

## UCLA Anderson School of Management

### MGMT 260B - Marketing Strategy & Resource Allocation

Winter 2009

#### *Objectives*

'Marketing Strategy & Resource Allocation' covers the design of marketing strategy and its implementation in marketing plans and budgets. As the forces of open markets, competition and access to information have made organizations more customer oriented, marketing strategy & planning has developed into a critical managerial activity. In particular, companies large and small that combine *customer-centric innovation* with *effective marketing resource allocation* offer the best opportunity for profitable growth.

Our educational objective is to develop strategic marketing knowledge for the 21<sup>st</sup> century business environment, to apply this knowledge via cases and market simulations, and to create a sophisticated awareness of recent advances in the field. In particular, we will develop and practice the connections between marketing strategy, marketing resource allocation and profitable growth.

This is an advanced course that will use the marketing concepts and techniques you have learned in MGMT 411A and 411B. The cases represent a mixture of products and services, B2B and B2C, entrepreneurial and corporate, regional and global, and physical vs. virtual environments.

We use the following education components:

- 1.principles: engaging and extending the learnings from the marketing core courses
- 2.applications of principles: case studies
- 3.experiential learning: Markstrat
- 4.new developments: readings and lectures

#### *Instructors*

Dominique M. Hanssens, Bud Knapp Professor of Marketing

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## ***Course materials***

Larréché, Jean-Claude, Hubert Gatignon & Rémi Triolet (2003). *Markstrat Online Student Handbook*. StratX International.

Packet of case studies and readings. Excel and Powerpoint files on the course website, to accompany selected cases and course modules.

## ***Student evaluation***

Individual participation in case studies and discussion assignments (1/3). Class attendance is required. In order to receive participation credit for an excused missed class (maximum one), hand in a two-three page case report at the beginning of the following class.

Two written reports on cases of your choice, to be handed in before the class discussion (individual or team, team recommended) (1/3). Your choice of a case is final.

Markstrat decisions and reports (1/3). The Markstrat reports include one initial assessment (2 pages) and one final assessment. The final report focuses on the lessons learned and includes a brief description of the group decision making process used by the team.

The case and final Markstrat reports are double-spaced and do not exceed twelve pages plus exhibits. Teams have no more than four members.

## ***Class sessions***

MBA Wednesday, 1- 3:50 pm in B 313

FEMBA Wednesday, 7- 9:50 pm in B 313

We start at 1 pm and 7 pm promptly, and have a break after 80 minutes. Please make sure to display your name card at all times.

## ***Schedule and Assignments***

Jan 7 Customers, marketing strategy and profits  
Read: Markstrat handbook  
Case: ING Bank  
Markstrat: introduction

Jan 14 Alternative growth paths  
Read: Markstrat handbook  
Case: salesforce.com  
Markstrat: game overview

- Jan 21 Meeting revenue targets  
Read: McKinsey Marketing Spending Effectiveness  
Case: The London Jets  
Markstrat: decision #1 (Jan 19) and initial report due (Jan 21)
- Jan 28 Brand equity or customer equity ?  
Read: Rust, Zeithaml & Lemon  
Case: Rosewood Hotels  
Markstrat: decision #2 due (Jan 26)
- Feb 4 Return on Marketing  
Read: Hanssens, Thorpe & Finkbeiner  
Case: Vanguard  
Markstrat: decision #3 due (Feb 2)
- Feb 11 Marketing strategy and competition on the internet  
Read: Deighton & Kornfeld  
Case: MedNet.com  
Markstrat: decision #4 due (Feb 9)
- Feb 18 Managing the Product Portfolio  
Read: Corstjens and Merrihue  
Case: AkzoNobel  
Markstrat: decision #5 due (Feb 16)
- Feb 25 Innovation Strategy  
Read: Gourville  
Case: Marvel Enterprises  
Markstrat: decision #6 due (Feb 23)
- Mar 4 Marketing Strategy and Firm Value  
Read: Hanssens and Dekimpe  
Case: guest speaker  
Markstrat: final decision (#7) due (Mar 2)
- Mar 11 Strategic Marketing Plans  
Course summary  
Markstrat debriefing session  
Markstrat: final report due (Mar 11)

## ***Useful references***

- Aaker, Kumar & Day (2004). *Marketing Research, 8th Edition*. Wiley.
- Berry & Linoff (2004). *Data Mining Techniques For Marketing, Sales, and Customer Support, 2<sup>nd</sup> Edition*. Wiley.
- Best (2009). *Market-Based Management, 5<sup>th</sup> Edition*. Pearson Prentice Hall.
- Blattberg, Kim & Neslin (2008). *Database Marketing*. Springer.
- Chernev (2007). *Strategic Marketing Analysis, 2<sup>nd</sup> Edition*. Brighstar Media.
- Cook (2006). *Competing for Customers and Capital*. Thomson.
- Gupta & Lehmann (2005). *Managing Customers as Investments*. Pearson Education.
- Hanssens, Parsons & Schultz (2001). *Market Response Models, 2<sup>nd</sup> Edition*. Kluwer.
- Hanssens (2009). *Empirical Benchmarks of Marketing Impact*. Cambridge, MA: Marketing Science Institute.
- Hartley (2006). *Marketing Mistakes and Successes, 10th Edition*. Wiley.
- Jagpal (2008). *Fusion For Profit*. Oxford University Press.
- Keller (2003). *Strategic Brand Management, 2<sup>nd</sup> Edition*. Prentice-Hall.
- Kotler and Keller (2009). *Marketing Management: Analysis, Planning, Implementation & Control, 13th Edition*. Pearson Prentice Hall.
- Lehmann & Reibstein (2006). *Marketing Metrics and Financial Performance*. Cambridge, MA: Marketing Science Institute.
- Lilien & Rangaswamy (2004). *Marketing Engineering, Revised 2<sup>nd</sup> Edition*. Trafford Publishing.
- Moorman & Lehmann (Eds) (2004). *Assessing Marketing Strategy Performance*. Cambridge, MA: Marketing Science Institute.
- Mahajan, Muller & Wind (Eds.) (2001). *New-Product Diffusion Models*. Kluwer.
- Nagle & Hogan.(2005). *The Strategy and Tactics of Pricing, 4<sup>th</sup> Edition*. Prentice-Hall.

- Palmatier (2008). *Relationship Marketing*. Cambridge, MA: Marketing Science Institute.
- Rust, Zeithaml & Lemon (2000). *Driving Customer Equity*. The Free Press.
- Surowiecki (2004). *The Wisdom of Crowds*. Doubleday.
- Tellis (2004). *Effective Advertising: Understanding When, How, and Why Advertising Works*. Sage Publications.
- Tellis & Ambler (2007). *The SAGE Handbook of Advertising*. Sage Publications.
- Twitchell (2004). *Branded Nation*. Simon & Schuster.
- Urban (2004). *Digital Marketing Strategy*. Prentice-Hall.
- Van den Bulte & Wuyts (2007). *Social Networks and Marketing*. Cambridge, MA: Marketing Science Institute.
- Wierenga, Ed. (2008). *Handbook of Marketing Decision Models*. Springer.
- Wood (2008). *The Marketing Plan Handbook, 3<sup>rd</sup> Edition*. Pearson Education.

## ***About the instructor***

Dominique M. Hanssens is the Bud Knapp Professor of Marketing at the UCLA Anderson Graduate School of Management, where he has been on the faculty since 1977. He has served as the school's faculty chair, associate dean, and marketing area chair. From 2005 to 2007 he served as Executive Director of the *Marketing Science Institute* in Cambridge, Massachusetts.

Dr. Hanssens studied econometrics at the University of Antwerp (B.S., 1974) in his native Belgium. He then pursued graduate study in marketing at Purdue University's Krannert Graduate School of Management, where he obtained an M.S. in 1976 and a Ph.D. in 1977. His research focuses on strategic marketing problems, in particular marketing productivity, to which he applies his expertise in data-analytic methods such as econometrics and time-series analysis. Professor Hanssens serves or has served as an area editor for *Marketing Science* and an associate editor for *Management Science* and the *Journal of Marketing Research*. His papers have appeared in the leading academic and professional journals in marketing, economics and statistics. Four of these articles have won Best Paper awards, in *Marketing Science* (1995, 2001, 2002) and *Journal of Marketing Research* (1999, 2007), and five were award finalists. The second edition of his book with Leonard Parsons and Randall Schultz, entitled *Market Response Models* was published by Kluwer Academic Publishers in 2001 and translated in Chinese by Shanghai People's Publishing House in 2003. Professor Hanssens won distinguished teaching awards in the UCLA MBA and Executive MBA programs, and is a frequent contributor to the school's executive education offerings. In 2003 he was awarded the UCLA Anderson School's Neidorf 'decade' teaching award, and in 2007 he was the recipient of the Churchill Lifetime Achievement Award of the American Marketing Association.

Professor Hanssens' consulting experience covers strategic marketing problems such as allocating marketing resources, assessing long-term marketing effectiveness and growing customer equity. His approach emphasizes market-response modeling on sophisticated customer and marketing databases. He has conducted assignments for Agilent Technologies, British Telecom, Mercedes, Disney, Google, Hewlett Packard, Hughes, Johnson & Johnson, Mattel Toys, Microsoft, Schwab and Wells Fargo, among others. He is a partner with Marketshare Partners, a marketing analytics firm headquartered in Los Angeles.