

MARK 701 Competitive Growth Strategy Fall 2018, Mod 2

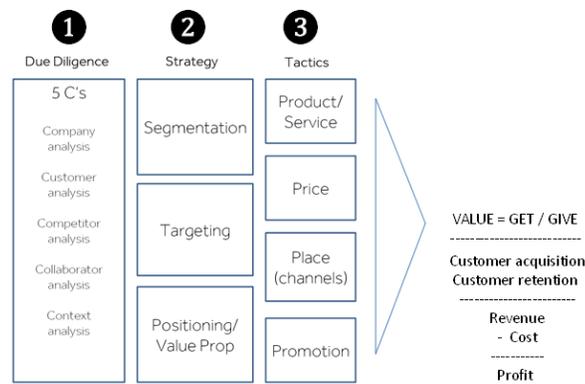
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OVERVIEW

This course provides an understanding of challenges to organizational growth and how to build strategy to overcome them. The course will integrate a variety of concepts from management, economics, marketing, and research methods to attack growth strategy from the broad strategic level down to the tactical level.

We'll learn and apply a process for designing customer-driven growth strategy, as well as dive into several contemporary marketing decision challenges faced by organizations.

The key framework that marketing managers have in driving growth strategy is the standard 5 C's / STP / 4 P's model, around which we'll organize the course, with a growth perspective:



COURSE OBJECTIVES. When students finish the course, they will be able to:

1.analyze an organization's external environment to identify growth challenges and sources of growth.
2. ... identify customers and competitors to narrow down analysis to critical growth cases.
- 3 ... measure and evaluate the value sought and perceived by customers that drive growth.
4. ... evaluate market attractiveness in deciding where to focus resources
- 5.... generate solutions for growth strategies by building and delivering upon a compelling value proposition and tactical plan.
6. ... summarize and present an effective, actionable marketing plan.

MATERIALS

1. Harvard Coursepack, link → <https://hbsp.harvard.edu/import/540158>
2. Sakai > Resources > B. READINGS
3. Google = Google drive with 1st Source documents,
link → <https://drive.google.com/open?id=1IatyLjPcX0gaOOA1oeN-BAf0ODmcFx-k>

The power point slides and any relevant spreadsheets used in class will be posted in Sakai prior to each class.

GRADING

The Mendoza Graduate programs require a grade point for each course of 3.4 to 3.6. On a 100-point scale, I expect the average score at the end of the class to be 87-88, historically with a range of 75 to 100.

There are four components of the course grade:

1. 45% Growth Strategy Project, 1st Source Bank (team)
2. 15% Application Assignments (APP1, APP2 = individual; APP3, APP4 = team)
3. 25% Midterm Quiz
4. 15% Class participation, particularly discussion of daily readings

1. Growth Strategy Project (45%)

The growth strategy project is the central assignment in the course. In teams of ~45 members, students will be assigned to building growth strategy for 1st Source Bank.

The project assignment is detailed in the “Growth Strategy Project (GSP) Workbook” which will be posted in Sakai and discussed in class.

2. APPLICATION ASSIGNMENTS (15%)

Four Assignments. Two of these assignments are prepared individually (APP1: Initial Questions for 1st Source and APP2: Customer Discovery) and two are prepared by your team (APP3: Hubspot Case and APP4: Accor Case). The assignments are listed in the class schedule and described in the section following the schedule below.

Preparation / two-page format. APP 1 (3 questions for 1st Source) can be shared in an e-mail or short MS Word document. For APP2 to APP4, you’ll be given questions to answer.

Each assignment should be written up in 2-page maximum (11-point font, single-spaced, 1-inch margins).

You may also include any supporting analyses (e.g., calculations, tables, or figures) as appendices to support your recommendations. Be sure these added pages support your answers effectively.

When finished, you should save the file as a MS Word file (**not PDF**) with your last name first - example: Jones_Case1.docx

Submit cases in Sakai. Upload your completed write-up in Sakai > Assignments before 1:00 p.m. (class time) on the due date. You don't need to turn in a hard copy in class, but it is a good idea to bring one with you for reference during class.

Your original work. It is OK to discuss cases with classmates for clarification. However, your write-up must be original – that is, your written deliverable must be your own work. See the section on Honor Code below.

Evaluation. The key issue in evaluation of case write-ups is how clearly you address the case questions and in particular, defend your recommendations. It's always important to reference data/analysis from the case, additional research, and frameworks we use in class. I'll be looking less for an objectively "correct" answer, and more for an effective and thorough thought process. The grading scale for these cases will be the following:

- 1-2: serious problems, probably structural or effort
- 3-4: good insights, but needs more
- 5-6: satisfactory, good work, but could be improved
- 7-8: very good work
- 9-10: excellent, inspired

In any given term, average scores will be in the 5-6 range. The scale above does not translate to a 0 to 100 scale directly. We make the conversion at the end of the term to generate a distribution of scores with a mean somewhere around 87 or 88.

3. Midterm Quiz (25%)

We will have a midterm quiz on Monday, November 12 in the first hour of the class.

The quizzes will consist of multiple choice, short answer, and other miscellaneous-type questions based on lecture notes, class discussion, and readings. In addition, the quiz will cover the Panopto videos on Segmentation, Targeting, and Positioning (STP) that are assigned for November 12 as well.

Each student will be allowed two pages (front and back) of 8 ½ " x 11" paper with formulas, definitions, etc. to use during each of the quizzes. A quiz study guide will be made available for the quiz.

4. Class participation (15%)

For the most part, class participation applies to daily in-class discussion of all concepts, examples, and cases. In the daily section below, there are discussion questions which each student should be prepared to discuss. Other kinds of contributions (such as identifying relevant new articles in business periodicals or good questions during class) will also be acknowledged.

In class discussion, I will use a combination of asking open questions for voluntary participation, cold calling, and in-class team exercises. If you are called upon and are not prepared to answer or draw a blank, it's OK to pass on a question (best if this happens only once during the term).

Quality over quantity. The quality of class contributions outweighs the quantity in determining your participation grade. Your comments are most useful if they are: relevant; persuasive; contribute to the progress of the class discussion (i.e. by building on points made by others); and effectively link course

concepts to the conversation at hand. If you've already made a point or two in a particular class discussion, I will defer to other students to give everyone a chance for air time.

Scoring. Participation is scored after class every day in the following way:

0 = you weren't there

1 = you were there and alert

>1 = you participated in the class discussion (based on above criteria, could be 1.5, 2.0, 2.5, etc.)

Please feel free to talk to me outside of class if you have any concerns about participation.

CLASS ATTENDANCE

My preference is that you never miss a class, as the class conversation is a critical part of the learning experience.

However, I recognize there may be other commitments or illness that may make missing a class unavoidable. Absence for illness and family or personal emergencies is excused. You otherwise have one "free miss," but please let me know in advance if you can that you will miss the class. More than one non-illness/emergency related absence may affect your course grade.

GRADE APPEALS

If you believe a quiz question or assignment deserved more credit than it received, you may prepare a written appeal. Receiving points back on an appeal is rare but it certainly does happen.

The appeal you write should be very specific about *what you actually said or how you answered the question* and why it was a more effective answer to the exam or assignment question than it was given credit for. An appeal is not about arguing what your answer "meant to say" or "what you were thinking but didn't clearly communicate" (sorry, I've received some of those in the past!) I will review your appeal carefully and give you a response within a week of when I receive it.

HONOR CODE

In preparing for the quizzes, students may work together. These in-class assessments are individual work however. Quizzes and exams that appear similar in any way will be evaluated as possible honor code violations.

For written assignments, discussion among students for clarification over facts and interpretation of the assignment questions or case facts is just fine. However, each student must reach their own conclusions and write up their projects and assignments independently.

Assignments that appear similar, whether intentional or not, will be evaluated as possible honor code violations. Please review the university honor code for the handling of honor code cases.

TECHNOLOGY IN THE CLASSROOM

The policy in the class is cell phones off and laptops closed unless otherwise indicated.

Course Schedule 2018- Mod 2

	Date	Topic	Readings / Exercises to Prepare before Class	Where to find*	Written deliverable either individual or team (see Daily below)
1	M Oct 22	1, The marketing framework and growth	*1. Dolan HBS. Framework for Marketing Strategy Formation	Both Sakai and HBS*	
2	W Oct 24	2. Project introduction (meeting @ 1 st Source Corporate Headquarters, 100 Michigan St.)	*2. 1 st Source prep docs (Google drive)	Google Drive*	APP1 (individual) 3 questions to bring to 1 st Source meeting.
Part 1. Where are we now?					
3	M Oct 29	3. 5 Cs, framing growth, and customer journey Guest: Greg Young Global Head of Paid Media SVP, Integ Comm Planning Weber Shandwick, N. America	*1. Dolan HBS "Strategy Formation..." Section 2.2 *3. McKinsey Cust. Experience Doc: -Introduction (pages 3-7) -"Developing a Customer Experience Vision" (pages 8-13) -"From touchpoints to journey..." (pages 14-23)	Sakai	
4	W Oct 31	Journey mapping exercise 4. Customer analysis	*4. Urbany and Davis, chapter 2, 4	HBS	APP2 (individual) Cust. discovery interviews
5	M Nov 5	GSP1 Presentation: 5 Cs, Customer Journey	*Post your slides in Sakai > Assignments by 1:00 p.m.		GSP1 due **
6	W Nov 7	5. Company and competitor analysis	*5. Urbany and Davis, chapter 7 *6. S_B Creating a Strategy that Works	HBS Sakai	
Part 2. Where do we want to go?					
7	M Nov 12	Hour 1: Midterm Quiz Hour 2: STP Basics	*1. Dolan HBS "Strategy Formation..." Section 2.3 *Panopto Videos STP: 20% of quiz will cover the video material	HBS & Sakai	
8	W Nov 14	STP basics: Hubspot Case	*7. Hubspot: Inbound Marketing and Web 2.0	HBS	APP3 due. 2-page write-up for Hubspot Case (see questions below)
Part 3. How will we get there?					
9	M Nov 19	Marketing mix tactics: overview	*1. Dolan HBS "Strategy Formation..." Section 2.4 (2.4.1 through 2.4.4)	HBS & Sakai	
10	M Nov 26	Marketing mix tactics: fit to journey	*8. Accor: Strengthening the Brand with Digital Marketing *9. Accor Case-Local Examples of Guest Posts	HBS Sakai	APP4 due. 2-page write-up for Accor case (see questions below)
11	W Nov 28	Marketing mix wrap-up. Final report review	*10. McKinsey Quarterly: A New Way to Measure Word-of-Mouth Marketing	Sakai	
Part 4. Did we get there?					
12	M Dec 3	9. Measuring marketing performance	*11. The Metrics that Marketers Muddle	HBS	
13	W Dec 5	Final report presentations	*Post your slides/report in Sakai > Assignments by 1:00 p.m.		GSP2 Team Final due **

*Sakai = Sakai > Resources > B. READINGS

*HBS = our Harvard Coursepack, link → <https://hbsp.harvard.edu/import/540158>

*Google = Google drive with 1st Source documents,

link → <https://drive.google.com/open?id=1IatyLjPcX0gaOOA1oeN-BAf0ODmCFx-k>

**see GSP Workbook (to be posted in Sakai)

APPLICATION ASSIGNMENTS, FALL 2018

APP1. INITIAL 1st SOURCE PROJECT QUESTIONS (Individual)

APP1 DUE: Wed. Oct 24. Individual write-up - submission of questions.

1st Source Bank has provided a set of background documents for us on this shared Google Drive:

<https://drive.google.com/open?id=1IatyLjPcX0gaOOA1oeN-BAf0ODmcFx-k>

(you can find the live link on the front page of our Sakai space and in Sakai>Resources>B. READINGS.

Everyone read the BACKGROUND1 document on company history. Then, read as many others as you can, but here's your specific responsibility:

Last name (these readings are in addition to BACKGROUND1):

A to H. BACKGROUND2 to BACKGROUND5

I to P. BACKGROUND6 TO BACKGROUND12

Q to Z. BACKGROUND13 TO TACTICS2

Your APP1 assignment is to design 3 questions to be ready to ask the 1st Source team during the Wed Oct 24 meeting. Write these up in less than a page, e-mail your questions to me at urbany@nd.edu and bring a copy to the Oct 24 session. Questions can be clarification, asking further detail on the information provided, questions relating to potential growth strategy, etc. Anything you want to get more info about. (Literally, there are no bad questions in this assignment!)

APP2. CUSTOMER DISCOVERY (Individual - save the Word doc with your last name first doc title)

APP2 DUE: Wed. Oct 31, 1:00 p.m. Post your write-up in Sakai > Assignments > APP2

Based upon a self-reflection and an interview, write up your conclusions about a customer journey in banking, and in particular any “pain” you see in that process. Think about the information sources used and other relevant factor in the customer’s decision journey and experience. (Also, see the file “Example_customer journey write-up.docx” in Sakai > Resources for an illustration)

A self-reflection and an interview. Do a self-reflection on your banking experience. “Interview” yourself by going through the questions below and recording answers.

Then, identify someone – either a student or a faculty member (or someone with a similar age profile or background), and ask them the same questions. When requesting, ask for about 30 minutes of time and do your best to respect that. Phone interviews are fine.

1. Thanks for agreeing to talk. I’d like to ask you some questions about banking and financial management.
2. Financial options have changed a lot over the past several years. We’re interested in how people “bank” these days.
3. Can you describe your banking “history?” When did you start banking and how has that changed over time?
4. How did you set up your first banking relationship? How did you select that institution over others? What were the key considerations?
5. Have you changed the way you do your banking over time? (for example, changed banks or changed your accounts, direct deposits, etc.) If yes, why did you change? (If no, skip the next question)
6. Can you describe a specific change you made in your banking at some point – maybe when you first opened an account or changed banks for some reason.
 - *What motivated the change? (e.g., moved, change in life circumstances, needs changed?)
 - *How did you gather information to help you make the change (what sources, what info)?
 - *What were the most important considerations in deciding what choice to make? Why were those considerations important?
7. Can you describe a positive experience you’ve had with a bank (whether an overall relationship or a particular incident). What was positive about it and how did you feel about it?
8. Think of a negative experience you’ve had with a bank (again whether an overall relationship or a particular incident). What was negative about it and how did you feel about it?
9. The financial world is changing a lot. Are there times today when you start thinking about changing the way you manage your finances and banking? If yes, what has led you to consider that change?
10. Thanks very much for your time !

APP3. HUBSPOT CASE (TEAM – save the file with Team number first in doc title)

APP3 DUE: Wed., November 14, 1:00 p.m.

(one team member can post the team document in Sakai > Assignments > APP3)

Write up answers to the following questions below in max 2 pages. You may add Appendices to those 2 page to provide further analysis.

1. The HubSpot case describes two segments in detail (Marketer Marys and Owner Ollies). What value does HubSpot offer to each customer segment?
 2. What is the value to the firm of a customer from each segment?
 3. Which one (MM or OO) of these segments should the firm target?¹
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APP4. ACCOR CASE (TEAM – save the file with Team number first in doc title)

APP4 DUE: Mon., November 26, 1:00 p.m.

(one team member can post the team document in Sakai > Assignments > APP4)

Write up answers to the following questions below in max 2 pages. You may add Appendices to those 2 pages to provide further analysis or to provide graphics (e.g., present a figure representing your customer journey).

1. Imagine you are in Olivier's shoes and aim to develop a strategic understanding of customer reviews that can affect other customers.
 - 1.1 Using your own experience, retrace the steps you took for a recent rip, from its initial conception to the post-trip recollection and reminiscing. List the steps you went through to create a map of the typical customer journey in the travel industry.
 - 1.2 Map the type of information you used along the way and the sources of information (i.e., media sources) that you used for each stage of the customer journey.
 - 1.3 Using the map that you have created, at every stage, what kind of content and which media (digital and non-digital) would be most effective to reach customers?
2. Content creation. Consider customers' motivations when sharing content. Come up with strategies that can motivate customers to share their experiences. What would you do to improve the presence of your hotel across social media? (see dataset D3 for some example guest posts)
3. As a senior executive at AccorHotels, how would you change the design of your organization to cope with the challenges brought about the digital disruption? Consider the different stages of the customer experience in the hotel (e.g., pre-, post-experience). What would be the new roles / tasks required to monitor and manage content?

¹ Exhibit 5 can be confusing. 'B2B>25' refers to the number of B2B customers with greater than 25 employees. The interpretation of 'B2C>25' and other labels is along similar lines. So, the definitions on page 8 of the case that Owner Ollies are small business owners with 1-25 employees, and Marketer Marys are professionals in firms with 26-100 employees, are only approximate.