# Business M734
# Strategic Marketing Analysis
# Fall 2019 Course Outline

## Marketing, DeGroote School of Business, McMaster University

### COURSE OBJECTIVE

Marketing departments are increasingly critical to the strategic direction and success of organizations. Historically often seen as simply a whimsical cost centre, marketing teams now define data-driven strategies that are essential for firms to successfully enter markets, design and commercialize new products, maintain and improve market positions of existing products, and motivate sales by communicating product benefits to each of several diverse target market segments. However, to be effective and sustainable, these strategies must be supported by robust and insightful research and analysis, which will be centrally important to this course. The objective of this course is to provide students with the opportunity to learn and practice high-level research and analysis methods important for successfully developing and defending marketing strategies.

**Prerequisites:** M600 or equivalent and Q600 or equivalent. Completion of M731 is encouraged. It is essential that you have taken a statistics course where you learned multiple regression and analysis of variance, and that you are practiced with these and other basic statistical concepts.

### INSTRUCTORS AND CONTACT INFORMATION

**Taylor Biggin**
Sessional Faculty
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Office: tbd

**Michael Svendsen**
Sessional Faculty
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Office: tbd

**Office Hours: Mondays 6pm-7pm, online by appointment**

### COURSE ELEMENTS

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Credit Value: | 3 | Leadership: | Yes | IT skills: | Yes | Global view: | Yes |
| Avenue: | Yes | Ethics: | Yes | Numeracy: | Yes | Written skills: | Yes |
| Participation: | Yes | Innovation: | Yes | Group work: | Yes | Oral skills: | Yes |

## COURSE DESCRIPTION

The course emphasis will be on investigating key marketing strategies and on understanding and using practical research models that support strategic marketing decisions. This is a "hands-on" course where you will learn the essential aspects of data-driven marketing strategy and the complex models needed to support those strategies. Marketing decision-making in many influential organizations rely heavily on the topics covered in this course. Each concept covered in the course has a software implementation and a problem or case whose resolution can be enhanced through the use of the software. Our classes will be a combination of lecturing, discussion, workshops, and case analyses.

## LEARNING OUTCOMES

This course guarantees you a *hands-on* opportunity to learn about important strategic marketing activities. We will discuss and work through the key concepts of marketing strategy and the methods and applications of decision models that support strategic marketing decision making in areas such as segmentation, new product development, communication, and pricing.

Unlike many marketing courses that focus on conceptual material, this course will provide skills to translate concepts into specific strategic plans. During this course you will …

- ✓ discover that marketing strategy can be made functionally operable only through clear understanding of the product, the company, the market and the customers;

- ✓ learn that this higher level of understanding can only be achieved through sophisticated quantitative analysis of these critical factors;

- ✓ realize that general marketing concepts are important and are dramatically strengthened when directed by marketing models and marketing research;

- ✓ begin to understand how mathematical and statistical tools can be used to translate data and information into important marketing insights;

- ✓ appreciate how analytical techniques, computer models and marketing research are essential to truly can effective marketing decision making;

- ✓ work through several examples of the successful use of marketing models;

- ✓ learn a practical software tool kit that you can use to solve real marketing problems.

## REQUIRED COURSE MATERIALS AND READINGS

- Software: R, RStudio, Jamovi (all open source and free), Sawtooth Lighthouse Studio (licenses provided by McMaster), and Slack (used for in-class communication and exercises)
- Free reading materials assigned in class

## EVALUATION

## *Components and Weights*

- Presentations will be evaluated on the basis of meeting objectives, quality of content, presentation skills, communication skills, building rapport, and form. All students will also evaluate the presentations of the final projects.
- Due to the nature of the course and weekly evaluation of group assignments, there will be *no final exam*.
- Final grades will be assigned based on the following weights:

| | |
|---|---|
| Class Participation and in-class discussions | 10% |
| Survey data collection | 10% |
| Case Submissions | 65% |
| Case Presentations<br>*2% will be deducted from your final grade for every absence when presentations are being done.* | 15% |

## *Conversion*

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

| LETTER GRADE | PERCENT |
|---|---|
| A+ | 90 - 100 |
| A | 85 - 89 |
| A- | 80 - 84 |
| | |
| B+ | 75 - 79 |
| B | 70 - 74 |
| B- | 60 – 69 |
| | |
| *F* | *00 – 59* |

## COMMUNICATION AND FEEDBACK

Students who are uncomfortable in directly approaching an instructor regarding a course concern may choose to send a confidential and anonymous email to the respective Area Chair at:

http://www.degroote.mcmaster.ca/curr/emailchairs.aspx

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

## CASE ANALYSES

There will be case assignments approximately every other week, to be completed by self-selected groups. Group members are encouraged to prepare jointly for class discussions. These group assignments will require that you prepare a presentation and submit a copy of your PowerPoint visuals at the beginning of the class when the assignment is discussed. In each week, one group (chosen in advance) will make and defend a presentation to motivate in-class discussion. This group will play the role of consultants, while the rest of the class will act as management. **All groups (including those not presenting) must submit electronic and paper copies of their slides for each presentation.**
- **The electronic copies of the case reports (.pdf and .ppt(x)), as well as any accompanying data outputs, analyses, etc. must be submitted to the appropriate dropbox in Avenue before class begins.**
- **The hard copy of the case report must be submitted at the beginning of class.**

This class is heavily focused on group work, and all members are expected to contribute equally to their projects. Towards the end of the course, students will be given a chance to evaluate each of their group members' contribution to their group work, and individual grades may be adjusted accordingly.

### PREPARING FOR CLASS

This course may be more hands-on than others you've experienced in the MBA program. There is no required textbook and only moderate (free) required reading. While you will not be 'tested' on any of the reading, having read and understood the articles will invariably help your case analyses and make you a better marketing professional.

Most weeks will involve a workshop component in which we analyze and interpret a data set as a class. You will be provided with detailed instructions on how to install and use the relevant software beforehand with sample datasets that you can use to walkthrough the procedure, and it will be assumed that you have read and already familiarized yourself with them. In-class workshop time will be spent on making sense of data and translating those findings into robust marketing strategies, not the procedural logistics of how to install software or run the analyses. If you don't prepare for the workshops, you will fall behind.

## PARTICIPATION

Regardless of whether you are making a presentation or not, it is your responsibility to be prepared for each session as detailed in the course outline.

Class participation is evaluated based on *quality,* not *quantity*. This means making relevant, well-supported and meaningful comments and criticisms about the readings, concepts and analyses being discussed in class. Instructors and TAs will feel free to cold-call on anyone at any time. Hence, it is imperative that you prepare for each and every case and reading. In general, contributions are evaluated in an ascending order from physically but not mentally present, to good chip shots, to substantial comments, to case cracking contributions. Debate and challenge are important activities that help in the learning process and the willingness of individuals to engage in such activities with their classmates is appreciated. Name cards are used to help give credit for your participation; to help ensure your contributions are recognized, you must have a name card with your full first and last name clearly written and displayed in front of you for every class.

This course will use Slack to supplement in-class communications. You can and should use this software to support and/or ask questions of your peers in real-time, or share code, data snippets, and images as appropriate that pertain to the topic at hand. That being said, Slack is not intended to be a substitute for in-class discussion and participation.

You will be presented with many opportunities to participate. You will be given the opportunity to view your participation grade halfway through the semester. At that time or any other time, if you are feeling like you are not receiving ample opportunity to participate, *let the instructors know early* so the situation can be addressed.

## ACADEMIC DISHONESTY

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

http://www.mcmaster.ca/univsec/policy/AcademicIntegrity.pdf

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act

or fail to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at: http://www.mcmaster.ca/academicintegrity

## COPYRIGHT

McMaster University has signed a license with the Canadian Copyright Licensing Agency (Access Copyright) which allows professors, students, and staff to make copies allowed under *fair dealing*. Fair dealing with a work does not require the permission of the copyright owner or the payment of royalties as long as the purpose for the material is private study, and that the total amount copied equals **NO MORE THAN 10 percent** of a work or an entire chapter which is less than 20 percent of a work. In other words, it is illegal to: i) copy an entire book, or ii) repeatedly copy smaller sections of a publication that cumulatively cover over 10 percent of the total work's content. Please refer to the following copyright guide for further information:

http://library.mcmaster.ca/about/copying.pdf

## MISSED ACADEMIC WORK

### *Missed Mid-Term Examinations / Tests / Class Participation*

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons *as determined by the MBA Academic Services Office*, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the MBA Academic Services Office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroote website at http://mbastudent.degroote.mcmaster.ca/forms-and-applications/. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the MBA Academic Services Office at least ten (10) working days

before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by the MBA Academic Services Office.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

## STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term.  Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor.  If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

http://sas.mcmaster.ca

## POTENTIAL MODIFICATIONS TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term.  The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes.  It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

## RESEARCH USING HUMAN SUBJECTS

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research.  The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

http://www.pre.ethics.gc.ca

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy

Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner.  For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information.  Furthermore, you must ensure everyone understands that participation is entirely voluntary.  Please refer to the following website for more information about McMaster University's research ethics guidelines:

http://www.mcmaster.ca/ors/ethics

Organizations that you are working with are likely to prefer that some information be treated as confidential.  Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group.  Furthermore, you must continue to respect this confidentiality even after the course is over.

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ADDITIONAL HEADINGS

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## *Survey*

This is not a marketing research course, however, the Main Case (Kirin) is pivotal to much of what we will be doing during the term. Each student will be asked to take a prepared questionnaire and collect answers from **approximately 30 respondents each**. This will not take much time and we will rely heavily on that data.

Prior to collecting that information, we will review the questionnaire and you will be informed on proper field procedures, including selecting respondents, describing the survey, informing respondents of confidentiality and anonymity and their right to participate in the survey or not.

## *In-class Case Presentations*

1. Attendance at these presentations, including all students not making a presentation, is mandatory.  **A student who skips class loses 2% of the final course mark for each presentation day missed.**  Only a documented medical reason will absolve you.  Don't ask for permission to miss a presentation, without penalty.  Out of respect for those who are presenting, it will not be granted.

2. All team members should share in the presentation for your group.  Be prepared to explain the complexities of your project interestingly and vividly.

3. Your presentation must be professional.  Use appropriate audio-visual displays.  Time the talk precisely.  You are allowed 20 minutes.

4. Prepare well-designed presentation material.  Use a **few**, well-chosen exhibits to reveal to the class your most interesting and valuable findings.

5. As part of the evaluation of your group's research project, the presentation will be graded as well as the content.

6. Your **confidential Peer Evaluations** can be completed on Avenue towards the end of the course.

## *M734, Strategic Marketing Analysis: Fall 2019 Course Schedule*

Note: Topics, assignments and timing might change during the term

| Week | Topic and Material | Preparation for Following Week |
|---|---|---|
| **Week 1**<br>Sep 9 | **Introduction to Strategic Marketing Analysis**<br><br>Topics<br>● Introduction and course overview<br>● Key aspects of marketing strategy<br>● Models and frameworks | Action Items<br>● Make sure R, RStudio, Jamovi, Rattle, and Slack are installed on your computer.<br>● Fill in the questionnaire outlined on Avenue--help us get to know you!<br>● Read the Kirin case<br>● Read The e.Libria case<br>● Reading assigned on Avenue<br>● **Sept 23 Reminder:** Case Assignment: Kirin Case General Marketing Strategy |
| **Week 2**<br>Sep 16 | **Introduction to Data-driven Marketing**<br><br>Topics<br>● Review of business statistics<br>● Intro to logistic regression<br>● Analyzing marketing data to make evidence-based business decisions<br>● Planning go-to-market strategy<br><br>Workshop<br>● Logistic regression for choice analysis | Action Items<br>● Make *absolutely* sure R, RStudio, Jamovi, and Rattle are installed on your computer!<br>● Reading assigned on Avenue<br>● **Case Assignment:** Kirin I case - General Marketing Strategy due next week<br>● **Sep 30 Reminder:** Case Assignment: e.Libria |
| **Week 3**<br>Sep 23 | **Marketing Strategy: Product Design**<br><br>Topics<br>● Overview of marketing research<br>● Introduction to conjoint analysis and choice-based conjoint<br>● Conjoint questionnaire design<br><br>**Case Presentation #1**<br>● **Kirin I - General Marketing Strategy**<br><br>Workshop<br>● In-class Kirin survey design | Action Items<br>● Respond to the sample Kirin questionnaire<br>● Make sure Sawtooth Lighthouse Software is installed and working on your computer.<br>● Reading assigned on Avenue<br>● **Case Assignment:** Bookbinders Book Club due next week<br>● **Oct 7 Reminder:** Questionnaire Respondents due |
| **Week 4**<br>Sep 30 | **Marketing Strategy: The Value of Brands and Product Attributes**<br><br>Topics<br>● Analyzing choice-based conjoint<br>● Hierarchical Bayesian analysis<br><br>**Case Presentation #2**<br>● **e.Libria Book Club** | Action Items<br>● Reading assigned on Avenue<br>● **Oct 7 Reminder:** Questionnaire Respondents due |

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|  | Workshop <br> ● Choice-based conjoint modelling and analysis (Hierarchical Bayesian) for Kirin Case <br> ● Interpreting and visualizing data in Excel effectively |  |
| **Week 5** <br> Oct 7 | **Marketing Strategy: Strategically Designing Market Offerings** <br><br> Topics <br> ● Designing products using choice-based conjoint data <br> ● Simulating potential product offerings <br> ● Brand strategy <br><br> Workshop <br> ● Simulations for Kirin Case <br><br> Extra Office Hours <br> ● Last hour of class can be used to seek additional CBC modelling & analysis assistance | Action Items <br> ● Reading assigned on Avenue <br> ● **Oct 21 Reminder:** Case Assignment: Kirin II Overall Market Offering |
| **Week 6** <br> Oct 14 | **No class:** Thanksgiving | Action Items <br> ● Reading assigned on Avenue <br> ● **Case Assignment:** Case Assignment: Kirin II Overall Market Offering due next week |
| **Week 7** <br> Oct 21 | **Marketing Strategy: Market Segmentation** <br><br> Topics <br> ● Attitude & behaviour-based segmentation <br> ● Segmentation overview <br> ● K-means segmentation <br> ● Launching new products <br><br> **Case Presentation #3** <br> ● **Kirin II - Overall Market Offering** <br><br> Workshop <br> ● K-means cluster analysis in R | Action Items <br> ● Reading assigned on Avenue |
| **Week 8** <br> Oct 28 | **Marketing Strategy: Market Segmentation** <br><br> Topics <br> ● Customer heterogeneity and turning segments into customer profiles | Action Items <br> ● Reading assigned on Avenue <br> ● **Nov 11 Reminder:** Case Assignment: ConneCtor PDA |

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| | ● Choosing and targeting segments to sell to<br><br>Workshop<br>● Continuing segmentation analysis | |
| **Week 9**<br>Nov 4 | **Marketing Strategy: Market Segmentation**<br><br>Topics<br>● Latent class analysis<br>● Product messaging<br><br>Workshop<br>● Latent class analysis in Sawtooth<br>● Simulating product offerings | Action Items<br>● Reading assigned on Avenue<br>● **Case Assignment:** ConneCtor PDA due next week<br>● **Nov 18 Reminder:** Case Assignment: Kirin III Segmentation |
| **Week 10**<br>Nov 11 | **Marketing Strategy: Market Segmentation**<br><br>Topics<br>● Segmentation: pulling it all together<br>● Positioning and perceptual maps<br><br>**Case Presentation #4**<br>● **ConneCtor PDA**<br><br>Workshop<br>● Product messaging and positioning | Action Items<br>● Reading assigned on Avenue<br>● **Case Assignment:** Kirin III Segmentation due next week |
| **Week 11**<br>Nov 18 | **Marketing Strategy: Market Targeting and Positioning**<br><br>Topics<br>● Strategically targeting market segments<br>● Strategically positioning brands for targeted market segments<br><br>**Case Presentation #5**<br>● **Kirin III - Segmentation**<br><br>Workshop<br>● Perceptual mapping | Action Items<br>● Reading assigned on Avenue<br>● **Dec 2 Reminder:** Case Assignment: Kirin Positioning |
| **Week 12**<br>Nov 25 | **Course Wrap-up**<br><br>Topics<br>● Course evaluations<br>● Everything and everything else<br>● Other topics in marketing strategy<br>● Preparation for final presentations<br><br>Extra Office Hours | Action Items<br>● Reading assigned on Avenue<br>● **Case Assignment:** Kirin IV Positioning due next week |

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|---|---|---|
| | ● Last hour of class can be used to seek additional segmentation assistance | |
| **Week 13**<br>Dec 2 | **Final Kirin Presentations**<br><br>Topics<br>● Course evaluations<br><br>**Case Presentation #6 for all groups**<br>● **Kirin IV - Positioning** | |