



Johnson
Cornell
SC Johnson College of Business

**NCC 4530/NCC 5530
Marketing Management**

Spring 2023
Tu/Th 2:45 PM – 4:00 PM
Sage Graduate Hall B08

GENERAL COURSE INFORMATION

- Instructor: Rin Yoon (yy878@cornell.edu)
- Office hours: Monday 4:00pm to 5:00pm (must schedule an appointment by email)
- Required text: An electronic course packet is available on Canvas.
- Class notes: Lecture slides (except for cases) will be uploaded on Canvas before each class.
- Academic Course Assistants: Aishwarya Bhaskaran (ab2669@cornell.edu); Kendyl Grant (kmg254@cornell.edu)

OBJECTIVES OF THE COURSE

The course is designed to introduce fundamental concepts of marketing (content) and help improve students' skills in analytical thinking and effective communication (process). The content is an introduction to concepts in strategic marketing.

A summary of course goals is, therefore:

1. Introduce basic principles of marketing research and marketing math required to formulate marketing strategy and plan the elements of the marketing mix.
2. Introduce the marketing strategy (segmentation, targeting, and positioning) and simple quantitative methods that support it.
3. Introduce elements of the marketing mix (product, pricing, promotion, and placement), and demonstrate how each element is used in a strategic as well as a tactical manner.
4. Improve your problem solving and decision-making ability and the ability to convey your recommendations and solutions in both oral and written communication through class discussion, case analyses, and presentation.

The course will use reading materials, case discussions, in-class examples and exercises as means to apply the principles learned in the lectures and readings to real-world marketing problems. Keep in mind that effective management results not from simply memorizing marketing facts and vocabulary, but from systematic critical thinking, reasoned application of underlying principles, and strong quantitative and conceptual analyses.

Though the course will introduce you to a number of key marketing theories, our emphasis will be on how to apply these theories to solve real-world marketing problems. The course will use a mix of classic and articles from the business press, case discussions, and guest speakers as a means to illustrate and apply the principles conveyed during lectures.

Guest Speakers

The plan is to have 2-3 guest speakers during the course. These speakers will join for a regular class session to discuss specific topics and careers in marketing. The purpose of these sessions is to complement what you have learned in class through lectures and case discussions, and to expose you to how marketing theory is translated into the management environment. These sessions should also give you insight into what the job of a marketing manager or consultant entails.

COURSE SCHEDULE

Note: This class schedule is tentative and may change as the term proceeds. All changes to the class schedule will be announced in class and posted on Canvas.

Session	Date	Topic(s)	Reading/Assignment
Part 1: Marketing Analytic Tool			
1	Jan 24 (T)	Introduction	▪ Pre-class online survey
2	Jan 26 (Th)	Marketing Research	
3	Jan 31 (T)	Break-even analysis Customers	▪ Marketing Analysis Toolkit: Breakeven Analysis, HBR, 2010. ▪ Marketing Analysis Toolkit: Market Size and Market Share Analysis, HBR, 2010.
Part 2: Situation Analysis			
4	Feb 2 (Th)	Customers Customer Lifetime Value (CLV)	▪ Marketing Analysis Toolkit: Customer Lifetime Value Analysis, HBS, 2010.
5	Feb 7 (T)	<i>In-class Math Quiz</i>	
6	Feb 9 (Th)	Company & Competition	Group formation for Kickstarter project
Part 3: Marketing Strategy			
7	Feb 14 (T)	Case: Hulu	▪ Hulu: Redefining the way people experience TV. HBR Individual case write-up
8	Feb 16 (Th)	Segmentation and Targeting	
9	Feb 21 (T)	Positioning and Branding Case: ReMarkable	▪ ReMarkable, HBR, 2016 Individual case write-up
10	Feb 23 (Th)	Case: Crescent Pure	▪ Crescent Pure, HBR, 2014. Individual case write-up
	Feb 28 (T)	No class - Happy Feb break!	
11	Mar 2 (Th)	Kickstarter Presentation 1	
12	Mar 7 (T)	Guest speaker session 1	
13	Mar 9 (Th)	Kickstarter Presentation 2	
Part 4: Marketing Plan			
14	Mar 14 (T)	Product Management 1	
15	Mar 16 (Th)	Product Management 2 Guest Speaker Session 2	
16	Mar 21 (T)	Case: Longchamp	▪ Longchamp, HBR, 2017. Individual case write-up
17	Mar 23 (Th)	Pricing 1	
18	Mar 28 (T)	Pricing 2	
19	Mar 30 (Th)	Case: Angie's List	▪ Angie's List, HBR, 2017. Individual case write-up
	Apr 4 (T)	No class - Happy Spring break!	
	Apr 6 (Th)		
20	Apr 11 (T)	Guest speaker session 3-(cancelled, no class)	
21	Apr 13 (Th)	Channel Management	
22	Apr 18 (T)	Promotion Management 1	
23	Apr 20 (Th)	Promotion Management 2	
24	Apr 25 (T)	Case: Asics	▪ Asics: Chasing a 2020 Vision, HBR, 2020. Individual case write-up

	Apr 27 (Th)	Group Project Preparation (No class)	
25	May 2 (T)	Digital marketing and Innovation	
26	May 4 (Th)	Go-to-Market Project Presentation 1	
27	May 9 (T)	Go-to-Market Project Presentation 2	

ASSESSMENT OF YOUR WORK

Your course grade will be assigned based on both individual and team projects. Grades will be determined as follows:

Component	Percentage
1. Class participation, individual	30%
2. In-class math quiz	10%
3. Two group projects	35%
4. Final Exam	25%

1) Class Participation (30%)

a) Attendance and Punctuality:

Regular late attendance will affect your class participation grade. Students unable to attend a class must inform the instructor about their absence **at least one hour before the class**, except in cases of emergencies.

- Please sit in the seat marked for you in the seating chart.
- On-time class attendance will be recorded. It is expected that you attend class in-person, unless you are not feeling well or have had close contact with someone who has tested positive for COVID-19; if this is the case, please inform the instructor.
- Attendance in guest speaker class sessions is mandatory. Questions for guest speakers are welcome and encouraged.
- Except for the guest speaker class sessions, it is allowed to be absent "**twice**" without penalty.

b) In-class Discussions:

- Students are asked NOT to use your laptops and other electronic devices in class for any purposes other than those immediately relevant to in-class activities or class discussion.
- Students are expected to actively participate in discussions. Active contribution in discussions will count towards your class participation grade.
- Case Discussions: Students are expected to read all cases, and actively participate in all case discussions. Individual students would be called to answer specific questions pertaining to the case.
 - *Note on Case Preparation:* Cases are descriptions of real-world situations that provide opportunities to analyze and evaluate various managerial strategies. Typically, there is no single "correct" answer to a case, but inadequate analyses can often lead to "weak" answers. The expectation is that over time, and with practice, you will learn to avoid the weak answers.

c) One-page Individual Case Write-ups:

Please submit 1-page write-ups from your understanding of the case.

The following six cases require the one-page submissions – 1) Hulu, 2) ReMarkable, 3) Crescent Pure, 4) Longchamp, 5) Angie's List, and 6) Asics. These submissions are due at **9 PM on the day before the class in which the case is to be discussed.**

* Students can skip ONE individual case write-up of their choice without penalty.

d) Canvas Discussions:

- Students are expected to post their thoughts on Canvas discussion board **at least** 3 times throughout the semester. Questions will be posted throughout the semester, and active online

discussion is highly encouraged.

2) Marketing Math Quiz (10%)

The marketing math quiz will consist solely of Marketing Math questions and will be based on the materials addressed in Session 3 & 4. The format of the quiz will be discussed in detail in class.

3) Two Group Projects (35%)

A. Kickstarter Project

In this assignment, you will choose one ongoing project on Kickstarter (www.kickstarter.com) and develop a marketing positioning for the project using the marketing strategy framework. This is not necessarily an analysis of the product's positioning as explicitly (or implicitly) stated in the project description. Your positioning for the product can be based on your own independent analysis of customers, company, and competition.

- The write-up and presentation slides need to be submitted on Canvas by **March 1st, 11:59PM.**
- In formatting the write-up, follow the rules below:
 - Cover sheet: The cover sheet needs to include the assignment title, and the names of the group members, Net ID, and student ID numbers.
 - Case analysis: maximum two pages of text (Times New Roman 12, 1" margins minimum on all sides, single-spaced).
 - Supporting materials and exhibits: Up to two additional pages maximum of exhibits (Times New Roman 10, 1" margins minimum on all sides) including tables, figures, and any quantitative analyses. The exhibits should be clear and supportive of the main text. All exhibits should be referenced in the text and any information.
 - Make sure to include information that can allow a reader to find the project on Kickstarter (e.g., project name, company name, URL).
 - The content should be organized as clearly as possible.
- The quality of your answers to the case questions will be judged on the basis of the following:
 - The insightfulness and originality of the analysis. This will be also judged considering the extent to which the analysis simply repeats (versus goes much beyond) the information provided in the project description on Kickstarter.
 - The extent to which the answers are supported by logic and by reference to specific project information.
 - Overall organization, as well as the quality of writing.

B. Go-to-Market Project

You will have a chance to form a new group if you would like (4 - 5 members) based on your interests. In this assignment, your team will pick a single idea that you have for a new product or a revised product or an existing product that could be marketed to a new group of customers and come up with a relatively detailed go-to-market plan.

- **The presentation slides** need to be submitted on Canvas by **the day before the presentation day.**
- The project report should discuss the following elements of the go to market plan:
 - (1) General description of the product idea
 - (2) Targeted segment(s) and a description of why that segment is a good fit for your product
 - (3) An overall positioning statement
 - (4) A more detailed description of the features and characteristics (including brand name) your product will have to address the target segment's needs/problems
 - (5) Pricing levels and pricing structure

- (6) The channel(s) through which you intend to reach your target segment(s) including some specifics on how you intend to set up and manage your channel(s)
- (7) Detailed description of how you will promote your product

- In fairness to all students, failure to adhere to these guidelines will affect your grade adversely.

4) Final Exam (25%)

The final exam will be based on the materials covered in the course. The format of the exam will be discussed in detail in class.

5) Extra Credit Opportunity

Participate in research studies at the Sage Hall Business Simulation Lab and online. Get credit, support researchers and experience experimental methods that may inform class material. **Earn up to 3 extra-credit points** toward your final grade. For each 15-40 minutes you spend participating in a study, you'll earn 0.5 extra credit points. (You can also make money, but please note that *some studies are cash-only so you can't earn credit for these.*) **To sign up:**

1. **Sign up** at <http://johnson.sona-systems.com/>
2. **Select your professor/class from the course list**
 - a. Add Paid Studies or Online Studies to hear about *paid (non-credit)* studies. Most paid studies will not award credit under any circumstances.
3. **Participate:** Visit Sona to sign up for studies. Assign earned credit to your class so it counts toward your grade.

We will email you once a week about studies. At the end of the semester, the lab will give your credit to your professor to be added to your grade. Email BSLAdmin@cornell.edu with questions. For more info: <https://www.johnson.cornell.edu/Business-Simulation-Lab>.

Add "Paid Studies" or "Online Studies" to hear about paid studies; most paid studies do not grant credit under any circumstances.

HONOR CODE

You are expected to abide by the Johnson School Honor Code. Any work you submit has to be your own or your fair share of a group project. In addition, cases and assignments should have not been used in previous years; it is a violation of the Honor Code to seek or use case or problem-specific help from a student who has previously studied the case or problem, and any student who assists you would also be in violation. To show that you abide by the Honor Code, you will need to sign the following statement any time you submit assignments and/or exams:

"On my honor, I pledge that I have completed this (assignment/exam) in accordance with the Johnson School Honor Code and, in so doing, have neither given nor received unauthorized assistance."

* Important Note on Group Projects

In abidance with the Johnson School Honor Code, for all the group case studies each member of the group is required to actively contribute to the group work. The instructor will send a peer evaluation form at the end of the semester to individual team members to assess contribution of the remaining team. If a student is consistently evaluated as an under-contributor or "free – rider" by other members of the team, a penalty will be awarded to his/her scores on the group case studies.

INTELLECTUAL PROPERTY

Johnson places a tremendous value on intellectual property, defined as "any product of the human

intellect that the law protects from unauthorized use by others.” It is not allowed to record, screenshot, photocopy, scan, or otherwise unlawfully obtain course packets, course textbooks, solutions to assignments, etc., for this or any other Cornell class. It is also not allowed to distribute intellectual property without authorization (e.g. uploading assignments, answer keys, and/or exams to external websites, sharing exams or other materials with future students in the class). Stealing intellectual property or distributing intellectual property without authorization are considered violations of the Johnson Honor Code and of our community’s ethical standards.