



Boston University Study Abroad London

British and European Marketing Strategy COM CM 521 (*Core course*) Spring 2016

Instructor Information

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| A. Name | Jacqui Bishop |
| B. Day and Time | Wednesday and Thursday, 9.00am to 1.00pm (there may be time changes due to Seminars). From Wednesday 27 Jan Group A will have class from 9.00am to 1.00pm, Group B from 10.00am to 2.30pm (with ½ hour break between 1.00pm and 1.30pm). |
| C. Location | Bell Room, The Crofton, 14 Queens Gate, SW7 5JE |
| D. BU Telephone | 020 7244 6255; 07957 691 990 (mobile) |
| E. Email | jacqui@bbdirections.com |
| F. Office hours | Wednesday 5.30pm – 6.30pm |

Course Objectives

On completion of this programme, students will be able to:

- Evaluate the role of the marketing planning process in a range of marketing contexts
- Evaluate the interconnectivity between corporate, business and marketing objectives and consider the impact of the external marketing environment and the organisation's resources on their development and achievement
- Conduct a marketing audit that includes a detailed assessment of the external and internal marketing environments
- Assess the findings of the audit and use it to inform the marketing plan
- Develop a strategic, integrated marketing plan with appropriate appraisal and application of strategic marketing tools
- Evaluate segmentation approaches in a range of contexts and develop effective segmentation, targeting and positioning strategies
- Use the marketing mix to achieve marketing and corporate objectives
- Prepare a communications strategy that is feasible within the European market
- Recognise the importance of relationship marketing when developing strategies

Assessment

There are four assessments:

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| 1. Mid-term quiz (15%): | Wednesday 3 February |
| 2. Examination (35%): | Monday 15 February. Times and locations will be posted on the BU London website and in the Student Newsletter two weeks before exam dates. |
| 3. Group presentation (40%): | You will also facilitate a seminar. The seminar titles will be briefed during the first class. |
| 4. Peer evaluation (10%): | You will be given an opportunity to grade your colleagues on their contribution to your seminar. |

Grading

Please refer to the Academic Handbook for detailed grading criteria and policies on plagiarism:

<http://www.bu.edu/london/current-semester>

** Final Grades are subject to deductions by the Academic Affairs Office due to unauthorised absences.*

Attendance

Classes

All Boston University London Programme students are expected to attend each and every class session, seminar, and field trip in order to fulfill the required course contact hours and receive course credit. Any student that has been absent from two class sessions (whether authorised or unauthorised) will need to meet with the Directors to discuss their continued participation on the programme. This may result in the student having to take a medical leave of absence from the programme or withdraw from the programme.

Authorised Absence:

Students who expect to be absent from any class should notify a member of Academic Affairs and complete an Authorized Absence Approval Form 10 working days in advance of the class date (except in the case of absence due to illness for more than one day. In this situation students should submit the Authorised Absence Approval Form with the required doctor's note as soon as possible). **Please note: Submitting an Authorised Absence Approval Form does not guarantee an authorised absence**

Students may apply for an authorised absence only under the following circumstances:

- Illness (first day of sickness): If a student is too ill to attend class, the student must phone the BU London Student Affairs Office (who will in turn contact the student's lecturer).
- Illness (multiple days): If a student is missing more than one class day due to illness, the student must call into to the BU London Student Affairs Office each day the student is ill. Students must also provide the Student Affairs office with a completed Authorised Absence Approval Form and sick note from a local doctor excusing their absence from class.
- Important placement event that clashes with a class (verified by internship supervisor)
- Special circumstances which have been approved by the Directors (see note below).

The Directors will only in the most extreme cases allow students to leave the programme early or for a significant break.

Unauthorised Absence:

Any student to miss a class due to an unauthorised absence will receive a **4% grade penalty** to their final grade for the course whose class was missed. This grade penalty will be applied by the Academic Affairs office to the final grade at the end of the course. As stated above, any student that has missed two classes will need to meet with the Directors to discuss their participation on the programme as excessive absences may result in a 'Fail' in the class and therefore expulsion from the programme.

Lateness

Students arriving more than 15 minutes after the posted class start time will be marked as late. Any student with irregular class attendance (more than two late arrivals to class) will be required to meet with the Assistant Director of Academic Affairs and if the lateness continues, may have his/her final grade penalised.

Course Chronology

Students must check their email and the weekly Student Newsletter for field trip updates and reminders, if any are to be included.

Thurs 14 Jan

Strategic marketing planning and situation analysis

- Introduction to marketing strategy
- Marketing as an orientation and function
- The purpose of marketing planning and the relationship of marketing planning to the strategic planning process
- The marketing planning process: analysis, planning, implementation and control
- The marketing audit: the macro environment
- Seminar briefing

Case: *The Airline Industry*

- Reading:
- *Dibb et al, Chapter 1, 21*
 - *How UK and US consumers' spending habits differ, Marketing Week, Mindi Chahal, 22/01/2014*
<http://www.marketingweek.com/2014/01/22/how-uk-and-us-consumers-spending-habits-differ/>
 - *How the weather affects marketing, Marketing Week, Mindi Chahal, 14/02/14, viewed 04 January 2016*
<http://www.marketingweek.com/2014/02/05/how-the-weather-affects-marketing/>
 - *Economic Outlook, Volume 39, Issue 4, pages 3-4, October 2015*
<http://onlinelibrary.wiley.com/doi/10.1111/1468-0319.12178/abstract>

Wed 20 Jan

Please note: This is an all day class

Situational analysis: micro environment

- The marketing audit: the micro environment & Porter's Five Forces
- The marketing audit: the internal environment
- The value proposition: introducing the 9ps
- Informing strategic decisions: performing a SWOT analysis
- The role of assumptions
- Seminar preparation Case: *The Airline Industry*

Reading: - *Dibb et al, Chapter 2 & 3*

- *Tesco's marketing needs to 'go back to basics', Marketing Week, 20/04/2015, viewed 04 January 2016*
<http://search.proquest.com/docview/1676155141?accountid=9676>
- **Field Trip: Great British Retailers** (to be briefed in class)

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Thurs 21 Jan

Field Trip: The Brand Museum

111-117 Lancaster Road, Notting Hill, London, W11 1QT.

****Class time changes****

Seminar A: 9.00am – 10.00am

Lecture: 10.00am - 1.00pm

Seminar B: 1.30pm - 2.30pm

Wed 27 Jan

Strategic direction

- Strategic objectives and strategic focus
- Generating alternative strategic options
- Relationship marketing and CRM
- Introduction to the segmentation process
- Guest Lecture: Mike Keane The UK Legal Environment

Seminar 1

Case: *John Lewis: A British Tradition*

- Reading:
- *Dibb et al: Chapter 21, 23*
 - *Kim, W, & Mauborgne, R 2004, 'BLUE OCEAN STRATEGY', Harvard Business Review, 82, 10, pp. 76-84, Business Source Complete, EBSCOhost, viewed 04 January 2016*
<http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=14599913&site=ehost-live&scope=site>

Thurs 28 Jan

Segmentation, targeting and positioning

- Segmentation as a basis of selecting markets
- Segmentation variables in different organizational contexts and sectors
- Target marketing strategies
- Positioning strategy and the value proposition

Seminar 2

Case: *John Lewis: A British tradition*

- Reading:
- *Dibb et al, Chapter 7, 8*
 - *What brands should know about the new woman consumer, Jane Bainbridge, Marketing, 03/03/2014, viewed 04 January 2016*
<http://www.marketingmagazine.co.uk/article/1282888/brands-know-new-woman-consumer>

Wed 3 Feb

The marketing mix (1) and mid-term quiz

- The role of the product in achieving customer satisfaction
- Managing and planning product portfolios
- Brand strategy, developing and building brand value
- The role of price within the product portfolio
- People and internal marketing
- Delivering service through process
- Physical evidence
- Communication through packaging

Seminar 3

Case: *John Lewis: A British tradition*

- Reading:
- *Dibb et al, Chapter 11, 12*
 - *Competing for consumer identity, Journal of Marketing, Vol. 75, May 2011, pp 66-82, viewed 04 January 2016*
 - *'Marks and Spencer Group plc' n.d., MarketLine/Medtrack Company Profiles, EBSCOhost, viewed 04 January 2016*
<http://search.ebscohost.com/login.aspx?direct=true&db=dmhls&AN=DFE67A38-E021-448F-BC58-3944E618713F&site=bsi-live>
- John Lewis at 150: Adverts that became must-watch television*
Whitehead, Jennifer. Retail Week, May 02, 2014, viewed 04 January 2016
<http://www.lexisnexis.com.ezproxy.bu.edu/lnacui2api/api/version1/getDocCui?lni=5C3X-BWH1-F180-30T1&csi=355086&hl=t&hv=t&hnsd=f&hns=t&hgn=t&oc=00240&perma=true>

Thurs 4 Feb

The marketing mix (2)

- Distribution strategies to achieve organisational and marketing objectives
- Management and control of distribution channels
- The importance of direct channels
- Marketing communications strategy
- Measuring the impact of marketing communications

Seminar 4

Case: Tesco

- Reading:
- Dibb et al, Chapter 14, 15, 16
 - 'Tesco PLC' n.d., MarketLine/Medtrack Company Profiles, EBSCOhost, viewed 04 January 2016
<http://search.ebscohost.com/login.aspx?direct=true&db=dmhls&AN=34972414-9A41-4048-A7B6-1B0017054743&site=bsi-live>

*** Contingency Class Date: Friday 5th February.** Students are obligated to keep this date free to attend class should any class dates need to be rescheduled.

Wed 10 Feb

International marketing complexities

- The global macro environment, emerging trends
- Marketing strategy in an international context
- The international trade environment
- The international marketing mix

Seminar 5

- Reading:
- Dibb et al, Chapter 4
 - Hofstede G, Hofstede G Jan, Minkov. (2010) *Cultures and Organizations: Software of the Mind. Revised and Expanded. 3rd Edition.* New York: McGraw-Hill USA, viewed 04 January 2016
<http://geert-hofstede.com/national-culture.html>
 - Nestle S.A' n.d., MarketLine/Medtrack Company Profiles, EBSCOhost, viewed 04 January 2016
<http://search.ebscohost.com/login.aspx?direct=true&db=dmhls&AN=D6A9C6F4-FF4A-4AAE-AB93-5B77FAA46F8D&site=bsi-live>

Thurs 11 Feb

Syllabus completion
Revision
Exam tips and techniques
Seminar 6

**** Please note: Internship Programme students will have their first Internship Seminar meeting on Wednesday 10th February with Dr Andrey Jichev. Please see Internship Seminar timetable for time and room.**

Mon 15 Feb

Final Exam

Exam times and locations will be posted on the BU London website and in the Student Newsletter two weeks before exam dates.

***** All students must attend a mandatory drop-in session (to sign Internship Agreement and for any questions about placement, social programme, travel and academics) on Monday 15th February, 1.00pm-2.00pm in the Boston Room, 43 Harrington Gardens, SW7 4JU. Food will be served!**

Readings

Additional reading may be found on Blackboard: <http://learn.bu.edu>
Current news articles will be given out in class or via Blackboard.

Core texts

Dibb, S., Simkin, L., Pride, W. and Ferrell O.C. (2012) *Marketing: Concepts and Strategies*. 6th European edition. Abingdon, UK: Houghton Mifflin.

Kotler, P. and Keller, K. L., (2011) *Marketing Management*, 14th Edition, Prentice-Hall.

Additional Texts (Chapters identified in some texts below are available on course webpage)

Cravens, D. and Piercy, N., (2012) *Strategic Marketing*, 10th Edition, McGraw-Hill.

Kim, C. K., Maugorgne, R., (2005) *Blue Ocean Strategy*. Harvard Business School Press. (Chapter 1)

Kotler, P. and Keller, K. L., (2007) *Marketing Management*, 12th Edition, Prentice-Hall. (Chapter 17)

McDonald, M. and Wilson, H., (2011) *Marketing Plans: How to Prepare Them, How to Use Them*, 7th Edition, John Wiley & Sons.

Palmer, R., Cockton, J. and Cooper, G. (2007) *Managing Marketing, Marketing Success Through Good Management Practice*. Butterworth. (Chapter 5)

Articles

Articles are detailed in the syllabus above. You should read the relevant articles after class each week. Additional articles will be posted on Blackboard.

BU Libraries

The following journals and magazines are useful throughout the semester:

- European Journal of Marketing
- Journal of Marketing
- Journal of Marketing Management
- Marketing Week

The following databases are available via the Pardee Management Library. They are particularly relevant to our syllabus.

- ABI/Inform Complete:
- Business and Industry
- Business Monitor International (BMI) Industry Reports
- The Economist Intelligence Unit
- Emerald
- Factiva
- Hoover's Company Records
- Hoover's Industry Snapshots
- JSTOR
- LexisNexis

- Library Press Display: newspapers
- Marketline Company Profiles
- Marketline Industry Profiles
- Mintel
- SRDS

National Press (at Harrington Gardens or BU Libraries)

- The Daily Telegraph
- The Financial Times
- The Guardian
- The Times