

PEPPERDINE MBFE Marketing 658

LARRY STEVEN LONDRE

MARKETING MANAGEMENT

SUMMER 2005
WEEKENDS
ENCINO

SYLLABUS

"If you practice the way you play, there shouldn't be any difference. That's why I practiced so hard. I wanted to be prepared for the game."

Michael Jordan (1963 -) American basketball player & business person

Dear Pepperdine MBA Student:

I enjoy teaching. My full-time position is in strategic marketing/planning, advertising, promotion and media with several companies and in advertising or promotional agencies. I'm also a marketing consultant and an expert witness, testifying in federal court on marketing, advertising and media matters.

I am pleased that you have enrolled in OUR class. I have taught marketing, advertising, strategy formulation/implementation, promotion, media and Communications to graduate and undergraduate students at Pepperdine (School of Business), USC (Annenberg School For Communication, Marshall School of Business, and School of Journalism), at Loyola Marymount and at CSUN (College of Business & Economics).

Success is staying ahead of the competition. In the global economy it is essential to have greater agility, better marketing, promotion and media savvy, plus the ability to innovate in the marketplace. Using "real-world" marketing, planning, promotion, advertising exercises and materials, we will study and discuss several different topics and industries:

- practices, "real-world" actions, theories and concepts proving themselves as viable activities and actions for generating sales, customer traffic and revenue
- marketing, communication, promotion and media's important role to an organization--- both profit-making and non-profit
- local, ethical, political, social, legal, and regulatory issues.
- analyzing the demands for segmentation, targeting, and positioning
- developing strategies and tactics, including global
- the changing media environment, buyer behavior
- the marketplace is complex and changing with new competitors, technological advances, pricing changes, new media mixes, marketing suppliers, new laws, distribution channels, strategic partnerships, and diminished customer loyalties.
- finding strategic information for decision makers
- developing new products/services, and the elements of the marketing mix. My 9P's.
- looking at the availability, advantages and disadvantages of the promotion mix
- reviewing the importance of Communications, selling, media and advertising
- exploring the many worlds of media and the Internet
- reviewing the aspects of implementation and control

Our field of study will be broad, as students come from a variety of fields. I will use many different methods to involve you. It's important to note that much can be learned by working and thinking "outside the box"---and outside your own background and experiences. The class is designed to involve you in a meaningful career in marketing communication, advertising, planning, branding, promotion, PR or management with a solid understanding of the vernacular and materials. We will explore many different industries---from retail to entertainment, and from food to technology.

Please come to class well prepared. Some of the readings can be long, especially the cases. Some of the projects may be difficult, and if you don't read the materials ahead of the assignments will be more difficult. You will need to spend time in reading and preparing for the classes, projects and exercises. There is a great deal to cover and on many subjects we will only explore the headlines, but on these topics I want you to know there is more for you to find if it pertains to your job.

Knowledge is power. And can be fun. I look forward to meeting and spending time with you. Please fill out the attached personal fact sheet and send to me today. Let's enjoy each other's company.

"We are who we are in good measure because of what we have learned and what we remember."

Nobel Laureate Dr. Eric R. Kandel

Larry Steven Londre

SUMMER 2005

MKT 658 Marketing Management

Weekends

E-mail: LLondre@pepperdine.edu (Please always identify our 658 class and give your contact info, too.). Always send any inquiries to only this email. I have other email accounts and do not want you to mix them.

Telephone: 310/889.0220 business

310/889.0221 fax (You do not need a cover sheet, but please identify the class.)

This course is also an introduction to marketing management's role in an organization's business strategy. Topics include marketing management strategy, implementation, and control; customer satisfaction and consumer behavior; product development; pricing strategy; marketing Communications and promotion; distribution; international marketing; and marketing environment, laws, and ethics. To enhance critical thinking, Communication skills, and leadership skills, the course work normally includes such elements as classroom discussion, case analyses, computer simulations and experiential exercises, and written and oral presentations.

Nature and Purposes of the Class

This course deals with marketing, communications, promotion and media. The course (which will be my 69th semester of teaching) covers:

1. An understanding of the vital roles of Marketing within domestic and global companies. Today, companies must critically rethink their planning, business mission, marketing, products, pricing, promotion, distribution, targeting, partners, media, and integrated strategies.
2. Through our weekend lectures, readings, cases, computer simulations, discussions and projects, students will analyze tasks and procedures utilized in progressive companies. Students will gain a lasting knowledge of challenges, questions and opportunities in whatever company or industry they are in or may be in.
3. Understanding the CEO's responsibilities for developing a well-managed "customer driven" organization.
4. Sound marketing practices, processes, policies and techniques will be illustrated and explored.
5. An awareness of the major types of problems faced by organizations, with an emphasis on effective marketing decision-making.
6. Preparing students for a career in marketing, communications, media, advertising and management with a solid understanding of the materials. Class time will be devoted to extending, probing and applying concepts from the readings.

The class will be far more **practical than theoretical.**

"Always dream and shoot higher than you know you can do. Don't bother just to be better than your contemporaries or predecessors. Try to be better than yourself."

William Faulkner, Novelist and writer, won Nobel Prize

Materials:

- Marketing Management by Kotler and Keller Pearson/Prentice Hall 11th or 12e (new edition, as of 3/15/2005) (I will make either edition work, in case you have purchased either edition.)
- 658 Class Packet: Selected cases/readings, and my PPT presentations (my part is free, but bookstore charges for duplication.)
- Pharmasim (latest version) James Kinnear Deighan Interpretive Software/interactive game. You'll need to go to: www.interpretive.com/londreatpepperdine You place your order online, before our second class. No exceptions, pls. It makes it confusing for your team. Each student must have a receipt of the interactive game. On line copy (PDF) is discounted for you at \$40. www.interpretive.com/londreatpepperdine Please make sure that no order is placed to the bookstore (as I have been told we have some Pepperdine faculty who still use the older version of the software, and it will cost more going that route).

“Success comes to people who worry more about what they have to do to get ahead than what is happening to other people.”

Introduction:

- The readings need to be read before our class. Their exposure will give you advanced understanding of the subjects.
- We will not go over all of the material in class.
- I will use exercises and assignments to better involve you. Lectures will parallel the readings in most instances, especially with the computer simulation.
- As a result, success in this course relies heavily on class attendance, regular work, participating in team meetings, completing individual/team assignments and projects.
- Learning will result from active student participation in class and the projects. Reading assignments should be prepared thoroughly prior to the class for which it is assigned.

Schedule of Classes:

Students are expected to read, study, and prepare to discuss each chapter, each assigned article, and each case (including team cases assigned to other teams) for the class session at which each is scheduled to be discussed. The written Discussion Notes cited in the syllabus are expected for each class.

Assignments Due are, in addition, to normal preparation.

"Before everything else, getting ready is the secret of success."

Henry Ford (1863-1947) American industrialist, inventor

A Note on the First and Second Classes:

- We will discuss the content of all of the reading materials as well as the processes appropriate for case analysis and article analysis (critical thinking), literature review preparation, and the individual strategic analysis project, during this first class.
- We will start to establish student teams for the team case analyses, presentations and for the simulation weekend. We will discuss the advantages of having same teams for team activities, during this first and second class.
- We will also start to fill out a detailed schedule with each student signing up for the different projects and discussions.
- There will be no student-led literature reviews or student-led case or assigned article discussions during this first class.
- You must be present. If you do not attend, it will be too difficult on scheduling the individual and team assignments.

“Be better prepared when the next job opportunity comes around.”

Anonymous

"I don't need time. What I need is a deadline."

Duke Ellington

Friday, May 6 (1)

Topics: Introduction, Discussion of Course Objectives & Assignments
Name A Marketing-Driven Company?
Did You Know?
Case: Ronco (Name A Marketing-Driven Company?)
World's Wackiest Products, with Marketing, accounting, finance, inventory, production, human resources, information systems, and strategic management aspects.

Readings: Introduction
Chapters 1, 2, 3

Saturday, May 7 (2)

Topics: Defining Marketing/Developing Marketing Strategies & Plans/Gathering Information/Monitoring Environment
Name that Company?
Scheduling of Presentations/Making Teams
Case: Smile

Readings: First Section

Review Pharmasim

Discussion on Assignment #1: (Individual)

"Wow" web site

"Wow" web site paper (one-sheet MAX, with home page printed and attached. Total assignment is two pages.) to be turned. Review information in class packet and in the syllabus.

Friday, May 20 (3)

Topics: Marketing Research/Creating Customer Satisfaction, Value, and Loyalty/Consumer and Business Markets/ Segmentation & Targeting
Segmentation, Targeting and Positioning Examples
Case: Cynalum

Presentations

Readings: Second Section

Chapters 4, 5, 6, 7, 8

Review of Assignment #2: Pharmasim (For Team)

TEAM Meeting Update

In outline form, what strategies will/did you use. List of individual assignments, timing, and responsibilities.
Review entire assignment.

Assignment #3: (Two students on a team: Please do not pick someone you know.)

Different Targets

Select two print ads for two brands in the same product or service category that market to different targets. Include where you found them. What is the target market for each brand? Who are they targeting to?

How are they being targeted differently? Please do not pick fashion. One "typed" page is needed of each ad. Two or three pages per team. Please attach ad to each sheet. Please clip everything together. You will present in class.

"Hollywood is a place where they'll pay you a thousand dollars for a kiss and fifty cents for your soul."
Marilyn Monroe

Saturday, May 21 (4)

Topics: Gathering Information and Measuring Market Demand/Why do Companies Stumble and Fall/Scanning the Marketing Environment.
Mission/Corporate Strategic Planning
Presentations
Case: Kodak vs. Fuji (reader)
Quiz

Friday, June 10 (5)

Topics: Creating Brand Equity/Brand Positioning/Competition/New Market Offering
Case: Viacom (reader), Succession Planning
Case: TiVo

Readings: Third Section
Chapters 9, 10, 11, 20
Pharmasim Pages and Packet

Assignment #2: (For Team)

Pharmasim TEAM Meeting Update

In outline form, what strategies will/did you use. List of individual assignments, timing, and responsibilities.
Review entire assignment.

Saturday, June 11 (6)

Topics: "Pharmasim Simulation" Saturday

Readings: Chapter 12, 14

"The mobile phone will become your wallet, and the credit-card company will give it to you free. It will become a transaction hub, holding your ID --- are you an organ donor? --- Digital cash, credit card numbers and bank account information. Similarly, the laptop is slowly turning into your briefcase."

Friday, June 24 (7)

Topics: Value Networks and Channels/Retailing/IMC
Partnerships and Alliances
Team Strategies in Simulation/Simulation Review:
Presentations
Case: Dell
Case: Wal-Mart (Book), with K-Mart with Sears

Presentations

Readings: Fourth Section
Chapters 15, 16, 17, 18

Cell Phone paper and PPT (Notes Pages) due

"If you taste wine for the first time, you cannot understand it. If you taste it over a period of time, you have a scale to evaluate it. The same with sound."

Yasuhisa Toyota, Walt Disney Concert Hall, in story about WDCH and Frank Gehry

"It's kind of fun to do the impossible."

Walt Disney, entrepreneur, producer, showman

Saturday, June 25 (8)

Topics: Advertising, Sales Promotion, Product Placements, Events and PR
Case: Netflix*
Presentations

Assignment #4: Effective Advertising:

Bring one "what you feel is" a good ads and one bad ad;

You should be prepared to discuss your assignment in class.

*As of 12/2004, Blockbuster's new competitive service.

<http://www.blockbuster.com/acctmgmt/displayRegisterSubName.action?planID=25027>

Friday, July 15 (9)

Topics/Readings: Global Markets/Strategy Execution
Which Company is Transnational
Case: Euro Disney
Presentations

Readings: Fifth Section
Chapter 21

Saturday, July 16 (10)

Topics/Readings:
Case: Monster.com
What Clients Expect
Presentations
Creativity
Input on Careers/Jobs

Presentations Wal-Mart/Netflix/Blockbuster Recommendations

"I am **still learning**."

Michelangelo (1475-1564), Italian sculptor, painter, architect and poet

Approximate Allocation of Grades

Wow Website	Assignment #1	5%
Quizzes/Tests		10
Team Update/Pharmasim	Assignment #2	10
Different Targets	Assignment #3	10
Effective Ads	Assignment #4	5
Pharmasim Project/ Team Simulation, including Updates and Peer evaluations, Cell Phone Project	Assignment #5	15
Wal-Mart/Netflix/Blockbuster Project	Assignment #6	15
Class participation, including presentations		<u>20</u>
		100%

Past experience shows that success is related to:

- **Reading and completion of assignments prior to the class lectures**
- The degree of your participation, including individual and team work
- Willingness to expose your viewpoints to the critical judgment of your classmates and team members.
- Note on Team Experiences/Decision Making: When discussing planning, objectives, strategies or tactics with team members, always cite references from our class, readings or your background. It's not appropriate to take a stand by saying "I just feel it." Try to back up your individual or team decisions with strategic references. Back up your decisions, with salient information or strategies.
- Ensuing adequate study time prior to the quiz and assignments
- Early commitment to the team projects and strength of your commitment

Expectations

Classes will be conducted using lectures, cases, simulation exercises, presentations and interactive discussion. Students will be called upon to discuss the text, assignments, a web site, readings and cases. Each team may present specific readings and cases. The web site presentation is part of class participation.

With respect to class participation, each of you is expected to contribute to the discussion of the issues. You will be evaluated on the content of your comments, observations, and insights. You will present one web site. See sheet. Be prepared in class. On selected days, I will randomly call on you to participate. If you are prepared, the questions will not be difficult. Many of the questions have already been given to you----but not all of them---- in the class packet.

The primary emphasis should be on your ability to make a substantial contribution that moves the discussion. It is important that your comments fit into and build on previous discussion, so that we are maximizing a cumulative learning experience in the classroom.

Tests, Grades and Assignments

All assignments will be given point values. The best letter grades will be given to the students with the most points.

There will not be any true/false or multiple-choice tests. Each quiz may be a combination of definitions, essay, case and relationship questions. No blue books are needed.

"Great things are not done by impulse, but by a series of small things brought together."

Vincent van Gogh (1853-1890) Dutch painter, first career: art salesman

Academic Dishonesty

It is the policy to report all violations. Any form of cheating, facilitating academic dishonesty, and/or plagiarism will result in an *automatic "F"* in the course and is grounds for expulsion from the University.

Evaluation of Student Work

While extraordinary factors might affect your attendance, we expect you to be present for all class meetings and to arrive on time and stay for the entire class.

Do not schedule another assignment, meeting or date during class time. You are expected to attend each class. Your grade will be affected if you decide you have other things to do instead of being in class. Attendance will be maintained.

Missing two classes or parts of two classes will affect your understanding of the materials, your involvement in the team projects and your grading. To provide the best output, fairness and distribution of project work, you will help evaluate your other team members in the group exercises.

"Knowing is not enough; we must apply. Willing is not enough; we must do."

Johann Goethe (1749-1832), German dramatist, poet & novelist

"Three **great essentials** to achieve anything worthwhile are, first, hard work; second, stick-to-itiveness; third, common sense."

Thomas Edison (1847-1931) inventor, salesman, worked more than 40 hours straight

About the Team Projects, Value, Time, Energy and Your Resources Hold the Answers

When you start have the team discuss planning, assignments and responsibilities. Begin with value. The team projects combine what is in the notes, tests, readings and exercises. And you get to apply them to your project, with your creativity and energy.

- Think about the project and your team in terms of value.
- You can decide what the project and your team are worth to you.
- Your team creates value by combining time, energy and resources.
- No project can have value unless you give it time.
- I want the assignments to be learning, enjoyable assignments. But they can take time. A consistent effort pays off, rather than rushing at the end.
- Develop a timeline. I have given you a few important dates.
- Giving some time regularly is just as important as how much time you can give. You can generate a lot of value by devoting just 15 minutes a day.
- Energy plays a pivotal role in generating value. You need energy to maximize your time and develop resources.
- Generating value takes resources, and you have plenty of them at your disposal. These include your abilities; any and all information you can access; the Internet; the library; grocery managers and buyers; people that you know who can help; organizations and institutions---for example, a trade association, and more.

Combine these three elements to equal value.

Value = Time X Energy X Resources

The most important clues that I can give you are:

1. Plan. Answer the question early “what is needed.”
2. Put things in writing. It helps so that everyone on a team is in agreement.
3. Use what you are learning.
4. Remember my “funnel”. Start with analyzing the marketplace, the external factors, target market, competition, etc.
5. Rehearse the presentations.
6. Prepare the assignment and the deliverables as you go.
7. And work together.

“Luck is preparation meeting opportunity. “

Team Evaluation:

- Each team will receive a team score, but each team member will assist in the grading of everyone on his or her team, except themselves. I have been using this formula for over 29 years, and have determined that it is one of the best methods for team harmony and outstanding results.
- I understand the time pressures, and appreciate your taking the class, but working with others stimulates your thinking and enhances the classroom presentations. It is much more of an example of the real world.
- It helps to distribute the work in your team. We will have teams by the second class.

Additional notes:

- As I mentioned in my syllabus and will mentioned in class a few times, you will help in the evaluations and grading of the other team members. Your help is a percentage of the final grade, and your evaluation assists in keeping everyone's interest and cooperation.

Please give me your input on two questions:

Evaluation Question

Would you grade everyone equally in his or her preparation and cooperation during the computer marketing simulation?

If yes, please circle "yes" and go on to overall question.

If you would not answer "yes", please add each team member's name. Make it readable and put in alphabetical order. Then write a number between 0 (poor) to 20 (excellent), with an average of 20 for all members*. If you give one person more points, you must give someone less. Remember to be fair. There's room for additional input or explanation. If everyone is evaluated equally then just add a note----"YES", after putting down team and all members.

(# of teammates X 20; if you have six total on the team, then it's five times 20 or 100 points; please don't evaluate yourself.)

*Yes, you do NOT evaluate YOURSELF. Six team members minus one equal five total to evaluate. Five times twenty points equals 100 points. Yes, 100 points. If everyone was equal ----20, 20, 20, 20, 20 = 100

If one person did a more and one person did much less than all others, then 25, 15, 20, 20, 20, which equals 100 points.

There's room for additional input or explanation. If everyone is evaluated equally then just add a note----"YES", after putting down team and all members.

	Number for Simulation	Number for Team Paper
Member A _____ (your name)	-----	-----
Member B _____	_____	_____
Member C _____	_____	_____
Member D _____	_____	_____
Member E _____	_____	_____
Member F _____	_____	_____

Team Number _____ (add team number)

I am looking for input. Remember that I just want everyone to be prepared.

A little more:

- I am here to help you understand the elements of planning, marketing, strategy, promotion, research, communications, media and marketing execution/ evaluation.
- If you have any questions on the individual or team projects, please ask them, in class, in case another needs this information.
- Remember, this at the beginning of the class and you'll need to take one section at a time. Things with your work will fall into place. Believe it or not, I hope this will be one of your favorite classes Have fun with this class and the assignments. I'm here to help facilitate these feelings.
- On many occasions and before class, I'm available to answer your questions.
- Be sure to start early on the assignments/projects, develop a good team experience and an equitable distribution of work for the semester and your team project.

Good Luck. Let's have a great semester.

658 Assignments:

Assignment #1: (Individual)

“Wow” web site

“Wow” web site paper (one-sheet MAX, with home page printed and attached. Total assignment is two pages.) to be turned. Review information in class packet and in the syllabus.

Assignment #2: Pharmasim (For Team)

TEAM Meeting Update

In outline form, what strategies will/did you use. List of individual assignments, timing, and responsibilities. Review entire assignment.

Assignment #3: (Two students, as a team: Do not pick someone you know.)

Different Targets

Select two print ads for two brands in the same product or service category that market to different targets. Include where you found them. What is the target market for each brand? Who are they targeting to? How are they being targeted differently? Please do not pick fashion. One “typed” page is needed of each ad. Two or three pages per team. Please attach ad to each sheet. Please clip everything together. You will present in class.

Assignment #4 (Individual)

Effective Advertising:

Bring one “what you feel is” a good ads and one bad ad;

You should be prepared to discuss your assignment in class.

Assignment #5 (Individual)

Cell Phone Marketing Research Exercise

See class packet/syllabus.

Assignment #6 (Team)

Marketing Recommendations for Wal-Mart/Netflix/Blockbuster

Presentations in class. Need PPT, and exhibits.

"I am still learning." Michelangelo (1475-1564) Italian sculptor, painter, architect and poet

Part One:

Assignment #2: (For Team) TEAM Meeting Update

- List of individual assignments, timing, and responsibilities. Plus three (3) rounds of Pharmasim. 0-1, 1-2, 2-3
- If you would like, I give you the opportunity to replay the rounds again. But only if you want to.

The following can be in outline form. Three to five pages:

1. Report results. How did you do? Sales, Market Share and Profits?
2. Fill out evaluation sheets, properly filled out (confidentially); Hand to TA separately.
3. Describe the Nine P's in relationship to this project.
4. What are marketing strategies used?
5. Who were you targeting?
6. What have you as a team or as an individual learned?
7. Any questions or suggestions for me?
8. What were the three most important marketing decisions? Would you have changed these, if starting over?

Note on Team Experiences/Decision Making: When discussing planning, objectives, strategies or tactics with team members, always cite references from our class, readings or your background. It's not appropriate to take a stand by saying "I just feel it." Try to back up your individual or team decisions with strategic references. Back up your decisions, with salient references. It makes for a better, fun experience. And ultimately.... YOUR TEAM EXPERIENCE.

Note: The teams can play up until period 3 (Rounds 0-1, 1-2, and 2-3) with the option of one replay. How many replays/restarts should be allowed? One replay, or one restart.

For the next meeting, you will start over and play from period 0 on. The Pepperdine customization will have one (1) replay and one (1) restart for the entire game

"You cannot escape the responsibility of tomorrow by evading it today."
Abraham Lincoln, 16th President

658-Personal Fact Sheet (Summer 2005)

- This data sheet will help me tailor the class to fit your specific and the overall needs of the class. Please make the info readable. I will need a hard copy.
- Please complete and send me a copy **within three business days** of reading this syllabus, (you will get extra credit). **Also, please bring the original of this sheet to the first class.**
- Send it to Larry S. Londre, Londre Marketing Consultants,
11072 Cashmere Street, Second Floor, Los Angeles, CA 90049; Thank you.

Print Clearly, REALLY, Print Clearly

Name: _____

Address: _____

Phones: _____ school _____ home/work

_____ e-mail (If this changes, please alert me. It is your responsibility.)

_____ home fax

Employer: _____ Title: _____

Business Specialty/ Occupation: _____

What would you like to get out of our 658 Class?

What type of marketing, advertising, Communication or media work experiences have you had (it's OK to say none or very little; that is why I'm here); we will cover dozens of topics--from major to minor topics to prepare you for the challenges facing every company)?

Related classes to marketing and marketing management (Undergraduate and Graduate)? Which ones?

What are three interesting things about you that I can share with the class?

A recent survey found that ____% of adult Americans are interested in products that allow them to skip or block advertising; ____% feel constantly bombarded by too much advertising and ____% would actually prefer a lower standard of living in order to live in a society without marketing and advertising. (Yankelovich)_

Given a choice, would you rather be richer, smarter or better looking? Swing Magazine put that question to a nationwide sample of 18-34 year-olds. What is your answer if you were asked?

What is your estimate of their responses or sample, which adds up to 100%?

_____ % richer _____ % smarter _____ % better looking?

dataform