and economic challenges. Students will gain knowledge on how an organization can enhance its performance and efficiency by thinking strategically, i.e., by taking into account the actions of its competitors, customers and stakeholders at large, when making its own marketing decisions. The three main learning objectives of this class are (1) to be able to identify, analyze and quantify pockets of value, (2) to be able to think analytically about marketing action, (3) to quantify, whenever possible, the effectiveness of marketing activities

The class will have a clear analytical flavor. Students should expect to “crunch” numbers, via statistical analyses and via “simple” but rigorous **economic reasoning**.

**Class Administration:** Classes consist of lectures, readings, cases and homework.

- Lectures provide the concepts and methods.
- In-class discussions are based on the assigned reading materials.
- Cases furnish real-world examples various marketing strategies.
- Homework assignment illustrates the use of analytic tools using real marketing data.

### **Good to know:**

**All lectures are mandatory:**

⇒ **Attendance will be taken every class.** Missing classes WILL have an impact on your final grade

**All assignments have to be submitted at the beginning of class:**

⇒ Missing to do so will result in losing *all* the points for this particular assignment.

**No make-up quiz, assignment or homework will be organized.**

**Computing:** We will analyze some marketing data sets in class, mostly with regression. In particular, students will have to analyze a marketing data set for the homework. **Thus, you should know how to run regressions.** You can use any software you are comfortable with, e.g., R, SPSS, Excel, Minitab, Python. In class, we will mostly use R and maybe Python

Link to download R: <https://cran.r-project.org/>

Python on the Cloud: <https://colab.research.google.com/>

### **Class Courtesy**

- Arrive on time.
  - If you cannot be in class at the beginning of the lecture, wait until the break to enter the class.
- No web surfing, which could be enforced during the quarter by not allowing computers in the classroom.
- **No texting.**
- It is expected that all class members will treat each other with respect and dignity.
- It is not acceptable to insult, harass, or demean any member of the class.
- Professional business behavior should be modeled in the classroom.

**Grading :** There is no final in this class.

TBA but will include for sure quizzes, case reports and participation. **The class does not include any final exam.** The material for each quiz will be cumulative.

Students are expected to be prepared for class by completing assigned readings and cases, and are expected to participate in class discussions and group exercises. **Highly-rated class participation involves thoughtful comments and questions, not just “floor time” or repetition of facts from the readings.**

Participation: Students are expected to be prepared for class by completing assigned readings and cases, and are expected to participate in class discussions and group exercises. **Highly-rated class participation involves thoughtful comments and questions, not just “floor time” or repetition of facts from the readings.** For participation, I will use the following scheme:

- 3: Excellent
- 2: Good
- 1: Satisfactory
- 0: Present but silent
- 0: Absent with reasonable cause and advance notification
- 3: Absent without cause

**Requirement:** Every student enrolled the class is required to have taken the ethics pledge prior or by the end of the first lecture: *“I promise to complete my degree with honesty and integrity, and will continue to hold myself and my classmates to the highest standards of honor from this day forward.”* UC Davis MBA Ethics Pledge.

**Prerequisite course(s):** Markets and the Firm (202A), Data Analysis for Managers (203A), Marketing Management (204).

## **Required Textbook**

**Strategic Marketing Management: Theory and Practice**, Alexander Chernev, 2019

ISBN13: 978-1-936572-58-8

Website: <http://www.chernev.com/books.htm>

## **Course Packet**

- Chapters “Competitors and Competition” in **Economics of Strategy**, 5th edition, by David Besanko, David Dranove, Mark Stanley, and Scott Schaefer, John Wiley & Sons, Inc., 2010
- Chapters “Game Theory and Competitive Strategy”, “Assessing Competitive Arenas: Who are your competitors?” in **Wharton on Dynamic Competitive Strategy** George S. Day and David J. Reibstein (Editors), John Wiley & Sons, Inc., 1997
- Jill Avery and Sunil Gupta: “Competitive Strategies” Harvard Business Publishing, Note #8158
- Doug Chung and Das Narayandas: “Sales Force Design and Management”, HBS Note # 8213
- Stanko and Fleming. 2014. Marketing Metrics: Note for Marketing Managers. Ivey W14327

## **Cases**

1. Calyx Flowers: Managing Profitable Growth, Kellogg Case
2. Chateau Margaux: Launching the Third Wine, HBS Case # 9-518-070
3. Pricing Games: Sony PlayStation and Microsoft Xbox Case W88C82 (University of Michigan, Ross School of Business)
4. Natureview Farm, HBS Case # 2073
5. Avaya A to D, HBS Case # 9-508-048; 9-508-049; 9-508-050 and 9-508-051
6. ByteDance Beyond China: Leveraging Consumer Artificial Intelligence from Toutiao to Musical.ly and TikTok, INSEAD Case IN1587

## Tentative Course Plan

<i>Session</i>	<i>Topic</i>	<i>Readings</i>	<i>Prepare/Turn in</i>
Session 1	Introduction	Chapters: 1, 2, 3	
Session 2	Customer Centricity	Chapters: 4, 6, 7	Case: Calyx Flowers
Session 3	Managing Brands, Products and Services	Chapters: 9, 11	Case: Chateau Margaux
Session 4	Competitors	Reading: Competitors and Competition Chapter 12	Get ready to run regressions
Session 5	Strategic Thinking I	Reading: Competitive Strategies	Case: Pricing Games: Sony PlayStation and Microsoft Xbox
Session 6	Strategic Channel Management	Chapters: 16, 17	Quiz 1
Session 7	Managing Incentives and Agency problems	Chapter 13	Case: Nature Farm
Session 8	Sales: Strategy and Management	Chapter 15 Sales Force Design and Management	Case: Avaya
Session 9	Marketing Strategy and Technology	TBA	Case: ByteDance Beyond China
Session 10	Class Wrap Up	TBA	Quiz 2