Professor Robert E. Burnkrant  
Office Hours: Thursday 2:00-4:00 p.m.  
By appointment
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**Learning Objectives**

This course requires you to make and defend marketing decisions, and therefore allows you to apply what you’ve learned in previous marketing courses to a variety of business situations. You will develop and improve analytical (quantitative and qualitative) and oral presentation skills by applying your knowledge of marketing principles to real business problems.

**Required Materials**

Case Packet containing Harvard cases and supporting materials, available at Cop-ez.

Material to be distributed in class.

**Performance Evaluation**

<table>
<thead>
<tr>
<th>Evaluation Components</th>
<th>Evaluation Scale:</th>
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</table>
| Board of Directors’ Presentation 20% | A 92+  
| Strategy Presentation 20% | A- 90-91  
| Group Case Exam 15% | B+ 88-89  
| In-Class Case exam 15% | B 82-87  
| Participation 20% | B- 80-81  
| Written Assignments 10% | C 78-79  
|                               | C 72-77  
|                               | C- 70-71  
|                               | D 60-69  
|                               | E below 60  

Grades reflect an evaluation of the QUALITY of the delivered product. Expectations for quality are clearly spelled out in the course outline. Please see me if you have any questions about quality expectations or the course assignments.

If it is believed that a grade does not adequately reflect the quality of the finished product, the grade can be appealed in writing (one page maximum). Your appeal must include a specific argument explaining why the grade does not reflect the quality of the finished product. Grade appeals on group work must be signed by all members of the group. When a grade is appealed, the entire assignment will be re-evaluated; grades may be adjusted in either direction.

You are responsible for all information presented in class, including schedule changes, whether you are present or not. Assignments are due at the start of class, as soon as the bell rings.
Your class participation grade will be dependent on the quality of your in-class discussion of the issues raised in the cases and case presentations. It is expected that all students will carefully read and analyze each case prior to coming to class and participate actively in the class discussion by drawing on that analysis to answer questions, raise issues and contribute to case solutions.

Prior to the end of the quarter each student will be asked to provide a self-assessment of the quality of the student’s class participation. That self-assessment will be taken into consideration when assigning class participation grades. However, to do well in this aspect of the course, students must regularly contribute to class discussion by making insightful comments that reflect a careful analysis of the case. Simply reacting on the fly to what others say or drawing on one’s own personal background to make comments will not be considered strong class participation. (See the class participation information at the end of this outline).

**Group Assignments**

A considerable amount of the work of this class will be completed by project teams. Early in the quarter each student will be assigned to one of 10 project teams (5 scarlet and 5 gray). Team responsibilities will take place based on your team assignment according to the following schedule:

<table>
<thead>
<tr>
<th>Team</th>
<th>Date</th>
<th>Board of Directors</th>
<th>Strategies</th>
<th>Case</th>
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<tbody>
<tr>
<td>1</td>
<td>W 4/19</td>
<td>S1</td>
<td>S2</td>
<td>Archdiocese</td>
</tr>
<tr>
<td>2</td>
<td>M 4/21</td>
<td>G1</td>
<td>G2</td>
<td>Heineken</td>
</tr>
<tr>
<td>3</td>
<td>W 4/26</td>
<td>S3</td>
<td>S4</td>
<td>Waters Chromatography</td>
</tr>
<tr>
<td>4</td>
<td>M 5/3</td>
<td>G3</td>
<td>G4</td>
<td>Black and Decker</td>
</tr>
<tr>
<td>5</td>
<td>W 5/5</td>
<td>S5</td>
<td>G5</td>
<td>Hartmann</td>
</tr>
<tr>
<td>6</td>
<td>W 5/12</td>
<td>S2</td>
<td>G1</td>
<td>Cumberland</td>
</tr>
<tr>
<td>7</td>
<td>M 5/17</td>
<td>G2</td>
<td>S1</td>
<td>Procter &amp; Gamble</td>
</tr>
<tr>
<td>8</td>
<td>W 5/19</td>
<td>G4</td>
<td>S3</td>
<td>Loctite</td>
</tr>
<tr>
<td>9</td>
<td>W 5/24</td>
<td>S4</td>
<td>S5</td>
<td>Sealed Air</td>
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<tr>
<td>10</td>
<td>M 5/26</td>
<td>G5</td>
<td>G3</td>
<td>BMW</td>
</tr>
</tbody>
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A General Plan for Team Case Presentation Days

First 1-5 minutes  Introductory Remarks
Followed by  Board of Directors’ Presentation (about 15 to 20 minutes)
5 minutes  Clarification questions, if necessary
Followed by  Strategy Presentation (about 15 to 20 minutes)
10-15 minutes  Board leaves the room to analyze strategy presentation, class engages in discussion
5 minutes  Board evaluates strategy presentation and leads a general discussion of the case

General Rules

To assure that everyone in the class has a positive experience, the following behavior is expected:

1. Be on time for class. Class will always start punctually, and arriving late is distracting to the students who are making a presentation.
2. Do not leave class before it is dismissed, unless absolutely necessary.
3. Respect the opinions of others, even if you don’t agree with them.
4. Treat everyone with respect regardless of his/her beliefs, opinions, gender, age, race, national origin, physical abilities, sexual orientation, religion or status as a Vietnam-era Veteran.
5. Do not bring any food or drink to class other than water.

Schedule of Activities

M 3/29  Introduction to the course
W 3/31  Introduction to the case method and quantitative analysis. Read and come to class familiar with the course outline and first two course packet readings. (Project group requests and 3X5 cards are due.)
M 4/5  In class case discussion of your individual analysis of Dominion Motors and Controls. (Written assignment one is due. Team assignments will be made.)
W 4/7  In class case discussion of your individual analysis of Reebok International. (Written assignment two is due.)
M 4/12  Class project meeting day.
W 4/14  Artie Isaac – Young Isaac, Inc.
M 4/19  Team Presentation Case #1 – Archdiocese of New York
W 4/21  Team Presentation Case #2 – Heineken N.V.
M 4/26  Team Presentation Case #3 – Waters Chromatography
W 4/28  MGA Case – Dow Chemical Company. Mr. Chuck Martz (Written assignment 3 is due).
M 5/3  Team Presentation Case #4 – Black and Decker
Schedule of Activities (Continued)

W 5/5  Team Presentation Case #5 – Hartmann Luggage. Group case exam will be distributed at the end of class.
M 5/10 Completed case exams due. Discussion of group cases in class. All groups should come to class prepared to discuss their recommendations and the basis for them.
W 5/12 Team Presentation Case #6 – Cumberland Metal Industries
M 5/17 Team Presentation Case #7 – Procter and Gamble Lenor
W 5/19 Team Presentation Case #8 – Loctite
M 5/24 Team Presentation Case #9 – Sealed Air
W 5/26 Team Presentation Case #10 – BMW Case (Exam cases distributed)
M 5/31 Memorial Day
W 6/2  Individual in class exam

A note about working in groups

You are expected to work with group members and to negotiate conflicts in scheduling, work habits, level of effort, etc. on your own. Serious problems should be discussed with the instructor on an individual or group level basis, but in general, working out problems is an important part of any team effort. In general, groups will be responsible for the negative actions of any member, such as a member’s failure to complete work or arriving late for a presentation. However, if a serious problem has been brought to the instructor’s attention in advance and it becomes apparent from discussions with the group that a member is disruptive or not participating, the instructor may either remove the individual from the group or modify the student’s case and project grades to more accurately reflect performance.

Board of Director’s Presentation – Expectations for Quality

The Board has two major roles: to analyze the firm’s current and past position, and to evaluate the recommendations of the strategy team.

1. Analyze the firm/product/brands current and future situation.

Analysis involves using qualitative and quantitative information to describe the firm’s past, current and future position. An analysis is not a summary of the case material. You should use the case material to complete the analysis, but the analysis must offer direction and conclusions that can be used to plan the firm’s next moves. It should go beyond restating what is in the case.

The discussion will usually involve the following topics:

- A clear statement of the problem.
- A brief discussion of exactly why the problem occurred and/or why the issue is important.

You must provide a clear set of arguments about why the problem arose or why the issue is important to the firm at the time the case was written.
• A situation analysis.

The main point of the situation analysis is to provide a context for evaluating or choosing among alternative courses of action. Use appropriate analysis tools. The analysis should address the following issues, as appropriate for each case.

a. A macro environmental analysis – Are there aspects of the environment that have led to the problem or impact the organization’s ability to implement its strategy, and do they represent threats or opportunities? Focus on those aspects most relevant to your specific organization. They may include any or all of the following:

1. Economic/Financial
2. Technological
3. Social/Cultural
4. Political
5. Regulatory
6. Resources/Supply
7. Timing

b. A task-level environmental analysis – What aspects of the organization’s day to day task environment have led to the problem or impact its ability to implement strategy? Do these forces represent opportunities or threats?

1. Customers – What do customers want? How are customers served, by the organization and by its competitors?
2. Competitors – Who are the competitors? What are their strengths/weaknesses? Who is the most important competitor? Which competitors are likely to respond to changes in the marketing plan?
3. Channel Partners – Describe relations with suppliers and facilitators (financial institutions, advertising agencies, manufacturer rep firms, etc.). What opportunities or threats are present with current and future channel partners? How do channel partners provide value, both to the firm and to the final consumer?

c. An organizational analysis – Focusing on strengths and weaknesses of the firm

1. People – current personnel, gaps in personnel.
2. Finances – What is the firm’s current financial position? What are the relevant trends?
3. Marketing position – Relative market share, trends in market share growth, profitability of marketing decisions.
4. Marketing resources – 4 P’s, product life cycle, brand equity, customer service and support, sales force strength. What are the firm’s unique marketing advantages?

5. Timing – What is the firm’s posture with regard to implementation? Is the firm a first mover? A follower?

The presentation of the situation analysis can be enhanced by using any of the strategic decision tools or planning tools you have learned in previous courses (e.g., the Boston Consulting Group Matrix, Consumer decision process model, or Product Life Cycle Analysis). These types of analysis tools can help you to make sense of all the data in the case, and they can help provide justification for your decisions. Just remember to use what is most relevant for your particular case!

2. You may use hand-outs to support your presentation. Each member of your group must have a speaking part.

3. Evaluate the recommendations of the strategy team.

After the strategy team makes its presentation, your team will leave the room to prepare a brief analysis of the feasibility and likely success of the strategy. Base this analysis on your own assessment of the organization’s situation. Can the strategy work given your own thorough understanding of the current situation? Be honest, but offer constructive comments. Your comments should include the following issues, where relevant.

a. Is the strategy feasible in light of the current and projected future environmental forces? Why or why not?

b. How will customers, competitors and/or channel partners respond to the strategy choice?

c. Can the strategy be successfully implemented given the organization’s current internal position? Why or why not?

d. Does the strategy conform to accepted marketing principles and theories (e.g. product life cycle, consumer decision-making models, diffusion of innovation models, etc.)?

e. What (if anything) would your group do differently and why?

4. Criteria for a quality presentation – grades will be based on these criteria.
Major:

Is the introduction strong and compelling?
Have you provided an analysis rather than a summary of information that is in the case?
Have you effectively used qualitative and quantitative case data to describe the firm’s position?
Is the discussion of the problem (definition, why it occurred and why it is important) accurate and relevant?
Have you provided a useful interpretation of the macro environment, task environment and organizational/SBU situation? Is the analysis based on relevant information?
Is the evaluation of the strategy recommendations insightful and accurate? Do you provide constructive criticism that could be used to improve the outcome? Have you considered feasibility, both in terms of the firm’s current position and in terms of accepted marketing theory and practice?
Has the team exceeded the time limit?

Minor:

Are the visual aids helpful? Legible? (Points will be deducted for spelling or other errors on all visual aids)
Is the presentation professional? Cohesive? Interesting? Enthusiastic?
Do all members have a speaking part?
Is the team able to answer questions?

5. What to turn in.

1. A complete bibliography (typed, alphabetized) of any references that were actually used in the preparation of the report. Do not cite more than one textbook.
2. A copy of the overheads or other visual aids used in the presentation.
3. A copy of any handouts (if used).

These items are due at the start of class.

Strategy Presentation – Expectations for Quality

You should view your group as a consulting team that has been asked to recommend a solution of a case problem to the Board of Directors. Your most basic job is to answer the question “What should the organization do now?” To answer this question, you must consider at least these fundamental issues:

- What are the feasible marketing strategy alternatives?
- Justify your choice of one (or a combination) of the alternatives
- Detail a plan of strategy implementation – who, what, when, where, how, at what cost
• Possible limitations of the plan

Do not simply re-hash case material. You should present a plan of action, not a summary. Not all case information is necessary to solve the problem at hand. If data does not address the problem, do not spend time trying to incorporate it into the presentation. There are no right or wrong answers to a case, but you must use acceptable methods, and provide adequate justification based on the case data and marketing principles. You are being evaluated on your ability to analyze information and to justify a solution, not to guess at a “right” answer.

1. **Your presentation should contain the following components.**

   a. A strong introduction containing your view of the problem and the basis for your position.

   b. A comparative analysis of the most likely alternatives. If the case presents alternatives, you do not have to assume that those alternatives are the only ones that can work. To properly consider the alternatives, you must present the costs and outcomes of each alternative, in quantitative and qualitative terms. The alternatives should be analyzed in light of the firm’s current situation.

   c. Choice of strategy (from the alternatives above) and a complete justification of the choice. You must be able to show that the decision makes good financial sense, is congruent with the situation, and is congruent with corporate objectives (usually stated in the case). Where the case presents quantitative data, use it to justify your decision. **Most strategy recommendations fall flat because the teams can not present hard evidence that the strategy is better (e.g. more profitable, more in line with the skills of the firm or cost structure of the industry) than the other alternatives. This is a critical aspect of your analysis and presentation.**

   d. A detailed plan for implementing the strategy. Which of the 4 Ps will be affected? Will you alter the product, price, promotion, distribution or some combination of these four elements of the marketing mix? How? Which consumer groups will be targeted? How will channel partners be affected? How will competition respond? What will the plan cost? How will the plan pay off? Present as much detailed information as possible.

   e. Projected results. What are the likely outcomes of the plan? Be as specific as possible.

   f. Every strategic plan has limitations, problems or shortcomings. Your presentation should address the possible limitations of the plan, and offer ways for management to avoid these limitations. It should be clear about the assumptions that underlie the plan.
2. **General guidelines for the strategy presentation:**

   a. Each team may be tempted to recommend that the firm simply “gather more data.” This is never an acceptable alternative. As the cases are written, you (and the firm) must make the decision with the information at hand. Often managers must make tough decisions with limited information and limited time.

   b. Remember that these cases allow you to solve marketing problems. The focus of your efforts should always be on the firm’s marketing alternatives. This does not mean that your recommendation won’t have financial, legal, technological or manufacturing implications. However, the focus should be on the marketing issues and decisions.

   c. The presentation is limited to 20 minutes. **EACH MEMBER OF THE TEAM MUST HAVE A SPEAKING PART DURING THE PRESENTATION.** It is unacceptable to read your presentation. You must be prepared to speak without relying heavily on notes. Rehearse your presentation. Make sure the individual parts form a cohesive whole, and that one person’s part does not repeat or contradict another person’s part. Your presentation should have a strong opening and conclusion.

   d. You do not need to turn in a written report of any type. However, if you use outside reference sources to support your decisions, you should turn in a complete bibliography of your references (not copies of the materials themselves). You may not count more than 1 textbook as a reference.

   e. You will be expected to answer questions from the Board of Directors and to defend your strategies during class discussion. Your grade will reflect your ability to do so.

   f. You may use handouts to support your presentation, limited to 3 pages.

   g. Visual aids are extremely important. Handwritten visual aids are not acceptable. Errors of spelling and grammar on visual aids are not acceptable.

3. **Criteria for a quality presentation – grades will be based on these criteria.**

   **Major:**
   
   Is the introduction strong and compelling?  
   Are the identified alternatives relevant and feasible? Does the analysis clearly show the most effective alternative?  
   Is the chosen alternative justified? Can the organization afford the plan?
Will the plan produce the desired results? Does the plan make sense in terms of the organization’s macro environment, task environment and internal strengths and weaknesses? Is the implementation of the plan (marketing mix/program decisions) well thought-out? Is enough detail offered? Are the steps for implementation presented in a logical order? Have you calculated/projected the likely outcome of the plan? Have you identified likely and relevant limitations? Has the team exceeded its 20 minute time limit? How well do you respond to the Board of Directors?

Minor:
Are the visual aids helpful? Legible? (Points will be deducted for spelling or other errors on all visual aids) Is the presentation professional? Cohesive? Interesting? Enthusiastic? Do all members have a speaking part? Is the team able to answer questions?

What to turn in:

1. A complete bibliography (typed, alphabetized) of all references that were actually used in the preparation of the report. Do NOT include a reference source if you did not incorporate information from that source into the presentation. Do NOT turn in a copy of the materials. Do NOT cite more than one textbook.

2. Two copies of the overheads or other visual aids used in the presentation (one for the instructor and one for the Board of Directors).

3. A copy of any handouts (if used).

These items are due at the start of class.

Class Participation

At the end of the quarter you will evaluate your own class participation and assign a grade based on the following scheme. You must also submit a one-page justification of the grade you have given yourself. It would be advisable, therefore, to keep track of days and contributions that you believe to be noteworthy. The information you provide will be carefully considered in my grading of your class participation.

Grading guidelines follow:

<table>
<thead>
<tr>
<th>Scale</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>A consistent leader in class discussions who regularly makes strong contributions by making insightful comments that reflect a</td>
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thorough analysis of the case under consideration – comments that advance our understanding of the company, industry and/or decision under consideration.

B Regularly contributes to class discussion making insightful comments that reflect a careful reading of the case.

C Contributes to class discussion with reasonable comments that follow from the prior discussion but typically don’t clearly reflect a careful analysis of the case.

D Infrequent comments or a tendency to make comments that do not appear to be based on a reading of the case.

E Very few positive contributions to the class discussion.

Examinations

There will be two exams in this class.

On May 5 you will be given a case that you are to analyze with the other members of your project team. A single group project report will be required from each project team. The report must include a clear statement of the problem, thorough situation analysis, specification of alternatives and selection and justification of the chosen alternative. It will be important for you to work together on the analysis and writeup to produce a cohesive report. Simply assigning a section to each member is not likely to yield an acceptable level of consistency across the sections of the report. Finally, because it is important to develop skills in presenting your recommendations concisely each report will be limited to 5 pages, double spaced, 12 point font, one inch margins. Tables containing the results of quantitative analysis or sample ads may be added to the 5 pages. These reports will be due at the start of class May 10, and the class will be devoted to a discussion of the case and your analysis.

At the end of class on May 26, you will be given the individual in class examination case. You should conduct a thorough analysis of the case and come to the exam (to be held June 2) with the case and your completed analysis. You will be able to use the analysis to answer questions that will be provided at the exam. The questions will be similar to discussion questions provided for other cases or questions asked in class about other cases. You will have the entire period to answer the exam questions and you may refer to your completed case analysis and the class readings packet to help answer the questions. It would also be advisable to bring a calculator to class to have on hand if quantitative analysis is needed.
Class Participation Check List

You are expected to keep track of your participation for each class day to help you evaluate yourself at the end of the quarter. At a minimum, note days on which you miss class, the quality of your contribution to each class (you may give yourself a grade if you wish) and any supporting detail (why did you give yourself that specific rating?). I may ask to see the chart at the end of the quarter so make sure your entries are current and thorough!

March 29
March 31

April 5
April 7

April 12 – team meeting day
April 14

April 19
April 21

April 26
April 28

May 3
May 5

May 10
May 12

May 17
May 19

May 24
May 26

May 31 – Holiday – no class
June 2 – Examination