

Vanguard University
School for Professional Studies
Degree Program

“Strategic Marketing Management”
BUOM 485

Student Guide

06/07

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COURSE DESCRIPTION

This course expands on a foundation related to the primary components of marketing including market segmentation, research, product/service, branding, price, marketing communication, and market channel strategies. The course offers a case study approach with large and small group discussion and presentations. A mix of global, e-based, profit, non-profit, goods and services related organizations are studied. The primary focus is on application of concepts learned and stimulation of critical thinking skills such as analysis, synthesis, and evaluation. This course allows students to use their personal work experiences and to hone their managerial decision-making skills.

LEARNING OUTCOMES

Through the use of case analyses, the student will examine the interplay of variables in “real-world” situations, identify issues, perform necessary analyses, consider alternative courses of action, and come to a set of well-supported recommendations.

The student will review basic marketing concepts, expand on his/her foundation of marketing knowledge, and gain experience in applying these concepts to business situations.

The student will build his/her skills in performing basic financial and profitability analyses and will understand the primary functional areas of a business and primary activities of managers, including: how organizations use financial information for developing, monitoring, and maintaining a long-term strategy.

The student will gain experience in working in project teams much the same as multifunctional task forces do in for-profit and not-for-profit organizations and write well-developed, strategically organized business documents.

The student will place him/herself in the role of the decision-maker: define a business issue and assess the business risk of alternative courses of action, and think strategically about the short and long-term impact of a recommended option.

The student will develop his/her capacity to identify actual problems (vs. symptoms), to recognize key market players and their agendas, and to become aware of those critical pieces of information that contribute to the problem. In this process, the student must sift through data to extract key insights and learn to disregard extraneous information.

The student will call upon and integrate learning from courses previously taken in a variety of disciplines and apply his/her knowledge in a practical, financially sound, ethically based way to solve complex strategic issues.

The student will be given the opportunity to evaluate the merits of different corporate business proposals, some of which represent different “shades of gray,” and he/she will consider the ethical, strategic, and executional issues related to these proposals.

TEXTS AND MATERIALS

Required texts:

Kerin, Roger A. and Peterson, Robert A. *Strategic Marketing Problems, Cases and Comments*. Eleventh Edition. Upper Saddle River, NJ: Prentice Hall, 2007

Recommended texts and articles:

Couglan, Anne T., Anderson, Erin, Stern, Louis W., and El-Ansary, Adel I. *Marketing Channels*. New Jersey, Prentice Hall, 2001.

Donaldson, Bill and O'Toole, Tom. *Strategic Marketing Relationships: From Strategy to Implementation*. New York: John Wiley & Sons, 2002.

Duncan, Tom. *IMC: Using Advertising and Promotion to Build Brands*. New York, McGraw-Hill, 2002.

Farquhar, Peter H., et al. "Strategies for Leveraging Master Brands," *Marketing Research*, September, 1992, pp. 32-43.

Gibson, Lawrence D. "Defining Marketing Problems," *Marketing Research*, Spring 1998, pp.5-12.

Hartley, Robert F. *Marketing Mistakes*. New York: John Wiley & Sons, 1992.

Kotler, Philip. *Marketing Management*. New Jersey: Prentice Hall, 2003.

Keller, Kevin Lane. *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. New Jersey: Prentice Hall, 2003.

McKenna, S. *The Complete Guide to Regional Marketing*. Illinois: Richard D. Irwin, 1992.

Monroe, Kent B. *Pricing: Making Profitable Decisions*. Illinois: McGraw-Hill/Irwin, 2003.

Pitts, Robert A. and David Lei. *Strategic Management: Building and Sustaining Competitive Advantage*. Minnesota: West Publishing Company, 2003.

Tauber, Edward M. "Brand Leverage: Strategy for Growth in a Cost-Control World," *Journal of Advertising Research*, August-September, 1988, pp. 26-30.

STUDENT EVALUATION

Percentages	Points	Grade	Significance	GPA
93-100%	93.0-100	A	Exceptional	4.00
90-92.9%	90.0-92.9	A-		3.67
87-89.9%	87.0-89.9	B+		3.33
83-86.9%	83.0-86.9	B	Above Average	3.00
80-82.9%	80.0-82.9	B-		2.67
77-79.9%	77.0-79.9	C+		2.33
73-76.9%	73.0-76.9	C	Average	2.00
70-72.9%	70.0-72.9	C-		1.67
67-69.9%	67.0-69.9	D+		1.33
63-66.9%	63.0-66.9	D	Below Average	1.00
60-62.9%	60.0-62.9	D-		0.67
00-59.9%	000-59.9	F	Failure	0.00

EVALUATION CRITERIABreakdown:

1.	Attendance/Participation	2 points per week (x 5)	10 points
2.	Assignments		
	Week Two		10 points
	Week Three		10 points
	Week Four		10 points
	Chapter 2 Exercises (6 @ 3 points each)		18 points
4.	Final Group Project		
	Oral presentation		16 points
	Written Analysis		10 points
	Case Questions		8 points
	Individual Grade		8 points
	Total Class Points		100 points

OVERVIEW

Case analysis remains one of the predominant methods of instruction in most graduate and many undergraduate programs today. A case study brings real-life business problems into the classroom and places the student in the role of decision-maker. This approach to study presents the student with the same challenges all decision-makers face today – human/financial/physical resource constraints and incomplete information. The issues considered are relevant, intellectually and emotionally engaging, and highly interactive. This process creates a challenging learning environment encouraging you, as student, to share your opinions and perspectives and to learn from others in the class.

To get the most from the cases, you must participate fully. This includes approximately eight to twelve hours per week on the case assignment: reading, re-reading, analyzing, creating charts/graphs/financial statements, and succinctly summarizing the case analysis in a written report. Class participation is of critical importance in a case course and hence, a strong working knowledge of the case issues will allow for richer and more productive class discussions. Students taking Strategic Marketing Management will have completed introductory marketing and accounting courses and should incorporate their knowledge of marketing, marketing concepts, marketing vocabulary, and financial analysis into the case analyses.

In addition to the cases done as homework assignments, you will spend time in class delving deeper into the case you have prepared. Your instructor will highlight calculations and assessments of data that may add to the understanding of the case and provide new aspects of case analysis that can be incorporated into future analyses.

Cases noted for study will provide you with in-depth exposure to a variety of industries and companies and will help you hone your decision-making skills. You will also be exposed to foundational analytics required for comprehensive business analysis. The problems noted in Chapter 2 are covered throughout the course to give you practice with basic financial management calculations and to encourage you to include such analyses in your case write-ups.

Your instructor will determine if you are to use information from outside sources (books, news articles, Internet, etc.) when analyzing cases. You may be asked to wait until after you have completed a case before you seek outside data. The information in the case is all that is needed to complete a thorough analysis. The rationale for using only the data provided is simple: in a perfect world, one could always seek out more information, but the case method model represents that point in time when a decision must be made with the assembled information as contained in the case.

EDUCATIONAL TARGETS AND GOALS

Educational Targets and Course Objectives for Students

- **Intellectual Engagement**
 - Learn to think critically and evaluate evidence logically, analytically, ethically, and rationally.
 - Develop the ability to communicate the fruits of learning and research clearly and effectively.
 - Demonstrate an understanding of the case analysis approach to analyzing organizational situations and alternative courses of action.
- **Spiritual Formation**
 - Gain awareness of ethical issues in marketing and develop approach that promotes integrity and social responsibility.
- **Professional Excellence**
 - Develop and demonstrate skills in written and oral communication through written assignments and class presentations.
 - Develop skills in writing executive summaries.
 - Develop skills in performing strategic analyses and financial calculations.
- **Responsible Stewardship**
 - Recognize the impact of management decisions on the human, financial, and physical resources of an organization.
- **Sociocultural Responsiveness**
 - Participate in class discussions and activities to increase awareness of managerial decisions regarding marketing strategies.

LOGISTICS CHART

Hour	Week 1	Week 2	Week 3	Week 4	Week 5
1	Intro to course Discuss Chapters 1-3 and Appendix case. Review homework exercise Chapter 2 #1	Review Chapter 2 exercise #2 Review assignment due week 2	Review Chapter 2 exercise #3 Review assignment due week 3	Review Chapter 2 exercise #4 Review assignment due week 4	Review Chapter 2 exercise #5 Lecture and Discuss Chapter 9
2	Discuss case one assignment	Continue with assignment Review relevant concepts of Chapter 2	Review relevant concepts of Chapter 2 Discuss and practice key elements of successful oral presentations	Review relevant concepts of Chapter 2 Discuss Chapter 7	Lecture and discuss Chapter 10
	Break	Break	Break	Break	Break
3	Lecture and Discussion on Chapter 4 and case analysis approach	Group meetings for final project	Group meetings for final project	Group meetings for final project	Final Oral Presentations
4	Introduce final project, form groups, begin in-class group meetings on final project	Lecture and Discuss Chapter 5 Go over assignment due week 3	Lecture and Discuss Chapter 6 Review and have initial discussion on assignment due week 4	Lecture and Discuss Chapter 8	Final Oral Presentations

All Case analyses completed in this course should use the following case analysis format for the required written portion of the analysis. A thorough analysis of the case issues and data provided should be done prior to writing this document.

CASE ANALYSIS FORMAT

For Written Case Analyses

Format

- Six to Ten page document: three to six page summary plus charts/graphs/tables – charts/graphs/tables may be embedded in the document, included as appendices, or a combination of both.
- Times Roman, 12 pt font, single spaced within sections, double-spaced between sections, one-inch margins. Label each section as noted below.
- Be specific, make every word count
- Write in the third person (“The recommendation is” vs. “I recommend”)
- You are the external, professional consultant chosen by the case company to identify and address the company situation.
- This is a professional document. It represents your consulting firm and your reputation in the industry is tied to the content of your work primarily, but also to its presentation. The document should look professional, have no typos, use marketing terminology (and text/course terminology,) sound grammar and punctuation. Proof-read your document!

Process

- Review Chapter 3 to understand the case analysis process.
- Read the case twice – the first time for familiarity with the situation and issues involved; the second time to assess the facts. Look at exhibits carefully and insure an understanding of the information in each exhibit. Use the case questions in the curriculum guide to help guide your analysis. Although the student is not providing specific responses to each of the questions posed in the curriculum guide, the information gleaned from developing responses to each of the questions should find its way into the written document.
- Make a preliminary hypothesis/diagnosis of the issues. Define your problem,
- Analyze the data: conduct a thorough analysis of the facts and the numbers – crunch the numbers – consider: financial ratios, profit margins, cost per unit, rates of return, financial strength of the organization, marketing, production, managerial competence, strategic successes and failures, resource capabilities, is the organization capitalizing on its resource strengths and competencies, competitive advantage, competitive forces – keep in mind the tools and techniques learned in the Principles of Marketing course and other courses in the program.
- Enumerate the decision factors and identify alternatives.
- Recommend the best alternative

- Ask the question “Why” – review your analysis and make sure you can defend and support your diagnosis, conclusions, and recommendations.
- Keep in mind:
 - Do not rely on opinion and generalizations – you must present an analysis and the evidence to back-up your conclusions.
 - For any quantitative calculations – present the material in a chart or graph or table. Cite some of the key numbers in the body of the report and refer the reader to the exhibit for more detail. Embed the chart in the document at the point where you reference it.
 - Demonstrate that you understand the strategic marketing concepts and analytical tools you have learned – use them in your report.
 - Avoid a one-sided argument that omits all information unfavorable to your conclusion. Also avoid phrases such as: “I think,” “I believe,” and “I feel.” Instead use “The analysis shows.”
- Prepare a written document using the section headings below.

Written Document Format

Background/Intro to Current Situation – this is a summary including time period and industry, history and introduction to the situation, and the steps the organization has taken previously relevant to the case analysis. Avoid recounting all the facts and information in the case. This section sets the stage and gets everyone reading the document on even ground – consider at least two comprehensive paragraphs.

Problem/Opportunity/Critical Issue to be addressed and its Significance – one sentence - follow the objective, constraints, success measures approach on page 54 of text – use this 3-part format for the problem/opportunity statement. Then a discussion of the significance of this problem/opportunity – why should this be addressed at all, why now, why should any human, financial, or physical resources be put against it.

Strategic Alternatives - there would not be a marketing issue or managerial problem if there were not alternatives facing management. Some alternatives may be mutually exclusive, while others may not be. To maintain status quo can be an alternative. In this section, state three (numbered) possible alternative solutions. Make sure the alternatives are distinct, relevant, and viable – each one is a real option and each is different from the other. List these alternatives concisely; do not discuss each one in this section. These may be options outlined in the case or ones you, as consultant to the company, deem appropriate as alternative strategies to use to address the identified issue(s). A helpful exhibit is to create a chart that evaluates the pros and cons of each alternative against the organization’s objectives. Even if this is not included as an exhibit, you, as analyst must be aware of how the alternatives align with the organization’s goals.

Analysis and Evaluation of Alternatives – this is an analysis of the case data and is usually the hardest part of the document. The objective is to determine the cause of the problem(s) and the effect it is having on the company - analyze and assess the alternatives identified to resolve the problem(s). Remember that the Chapter in which the case is located in the text discusses the primary marketing concepts relative to that case – although these may not be the only relevant marketing concepts.

The analysis in this section must convince upper management to give the go ahead for the final recommendation. This section should reference key facts from the case and include the charts/graphs/tables embedded in the prose. Other exhibits may be attached to the document and referenced by number in the document.

- Provide a detailed analysis of the problem(s) identified in the Problem Statement.
- Assess each alternative – focus at least one to three comprehensive paragraphs on an analysis and discussion of each alternative - consider the fiscal impact of each alternative (cash flow, employee resources, capital outlay, financial returns, actual costs, opportunity costs, cannibalization, etc.)
- In the analysis, apply marketing concepts and strategies from the text.
- Support conclusions and /or assumptions with specific references to the case. Keep answering the question “why,” – this section of the document is your rationale, your support for why you recommend or do not recommend a particular option.
- Consider human resources, financial resources, physical resources, processes, and the company’s Christian world view, the mission of the firm, the capacity of the firm (financial, production, and marketing), the competitive environment (analyze the product offering(s), structure of the market--concentration, number of competitors, characteristics of consumers, buyer behavior, the firm's differential advantage, government regulations and their effect upon the firm, and other influences), the direction in which the firm is moving – for example: market penetration, market development, product development, diversification, or other strategies.
- Crunch the numbers – a thorough assessment of the case exhibits will help the student discover the story told by the data (which may not always be the same as what management recounts in the case.)
- Develop the exhibits/back-up support to present more clearly the main points from the analysis, embed them in the document, (additional back-up support exhibits may be attached as appendices.)

Recommendation(s) & Management Response – provide the specific recommendation(s.) The recommendation should meet the organization’s goals and address the problem/issues identified and analyzed. The recommendations should follow logically from the analysis and should offer a reasonable prospect for success. The company must be financially able to carry out the recommendation. The recommendation must be acceptable to the persons involved and doable based on the organization’s competence and the prevailing market and environmental conditions. This section should also outline what the anticipated response from management is and how this recommendation addresses management’s response to the plan.

Implementation/Action Plan - describe the procedure for implementation of your recommendation. This section should offer enough detail so that a manager who agrees to the recommendation would know exactly how to implement the plan. Show appropriate costs, time schedules, research, personnel requirements, media schedules, and/or other key activities. Identify who, what, when, and how in your recommended plan of action. Consider action steps for several time frames: the immediate term (0 to 6 months,) the midterm (6 to 18 months,) and the longer term (18 to 36 months.) A table format may be an easy way to present this information. An action /implementation plan is critical to the success of any strategy. When writing this section, consider:

- clarity of actions – will the implementation steps be clear and easily understood, will those responsible to implement be identified
- ease of implementation – can the recommended steps be accomplished – they must fit within the financial, human, and physical resources available to the company – do not recommend a plan for an increased advertising budget that far exceeds any dollars the company could hope to achieve
- thoroughness of the plan – include actions needed in all areas of the organization to insure success of the recommendation(s)

Exhibits – include a minimum of four exhibits (chart/graph/table) used in the support of the recommendation. Embed these in the document or put these on separate pages and label the pages Exhibit 1, Exhibit 2, Exhibit 3, etc., or do both. Clearly label each chart, axis, column, row, etc. Note data sources. Reference, in your write-up, the information in these exhibits.

- One exhibit must be a financial/numbers graph/chart/table - an analysis of financial data
- The other exhibits may be any type such as a SWOT analysis, a pro/con chart of the alternatives, market segmentation chart, etc.
- Also include one attachment titled: Summary Addendum. This should be a one page listing of relevant facts gleaned from the case and used in the Analysis and Evaluation of the Alternatives section
- It is likely there will be more than four exhibits and more than one quantitative exhibit.

Each of the charts/graphs must be referenced in the body of the document to highlight the learning that comes from the analysis completed in the chart/graph and how this learning is/can be applied to the issues being addressed in the analysis. – What does this information tell the reader? – How did the analysis done in this chart/graph help with resolving the issue? – What insights does it provide?

Note: for full credit the exhibits must be comprehensive (i.e. a full and complete SWOT analysis, not one or two strengths, weaknesses, opportunities and threats,) and the financial charts/tables must be new calculations using case data, not just a pie or bar chart created from existing data – the exhibits bring added value and are developed from the student's insights.

Format – This is a professional document. It represents your consulting firm and your reputation in the industry is tied to the content of your work primarily, but also to its presentation. The document should look professional, have no typos, use business and marketing terminology (and text/course terminology and concepts), sound grammar and punctuation.

STUDENT ASSIGNMENTS

WEEK ONE

1. Read
 - a. Chapters 1 – 3 in Strategic Marketing Problems, Cases and Comments
 - b. Chapter 4, pages 65 – 76 only
 - c. *Duncan Industries: Market Opportunities in the European Union* case pg 109 and be prepared to discuss (Note: a review of Appendix, pages 687 – 702 may help in preparing to discuss *Duncan Industries*.)
2. Complete exercise #1 on pages 48 – SHOW ALL WORK

WEEK ONE CASE QUESTIONS

Duncan Industries: Market Opportunities in the European Union

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. What factors have contributed to Duncan Industries' success to date?
2. Which opportunity, greater penetration of the U.S. market or entering Europe, would you recommend Duncan pursue?
3. If Duncan was entering the European market, what entry strategy would you recommend and why?
4. What approach should Duncan Industries take for next year?

Duncan Industries
Total Hoist Market and Duncan Industries Share (Units)
North America

	1997	1998	% Change '97-'98	1999	% Change '98-'99
Total Hoists*					
Scissor Hoists*					
Duncan Sales**					
Duncan Share of Total Hoists					
Duncan Share of Scissor Hoists					

* From Case Exhibit 3

** From Case Exhibit 2

How can this analysis be used?

Duncan Industries

Duncan Industries Hoist Sales by Channel (1999)

Channel & Percent Sales	Unit Sales	Avg Retail Price	% Received by Duncan	Sales = Avg retail price * % received * units	Percent of Total Sales
Direct Sales 25%*					
Canadian Distributors					
US Wholesaler					
Total					

* Case page 114, second paragraph-

How can this analysis be used?

Duncan Industries

European Market Entry Options

	General Benefits	General Disadvantages	Duncan Major Benefits	Duncan Major Disadvantages
Licensing				
Joint Venture				
Direct Investment or Local Manufacturing				

How can this analysis be used?

Duncan Industries
SWOT Analysis Part A– Internal Factors

Internal Factor	Management/ Human Resources	Marketing Mix 4P's	Manufacturing/ Physical Resources	Research and Development	Financial Resources
Strengths					
Ideas for Building Upon these Strengths					
Weaknesses					
Ideas for Minimizing or Shoring-up Upon these Weaknesses					

How can this analysis be used?

Duncan Industries
 SWOT Analysis Part B– External Factors

	Economy	Competition	Consumer/ Social Cultural	Technology	Political/ Legal	Media
Opportunities						
Ideas for Capitalizing on Opportunities						
Threats						
Ideas for Minimizing or Overcoming Threats						

How can this analysis be used?

STUDENT ASSIGNMENTS

WEEK TWO

1. Complete exercise #2 on page 48 of text. – **SHOW ALL WORK**
2. Prepare written case analysis (or other work) as assigned by Instructor – note case questions at end of curriculum guide for text cases.
3. Read Chapter 5 pages 141 – 155 and be prepared to discuss marketing concepts.

WEEK THREE

1. Complete exercise #3 on pages 48-49 of text. – **SHOW ALL WORK**
2. Complete assignment week 3 as assigned by Instructor.
3. Read Chapter 6 pages, 263 – 274 and be prepared to discuss marketing concepts.

WEEK FOUR

1. Complete exercise #4 on page 49 of text. **SHOW ALL WORK**
2. Prepare written case analysis (or other work) as assigned by Instructor – note case questions at end of curriculum guide for text cases.
3. Read Chapter 7, pages 353 – 363 and Chapter 8, pages 425 – 433 and be prepared to discuss marketing concepts.

WEEK FIVE

1. Complete exercise #5 on pages 49-50 of text. **SHOW ALL WORK**
2. Read Chapter 9, pages 521 – 529 and Chapter 10 pages 577 – 581 and be prepared to discuss marketing concepts.
3. Students will present final project orally, written report to be completed within one week

ONE WEEK AFTER END OF COURSE

1. Individually, students will each complete exercise #6 on page 50 of text.
2. Individually, students will each write a confidential one page assessment of the group dynamics. This should include the student's assessment of the contributions of each member of his/her group as well as his/herself. Each student is asked to note group members' contributions and allocate 0 to 8 points for each group member (as well as him/herself.) The Instructor will weigh the input and assign individual grades.
3. As a group, each group will turn in one written report to include:
 - a. Part 1: answers to case questions as noted in curriculum guide.
 - b. Part 2: standard form case analysis and exhibits. (It is assumed students will aggregate written reports from each student to form the final paper. However, the final paper should read as one cohesive document regarding content and format (font, paper, etc.) See discussion of final case analysis in this curriculum guide.

QUESTIONS FOR SELECTED TEXT CASES

Zenith Pet Foods, Inc.

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you describe the household dog food market?
2. How might one segment the dog food market and where does Show Circuit fit?
3. How might Show Circuit be positioned in the dog food market?
4. What is the market potential for Show Circuit?
5. What are the marketing program economics of Show Circuit?
6. What does an appraisal of the introductory promotion program tell us?
7. Should the promotion program be accepted, rejected, or modified?

Frito-Lay's Dips

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you categorize the dip category in general?
2. How might the dip category be segmented?
3. What is Frito-Lay's competitive position within the segments it pursues?
4. What sales volumes and market share(s) will be required of the dip line to preserve its profit contribution given budgeted promotion expenses?
5. What are the pros/cons of focusing attention on the "chip dip" segment?
6. What are the pros/cons of focusing attention on the "vegetable dip" segment?

Skin-Tique Corporation

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. Based on Soft and Silky's sales performance through 2000, results from the focus group studies, and the performance of analogous products, should the aerosol container concept be pursued further?
2. What are the economics of the 5 ½ ounce tube container, 5 ½ ounce aerosol container, and the 1- ounce aerosol container?
3. Assuming the research firm's four forecasts for the combined products shown in Exhibit 5 are reasonable, what incremental contribution can be expected in 2001 for the Soft and Silky brand for each forecast?

4. What are the pros/cons of commissioning the test market recommended by the research firm and Heather Courtwright?
5. What action would you take in this situation?

Procter and Gamble, Inc.: Scope

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. What significant changes have occurred in the Canadian mouthwash market in the past three years?
2. How would you evaluate the performance of Scope over the past three years?
3. What are the pros and cons of the options available to Scope?
4. Prepare a marketing plan for the forthcoming year.

Frito-Lay Company: Cracker Jack

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. Why has Borden Foods decided to sell Cracker Jack?
2. Why is Frito-Lay considering the purchase of Cracker Jack?
3. What might a SWOT analysis for Cracker Jack look like based on an assessment of the Ready-To-Eat caramel popcorn category, Borden's experience with the brand, and Frito-Lay's own research? What are the implications for Frito-Lay?
4. How should Cracker Jack be marketed as a Frito-Lay brand?
5. How much do you think Borden Foods wants for Cracker Jack?
6. What is the "fair market value" for Cracker Jack as a Frito-Lay brand?
7. How much should Frito-Lay bid for Cracker Jack?

Cadbury Beverages, Inc.: CRUSH[®] Brand

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize the carbonated soft drink industry in the United States?
2. How would you describe changes in the orange category during the period 1985 to 1989? What can be learned from these changes?
3. What is Cadbury Beverages relative competitive position in the U.S. soft drink industry? In the orange category?
4. Based on your assessment of the soft drink industry, the orange-flavored category, and the competitive situation of Cadbury Beverages and orange CRUSH[®], what is your recommendation for positioning orange CRUSH[®]?

5. What objectives should be set for the CRUSH[®] advertising and promotion program? What strategies should be pursued?
6. How much should be spent for advertising and promotion to relaunch orange CRUSH[®]?
7. Prepare a pro forma income statement similar to that shown in Exhibit 3 in the case including a forecast of total dollar sales, total expenses, and finally, a pretax cash profit for orange CRUSH[®].

Drypers Corporation: National Television Advertising Campaign

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize the U.S. disposable diaper and training pant market?
2. How would you characterize the Drypers Corporation competitive position and marketing effort in the U.S. disposable diaper and training pant market? What might a SWOT analysis look like?
3. Is there an advertising opportunity for Drypers brand?
4. Is the \$10 million expenditure for a national television advertising campaign too high, too low, or about right?
5. What is your assessment of the short and long-term sales and brand-building effect and profit impact of the national advertising campaign?

Questions for Drypers Follow-on Case

Provide to students with copy of the follow-on case after the initial case has been analyzed and discussed.

1. How would you judge the impact of the national television advertising campaign?
2. Should Drypers Corporation again spend \$10 million for national television advertising in 1999? Why or why not?

Craft Marine Corporation

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize the US boating industry?
2. How is the boat purchase decision made?
3. What is the role of advertising in the boating industry?
4. How would you characterize Craft Marie's competitive position?
5. How would you prioritize Craft Marine's advertising objectives for 2002?
6. How much should Craft Marine spend for advertising in 2002?
7. How much should Craft Marine spend on each item in its 2002 advertising budget?

Godiva Europe

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize consumer purchasing behavior and consumption in the chocolate praline market and the major differences observed among countries?
2. How would you characterize the strengths and weaknesses of Godiva in Europe and particularly Belgium?
3. How might you characterize Godiva's existing marketing strategy on a "standardization-customization" continuum? Does a single global advertising campaign make sense?
4. What is your assessment of Charles van der Veken's views on Godiva's advertising objectives and strategy?
5. Are the economics of the proposed incremental expenditure for advertising sound? Why or why not?

Hawaiian Punch: Go-To-Market Strategy

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize the U.S. fruit juice and juice drink category?
2. How would you characterize the competitive position of Hawaiian Punch?
3. Does Hawaiian Punch buyer behavior differ between the juice/juice drink aisle and the soft drink aisle in supermarkets and other retail outlets?
4. How do the Finished Goods and Direct-Store Delivery Networks differ from each other and what is the relative impact of each on Hawaiian Punch sales and contribution?
5. Looking forward to the 2005 Hawaiian Punch business and marketing planning, what recommendations would you make concerning positioning, innovation, and allowances and advertising given your assessment of the two manufacturing, sales, and delivery networks?

GloFish LLC

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would one generally characterize GloFish?
2. How would one characterize the marketing environment faced by GloFish?
3. What should Blake recommend? Why?

Swisher Mower and Machine Company

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize the riding lawn mower industry in 1995?
2. How would you characterize Swisher Mower and Machine Company's competitive position in the industry?
3. What are the pros and cons of private branding for a manufacturer in general and specifically for Swisher Mower and Machine Company?
4. What are the likely advantages and disadvantages of the specific private branding proposal made to Swisher Mower and Machine Company apart from the economics of the proposal?
5. What is the economic advantage of the private brand proposal to Swisher Mower and Machine Company?
6. Should Swisher Mower and Machine Company pursue this private branding opportunity? Why or why not?

EMI Group, PLC: CD Pricing in the Recorded Music Industry

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize the U.S. recorded music industry in 2003?
2. What are the primary elements of UMG's plan to reinvigorate the record business?
3. How might UMG's plan reinvigorate the record business?
4. Is UMG's initiative really designed to reinvigorate the record business as claimed, or is it a grab for share in a declining market as some industry analysts suggest?
5. What is the likelihood of a price war?
6. What effect will UMG's initiative have on its CD contribution margin and on retailers' CD gross profit margin?
7. What CD unit volume increase will be necessary for UMG to break even on its initiative?
8. What are the pros and cons and the sales and profit impact of EMI's alternative courses of action?
9. How should EMI respond to UMG's initiative?

Southwest Airlines

As part of your case analysis, prepare to discuss the following questions regarding this case:
(Instructor may want to copy pg 471 of Instructor's Manual for students)

1. How would you characterize the airline industry in the early 1990's?
2. How can the "economics" of the airline industry be used to explain the performance of individual airlines and the industry as a whole?
3. How is it that Southwest Airlines as a whole has been able to consistently grow and prosper in the U.S. passenger airline industry?
4. How would you describe United's goals, objectives, and strategy for "Shuttle By United?"
5. How has Southwest Airlines responded to the "Shuttle By United" initiative? What assessments can be made about Southwest's market and financial position on competitive routes based on 1994 Fourth Quarter results?
6. What assessments can be made about the "Shuttle By United" market and financial position based on 1994 Fourth Quarter results?
7. Based on your assessments, how would you interpret United's decision to (a) discontinue Shuttle By United" service for the Oakland-Ontario market and (b) raise the one-way walk-up first class and coach fare on all 14 "Shuttle By United" routes by \$10.00?
8. How should Southwest Airlines respond, if at all, to the "Shuttle By United" decision to change its service and price? Why?

Superior Supermarkets: Everyday Low Pricing

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize the supermarket competitive environment in Centralia?
2. How would you characterize Superior Supermarket's competitive positioning in Centralia?
3. How might everyday low pricing affect Superior Supermarket's competitive situation in Centralia? Will EDLP increase visits? Will EDLP increase spending per visit?
4. What are the pros and cons of an EDLP strategy for Superior Supermarkets in Centralia?
5. What are the economics of EDLP for Superior Supermarkets in Centralia?
6. What action(s) would you propose for Superior Supermarkets in Centralia?

Burroughs Wellcome Company: Retrovir

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you describe the situation related to the AIDS epidemic in the United States?
2. How would you characterize the R&D efforts undertaken by Burroughs Wellcome to develop Retrovir?
3. What arguments can be made on the basis of demand, cost, and competitive conditions to justify the pricing of Retrovir?
4. What arguments can be made on the basis of ethical grounds and a social responsibility perspective for the pricing of Retrovir?
5. How profitable has Retrovir been for Burroughs Wellcome?
6. Should Burroughs Wellcome reduce the price of Retrovir below \$120 for 100 capsules? If yes, why and when? If no, why not?

Pharmacia & Upjohn, Inc.: Rogaine Hair Regrowth Treatment

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you characterize the various treatments for balding?
2. How effective is Rogaine as a treatment for balding and for whom?
3. How will the buying process for nonprescription Rogaine differ from the buying process for prescription Rogaine?
4. Describe and explain the U.S. sales performance of Rogaine through 1995? Was the marketing objective of “maximizing” sales of Rogaine in the U.S. market achieved?
5. How realistic is the belief, expressed by Pharmacia & Upjohn officials, that nonprescription Rogaine (minoxidil) sales of \$1 billion were possible over five years given the marketing program for the brand?
6. How might the loss of U.S. patent protection and marketing exclusivity enjoyed by Rogaine since its introduction and competition from generic products affect sales of the Rogaine brand?
7. Will the U.S. marketing strategy developed for nonprescription Rogaine prior to the FDA’s recent rulings need to be modified? If so, how?

Marshant Museum of Art and History

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. What exactly is the Marshant Museum of Art and History?
2. What is the “image” of the Marshant Museum of Art and History? Why is image important for a museum?

3. How would you rate the overall performance of the Marshant Museum of Art and History?
4. What are the roles and financial expectations for a museum's auxiliary activities and how are these activities performing?
5. What recommendations should Mr. Mercer and Mr. Pate make to the Marshant Museum's Board of Trustees?
6. Prepare a pro forma income statement lie that shown in Exhibit 2 in the case which includes expected revenues and costs for 2005.

Dexit – A Marketing Opportunity

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. Estimate the market size of Dexit in Canada and the potential revenues that this would imply.
2. What led to the failures fro Mondex and Visa Cash?
3. What advantages does Dexit offer over existing forms of payment?
4. Whom should Dexit target and why? Consider both merchants and end consumers.
5. What marketing mix (product, price, promotion, distribution) would you recommend for Dexit?
6. Prepare a 5-year pro forma income statement for Dexit.

Frito-Lay, Inc: Sun Chips™ Multigrain Snacks

As part of your case analysis, prepare to discuss the following questions regarding this case:

1. How would you categorize the snack chip category and Frito-Lay's competitive position n the category?
2. What specific challenges and risks does Frito-Lay face in marketing SunChips and what are the implications of each?
3. What insights can be drawn from Frito-Lay's prior experience with multigrain smacks?
4. What conclusions can be drawn from research on SunChip's consumer acceptance and sales potential prior to the Minneapolis-St. Paul test market?
5. What is your assessment of the SunChips' test market results?
6. Given your assessment of the test market results, what actions should Dwight Risky recommend to Frito-Lay's top executives?

FINAL EXAM DIRECTIONS

The final exam is comprised of (1) one problem from Chapter Two, (2) a one page group assessment of the group experience, (3) written responses to case questions as noted in the curriculum guide, and (4) one comprehensive case analysis completed as a group project and presented orally on week five and in a professional written document by week six.

Individual Assignments:

1. Each student will complete problem #6 on page 50 of the text. All work must be shown for the calculations done. Each student will hand in this part of the final exam.
2. Each student will write a confidential one page assessment of his/her group dynamics. This should include the student's assessment of the contributions of each member of his/her group as well as his/her own contributions. Each student is asked to allocate 0 to 8 points for each group member (as well as him/herself.) The instructor will weigh the input and assign individual grades.

Group Assignments:

3. As a group, students will write-up a thorough set of responses to the case questions posed in the curriculum guide for the particular final case chosen.
4. In groups, students will conduct a comprehensive analysis of a text case. Students will be given time in class each week of the course to work on the case analysis. This project is designed to give students the opportunity to work in teams, develop a polished and cohesive oral presentation, and create a succinct but thorough written document of a comprehensive case analysis. The case project is presented in two sections: an oral presentation on week five and a written document handed in by week six.

Week Five Oral Presentation

- The oral presentation should include all members of the group and may follow the outline on pages 62-63 of the text.
- The presentation should be supported by power point slides. It must include quantitative data and other charts/graphs/tables to present analysis and support recommendations. It may include relevant and professional animation, embedded video, photos, clip art, etc.
- The case analysis may address the marketing case analysis framework shown in Exhibit 3.4 on page 60 of the text or may follow the written analysis format but should address the issues associated with each of the specific case questions noted in the curriculum guide. Recommendations and next steps/action plan should also be made clear as well as how the recommendations will address management's critical issues and concerns.

- Each group will have 45 minutes to present the case analysis and answer questions from the class. The class will act as corporate management assessing the recommendations. Each student in the class is asked to pose at least one relevant question to the presenters. As in a “real world” situation, following a presentation by an internal task force or external consulting agency, the corporate managers will question the strategies and recommendations presented to gain a clear understanding of fit for the organization and requirements for success.

Final Written Report

- Each group is required to submit a written report of the case analysis one week after the last class. The report should be prepared by all members of the group but submitted as one cohesive document, neatly typed and formatted, and free of typos and grammatical errors. Format should be Times New Roman, 12 point font, one inch margins, single spaced within sections, double spaced between sections, subheadings used for major sections.
- The written report should be completed in two sections:
 - The first section is a thorough and comprehensive response to the questions posed in the curriculum guide for the particular case chosen.
 - The second section is the standard case analysis format plus exhibits (embedded and attached) that has been used throughout the course for all other case analyses. The sections of this analysis should be complete in detailing the data analyzed. All exhibits should be referenced in the document, communicating how the data is useful to the analysis and recommendation(s.)