Nature and Purpose of the Course

In this course we seek to:

- Introduce you to key marketing ideas and phenomena, especially the core theme of delivering benefits to customers.

- Develop your skills in marketing analysis and planning.

- Familiarize you with the tactics of the marketing (product strategy, pricing, advertising, other communications, and distribution policy) and enhance your problem solving and decision making abilities in these areas.

- Provide you with a forum (both written and oral) for presenting and defending your own recommendations and critically examining and discussing those of others.

We explore theory and practice that draws on customer analysis, competitive analysis, and analysis of core strengths in marketing and product development.
We use cases, discussions, and readings to provide a mix of integrating concepts and hands-on problem solving. We encourage a variety of perspectives on marketing issues.

Many ideas of marketing transcend the specific application. For example, ideas of customer input, matching the channel of distribution to the product, matching the technology to the market segment, and understanding core competence relative to competition apply to financial services, consumer products, automobiles, airline services, not-for-profit eye clinics, and even blue jeans. They apply to both bricks and mortar companies and to eCommerce companies. We draw material from a variety of sources including services, consumer products, industrial products and from a variety of settings (Europe, Asia Pacific, Latin America, US). This final step of transferring the ideas from the cases to your own situation is critical to making these ideas work for you.

The course is designed as an introductory survey of marketing topics and is coordinated with the MOT Core Curriculum and limited to students in the MOT program. There are no pre-requisites.

Course Materials

The course draws upon a readings packet containing cases and required readings. There is no required textbook for this subject. However, for more information on the topics that we cover in class we recommend the following Prentice Hall's International Series. The MIT Coop can order these or you can order directly from Amazon.com. Prentice Hall is located in Englewood Cliffs, NJ.

- Rajeev Batra, John Meyers, and David Aaker, Advertising Management, 5e, 1996.
- Donald Lehman, Sunil Gupta, and Joel Steckel, Marketing Research, 1e, 1998.
Evaluation of Work – Approximate Weightings

1. Class Participation 40
2. Group Case Reports 30
3. Exercise on the Practice of Marketing 20
4. Individual Case Reports 10

Organization of Course

The course is organized so that each class is either a theory discussion or a case discussion. Theory classes and case classes alternate with roughly the order theory, case, case. The theory discussions introduce material relevant to the next cases. Copies of the slides for the theory discussions are available on the web in PowerPoint format (http://sloanspace.mit.edu). You should plan to review these slides before coming to class.

The slides are not complete - they will need to be annotated during the lectures. If you miss a class make sure you get annotations from a colleague. In the spirit of continuous improvement, the slides will be changed as the course progresses. Please continue to check Sloanspace for updates. If I make dramatic changes to the notes less than two days prior to the class, I will try to bring new copies to class.

Forming teams

Students are asked to form teams to prepare for the cases, both written and oral. The target size is three people. Four is viable but more than four or less than three is strongly discouraged.

In forming the teams we build on one of the strengths of the Sloan Management Program – its significant international population, the largest of any major business school. Marketing today is global. The basic ideas of marketing transcend national borders and it is essential to be able to analyze and adapt to new environments. We request that you form multinational teams. You will be better able to understand the issues in these cases if your team is drawn from a variety of regions with a variety of experience.

Please submit to your TA a roster of your team members. Do this by the end of the first day of classes on Monday, October 29. (You can give the list to the instructor or the TA at the end of class or place in a box or folder in E56-364.) Please designate a contact person and provide a telephone number for that
person. If you are a free agent or a team of only two members, submit your name or roster anyway. Your TA will perform a random matching and distribute a list in class on Wednesday, October 31. For teams formed this way, please designate a contact person and let us know his/her name and telephone number as soon as possible.

**Cases Generally**

The cases facilitate the discussion of marketing problems in real situations. You should read these cases carefully and come to class prepared to provide constructive input as the class works together to address the issues of the case. The situations in the case are complex. It is rare that the entire class will come to a consensus because the appropriate response often depends upon which assumptions are accepted. Real learning takes place when you see how others address a problem about which you have thought carefully. The better you are prepared, the more you learn.

The best way to prepare is to attempt to answer the discussion questions (in the readings packet and posted on the website). These questions provide an outline of how we might proceed in class. If you can answer each question well, you will understand the basic issues of the case.

We strongly encourage you to discuss the case within your group. You will benefit from defending your ideas and you will learn by discussing other group members’ approaches. For the cases which are not due as written cases you may discuss the general issues with other students at Sloan. However, you should not discuss these cases with any students who may have studied them in a prior year or in H1 of this year. For the two written cases you should discuss the cases only within your group. All group members should contribute to the case write-up which is expected to be original material. Because a key benefit of case discussion is that you form your ideas and defend them to your peers, you are not to consult any files from previous years on the cases.

Early in the semester there may be some uncertainty as to what is expected in preparation for a 15.810 case. The TA is here to help you. I have asked the TA to meet with each group as you prepare for one of the early case discussions. The TA will attempt to arrange a time and place that is mutually convenient.
Group Case Reports

Each group will be required to hand in two case write-ups. You may choose any TWO of the following FIVE cases:

- Calyx and Corolla
- Southwest Airlines
- Citibank, Asia Pacific
- Swatch
- Dell On-line

The reports should consist of (at most) 4 pages and should address the questions that will be distributed. You are allowed, but not required, to have a small number of exhibits. Your reports must be handed in at the start of the class in which the case will be discussed. These cases will be graded and will determine 30% of your overall grade.

Questions for each case can be found on the web site. Use these questions to guide your reports (and to help prepare for our discussion of the other cases). Some additional recommendations:

1. Your write-ups may be in bullet point form.

2. Separately answer each question. Use headings to highlight which questions you are answering.

3. Start with the most obvious points and then work from there. Do not omit the obvious points.

4. I am more interested in the quality of your analysis than any specific set of conclusions. Make sure that you give both the pros and the cons of each alternative.

5. Review the previous lecture notes before writing your analysis.

6. Structure your answers using sub-headings, if necessary, to make it clear that you have used an analytical approach to reach your answers. The grader will be treating (apparently) random lists of issues with caution.

A common remark made by students after the case discussions is that their group talked about most of the important points but ran out of space in which to write them all down. This is symptomatic. The role of the course is to help you to identify which of the details hidden in the myriad of facts comprising each case
are most relevant. The page constraint forces you to reveal to me what you think is relevant.

### Individual Assignment

In addition to your two team-based case write-ups, each person must hand in an individual assignment that answers the following question:

"What are the three most important lessons that you learned about marketing in this course that will help you as a manager?"

This assignment should be no more than one page in length and should briefly summarize the each of the three lessons.

You will receive credit simply for handing in this assignment by December 12. This assignment will not be individually graded or returned, however, answers will be used to help determine final grades for students close to the letter cutoffs.

### Exercise on the Practice of Marketing

An exercise on the practice of marketing is in the readings packet and is posted on the website. It is a group exercise with a report due on Wednesday, December 12. Detailed Instructions are provided.

### Required Readings

The materials listed in the Required Readings section at the end of this outline are all provided in the course packet. You should be ready to discuss the major ideas they contain.

### Class Discussion

The benefit that you will derive from the course will depend upon the extent to which you expose your own viewpoints or conclusions to the critical judgement of the class. You should view class participation both as an opportunity to ask questions to enhance your understanding as well as an opportunity to suggest examples that demonstrate your understanding of the material. Comments and questions should be relevant to the material being discussed. Please try to avoid lengthy discourses on extraneous material.

It is imperative that you read all of the cases to be discussed and come to class with a series of comments that you think will be interesting to the class. If you
must miss a class, warn me or the TA. Remember that you can only get credit for class participation if you are actually in the class. In addition, your colleagues are counting on your insight and it is not fair to them if you miss many class sessions. Everyone learns from your comments. Try to remember to bring your name cards to class (at least for the first few weeks).

In order to help me get to know you and to record your class participation accurately, I request that you sit in the same seats throughout the semester. I will hand out a seating chart on the first day of classes. You are free to select your seat for this class and free to move to other seats on the second day if they are open. However, because the course goes by so quickly, I request that once you complete the seating chart that keep seat assignment for the rest of the semester. This will help assure that you get recognized for class participation.

**Ethics**

An important concern in any discipline is the ethics of its practitioners. This is certainly true in marketing and advertising. Ethical issues will arise in the case discussions. Indeed, some managers in the cases act in ways you might not consider ethical. In some situations these actions are left in the case specifically to raise ethical issues. We encourage you to address these issues in class discussion.

We subscribe to the Sloan professional standards. Please arrive on time for class with uninterrupted attendance for the duration of the class. I will endeavor to end class on time. Furthermore, please maintain a professional atmosphere. This includes, but is not limited to, using respectful comments and humor, employing appropriate manners and decorum, utilizing computers and technology suitably (e.g., silencing wireless devices, no web-browsing or emailing), and refraining from distracting or disrespectful activities (e.g., avoiding side conversations and games).
## Class Schedule

<table>
<thead>
<tr>
<th>CLASS</th>
<th>DAY</th>
<th>DATE</th>
<th>CLASS CONTENT</th>
<th>TYPE</th>
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<tbody>
<tr>
<td>1</td>
<td>Mon</td>
<td>10/29</td>
<td><strong>Marketing Strategy – Positioning</strong></td>
<td>Theory</td>
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<tr>
<td>2</td>
<td>Wed</td>
<td>10/31</td>
<td>Barco</td>
<td>Case</td>
</tr>
<tr>
<td>3</td>
<td>Fri</td>
<td>11/2</td>
<td>Calyx and Corolla*</td>
<td>Case</td>
</tr>
<tr>
<td>4</td>
<td>Mon</td>
<td>11/5</td>
<td><strong>Product Design</strong></td>
<td>Theory</td>
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<tr>
<td>5</td>
<td>Wed</td>
<td>11/7</td>
<td>Southwest Airlines, 1993*</td>
<td>Case</td>
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<td>6</td>
<td>Fri</td>
<td>11/9</td>
<td>TiVo</td>
<td>Case</td>
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<td></td>
<td>Mon</td>
<td>11/12</td>
<td>No class. Veteran’s Day.</td>
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<tr>
<td>7</td>
<td>Wed</td>
<td>11/14</td>
<td><strong>Customers</strong></td>
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<td></td>
<td>Fri</td>
<td>11/16</td>
<td>No class. MOT Trip</td>
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<tr>
<td>8</td>
<td>Mon</td>
<td>11/19</td>
<td>Intuit</td>
<td>Case</td>
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<tr>
<td>9</td>
<td>Wed</td>
<td>11/21</td>
<td>Citibank, Asia Pacific*</td>
<td>Case</td>
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<td>Fri</td>
<td>11/23</td>
<td>No class. Thanksgiving vacation.</td>
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<td>10</td>
<td>Mon</td>
<td>11/26</td>
<td><strong>Advertising</strong></td>
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<td>Wed</td>
<td>11/28</td>
<td>British Airways</td>
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<td>12</td>
<td>Fri</td>
<td>11/30</td>
<td>Swatch*</td>
<td>Case</td>
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<td>13</td>
<td>Mon</td>
<td>12/3</td>
<td><strong>Distribution</strong></td>
<td>Theory</td>
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<td>14</td>
<td>Wed</td>
<td>12/5</td>
<td>Black and Decker</td>
<td>Case</td>
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<td>15</td>
<td>Fri</td>
<td>12/7</td>
<td>Dell On-line*</td>
<td>Case</td>
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<tr>
<td>16</td>
<td>Mon</td>
<td>12/10</td>
<td>Aravind Eye Hospital, India</td>
<td>Case</td>
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<tr>
<td>17a</td>
<td>Wed</td>
<td>12/12</td>
<td><strong>Wrap up &amp; Review</strong></td>
<td>Theory</td>
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<tr>
<td>17b</td>
<td>Wed</td>
<td>12/12</td>
<td>Petite Playthings, A</td>
<td>Case</td>
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* Case eligible for group case write up.
Required Reading (In Course Packet)

Readings. (In order of assignments, numbered by session)

1. Marketing Strategy – An Overview (9-579-054)
   Glossary of Marketing Terms (9-582-044)
3. Calyx and Corolla (9-592-035)
5. Southwest Airlines: 1993 (A) (9-694-023)
6. TiVo (9-501-038)
   Dahan and Hauser, "Virtual Customer"
8. Intuit (John Case, "Customer Service, The Last Word")
9. Citibank: Launching the Credit Card in Asia Pacific (9-595-026)
10. Communications Policy (9-576-086)
11. British Airways (9-585-014)
12. Swatch (INSEAD Case)
13. Distribution Policy (9-585-045)
14. Black and Decker Corporation (9-588-015)
15. Dell Online (9-598-116)
16. The Aravind Eye Hospital, Madurai, India: In Service of Sight (9-595-098)
17. Petite Playthings (A) (9-584-080)
   Petite Playthings (B) (9-584-081) (Distributed in class)

Full Citations of Readings to be Reproduced


