Marketing Planning  
MARK 4322 Fall 2019  
Classroom: COBA 141  
Class Hours: M/W 5:30 PM – 6:50 PM

Instructor Name: Prof Narayanan Janakiraman [Dr J]  
Instructor email address: janakira@uta.edu  
Instructor’s Office: Room 201 – Business Building  
Instructor Office Hours: M 2:30 PM – 4:30 PM or by appointment only

TA Name: Mr. Shashi Minchael  
TA email address: shashi.minchael@mavs.uta.edu

Course Description

A capstone course designed to help students develop the ability to apply knowledge and analytical skills acquired in the marketing and business curricula. The importance of a structured planning process in formulating and implementing marketing strategies is emphasized.

Learning Objectives

The course is designed to strengthen your marketing planning and implementation skills. We will discuss some of the more recent and important areas of marketing and review some of the key concepts discussed in earlier marketing courses. The emphasis of the course is on application of marketing concepts. The course is also designed to strengthen your verbal and written communication skills. Through the course you are encouraged to share your experiences and knowledge with the class. You are expected to read the material in advance and share insights in the classroom for a meaningful experience.

Course Pre-requisites

MARK 3321 (Principles of Marketing), MARK 3324 (Buyer Behavior), MARK 4311 (Marketing Research), and senior standing. If you do not meet these prerequisites, you should withdraw from this course immediately and choose another course. You will be administratively dropped from this course if you do not meet the prerequisites for this course.
Required Textbook


An etextbook may be purchased. Previous edition of the same title are also acceptable. It is recommended that you read the business press regularly such as the Business Week, Wall Street Journal, and Fortune.

Required Cases

The following cases will need to be purchased from HBS Publishing

- Netflix Case - [https://hbsp.harvard.edu/product/MH0043-PDF-ENG](https://hbsp.harvard.edu/product/MH0043-PDF-ENG)
- BARBIE Case - [https://hbsp.harvard.edu/product/W16090-PDF-ENG](https://hbsp.harvard.edu/product/W16090-PDF-ENG)
- FITBIT Case - [https://hbsp.harvard.edu/product/W16264-PDF-ENG](https://hbsp.harvard.edu/product/W16264-PDF-ENG)
- KINDLE FIRE Case - [https://hbsp.harvard.edu/product/KEL770-PDF-ENG](https://hbsp.harvard.edu/product/KEL770-PDF-ENG)
- CASPER Sleep Inc Case - [https://hbsp.harvard.edu/product/517042-PDF-ENG](https://hbsp.harvard.edu/product/517042-PDF-ENG)
- UNILEVER BRAZIL Case - [https://hbsp.harvard.edu/product/INS615](https://hbsp.harvard.edu/product/INS615)

You can also purchase all the six cases at student prices by going to the course link below

- [https://hbsp.harvard.edu/import/655265](https://hbsp.harvard.edu/import/655265)

Note: You need to register on the site to create a user name if you do not already have one. The course materials are PDF documents and you can open them with Adobe Reader or any other reader. After you register, you can get to the coursepack at any time by doing the following:

- Visit [hbsp.harvard.edu](https://hbsp.harvard.edu) and create a log in with your email address
- Then Click on the tab **My Coursepacks**, and search for Marketing 4322 – Fall 2019 and register for that course to buy the coursepack
OVERALL GRADING

<table>
<thead>
<tr>
<th>Course component</th>
<th>Points*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>100</td>
</tr>
<tr>
<td>Exam 2</td>
<td>100</td>
</tr>
<tr>
<td>AOL exit exam</td>
<td>50</td>
</tr>
<tr>
<td>Case write-up (all teams) -- Netflix</td>
<td>100</td>
</tr>
<tr>
<td>Case write-up and presentation (each team) -- specific case such as Barbie etc</td>
<td>100</td>
</tr>
<tr>
<td>Class participation</td>
<td>100</td>
</tr>
<tr>
<td>In class Quiz</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total points</strong></td>
<td><strong>600</strong></td>
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*The total points will be rounded off at the end of the semester.

<table>
<thead>
<tr>
<th>Total points</th>
<th>Final Course grade</th>
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<tbody>
<tr>
<td>540 or more</td>
<td>A</td>
</tr>
<tr>
<td>480 to 539</td>
<td>B</td>
</tr>
<tr>
<td>420 to 479</td>
<td>C</td>
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<tr>
<td>360 to 419</td>
<td>D</td>
</tr>
<tr>
<td>359 or less</td>
<td>F</td>
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GRADING COMPONENT 1 - EXAM 1

All topics discussed in class from August 26 till October 2 will be relevant for this exam. Multiple choice and short-essay exam. The previous semester’s exams will be loaded on Canvas for reference. The exam will be during class hours in our regular classroom on October 7.

GRADING COMPONENT 2 - EXAM 2

All topics discussed in class from October 9 till December 2 will be relevant for this exam. Multiple choice and short-essay exam. The previous semester’s exams will be loaded on Canvas for reference. The exam will be during class hours in our regular classroom on December 4.

GRADING COMPONENT 3 - AOL EXIT EXAM

AACSB (accrediting body that oversees business school education) requires us to undertake a program to assure that learning has taken place. One of the requirements of this program is to administer an exit exam (AOL Exit Exam) in the capstone course. The AoL Exit Exam covers knowledge areas from all courses required in the marketing program, including but not limited to Statistics, Communications, and Economics. This exam will only have multiple-choice questions.
GRADING COMPONENT 4 & 5 - NETFLIX AND INDIVIDUAL CASE

All students in the class will be in one of five groups. The team members for each group are

**Group 1.**
Spencer Basham  
estevan.campos@mavs.uta.edu
Christy Nguyen 

**Group 2.**
Lauren Bass  
Jonathan Cardoza  
Michael Phillips 

**Group 3.**
Victor Benavides  
Abbigail Fox  
Amanda Ramirez 

**Group 4.**
Diana Bocanegra  
Bryan Hernandez  
Elizabeth Ramirez 

**Group 5.**
Christopher Camp  
Brianna McClure  
Antrece Simmons 

The groups will work on two cases --- a common case [Netflix] that all groups will work on and an individual case that is specific for each group. In each case the groups will submit a write up of the case. In addition, for the individual case the team will present their analysis of the case.

All teams will submit a write up analyzing the Netflix case before it is due in class. Case analyses facilitate analytical thinking on managerial problems. Use case facts to analyze the specific problem discussed in the case, no outside analysis or information is needed. Case write-ups are due at the beginning of the class. Late case submissions will be penalized at 10 points for every 24 hour delay, up to 48 hours, including weekends after which submissions will not be accepted.

**Netflix Case – Questions to consider in the writeup by ALL groups**

- Describe Netflix’s strategy process over time. What approach to the strategy process does Netflix follow? What well with this approach What are some of the challenges with this process, especially as Netflix continues to grow fast?
- How was Netflix able to disrupt the US home entertainment industry? Describe Netflix’s innovation strategy over time. Also, how did Netflix’s business change over time? How did its business model innovation support its technology strategy?
- What are Netflix’s core competencies? How can they help Netflix to sustain its competitive advantage? How must its core competencies be honed and modified?
- Netflix growth in the US is maturing. How can its increase its demand for services in the US? What else can they offer to drive future growth?
- International expansion appear to be a major growth opportunity for Netflix. What challenges does it face by going beyond the US market? How can they address those challenges? Which international markets should they focus on and why?

In addition to the Netflix case, each team will submit a write up analyzing the case assigned to it as shown below

Group 1. BARBIE Case - Does Mattel's Iconic Barbie Doll Need a Makeover?  
Group 2. FITBIT Case - The Business about Wrist.  
Group 3. KINDLE FIRE Case - Amazon’s heated battle for the tablet market  
Group 4. CASPER Sleep Inc Case – Marketing the “One Perfect Mattress for Everyone”  
Group 5. UNILEVER BRAZIL Case – Marketing strategies for low-income consumers

Questions to consider while analyzing the case for each group.

Group 1 - Barbie Case on OCTOBER 14

- What are the main issues that the Barbie brand currently faces? What are the ongoing controversies about Barbie?  
- What is the influence of Barbie on society?  
- What is your analysis of Mattel’s repositioning efforts, including its advertisements and new products?  
- What would you recommend that Mattel [and the brand managers] do next?

Group 2 - Fitbit Case on OCTOBER 23

- What are the characteristics of the wearable device market?  
- What competitive advantages does Fitbit possess?  
- What advantages do the competitors named in the case have in the wearable device market?  
  What other brands [not mentioned in case] have similar advantages that could give them the potential to enter the market?  
- Comparing the positioning strategies adopted by each competitor, which one do you think will be the most effective? Is there room for more than one player in the market?

Group 3- Kindle Fire Case on NOVEMBER 6

- What is the Kindle Fire? Would you characterize it as a “tablet”? Why or why not?  
- Who should Amazon target with the Kindle Fire? What segments are most promising?  
- How should they position the Fire relative to the iPad? Relative to other tablets and e-readers?  
- Estimate sales and profits for the Fire assuming that a consumer uses it for only three years.  
- How should Amazon work with wireless providers [who signup contracts for phones and subsidize it] or with content providers [who provide books, movies etc]?
Group 4 - Casper Sleep Inc Case on NOVEMBER 13

- How significant a threat are “direct to consumer” mattress firms to traditional big mattresses?
- How was Casper able to differentiate itself? Vis-à-vis Tuft and Needle?
- Evaluate its promotion strategy. Did the initial focus on “earned” rather than paid media make sense? Why or why not?
- What is the role of Casper communications given that the creative officer [brand love] and the CEO [sales performance in the short term] have differing objectives?

Group 5 – Unilever Brazil Case on NOVEMBER 20

- Should Unilever target low-income segment consumers in the Northeast of Brazil? Examine the short-term financial implications of the decision as well as the long-term implications.
- Evaluate Unilever’s brand portfolio. Is the new brand necessary to serve the low-income segment or could Unilever reposition one of its existing brands and launch an extension? For a new brand write its positioning and choose a name among its worldwide brands.
- Design the marketing mix for this brand – price, promotion [objectives, message and mix], product [formulation and packaging] and distribution that will allow it to capture value for low-income consumers in Northeast of Brazil.

GRADING COMPONENT 6 - CLASS PARTICIPATION

Class participation provides for an insightful learning experience for one and all. You are expected to actively participate in the class discussion. The class participation grade will depend on the quality of your inputs in class. My evaluation of class participation will also consider your motivation to learn. Indications of low motivations to learn include, arriving late for class, leaving early, using cell phones during class, engaging in activities that are detrimental to your learning, missing classes, or not participating in class discussions. These will lead to lower participation grades. I will also consider ‘opportunity to participate,’ on days there is limited opportunity to participate in the discussion you will be rewarded for attendance. You do not receive any class participation grade, if you arrive later than 10 minutes after start of class or if you leave early. There will be no change to class participation grades. You will be given a class participation grade during the semester to give you an opportunity to work towards improving it, if necessary.

GRADING COMPONENT 7 - IN CLASS QUIZ

There will be five very short, simple and easy quizzes that will be given as mentioned in the schedule during the first 15 minutes of five classes dates for which are mentioned. The quiz will consider material from the current and/or the previous week of class discussion.
## COURSE SCHEDULE

Please note any changes to the schedule will be updated on Canvas.

<table>
<thead>
<tr>
<th>Date (day)</th>
<th>Material</th>
<th>IN CLASS</th>
<th>READING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 26</td>
<td>Marketing in the 21st Century</td>
<td>Lecture</td>
<td>Ch 1</td>
</tr>
<tr>
<td>Aug 28</td>
<td>Market Analysis</td>
<td>Lecture</td>
<td>Ch 3</td>
</tr>
<tr>
<td>Sep 2</td>
<td>LABOR DAY – No Class</td>
<td></td>
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</tr>
<tr>
<td>Sep 4</td>
<td>Customer Value</td>
<td>Lecture</td>
<td>Ch 4</td>
</tr>
<tr>
<td>Sep 9</td>
<td>Market Segmentation 1</td>
<td>Lecture</td>
<td>Ch 7</td>
</tr>
<tr>
<td>Sep 11</td>
<td>Positioning</td>
<td>Quiz 1, Lecture</td>
<td>Ch 9</td>
</tr>
<tr>
<td>Sep 16</td>
<td>Market segmentation and Positioning assignment</td>
<td>Group exercise</td>
<td></td>
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<tr>
<td>Sep 18</td>
<td>Brand Equity</td>
<td>Lecture</td>
<td>Ch 8, Ch 2</td>
</tr>
<tr>
<td>Sep 23</td>
<td>Case Analysis</td>
<td>Lecture and in class exercise</td>
<td></td>
</tr>
<tr>
<td>Sep 23</td>
<td>Marketing and Society 1</td>
<td>Quiz 2, Lecture</td>
<td>Canvas Notes</td>
</tr>
<tr>
<td>Sep 25</td>
<td>In Class work with team on Netflix Case</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sep 30</td>
<td>Marketing Plan – Netflix case – Discuss in class</td>
<td>Hand-in 10 page, double spaced, type written case analysis, Case Discussion</td>
<td>Netflix Case</td>
</tr>
<tr>
<td>Oct 2</td>
<td>Exam 1 review</td>
<td></td>
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<tr>
<td><strong>Oct 7</strong></td>
<td><strong>Exam 1 during class hours</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oct 9</td>
<td>Pricing 1</td>
<td>Ch 12</td>
<td></td>
</tr>
<tr>
<td>Oct 14</td>
<td>Group 1 to present and lead discussion on Barbie case</td>
<td>Case Discussion</td>
<td>Group 1 to submit report. Everybody else needs to read case to discuss in class</td>
</tr>
</tbody>
</table>

*Unless indicated otherwise, the chapter numbers are from Kotler and Keller – fifth edition.*
<table>
<thead>
<tr>
<th>Date (day)</th>
<th>Material</th>
<th>IN CLASS</th>
<th>READING*</th>
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<tbody>
<tr>
<td>Oct 16</td>
<td>Pricing 2</td>
<td></td>
<td>Ch 12</td>
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<tr>
<td>Oct 21</td>
<td>Marketing Performance</td>
<td>TBA</td>
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<tr>
<td>Oct 23</td>
<td><em>Group 2 to present and lead discussion on Fitbit case</em></td>
<td>Case Discussion</td>
<td>Group 2 to submit report. Everybody else needs to read case to discuss in class</td>
</tr>
<tr>
<td>Oct 28</td>
<td>Product Planning</td>
<td>Lecture</td>
<td>Ch 10</td>
</tr>
<tr>
<td>Oct 30</td>
<td>Product Strategy</td>
<td>QUIZ 3, Lecture</td>
<td>Ch 10 and Note on Canvas</td>
</tr>
<tr>
<td>Nov 4</td>
<td>Distribution Channels</td>
<td>Lecture</td>
<td>Ch 13</td>
</tr>
<tr>
<td>Nov 6</td>
<td>CLASS CANCELLED</td>
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<tr>
<td>Nov 11</td>
<td><em>Group 4 to present and lead discussion on Casper Sleep Inc case</em></td>
<td>Case Discussion</td>
<td>Group 4 to submit report. Everybody else needs to read case to discuss in class</td>
</tr>
<tr>
<td>Nov 13</td>
<td><em>Group 3 to present and lead discussion on Kindle Fire case</em></td>
<td>QUIZ 4, Lecture</td>
<td>Ch 15, Ch 16, and Ch 17 Group 3 to submit report. Everybody else needs to read case to discuss in class</td>
</tr>
<tr>
<td>Nov 18</td>
<td><strong>AoL Exit Exam</strong></td>
<td>AOL EXIT EXAM</td>
<td></td>
</tr>
<tr>
<td>Nov 20</td>
<td><em>Group 5 to present and lead discussion on Unilever Brazil case</em></td>
<td>Case Discussion</td>
<td>Group 5 to submit report. Everybody else needs to read case to discuss in class</td>
</tr>
<tr>
<td>Nov 25</td>
<td>Marketing Communications</td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>Nov 27</td>
<td>Marketing Performance II</td>
<td>QUIZ 5, Lecture</td>
<td>Notes on Canvas</td>
</tr>
<tr>
<td>Dec 2</td>
<td>Exam 2 review</td>
<td>Review</td>
<td>Review Notes on Canvas</td>
</tr>
<tr>
<td>Dec 4</td>
<td><strong>Exam 2 during class hours</strong></td>
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</tbody>
</table>

*Unless indicated otherwise, the chapter numbers are from Kotler and Keller – fifth edition.
Drop Policy: Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. Contact the Financial Aid Office for more information.

**Americans With Disabilities Act:** The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

**Academic Integrity:** It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University. According to the UT System Regents’ Rule 50101, §2.2, "Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts."

**Student Support Services Available:** The University of Texas at Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. These resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals to resources for any reason, students may contact the Maverick Resource Hotline at 817-272-6107 or visit [www.uta.edu/resources](http://www.uta.edu/resources) for more information.

**Electronic Communication Policy:** The University of Texas at Arlington has adopted the University “MavMail” address as the sole official means of communication with students. MavMail is used to remind students of important deadlines, advertise events and activities, and permit the University to conduct official transactions exclusively by electronic means. For
example, important information concerning registration, financial aid, payment of bills, and graduation are now sent to students through the MavMail system. All students are assigned a MavMail account. **Students are responsible for checking their MavMail regularly.** Information about activating and using MavMail is available at http://www.uta.edu/oit/email/. There is no additional charge to students for using this account, and it remains active even after they graduate from UT Arlington.

**Final Review Week:** A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabus. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. Classes are held as scheduled during this week and lectures and presentations may be given.

**Policy on Nonpayment Cancellations:** Students who have not paid by the census date and are dropped for non-payment cannot receive a grade for the course in any circumstances. Therefore, a student dropped for non-payment who continues to attend the course will not receive a grade for the course. Emergency loans are available to help students pay tuition and fees. Students can apply for emergency loans by going to the Emergency Tuition Loan Distribution Center at E. H. Hereford University Center.

**Textbook Purchases:** Textbooks should be purchased by Census Date. The bookstore policy is to return any unsold textbooks to the publisher after this date.

**COBA Policy on Bomb Threats:** Section 22.07 of the Texas Criminal Law states that a Class A misdemeanor is punishable by (1) a fine not to exceed $4,000, (2) a jail term of not more than one year, or (3) both such a fine and confinement. If anyone is tempted to call in a bomb threat, be aware that UTA has the technology to trace phone calls. Every effort will be made to avoid cancellation of presentation/tests caused by bomb threats to the Business Building. Unannounced alternate sites will be available for these classes. If a student who has a class with a scheduled test or presentation arrives and the building has been closed due to a bomb threat, the student should immediately check for the alternate class site notice which will be posted on/near the main doors on the south side of the Business building. If the bomb threat is received while class is in session, your instructor will ask you to leave the building and reconvene at another location. **Students who provide information leading to the successful prosecution of anyone making a bomb threat will receive one semester's free parking in the Maverick Garage across from the Business Building.** UTA's Crimestoppers may provide a reward to anyone providing
information leading to an arrest. To make an anonymous report, call 817-272-3381.

COBA Policy on Food/Drink in Classrooms: College policy prohibits food and/or drinks in classrooms and labs. Anyone bringing food and/or drinks into a classroom or lab will be required to remove such items, as directed by class instructor or lab supervisor.

Evacuation Procedures: In the event of an evacuation of the College of Business building, when the fire alarm sounds, everyone must leave the building by the stairs. With the fire alarm system we now have, the elevators will all go to the first floor and stay there until the system is turned off. All those in the North tower side of the building should proceed to the fire escape stairs located on the East and West sides of that wing. For disabled persons: please go to the Northeast fire stairs. We have an evacuation track chair located on the 6th floor stairwell. We have people trained in the use of this chair and there will be someone who will go to the 6th floor to get the chair and bring it to any lower floor stairwell to assist disabled persons. Faculty members will notify the Dean’s Office at the beginning of each semester of any disabled persons in their classes. Should this be a real emergency, the Arlington Fire Department and UTA Police will also be here to help.

Course Details and Policies

1 ‘If in doubt’ – Ask.
2 Communications: I will use Canvas for electronic communications. Not checking Canvas regularly is not a valid excuse in the course. According to UTA policy all correspondence between faculty and students must be made using the University-assigned e-mail address. This policy is in place to protect your academic and personal information from unauthorized access. I will only respond to emails originating from a UTA email address.
3 Exams and other submissions: A ‘zero’ will be given for missed exams and deadlines, details noted with the respective course components. The only exception being a university approved reason, which will require appropriate documentation. The documentation should be provided on the day you return to class. All make-up exams will be scheduled at my convenience and discretion. I will also determine the format of the make-up exams.
4 Submissions: All hand-ins are due at the beginning of class, no exceptions.
5 Attendance Policy: Please be diligent in attending classes else it will severely affect your grades. I hope the class is stimulating enough to encourage regular attendance and participation.
6 Punctuality: Classes will begin on time and you are expected to be there at the start of class. If you have to leave before end of class, then please let me know before the start of class. If you are either late or have to leave early, then please sit close to the door and do not disturb others. Any disruption to the class will lead to a reduction to your final course grade.
7 Technology: Please do not use your cell phones in class. Points will be deducted from your class participation grades for use of cell phones during class.
8 Grades: I will be fair with the grading and do not encourage conversations for grade changes. You should discuss any grade related questions within two-weeks of the grades being posted on Canvas. I encourage you to stop by my office any time during the semester to review your performance.
9 *Time:* Please be prepared to spend at least 3 hours outside class for every hour of in class instruction.

10 *Team Work:* The course requires extensive team work. Please form your teams carefully, considering convenient times to meet outside class.

Please feel free to contact me if you have any questions or concerns.