Best 6th with StratSim

Canisius College
Wehle School of Business
Department of Marketing & Information Systems

MBA630 Marketing Strategy
Fall Semester 2015 -- 3 credit hours
Instructor Name: Paul L. Sauer
Class meets: Thursday 6:00 – 8:45 p.m.
Canisius Center @ Amherst

Contact Information
Phone: 888-2631
E-mail: sauer@canisius.edu
Office: Churchill Tower 402
Office Hours: M, W 10:00 to 11:00 a.m.

REQUIRED TEXTBOOK & LEARNING MATERIALS


StratSim Marketing, Michael Deighan, Stuart W. James, and Thomas C. Kinnear, Interpretive Software. (students purchase online directly from: http://www.interpretive.com/students).

NOTE: All students are required to pay for StratSim. You will need to directly pay for it at: http://www.interpretive.com/students. No team decisions may be entered until all team members have paid and registered for StratSim. Interpretive Solutions has the names of all members of all teams.

Course prerequisites

- Graduate level MBA 508 Minimum Grade of C-
- Graduate level MBA 506 Minimum Grade of C-

Communications – D2L (Desire-2-{earn}) & GoToMeeting

Teacher-student communication in this course is conducted not only during class meetings and office hours, but also through the use online Internet software supported by Canisius College, namely D2L, accessed at http://d2l.canisius.edu. Please check D2L regularly for updates to the syllabus, the course schedule, and other course related matters.

Working on team projects can be difficult, especially if you are working during the day when enrolled in a part-time evening MBA program. Increasingly new software developments, notably in the realms of social media and cloud computing, are enabling collaboration between team members who cannot physically meet to work on a project. While you are free to use any media you wish to use to communicate and collaborate with your team members on the StratSim project, there are two which are available to you through Canisius College.
1. Team-oriented communication features of D2L such as team chat rooms and team discussion boards and discussion threads may be helpful in your StratSim team project. Each team will have restricted team intra-communication privileges that members of other teams cannot view set up in D2L.

2. Canisius has adopted and implemented Citrix GoToMeeting software. GoToMeeting now offers us a new 'student room' feature. Please sign up if you have not already done so. You may sign up for your own GoToMeeting accounts now at: http://www.canisius.edu/gotomeeting.

COURSE DESCRIPTION

The course focuses on formulating and implementing market-based management strategies and policies, a task undertaken in most companies at the strategic business unit level. The market-based management process is important at all levels of the organization, regardless of the title applied to the activity. Typically, it is called corporate marketing, strategic marketing, or marketing management. For our purposes they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding and applying marketing strategy.

The course is intended for:

- Marketing concentration students who wish to deepen their understanding of marketing management in a strategy-planning context.
- Non-marketing concentration students who desire a course in marketing strategy, with a management and planning orientation.

This course is concerned with the development, evaluation, and implementation of marketing strategy in complex environments. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical procedures, techniques, and models. The course addresses strategic issues such as:

- What business should we be in?
- What are our long-term objectives?
- What is our sustainable marketing competitive advantage?
- Should we diversify?
- How should marketing resources be allocated?
- What marketing opportunities and threats do we face?
- What are our marketing organizational strengths and weaknesses?
- What are our marketing strategic alternatives?

The course provides students with a solid foundation of the fundamental marketing decision-making tools and management of all of the elements of the marketing plan. Through the in-depth semester-long simulation, students will be provided the opportunity to apply those marketing
planning and decision-making skills. We will be building upon these principles throughout this course, especially those principles that you have learned in Marketing MBA506 or equivalent.

**LEARNING GOALS**

<table>
<thead>
<tr>
<th>Course Level Learning Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the basis for marketing and the importance of market orientation, customer satisfaction, marketing performance metrics, and marketing profitability</td>
</tr>
<tr>
<td>Understand the mechanics of marketing profitability (net marketing contribution).</td>
</tr>
<tr>
<td>Understand the impact of market orientation and customer satisfaction levels on profitability</td>
</tr>
<tr>
<td>Understand the various marketing metrics and the mechanics of the net marketing contribution</td>
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<tr>
<td>Develop a focus on market analyses and the input needed for developing a market strategy</td>
</tr>
<tr>
<td>Understand the basic marketing concepts and tools needed to build a strategy with product positioning, pricing, marketing channels, and marketing communications.</td>
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<tr>
<td>Understand tactical marketing strategies using product-price positioning.</td>
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<tr>
<td>Understand and apply portfolio analysis to developing offensive and defensive strategic marketing plans.</td>
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<tr>
<td>Understand marketing’s impacts on sales, costs, assets, cash flow, profitability, and, ultimately, shareholder value.</td>
</tr>
<tr>
<td>Understand the ways that the various marketing concepts and tools presented in the book can impact both marketing performance (such market share, market growth, and sales) and financial performance (such as net income, return on capital, and earnings per share).</td>
</tr>
<tr>
<td>Use the StratSim marketing simulation to apply this understanding of how to integrate marketing with accounting and finance by going beyond an understanding of the impact of marketing strategies on sales, market share, and the net marketing contribution to show how market strategies also affect net profit, assets, return on assets and, ultimately, shareholder value.</td>
</tr>
<tr>
<td>Develop a marketing plan using the StratSim marketing simulation.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>College and Graduate Business Learning Goals</th>
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</thead>
<tbody>
<tr>
<td>This course is designed to help students achieve one or more College and/or graduate business program goals and objectives. You can see the specific graduate program and/or college level learning goals and objectives associated with the course from this page on the College website: <a href="http://bit.ly/bcoreLG">http://bit.ly/bcoreLG</a></td>
</tr>
</tbody>
</table>
COURSE STRUCTURE

“Education is not the filling of a pail, but the lighting of a fire.” (William Butler Yeats)

While the course centers on the StratSim simulation, it also includes weekly quizzes on assigned reading material and in-class discussions of current marketing-related decisions and announcements of major companies and organizations.

StratSim Experience – A Ten-year Marketing Effort

An effective way to help you learn about marketing management is to experience the challenges of managing a business or a brand in a simulated environment. Reading textbooks facilitates learning the foundations of business theory, while real-world experience often demonstrates the challenges of putting those theories into practice. The lessons of experience usually have the greatest impact because people tend to learn best by doing, not solely by reading or hearing about other people’s experiences. However, real-world experience has its drawbacks as well, most notably expense and the passage of time. Simulations represent a sensible balance between the two. Though clearly not as rich as reality, simulations can capture the essence of reality and help us practice implementing business theory without the potentially large costs of errors. This StratSim project is designed to accomplish such a task.

Simulations are one of many different methods for learning business skills. The purpose in StratSim is to use the strengths of both the case and simulation methodologies and have the two build on each other for the benefit of the student. Therefore, StratSim is designed to include all of the characteristics of case analysis, while also placing the participant into a dynamic, simulated business environment. The participant may access a number of in-depth marketing reports in the software that enhance the information provided in the case and provide the foundation for the simulation. These reports cover a broad spectrum of functional areas and can easily be used as the basis for a number of class discussions.

StratSim focuses on the following framework:

- Situation Analysis and the 5Cs (context, customers, competitors, collaborators, company)
- STP - Segmentation, targeting and positioning
- Strategy design using the Marketing mix (4Ps – product, price, promotion, place)
- Integrated marketing decision-making and analysis

The class will be divided into groups to form management teams. During the course of the semester each team will manage their business and make decisions based on the concepts presented in class and in the textbook. See the course schedule at the end of this syllabus to see when specific decisions and assignments are due.

In the simulation, your team’s company will be competing directly against other teams’ companies in your class who are in the same industry. Decisions are centered on the marketing mix (4Ps) and made once each simulated year. All your decisions will be saved to the host server, so you must be on-line to enter your strategic decisions. Anyone else on your team will
be able to see your decisions after you have entered decisions into your company’s decision screen.

**Important! Everyone on your team is sharing one decision file, so you will need to decide how best to divide the decision responsibilities. Please note that as a safeguard against overwriting each other’s decisions, no two people will be able to enter the same decision screen at the same time.**

Once all competitors have made and entered these annual strategic decisions, the simulation will be advanced, and the results will be updated. These results will be dependent upon three things: 1.) your decisions; 2.) decisions of your competitors; and, 3.) the evolution of the market.

Each industry will develop uniquely based on how the competitors interact, what new products are introduced, and how these products are supported. As you will soon see, StratSim provides a very dynamic learning experience. Customer needs will evolve, new products will be introduced, and the economy will have its ups and downs. The simulation is designed to be a fun, but challenging, experience.

Competing in the StratSim environment will require complex analysis and decision-making. Therefore, take some time to familiarize yourself with the program and manual before beginning the exercise. While working through the simulation, you will find it helpful to refer to the manual for information and strategy tips. Sections 3 and 4 of the manual contain helpful reference material.

The design of the application of StratSim in this course is such that your team will have an opportunity to make a first year **practice decision on Sept. 11** and a **second practice decision on Sept. 18**. These practice runs give your team the opportunity to view the results of the simulation’s first period, which you can analyze before the simulation is restarted from the beginning. This gives your team a chance to learn how to use the StratSim interface, experiment with a set of decisions, and work out some basic logistics in a low-risk environment.

As of the fourth class meeting on **September 24**, the simulation will have been **reset on Sept. 22**. From that point on the decisions that affect your team’s StratSim performance grade will begin. Your team will have until **September 25 at 9:00 a.m.** to discuss among yourselves your actual first year decisions and enter them into StratSim. You will have until 9:00 a.m. on the Friday morning after each Thursday class to finalize and submit your final decisions for the designated yearly decision period. Once the simulation is run on Friday morning you will not be able to revise your decisions for that period -- results will be permanent. Once the simulation has been advanced, select **REFRESH DATA**, or just login again to view the updated results. Review your company’s results in the market before making decisions for the next year decision period.

**StratSim Team Assignments**

During the 10 year period when you are making decisions, your team will have four StratSim assignments to help you improve and implement your marketing plan. These assignments are available in D2L and are due on the following dates:
1. StratSim Market Attractiveness Assignment Due Sept. 24
2. StratSim SWOT Assignment Due Oct. 8
3. StratSim Competitor Assignment Due Oct. 29
4. StratSim Outside Assignment Due Nov. 19

**StratSim Marketing Performance: Team & Individual.**

**Team performance** in the StratSim simulation will be graded on a combination of metrics that are available in the simulation. Teams will be evaluated on: (1) Comparative cumulative figures and (2) Improvements in the metrics.

**Individual Team Member Performance:** If during the semester someone in your team is not pulling their weight, the other team members may fire that person. This fired member must find a new team or receive an F in the course. (Note: If you get fired, good luck in finding a new team!). Please inform me of the team’s decision, so I may have a conversation with the ousted member. **Peer evaluations** will be used to evaluate and possibly adjust the StratSim related grades of team members at the end of the semester.

**StratSim Performance Report**

See Chapters 14 to 16 in *Market-based Management.* A written marketing plan to include past performance as part of a marketing plan for the future is to be submitted with supporting exhibits and spreadsheet reports by the final class meeting on December 10. Report is to be double-spaced, with 1-inch margins on all sides of the paper, using 12 point Times New Roman font. Each team will orally present their report on the final exam date, December 17.

Your report should include the following:

1. A debriefing of your company’s performance over the past ten years including key decisions and their impact on performance.

2. Prepare a letter to shareholders: Part of a company’s annual report is a letter to shareholders that provides a CEO’s perspective on the current state of your business. Now that you have formalized your strategy and become a more seasoned StratSim management team, it is time to convince current and potential shareholders that an investment in your company has positive potential returns. Your goal is to provide a persuasive, yet honest appraisal of your company and its future prospects. Your letter to shareholders should consist of an update on your strategy, including target markets, management structure, key accomplishments and challenges, and future performance objectives. In addition, please discuss your most direct competitor and how and why you are positioned to outperform them in the future. The letter itself should be only 1-2 pages, but you may provide up to 5 supporting exhibits on additional pages. Here are a couple examples:
3. **Marketing plan -- future strategic direction**: Your strategy will serve as your firm’s “roadmap” throughout the simulation. Your marketing plan should consist of 5 elements: Business definition and rationale, source of competitive advantage, performance objectives, key success factors, and strategic assumptions. You may also find it helpful to review the Market-Based Marketing Management section of the StratSim manual. Please respond to the following questions as key components of your marketing strategy.

1. **Business Definition**: Who (customers, markets) do you want to serve and why? Be sure to include customers/segments to be targeted and customer needs in each segment to be satisfied. What is the rationale for these choices (examples: segment attractiveness, market gaps, fit with resources, synergies)?

2. **Source of Competitive Advantage**: With which competitors will you most directly compete and how do you intend to win market share from them?

3. **Performance Objectives**: What performance goals do you have for your firm and why? (examples: highest cumulative profit, highest stock price, largest market share in target markets, etc.)

4. **Key Success Factors**: What is required of your firm to execute this strategy successfully? (examples: product development, outspend competition, first in market, etc.)

5. **Strategic Assumptions**: For your strategy to be successful, are there any underlying assumptions that you have made? (examples: Firm A exits the family segment, able to introduce a new truck by period 4, first mover advantages, etc.)

**IMPORTANT**: Your company’s strategic marketing plan needs to include the history of your strategic decisions from the first decision period to the plan for strategic activity at least 2 years into the future.

This strategic marketing plan will be evaluated in terms of:

- Appropriateness of the plan
- Depth of analysis
- Reasonable assumptions
- Support for the plan
- Careful and thorough use of strategic marketing concepts
- Comprehensiveness
- Professional presentation including writing style and support materials
- Adherence to the Marketing Plan structure

**StratSim Oral Presentation**

Your team’s oral presentation will be primarily graded on the use of strategic marketing concepts and the professionalism of the presentation. Treat the oral presentation as an annual shareholders meeting at which you making a case for investing in your company. Use the content
of the debriefing, letter to shareholders and future direction of your company to guide the content of your oral presentation. Examples:

- General Motors
- 3M Investor Meeting

Quizzes

Long-term retention of knowledge is improved when students engage in numerous study sessions (distributed practice) rather than when they “cram” during a single session on the night before a quiz or exam (mass practice). To encourage students to keep up with the readings, which are also important for the quality of in-class interactions, I will be giving a 10-question quiz during each class. Quiz questions will be based on assigned textbook readings for that class meeting date with a couple questions possibly from the StratSim student manual. The questions will be multiple choice. It should not be difficult to do well on the quizzes if you have carefully read the assignment for the week and are familiar with StratSim. We will have a total of thirteen quizzes, one at the beginning of each class meeting beginning with the second class meeting on September 10 and continuing through to the last class on December 10. I will drop the lowest quiz grade.

Current Topic Presentation, Debate & Class Discussion

Student pairs designated for presentation and debate at each class meeting will present a real-world example of a recent marketing decision by a company or organization that takes advantage of a perceived marketing trend. One of the students in the pair will argue for the decision while the other will argue against it. The goal is to engaging the class in the ensuing debate and discussion. A lively discussion is critical to an effective presentation. Marketing decisions often involve changes in strategy or tactics. A suggestion is to consider any changes in any one of the 4-Ps: the product/brand itself, the price, the channel of distribution, or the promotional mix. Examples of strategic decisions or trends include:

- (Pricing) GM Cuts Price of Chevrolet Volt Plug-In Car
- (New product launch) Microsoft Edge browser; Apple Watch
- (Branding) Dominos Pizza becomes just Dominos
- (Distribution) Drones to deliver packages
- (Promotion) Procter & Gamble, the world’s largest advertiser, plans deep cuts in the number of ad agencies with whom it works
- (Retailing) Whole Foods Aims for Younger Shoppers – small scale stores
- (Promotion) The president’s campaign puts out a steady stream of smears against Mitt Romney
- (M&A) Syngenta Rejects $45 Billion Monsanto Bid
- (New product; pricing) Microsoft upgrade to Windows 10 with free upgrade for current Window 7 users.
- (price strategy) Amazon’s Prices Are Often Undercut by Upstart Jet.com, Study Finds
To balance the student presentations across the semester, a sign-up sheet will be circulated at the first class meeting. Presentations should relate to the assigned material for that specific class meeting. Each student should plan to spend about 10 minutes describing the real-world marketing-related decision. The discussion that pursues should focus on why the marketing-related decision was good or not. You need to challenge students to take sides on the decision. This is most easily accomplished by discussing controversial strategic decisions, getting students to take sides, and generating further debate.

**METHOD OF INSTRUCTION**

“If you think you’re too small to be effective, you have never been in bed with a mosquito.” (Bette Reese)

The course is interactive both between class members and with the instructor. Students will have the opportunity to apply the marketing concepts, tactics, and strategies described in the textbook and discussed in class through the StratSim project. The textbook used in this includes references to the StratSim simulation.

Classes will begin with a discussion of the material designated for that class meeting. At this time you should raise any questions or make any comments you have regarding the assigned material and how it relates to StratSim. After our class discussion we will take a ten-minute break. After the break students pro-con pairs will present their chosen current topic, engage in a debate and involve the class in the ensuing discussion. Following that we will have a class discussion of any issues of concern to you relevant to StratSim team decision-making including any assignments due that week. After that the quiz will be administered. Following the quiz I will be available to consult with each team on an as-needed basis.

Note that occasionally, changes in the schedule of the course, or in the assignments, are announced during class. It is your responsibility to ensure that you aware of any changes as you will be responsible for this information. Check D2L and/or ask in class about any schedule changes.
GRADE EVALUATION

Student performance evaluation will be based on twelve quizzes (your lowest grade on the 13 quizzes will be dropped), current topic presentation and discussion, StratSim Performance, and your final group oral and written presentation. The oral and written report (marketing plan) consists of performance results and plans for the next two years centered on your StratSim marketing plan. If you miss or are late for class and fail to take a quiz you will receive 0 points for that quiz. There will be no make-up quizzes. I will, however, drop one quiz grade, which could be the quiz that you missed for which you received a score of 0.

The weightings for the individual components are as follows:

<table>
<thead>
<tr>
<th>Work Evaluated</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Quizzes</td>
<td>360</td>
</tr>
<tr>
<td>Current Topic Presentation, Debate &amp; Discussion</td>
<td>100</td>
</tr>
<tr>
<td>StratSim Assignments (4 @ 60 points each)</td>
<td>240</td>
</tr>
<tr>
<td>StratSim Performance</td>
<td>200</td>
</tr>
<tr>
<td>StratSim Written Report – Letter to Shareholders, Performance Metrics and Strategic Marketing Plan</td>
<td>200</td>
</tr>
<tr>
<td>StratSim Oral Presentation of Performance and Strategic Direction</td>
<td>100</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1200</strong></td>
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GRADING SCALE

Grading components for this course is as follows:

<table>
<thead>
<tr>
<th>Letter</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>1116 to 1200</td>
</tr>
<tr>
<td>A-</td>
<td>1080 to 1115</td>
</tr>
<tr>
<td>B+</td>
<td>1044 to 1079</td>
</tr>
<tr>
<td>B</td>
<td>996 to 1043</td>
</tr>
<tr>
<td>B-</td>
<td>960 to 995</td>
</tr>
<tr>
<td>C+</td>
<td>900 to 959</td>
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<tr>
<td>C</td>
<td>840 to 899</td>
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<tr>
<td>F</td>
<td>Below 840</td>
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</table>

NOTE: Grades lower than C do not count toward a Masters Business Degree.
PROGRESS IN COURSE

At any time during the semester you can determine your progress in this course by dividing the total points you have earned up to that date by the maximum number of points you could have earned and multiplying this quotient by 1200. Then use the letter grade chart above to determine into which letter grade range you would fall. By adding the number of points still available in the remainder of the course, you can estimate based on your projected performance what your expected grade in the course may be. **No curving or rescaling of the letter grade scale will be done on individual assignments, quizzes or exams.** At the end of the semester when all grades are in, I will reevaluate the scale to determine if an adjustment should be made. Every semester there are usually students who fail this course, so failure is an option.

ATTENDANCE POLICY

Students are expected to prepare for each class, to attend regularly, take quizzes when scheduled, participate in class discussions and in general to make responsible decisions about time management and attendance. No make-up privileges will be granted for classes or quizzes missed without a valid reason (e.g. verifiable illness, accident, etc.).

ACADEMIC INTEGRITY

Students are expected to know and understand college policies with regard to [Academic Integrity Code](#). Violations of academic integrity will be prosecuted fully. Please note that you are responsible for reporting any instances where other students have violated these policies. Failure to do so will result in penalties as well. If you have any questions about this policy, please see the instructor.

- **Academic Conduct:** Students are expected to conduct themselves in an ethical manner in this course. Guidelines of unacceptable behavior and the penalties incurred by such are described in the [Academic Misconduct section of the Canisius College catalog](#). Essentially the Code is self-administered as follows:

  The Code of Academic Integrity automatically binds all Canisius College students. Please copy this pledge and include it along with your signature on all written assignments, reports, etc. that you hand in to me during the semester:

  **As a member of the Canisius College Community, I understand and will uphold the standards for academic behavior as stated in the Code of Academic Integrity.**

  Signed ________________________________ Student ID ___________________

  Please include this pledge along with your signature on all written assignments, reports, etc. that you hand in to me during the semester.
• **Plagiarism & Team Projects:** Students working in teams have the obligation to check each other’s submissions to guarantee that no part of the team submitted document is plagiarized. In the event that any part of a team project is plagiarized, all members of the team will be held responsible and penalties will be applied to all, regardless of whether or not one member later confesses. Submissions may be checked for plagiarism by utilizing one of the programs such as **Turnitin.com** available through the Canisius College library website.

• **Withdrawal:** **Friday Nov 20** - Last Day to Withdraw from a course. Please consult the online [Canisius College catalog](http://www.canisius.edu/catal) for details

### ACADEMIC AND ACCESSIBILITY SUPPORT SERVICES

The GRIFF Center for Academic Engagement provides comprehensive programs, tutoring services, and resources to support student academic and career success. If you would like to learn more about academic support, please stop in Old Main 013 or call 716-888-2170. Visit the GRIFF Center webpage at: [http://www.canisius.edu/griff-center/](http://www.canisius.edu/griff-center/)

Accessibility Support (716-888-2170), which is located in the Griff Center for Academic Engagement (OM 013), is responsible for arranging appropriate academic accommodations for students with documented disabilities. If anyone in this course falls into this category, please contact Accessibility Support so that an appropriate course of action may be determined. For additional information, see [http://www.canisius.edu/dss/](http://www.canisius.edu/dss/)

### LEARNING ASSISTANCE

**Learning Assistance:** Students who wish to pursue learning beyond the classroom or who are encountering difficulty in this course should consult with the instructor. The Department of Academic Development (Old Main 319, ext. 2265) also provides tutorial assistance to students upon demand.
**TENTATIVE COURSE SCHEDULE**  
**MBA 630 MARKETING STRATEGY -- FALL SEMESTER 2015**

*Instructor reserves the right to change the course schedule throughout the semester. Changes to the schedule will be posted on the D2L course website or announced in class or via email. Please consult the D2L website for this course for any announcements, changes, etc. to this course schedule.*

<table>
<thead>
<tr>
<th>Class Period/Date</th>
<th>Read Best Chapter</th>
<th>Market-based Management By Roger J. Best Chapter Topic</th>
<th>StratSim Assignments Due Beginning of Class</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 SEPT. 3</strong></td>
<td>1</td>
<td>Customer Focus, Customer Performance, and Profit Impact</td>
<td>Introduction to StratSim. Group formation for StratSim. StratSim Case Preparation and Review.</td>
</tr>
</tbody>
</table>
| **2 SEPT. 10**    | 2                 | Marketing Metrics and Marketing profitability          | **Quiz 1. Best Ch 1 & 2**  
StratSim Practice Decision Round (understand the environment and competition, market research & consumer surveys)  
**Practice 1 Decision due Friday Sept. 11 @ 9:00 a.m.** |
| **3 SEPT. 17**    | 3                 | Market Potential, Market Demand, and Market Share      | **Quiz 2. Best Ch 3 Practice 2 Decision due Friday Sept. 18 @ 9:00 a.m.** |
| **SEPT. 22**      |                   | **StratSim Restart**                                  |                                             |
| **4 SEPT. 24**    | 4                 | The Customer Experience and Value Creation             | Quiz 3. Best Ch 4  
Market Attractiveness Assignment Due  
StratSim Decision 1 due Friday 9:00 a.m. |
| **5 OCT. 1**      | 5                 | Market Segmentation and Segmentation Strategies        | Quiz 4. Best Ch 5  
StratSim Decision 2 due Friday 9:00 a.m. |
| **6 OCT. 8**      | 6                 | Competitive Position and Sources of Advantage         | Quiz 5. Best Ch 6  
StratSim Decision 3 due Friday 9:00 a.m.  
**StratSim SWOT Assignment Due** |
| **7 OCT. 15**     | 7                 | Product Positioning, Branding, and Product Line Strategies | Quiz 6. Best Ch 7  
StratSim Decision 4 due Friday 9:00 a.m. |
| **8 OCT. 22**     | 8                 | Value-Based Pricing and Pricing Strategies             | Quiz 7. Best Ch 8  
StratSim Decision 5 due Friday 9:00 a.m. |
<table>
<thead>
<tr>
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<th>StratSim Assignments Due Beginning of Class</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9 OCT. 29</strong></td>
<td><strong>9</strong></td>
<td>Marketing Channels and Channel Mapping</td>
<td>Quiz 8. Best Ch 9</td>
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<td>StratSim Decision 6 due Friday 9:00 a.m.</td>
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<td>StratSim Competitor Assignment Due.</td>
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<tr>
<td><strong>10 NOV. 5</strong></td>
<td><strong>10</strong></td>
<td>Marketing Communications, Social Media, and Customer Response</td>
<td>Quiz 9. Best Ch 10</td>
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<td>StratSim Decision 7 due Friday 9:00 a.m.</td>
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<tr>
<td><strong>11 NOV. 12</strong></td>
<td><strong>11</strong></td>
<td>Portfolio Analysis and Strategic Market Planning</td>
<td>Quiz 10. Best Ch 11</td>
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<td>StratSim Decision 8 due Friday 9:00 a.m.</td>
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<tr>
<td><strong>12 NOV. 19</strong></td>
<td><strong>12 &amp; 13</strong></td>
<td>Offensive and Defensive Strategies</td>
<td>Quiz 11. Best Ch 12 &amp; 13</td>
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<td></td>
<td>StratSim Decision 9 due Friday 9:00 a.m.</td>
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<td>StratSim Outside Assignment Due.</td>
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<td><strong>14 NOV. 26</strong></td>
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<td><strong>Thanksgiving Recess</strong></td>
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<tr>
<td><strong>13 DEC. 3</strong></td>
<td><strong>15</strong></td>
<td>Marketing Metrics, Performance, and Strategy Implementation</td>
<td>Quiz 12. Best Ch 15</td>
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<td>StratSim Decision 10 due Friday 9:00 a.m.</td>
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<tr>
<td><strong>15 DEC. 10</strong></td>
<td><strong>16</strong></td>
<td>Market-based Management and Financial Performance</td>
<td>Quiz 13. Best Ch 16</td>
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<td>StratSim Written Report Due: Letter to Shareholders, Debrief &amp; Future Strategic Direction</td>
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<td>DEC. 17</td>
<td><strong>14-16</strong></td>
<td>Final Exam</td>
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<td>StratSim Team Oral Presentations</td>
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