



Boston University Study Abroad London

British and European Marketing Strategy COM CM 521 (*Core course*) Spring 2018

Instructor Information

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| A. Name | Jacqui Bishop |
| B. Location | |
| C. BU Telephone | |
| D. Email | |

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
- Recognise the importance of relationship marketing when developing strategies

Assessment

There are four assessments:

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|--------------------------|---|
| 1. Mid-term quiz (15%): | Thursday 1 February |
| 2. Examination (45%): | Monday 19 February. Times and locations will be posted on the BU London website and in the Student Newsletter two weeks before exam dates. |
| 3. Group seminar (35%): | You will also facilitate a seminar. The seminar titles and dates will be briefed during the first class. |
| 4. Peer evaluation (5%): | 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.

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). The Authorised Absence Approval Request Form is available from: <http://www.bu.edu/london/current-semester/>

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 a 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.

Religious Holidays

Boston University's Office of the University Registrar states:

'The University, in scheduling classes on religious holidays and observances, intends that students observing those traditions be given ample opportunity to make up work. Faculty members who wish to observe religious holidays will arrange for another faculty member to meet their classes or for cancelled classes to be rescheduled.'

Special Accommodations

Each student will need to contact the Office of Disability Services to request accommodations for the semester they are abroad. Students are advised by BU-ODS not to expect the same accommodations as they receive on campus.

BU London can only uphold special accommodations if we have received the appropriate documentation from the BU-ODS. We cannot accept letters from other universities/centres.

All disabilities need to be known to the ODS in Boston if they are to be used as a reason for requiring a change in conditions, i.e. reduced internship hours or special accommodations for the internship schedule.

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 Associate Director for 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 18 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, 3*
 - *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/>
 - *Debt bubble fears: behind the headlines, Analyst Insight, Mintel Academic, Patrick Ross, 26 May 2017* http://academic.mintel.com.ezproxy.bu.edu/insight_zones/22/#

Wed 24 Jan

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 7Ps
- Informing strategic decisions: performing a SWOT analysis
- The role of assumptions
- Seminar preparation

Case: *The European Airline Industry*

- Reading:
- *Dibb et al, Chapter 2*
 - *Apparel Retail Industry Profile: the United Kingdom 2016, pp. 14-20, Business Source Complete, EBSCOhost* <http://web.a.ebscohost.com.ezproxy.bu.edu/bsi/pdfviewer/pdfviewer?vid=8&sid=c17005a5-5b79-4db4-9bbf-aca1e6613998%40sessionmgr4006>

Thurs 25 Jan

Strategic direction. Please note: This is an all-day class. Afternoon field trip to be briefed in class.

- Strategic objectives and strategic focus
- Generating alternative strategic options
- Relationship marketing and CRM
- Introduction to the segmentation process

Case: *The European Airline Industry*

- Reading:
- *Dibb et al: Chapter 22*
 - *What is Blue Ocean Strategy?* <https://www.blueoceanstrategy.com/what-is-blue-ocean-strategy/>
 - *Kim, W, & Mauborgne, R 2004, 'BLUE OCEAN STRATEGY', Harvard Business Review, 82, 10, pp. 76-84, Business Source Complete, EBSCOhost* <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=14599913&site=ehost-live&scope=site>

Wed 31 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 1, Group A: 9am, Group B: 1.30pm

- Reading:
- *Dibb et al, Chapter 7, 8*
 - *Menswear market becomes more competitive, Analyst's Insight, Mintel, 27 June 2017*
<http://academic.mintel.com.ezproxy.bu.edu/display/840853/?highlight>
 - *Tesco's one hour delivery service, Analyst's Insight, Mintel Academic, 11 July 2017*
<http://academic.mintel.com.ezproxy.bu.edu/display/843339/?highlight#hit1>
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Thurs 1 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

Seminar 2, Group A: 9am, Group B: 1.30pm

- Reading:
- *Dibb et al, Chapter 10, 11, 16*
 - *Chernev, A, Hamilton, R, & Gal, D 2011, 'Competing for Consumer Identity: Limits to Self-Expression and the Perils of Lifestyle Branding', Journal Of Marketing, 75, 3, pp. 66-82, Communication & Mass Media Complete, EBSCOhost*
<http://web.b.ebscohost.com.ezproxy.bu.edu/ehost/pdfviewer/pdfviewer?vid=1&sid=034a058a-3eee-404a-b619-cd87f1f2074d%40sessionmgr103>
 - *Armstrong, Ashley, (2016), "Superstars don't just endorse a brand... now they want to own the business too", in The Telegraph, 9 July 2016.* <http://www.telegraph.co.uk/business/2016/07/09/superstars-dont-just-endorse-a-brand-now-they-want-to-own-the-bu/> PDF available in Blackboard

Wed 7 Feb

Field Trip: Brand museum, 111-117 Lancaster Road, Notting Hill, W11 1QT

Thurs 8 Feb

The marketing mix (2)

- The role of price within the product portfolio
- People and internal marketing
- Delivering service through process
- Physical evidence

Guest Lecture: **Roy McClarty, Distribution Strategy**

Seminar 3: Group A: 9am, Group B: 1.30pm

Case: *Tesco*

- Reading:
- *Dibb et al, Chapter 13, 14, 20*
 - *'Tesco PLC' n.d., MarketLine/Medtrack Company Profiles, EBSCOhost*
<http://search.ebscohost.com/login.aspx?direct=true&db=dmhls&AN=34972414-9A41-4048-A7B6-1B0017054743&site=bsi-live>

Wed 14 Feb

International marketing complexities

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

Guest Lecturer: **Mark Kirkham (Director PepsiCo Beverages), Communication Strategy**

Seminar 4: Group A: 9am, Group B: 1.30pm

Reading: - *Dibb et al, Chapter 4, 21*
- *Hofstede G, Hofstede G Jan, Minkov. (2010) Cultures and Organizations: Software of the Mind. Revised and Expanded. 3rd Edition. New York: McGraw-Hill USA*
<http://geert-hofstede.com/national-culture.html>

Thurs 15 Feb

Seminar 5: Group A: 9am, Group B: 1.30pm

Syllabus completion
Revision
Exam tips and techniques

Mon 19 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.

Readings

Readings are available in Blackboard (<http://learn.bu.edu>) and BU Libraries
Current news articles will be issued via Blackboard.

Core texts

Dibb, S., Simkin, L., Pride, W. and Ferrell O.C. (2016) *Marketing: Concepts and Strategies. 7th 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