Rotman Commerce
UNIVERSITY OF TORONTO

Course Outline

RSM 250H1F (Sections L0701, L0801)
Principles of Marketing, Fall 2017

Classes Meet:
- Section L0701, Friday 1-3pm, WW126
- Section L0801, Friday 3-5pm, WW126

*Lectures begin 10 minutes past the hour and end on the hour (duration: 1 hour 50 minutes)

Instructor:	Professor Claire Tsai | RT566
Email:	claire.tsai@rotman.utoronto.ca
Phone:	416-946-3128
Fax:	416-978-5433
Webpage:	http://portal.utoronto.ca
Office Hours:	Thursday 12-2pm (feel free to bring lunch), Friday 5-6pm For other times, please email to schedule a time. (Friday 9-5pm is not possible because of other classes)
Teaching Assistant:	Kailuo (Cairo) Liu | RSM250_L78_2017@gmail.com

Course Administration Issues

- Sit in the same seat throughout the semester.
- Bring your name tent to each class.
- Make sure that you have access to Blackboard (http://portal.utoronto.ca) and that your email address is recorded correctly in Blackboard. All lecture notes and announcements will be posted online. (See Appendix 1 for more detailed instructions on how to access Blackboard site.)
- For questions related to course administration, ask **TA**.
- In your emails to TA and instructor, state your name and section number.

Course Scope and Mission

This course is designed to introduce you to the key principles of marketing. After taking the course,
(1). you will speak intelligently about marketing observations (new product, price changes, social media);
(2). you can design marketing solutions to satisfy specific customer needs;
(3). you will understand the value of marketing to the society.

Course Co-requisite: RSM100H1/MGT100H1/RSM100Y1

Required Readings
Required Online Course Packet. All Harvard course material (e.g., most of the cases and a few of the readings) can be purchased by accessing the Harvard Business School Publishing website (http://cb.hbsp.harvard.edu/cbmp/access/66388303).

Additional course resources including announcements, case material, required readings, lecture notes, handouts, and links to relevant websites are available on the **Blackboard**. You must log on to this website before the first class and regularly during the course in order to access required reading and case material.

Course Package includes the following contents:

Readings: (HBS = Harvard Business School)
1. "Marketing Reading: Creating customer value," by Sunil Gupta (2014), HBS #8176.
2. "Marketing Research," by Fareena Sultan (1991), HBS #9-592-013.
3. "Linking products and consumers: The consumer benefit ladder approach," by Marian Moore (2008), UV1216, University of Virginia.
4. "Market Segmentation, Target Market Selection, and Positioning," by Miklos Savary and Anita Elberse (2006), #9-506-019, HBS.
5. "Brand Positioning Statements," by Gerry Yemen and Ronald Wilcox (2012), UV5792, Darden Business Publishing, University of Virginia.
6. "Principles of Product Policy," by Anita Elberse (2006), #9-506-018, HBS.
7. "Marketing Communications," by Thales Teixeira (2012), #9-513-041, HBS.
8. "Understanding Brands," by Anat Keinan and Jill Avery, HBS #9-509-041.
9. "Principles of Pricing," by Robert J. Dolan and John. T. Gourville (2009), HBS #9-506-021.
10. "Going to market," by R Dolan (2000), HBS #9-599-078.
11. "Note on Low-tech Marketing Math," by Robert Dolan (1998), HBS #9-599-011.

Cases
1. "Ikea Invades America," by Youngme Moon (2004), HBS Case #9-504-094.
2. "Apple Inc. In 2015" by David B. Yoffie and Eric Baldwin (2015), HBS Case, #9-715-456.
3. "Natureview Farm," by K Fleming (2007), HBS Case #2073.
4. "Clean Edge Razor: Splitting Hairs in Product Positioning," by J Quelch and H Beckham (2011), HBS Case #4249.

Recommended Readings.

Supplementary materials about digital marketing are available on Blackboard. Although you will NOT be tested on these materials, they help you apply the foundation concepts in the required reading in a contemporary context and stay abreast of new marketing trends and events. I recommend one article/video per week. HBR = Harvard Business Review

1. James Stewart, The Boycott That Wasn't: How United Weathered a Media Firestorm, NY Times
2. Niraj Dawar, Use Big Data to Create Value for Customers, Not Just Target Them, HBR
3. Peter Horst; Robert S. Duboff, Don't Let Big Data Bury Your Brand, HBR
4. The Economist – Marketing, What are brands for?
5. Think with Google, Brand Building in a Digital Age with Andrew Keller
6. Think with Google, Brand Building in a Digital Age with John Battelle
7. Think with Google, Brand Building in a Digital Age with Gareth Kay
8. Hayes Roth, The Challenge of the Global Brand
9. Erik Brynjolfsson and Andrew McAfee, The Big Data Boom Is the Innovation Story of Our Time

10. Schumpeter, The Emerging Brand Battle, The Economist
11. Marco Bertini; John Gourville; Elie Ofek, The Best Way to Name Your Product 2.0, HBR

Although there is no required text for this course, you will find it very helpful to have access to at least one marketing management textbook.

- Peter, J. P. & Donnelley, J., Jr. (2012). *A Preface to Marketing Management, Thirteenth Edition*, McGraw-Hill Ryerson.
- Kotler, P., Keller, K. L. & Cunningham, P. H. (2008). *A Framework for Marketing Management, First Canadian Edition,* Prentice Hall.
- Kotler, P., Keller, K. L., Cunningham, P. H., & Sivaramakrishnan, S. (2012). *Marketing Management, Fourteenth Canadian Edition*, Pearson Education Canada.

Learning Activities, Evaluation, and Grades

Each student shall be judged on the basis of how well he or she has command of the course materials. Note that some of the questions you will be asked do not have a specific right answer; therefore, some of the grading is necessarily subjective.

	Weight	Due Date
1. Class participation	10%	Ongoing***
2. Research Requirement	3%	see “Research Requirement” below
3. Group Case Report Group Case Presentation Material	12%	Nov 17 Nov 24
4.Group Case Presentation	5%	Last 2 classes
5. Mid Term Exam	30%	October 27
6. Final Exam	40%	Final Exam Period
Total	100%	

Students may be required to submit their Group Case Report to www.turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university’s use of the Turnitin.com service are described on the Turnitin.com website.

1. <u>Class Participation</u>

You will complete a photobook in class. Do NOT complete the survey before class. Details will be supplied in class. This survey is also available on Blackboard. This counts toward your participation grade.

By default, every student will receive 6 (out of 10) points for class participation. If you make significant contributions to class discussions, you may receive more than 6 points. On the other hand, you will receive fewer than 6 points if you (1) do not attend all the classes and all the presentations, (2) arrive late on a regular basis, (3) do not actively participate in class discussions and presentations, (4) consistently make non-constructive comments, or (5) consistently disrupt the class by using the Internet, texting, or making a disruptive entrance when arriving late. If you must arrive late for reasons beyond your control, please enter the classroom quietly and be seated quickly.

The following questions will be considered in grading participation:

- Does the student arrive promptly for class and participate in discussions? Do the questions and comments move the discussion forward and contribute to a learning environment?

- Is the student prepared to report facts, analyses, and conclusions? Do comments interpret and integrate case facts using marketing theories, concepts, and analytical tools.

- Does the student take a defensible position on his/her recommended course of action? Are the arguments and answers to questions persuasive?

- Is the student able to communicate effectively? Are comments presented in a concise, compelling, and convincing manner?

- Does the student listen to other comments? Is the student able to build upon and evaluate other comments? Does the student learn from and show respect for other speakers and their points of view?

In order to facilitate your participation, especially for case discussion, it may be useful to prepare a one-page summary of your major analyses and conclusions. This summary can be a useful memory cue at the time of discussion and during later review of the material. See Appendix for more information.

***Bonus Points

From time to time, I may ask you to do an extra exercise or complete an extra questionnaire in class or after class, and I will give you a few bonus points. I may do this a few times in the semester without advance notice. If you miss the class, you miss the credit.

2. Research Requirement

Marketing researchers develop hypotheses and run experimental studies to test these hypotheses against actual behaviour. The research requirement in this course is intended to supplement the material on marketing by giving you more direct exposure to research in marketing. In order that you might better understand the research process, you may fulfill this requirement by:

1. Participation in three hours (credits) of research studies, or
2. Analysis of three articles that report research studies, or
3. A combination of research studies and article analyses

You will receive one point toward your course grade for each one-hour research study or article analysis that you complete, up to a maximum of three points.

Participation in research studies. To participate in a research study, sign up for the research participation website (https://rotman.sona-systems.com) and read the descriptions of research studies that are posted there. Once you identify a study in which you would like to participate, choose a time slot in which to participate. Studies usually take place in the behavioural lab in the Rotman building, but some studies may run online or in another physical location. Participation in the actual research will take between 45 and 60 minutes for a 1 credit study or between 15 and 30 minutes for a 0.5 credit study. You will be debriefed at the end of the study, and you will be asked to answer a question about some aspect of the study. Once you correctly answer the question you will be given credit. You must complete three credits worth of studies to fulfill your research participation requirement in this course. Participation in research studies will take place from **09/11/17-12/01/17**.

Analysis of articles. To analyze an article, go to the Robarts library and find a copy of one of the approved journals. You may use the Journal of Consumer Research, the Journal of Marketing, or Marketing Science. Look through the articles from the previous three years until you find one that interests you. Read the article. Write a summary of: 1) the objectives and hypotheses of the article; 2) the importance of the issues to the marketing community; 3) the research reported in the article, including the design of the study, the sample, and the materials (stimuli) used in the study, 4) the key results, 5) strengths and weaknesses of the study, and 6) the usefulness of the results to marketers practitioners. The analysis will be graded on a pass/fail basis. You will need to review three articles to complete your research requirement. Please contact the Behavioural lab manager, Autumn Bynum (416-946-5072, autumn.bynum@rotman.utoronto.ca, Rotman 547), if you would like to analyze research articles to fulfill your research requirement. The analysis will be graded on a pass/fail basis. Please submit your summaries to Autumn Bynum by **12/01/2017**.

3. Group Case Report

The purpose of this project is for you to apply the knowledge learned in class to real-world marketing problems. You will follow a case analysis template in the Appendix. When discussing your case, keep in mind that both creativity and the actual problem solution matter.

There are two cases to choose from: "Natureview Farm" and "Clean Edge Razor". Half of the class will work on one case, another half on the other case. The assignment will be first-come first-served.

You must work in groups of 5-6 students for this project. All group members in each group must be in the same section. You have to submit your group/members and your case preference **by Sep 29** using a google doc (available on Blackboard). Students who have not formed a group by **Sep 29** will be assigned to a group by the TA. Thereafter, students will not be able to switch groups. Similarly, groups that have not chosen a case will be assigned to a case by the TA. Thereafter, groups will not be able to switch cases.

Please note that clear, concise, and correct writing will be considered in the evaluation of the case discussion paper. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (www.asc.utoronto.ca) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

- **Group case report (in PDF file) is due by 9am on Nov 17. Group case presentation (PowerPoint/PDF) is due by 9am on Nov 24.** No late submissions will be accepted. (I strongly encourage you to aim at finishing the final write-up one week before the deadline.) No hard copy is required.

Name the file using this format:

RSM250Section-GroupName-CaseName, e.g. RSM250L701-GroupVine-CER

The cover page of the report and the first slide of the presentation should include: (1) **group name, (2) case name, and (3) UofT student ID numbers**. Do not put your name on the written assignments.

The grade for the group presentations will be based on a process of peer evaluation (inter-group) that will be explained later by the professor. See Appendix for the evaluation criteria for the presentation.

- **Peer-evaluation**. Peer-evaluation of group participation/contribution will be conducted twice in class;

after the submission of the report and the Group Presentation, respectively. Inadequate contribution will result in deductions of your individual final grades, and the amount of deduction is at the discretion of the professor. Forms will be supplied at the beginning of the class and participants are requested to complete them by the end of the class. These forms will be used as basis for evaluation; however, we expect that almost every student in the class will get full marks for group participation/contribution. A secondary role of these forms is to identify group dynamics problems so that they can be managed before they start affecting team performance. 20% will be deducted from the grade for group assignment for anyone who fails to submit any of the peer reviews.

Peer evaluation is strictly confidential. Do not ask others to show you their evaluations or reveal yours to others. Failing to comply will result in as much as 20% deduction from the grade for the project.

4. Group Case Presentation

Each group has to present its case analysis in front of the entire class on Nov 24 or Dec 1, depending on case selection. Each group member has to participate in the presentation. Everyone must attend all the presentations and be prepared to participate in Q&A for both cases. You will be tested on both cases in the final exam. The time allocation of each presentation is 9 minutes + 3 minutes for Q&A. Regardless of the case selected, each group must submit their presentation—a PowerPoint file or a PDF version —to Blackboard by **9am on Nov 24**.

Group Work

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students and you are therefore reminded of the following expectations with respect to behaviour and contributions to your team project.

1. Read the document entitled, "Working in Teams: Guidelines for Rotman Commerce Students" which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving differences:
Conflicts can – and do – occur. Conflicts are part of the team's process of learning how to work together effectively and can actually generate exciting debate and creative solutions – if managed appropriately.

Student teams are collectively expected to resolve disputes or misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to reach a mutually agreeable solution, the entire team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

** The Rotman Commerce Team Coach, Nouman Ashraf, may be reached at nouman.ashraf@rotman.utoronto.ca for an appointment. Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.highly skilled at

5. Mid-Term and Final Examination

These will be closed book tests that cover material from the lectures, cases, and assigned readings in the course packet. The midterm and final exams may consist of multiple choice questions, short-answer and essay questions. The exams will be based not only on assigned readings but also on material discussed in class but not covered in the readings. **The midterm will be held during the week of Oct 27 for both sections at 18:00-20:00 (EX300 for L701, EX310 for L801).** The midterm will cover materials up to the **IKEA case**. The final will be held during the final examination period. The final exam will be cumulative (cover the content of the entire semester).

Missed Tests and Assignments (including midterm examinations)
Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. Verification of Student Illness or Injury form) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a later report of illness made by the student to a physician.

There will be no make-up midterm test. If the documentation is satisfactory, the weight of the midterm test will be moved to the final exam (i.e., the final exam will carry 70% instead of 40%).

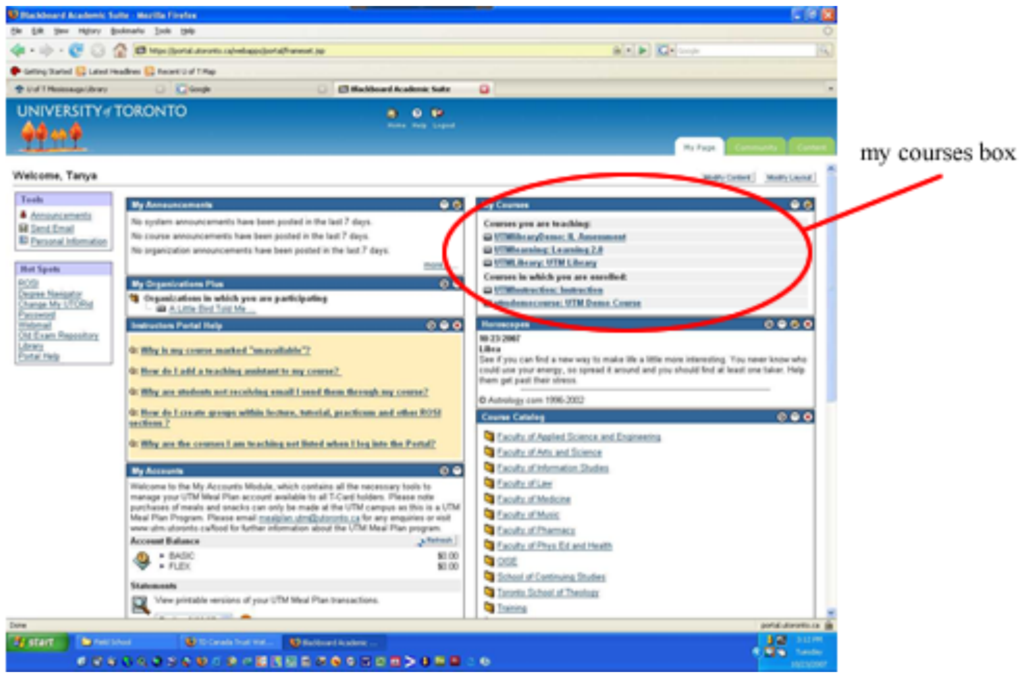
Tentative Weekly Schedule

Week	Date	Topic, Cases, Readings, and Assignments
1	Sep 8	**Introduction to Marketing** Readings: Course Outline; Creating Customer Value *Deliverable: Fill out photobook in class; bring laptop and a photo*
2	Sep15	**Value Creation** Readings: Marketing Research, Linking Products and Consumers
3	Sep 22	**Segmentation, Targeting, and Positioning** Readings: Market Segmentation, Target Selection, and Positioning, Brand Positioning Statements
4	Sep 29	**Product Policy** Readings: Principles of Product Policy **Guest Speaker: TBA** *Deliverable: Fill out Google doc (Blackboard) for group work*
5	Oct 6	**Product Policy (cont'd)** Case: Ikea Invades America **Branding and Communication** Readings: Marketing Communications, Understanding Brands
6	Oct 13	**Pricing** Readings: Principles of Pricing
7	Oct 20	**No Class**
8	Oct 27	**Midterm: 18:00-20:00 | EX300 – L701 | EX310 – L801**
9	Nov 3	**Channel Distribution and Experiential Marketing** Field Trip to Eaton Center (more information to follow) Case: Apple Inc. in 2015
	Nov 10	**No Class (Reading Week)**
10	Nov 17	**Channel Distribution (continued)** Readings: Going to Market, Marketing Math *Deliverable: Submit case report by 9am, peer evaluation #1 in class*
11	Nov 24	**Presentation I: Natureview Farm** *Deliverable: Submit presentation by 9am (both NF and CER)*
12	Dec 1	**Presentation II: Clean Edge Razor** *Deliverable: peer evaluation #2 in class (both NF and CER); bring laptop*
FINAL EXAM: Scheduled by Registrar's Office		

Access to Blackboard Course Site

<u>Logging into the Course Website</u>

To access the course website, go to: http://portal.utoronto.ca and log in using your UTORid and password. If you need information on how to activate your UTORid and set your password for the first time, please go to www.utorid.utoronto.ca



Once you have logged in to the portal using your UTORid and password, look for the **My Courses** box, where you'll find the link to your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, come to the library for help.

<u>Email</u>

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit http://help.ic.utoronto.ca/category/3/utmail.html

<u>Forwarding</u> your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is <u>not advisable</u>. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Course Work & Academic Integrity

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectively, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters http://www.governingcouncil.utoronto.ca/policies/behaveac.htm outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters.* If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Students are expected to conduct themselves with the utmost integrity during their time at the University of Toronto and, without limiting the foregoing, will:

- Maintain an optimal learning and work environment for themselves and others (cooperation, keeping commitments, attendance, on-time arrival, preparation in advance, participation and non-disturbance during classes)
- Submit only original work, giving credit to others where appropriate;
- Neither give nor receive unauthorized aid in examinations or on assignments;
- Contribute substantially and proportionally to each group assignment;
- Ensure enough familiarity with the entire contents of group assignments so as to be able to sign off on them as original work;
- Accept and acknowledge that assignments found to be plagiarized in any way will be subject to sanctions under the University's *Code of Behaviour on Academic Matters*;
- Represent themselves honestly to members of the Rotman Commerce community and to outsiders;

- Represent Rotman Commerce appropriately to the outside world, and act as professionals (integrity, deportment, reasonableness and respect).
- **During class, please turn off your cell phone.** If you need to be reachable via cell phone during class due to exceptional circumstances, please ensure that your cell phone is set to vibrate and take calls outside of the classroom.

Remarking requests for term tests & assignments (excluding the final examination):
Requests to have mid-term tests and assignments remarked will be considered if the following conditions are met:

a) the test/assignment is submitted to the instructor no later than four weeks after the marked test/assignment has been made available to the student;
b) the student submits with his/her request a written explanation as to why and where he/she believes he is entitled to more marks; and
c) the instructor has no reason to believe the student has made any changes subsequent to the test/assignment being returned.

Students should be aware of the following:

- Several tests/assignments are randomly photocopied before being returned;
- Items submitted for remarking will be remarked in their entirety and **the mark awarded may increase, decrease, or remain the same**.

Remarking requests for the final exam
After the issue of final results and within six months of the final examination period, a student may request from the Office of the Faculty Registrar (Room 1006, Sidney Smith Hall) a reproduction of his/her final examination. If, upon inspection, the student wishes to have the paper reread, s/he must set down reasons in detail and petition through their College Registrar within six months of the final examination period. Students should note that in cases where a failing grade is issued, examinations must be reread before the marks are reported. Instructors may not subsequently reread any final examination except on the authority of a petition, which must outline specific instances of disagreement with the existing grading and an indication of the grounds for such disagreement.

Accessibility Needs
The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: accessibility.services@utoronto.ca or http://www.studentlife.utoronto.ca/as.

Recording Lectures
Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Appendix

How to Prepare for Case Analysis? – A General Guideline

Step 1. Read the first page and the last page of case, and answer following questions:

1. Is there a decision maker I need to identify with? Who is this person (name, position, responsibilities)?
2. What decision do I have to make and is it significant to the company?
3. How did the problem arise and why am I involved?
4. When do I have to make the decision – is it urgent?

Step 2. Go to the end of case and take a quick look at the exhibits. (8 exhibits for Ikea, 9 exhibits for Apple Inc.) What types of information are available in these exhibits?

Step 3. Read the case very carefully, and answer the following questions.

1. What is the company and what product or service do they sell?
2. How would you describe the value that they create for their customers? Is it mainly economic, functional, emotional, or experiential?
3. Who are they competing with? (Think about direct as well as indirect competitors)
4. How should the market be segmented? What is the most appropriate target segment for this product/service?
5. Write out a brand positioning statement.
6. How do consumers make decisions in this product category? Which aspect of consumer behavior do you think the company needs to change?
7. In a sentence or two, describe this company's (a) product strategy, (b) promotion (communication) strategy, (c) distribution strategy, and (d) pricing strategy.

Note:

- Keep notes of your answers for the above questions.
- Try making use of the facts available in the case, including exhibits.

Step 4. Summary analysis

8. What is the key decision that needs to be made in this case analysis? What are the alternative course of actions, strategies? What criteria will you use to make the decision?
9. What are the implications of your analysis in (1) - (7) to above decision? Present your analysis and implications in a summary table, and make a recommendation.

Guidelines for Group Case Reports (Natureview Farm and Clean Edge Razor)

Format: Case report should be *double-spaced, with margins* no smaller than 1 inch, font size 12 pts. Reports should be ***no more than 15 pages long, including all*** **figures and tables**.

Report Structure: your report should consist of following 4 parts, **% indicates weights in grading**.

1. Problem definition: (10%) In this part, you may describe the situation facing the company, the company's goals and challenges, and identify the main decision(s) the company needs to make. In case the company faces several problems, you may focus on the *most important one(s)*, and the one(s) that the case provide sufficient information for your analysis.

2. Alternatives: (15%) In this part, you present a list of ***best alternative***, NOT all alternatives.

- The alternatives are competing approaches, strategies, or course of actions that are *significantly different from each other*.
- The alternatives should be as fully specified in order to be adequately evaluated. This requires you to think through all aspects of each alternative.
- ***No more than 4 alternatives*** for meaningful discussions.
- Avoid (a) "wait for more research" type of alternative, and (b) alternatives that have little information in the case (you then need to rely on wild guesses).

3. Critical Analysis: (40%) This part evaluates the causal factors affecting alternative success.

- What criteria will you use to compare the alternatives?
- Go back to questions (1) - (7) in "how to prepare for case analysis?" on previous page. What are the implications of your answers to the evaluation of alternatives?
- Organize "critical analysis" into a small number of subsections.

4. Conclusion: (25%) This part integrates your critical analysis and shows show how one alternative is better than another (or all others) according to your analysis. This part is related to your answer to question (9) in "how to prepare for case analysis?"

Notes:

- Remaining 10% for writing clarity and cohesiveness.
- Use templates posted in Blackboard to conduct numerical analysis that can support your arguments. For both "Natureview Farm" and "Cleanedge Razor" cases, you may create profit and loss statements for each alternative. In general, a good conclusion reviews each of the alternatives presented, weighs each against the others, and identifies the key reasons for choice.
- No need to include a reference section for materials you cited from the case.
- Make an easy-to-read project. It is hard to follow when poorly formatted or too long. This problem is easily fixed by improving the flow of your project and following the page limit. Proofread.
- **Do not simply merge sections written by different members of a group.** Make sure that the project does not reflect misunderstandings and disagreements among group members. It is fine to "divide labor" to some extent, but it works only when your group members share an overall marketing direction, detailed marketing actions, and the central elements of the logical argument. Otherwise, the project will not form a coherent logic or concerted plan of action.
- Suggested structure for your case report: Cover page, "Table of contents" page, main report (including 4 sections, no more than 15 pages, numbered). All tables and figures can be placed either in the end or in the main document. Either way they need to be numbered, e.g., Table 1, 2, .., Figure 1, 2., ..as they should be referred to in the main report, e.g. "we have conducted financial analysis for this option in

Table 3…According to the results in Table 3, the firm…". When tables/figures are in the main document, they will be counted towards 15-page limit.

- The cover page of the report should include: (1) **group name, (2) case name, and (3) UofT student ID numbers**. Do not put your name on the written assignments.

Guidelines for Group Case Presentation

- Your presentation must cover all **four** parts: problem definition, alternatives, critical analysis, and conclusion.
- Each group member must participate in the presentation.
- Use powerpoint or any other commonly used presentation media, e.g., Prezi
- The first slide should include: (1) **group name, (2) case name, and (3) UofT student ID numbers**. Do not put your name on the written assignments.

Time limit: 12 minutes + 3 minutes

Grading: Your presentation will be graded *using the following matrix*

Completeness (cover all four parts)	0 (No)	1 (Somewhat)	2 (Complete)
Key Message Conveyed (application of course materials)?	0 (No)	1 (Somewhat)	2 (Very Well)
Style: Delivery and Poise (quality of slides and presentation)	0 (Poor)	1 (OK)	2 (Exceptional)
Creative Execution of Presentation (fun, energy, enthusiasm)	0 (Poor)	1 (OK)	2 (Superior)
Best / most effective use of time?	0 (Poor)	1 (OK)	2 (Superior)
Questions handled well? Interesting comments provoked?	0 (No)	1 (Somewhat)	2 (Very Well)

Total Score: __________________(out of 12)

Case Preparation Questions for IKEA Invades America

Step 1. Read first paragraph on first page, and last page of case, and answer following questions:

1. Is there a decision maker I need to identify with? Who is this person (name, position, responsibilities)?
2. What decision do I have to make and is it significant to the company?
3. How did the problem arise and why am I involved?
4. When do I have to make the decision – is it urgent?

Step 2. Go to the end of case and take a <u>quick look</u> at all 9 exhibits.

- What types of information are available in these exhibits?

Step 3. Read the case very carefully, and answer the <u>following questions</u>.

1. What is the company and what product or service do they sell?
2. How would you describe the value that they create for their customers? Is it mainly economic, functional, emotional, or experiential?
3. Who are they competing with? (Think about direct as well as indirect competitors)
4. How should the market be segmented? What is the most appropriate target segment for this product/service?
5. Write out a brand positioning statement.
6. How do consumers make decisions in this product category? Which aspect of consumer behavior do you think the company needs to change?
7. In a sentence or two, describe this company's: (a) product strategy, (b) promotion (communication) strategy, (c) distribution strategy, and (d) pricing strategy

   <u>Note</u>:

- Keep notes of your answers for above questions;
- Try making use of all the facts available in the case, including exhibits.

Step 4. Summary analysis

8. What is the key decision that needs to be made in this case analysis? What are the alternatives? What criteria will you use to make the decision?
9. What are the implications of your analysis in (1) - (7) to above decision? Present your analysis and implications in a summary table, and make a recommendation

Case Preparation Questions for Apple Inc. in 2015

Repeat the procedure from IKEA. Consider the following specific questions.

Although the case contains rich details about Apple's history, we will focus primarily on the 3C analysis (company, customer, and competition) and its relationship with Apple's Marcom strategy. Specifically, consider the questions as follows,

- What, historically, have been Apple's strengths and weaknesses?
- Who are the customers? How might they differ by Apple's product lines – PC, digital music, smartphones, and tablets? How might (or should) the differences influence Apple's Marcom strategy?
- How sustainable is Apple's competitive position in smartphones? What might be the role of Apple's Marcom strategy?

We will cover PC, iPhone, and Apple Watch and allocate relatively little time to iPod and iPad. We will not discuss the suppliers and Apply Pay. When you read the section on the PC industry, please focus on how customers shop for PCs in general and how their purchase behaviors change over time. The segments include home, SMB, corporate, education, and government.