Commerce 3MC3
Applied Marketing Management
Fall 2024 Course Outline

Marketing Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

This course builds upon material covered in Commerce 2MA3 - Introduction to Marketing, but it is more applied in nature as marketing is something you learn by doing. It relies on practical, real world case studies to develop your marketing decision-making skills, and your ability to analyze the business environment in which organizations operate. A major field project, which has student teams working with companies, is a critical part of this course.

INSTRUCTOR AND CONTACT INFORMATION

Core – C03	**Classroom:**	**Teaching Assistant**
Dr. Ashish Pujari Professor of Marketing pujarid@mcmaster.ca	**See Avenue**	Rehan Khan Email: khanr137@mcmaster.ca **Consultations: By appointment only**

COURSE ELEMENTS

Credit Value:	3	Leadership:	No	IT skills:	No	Global view:	No
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group Work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker:	No

COURSE DESCRIPTION

The purpose of this course is to explore practical applications of marketing concepts in business situations. Case studies are used to give practice in analyzing opportunities, solving marketing issues, and preparing implementation plans. This course is taught primarily through the case-method but might also include readings, lectures, online videos, and in-class exercises.

LEARNING OUTCOMES

The course will help you to:
1) understand the application of basic marketing concepts;
2) develop basic skills in marketing analysis, decision and strategy formulation;
3) test your skills in communicating analysis, conclusions, and recommendations; and
4) understand the environmental, global, and ethical dimensions of marketing decision making given the dynamics of business markets and customer needs.

REQUIRED COURSE MATERIALS AND READINGS

COM 3MC3 CUSTOM COURSEWARE PACKAGE (5 CASES) ON IVEY PUBLISHING:

https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF000001okrt2AA

Cases on Ivey-Coursepack (estimated cost: CAD $28.24)

- Wil's Grill
- Swiss Chocolate Challenge: SwissOne Vs Toblerone
- Jill's Table: Digitizing a Retail Legacy
- Metabical: Positioning and Communications Strategy for a New Weight Loss Drug
- Lotte Yukimi Daifuku-Ice Cream for Winter

How do I purchase a coursepack on Ivey Publishing as a student?

1. Go to the Ivey Publishing website at www.iveypublishing.ca
2. Log in to your existing account or click "Register" to create a new account.
3. Select the "Student" role and follow the prompts to complete the registration.
4. Once you complete registration, validate your email and set-up your password for your account.
5. Your instructor will provide you with a unique link that will bring you to your required coursepack. Click on this link or copy and paste into your browser.
6. On your coursepack page, you can review any Student Instructions provided by your instructor and view the Current Cost of your coursepack.
7. When you are ready to checkout, click Purchase.
8. Click Add to Cart and Checkout and complete the checkout process.
9. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
10. The case files will be available immediately for you to download by clicking View My Order Downloads. You can also access your digital downloads by clicking on your username on the top right --> My Orders , then clicking Purchases.

Rest of the material (readings and 5 cases including the hand-in case analysis assignment) are available in ereserves accessible through Avenue.

Cases in ereserves on Avenue (cost: zero):

- East Hamilton Miniature Golf
- Greener Pastures
- Crayola™ Canada Ltd.
- Limelight Cinema
- Porsche Cars Canada
- Fortron International Inc. (Hand-in case- Individual Work)

COURSE DELIVERY

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	PLATFORM
Live Case Discussions	Synchronous	Live discussion of case studies assigned by the professor – in two-hour class	**In-person**
Live Lectures	Synchronous	Live lectures on topics to support either case development or the course project	**In-person**
Readings and Cases	Asynchronous	Students will read and prepare cases for in-class discussions	**Ivey Publishing and Library eReserves**
Written Case Analysis	Asynchronous	INDIVIDUAL WORK: Each student will submit a formal written analysis report on an assigned case.	**Submission on Avenue**
Two Oral Presentations	Synchronous	Students in groups will make presentations on their company project- one interim presentation and one final presentation.	**In-person**
Marketing Plan: Company Report	Asynchronous	Work in **groups of 5 students** to a submit a final marketing plan report.	**Submission on Avenue**

GRADING

EVALUATIONS	WEIGHT	DESCRIPTION
Participation and Class Contribution	20%	Determined based on a combination of attendance and actual verbal contribution of assigned cases for discussion
Case Analysis-Written Report (Individual)	20%	Formal written analysis of an assigned case discussion – maximum ten pages of text plus exhibits
Marketing Plan: Interim Oral Presentation (Group)	15%	12 minutes of group PowerPoint presentation plus 3 minutes of Q/A delivered by all group members.
Marketing Plan: Final Oral Presentation (Group)	15%	20 minutes of group PowerPoint presentation plus 5 minutes of Q/A delivered by all group members.
Marketing Plan: Written Report. (Group)	30%	Formal written document written to solve a problem for a client company and shared with both the company and the professor by **Monday, December 9, 2024 by 4.30 pm on Avenue**

Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the Commerce Grade conversion scheme shown below:

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90 to 100	C+	67 to 69
A	85 to 89	C	63 to 66
A-	80 to 84	C-	60 to 62
B+	77 to 79	D+	57 to 59
B	73 to 76	D	53 to 56
B-	70 to 72	D-	50 to 52
		F	00 to 49

A. PARTICIPATION AND CLASS CONTRIBUTION (20%)

This refers to the spoken comments that you make in class during the case discussions. It is our belief that highly interactive environments are the breeding grounds for excellence in stimulating idea generation, enhancing communication skills, improving analytical processes, fostering collaborative networks, and testing assumptions. This is also the time and place to develop the assertiveness and communication skills that are necessary for success in business. Consequently, we value and reward contribution. Class contribution marks are based equally on two things: 1) attendance during case discussions; and 2) the quality as well as the quantity of your verbal participation. You should think carefully about the contribution your comments will make to understanding and resolving the issues in class discussions. On the other hand be sure you do contribute. No class contribution results in **ZERO** marks for that part of the grade. If you have to be absent from class, you have lost a chance to contribute to a class discussion. Contact me or our TA, in advance, if you have to be absent from a case discussion class.

To maximize your chances to earn contribution marks:

- Be prepared for class work and discussion by reading and analyzing the assigned case;
- Be sure your full name is visible on name card– I need to learn it;
- Be willing to debate issues – rarely is there only one "right" answer to a question; and
- Add interesting/ relevant information from another source which is related to the case/course.

Interim contribution marks will be posted about half way through the course. Contact me **then** if your mark is low, or well before if you are concerned that it **will** be low. There are ways I can help you to participate more effectively.

Absence from a case discussion class is a serious matter, since you obviously can't participate if you're not there. If there are legitimate reasons for you to miss a case discussion class, you should send your professor an e-mail with an explanation. When you need to miss two or more consecutive case discussions, you need to provide documentation within one week of returning to school to the Academic Programs Office. The key to high contribution grades is making a quality contribution to **every** class. Marks will be awarded on **both** quality and consistency.

B. GROUP WORK

You are required to self-form a group of FIVE students. Each group has one case assignment to complete. The group is also responsible for completing a Marketing Plan for a client company and for making in-class presentations of the plan. **All group members will be attending the same class section.** Once you have a project client, please complete the last page of the course outline and submit it on Avenue **NO LATER THAN by Friday, September 20, 2024 by 10.00 am.**

60% of your mark in this course is teamwork. Learning to work effectively with others is a great skill to develop. To encourage equal contribution, peer evaluation will be used to assess each member's work. Groups are encouraged to set some ground rules and expectations early in the term and to have a short feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. An interim peer evaluation form (posted on Avenue) is to be submitted after interim presentations and a final peer evaluation form is to be submitted along with the completed Marketing Plan. *These two evaluations need only be submitted if the distribution is not equal, and must be supported with a confirmation sent by each member using their McMaster University email account. (If you fail to do so, the professor will assign your evaluation marks as per his discretion based on information at his disposal). Peer evaluations MUST be supported by documentation / emails that are evidence of feedback given and expectations set for the defaulting team member(s).*

The result of this process is a true reflection of each group members' contribution to the project. Some members (i.e., those that contribute the most to the process) may find that their overall grade will go up as a result of the peer evaluation. Note: grades go up by no more than two grade points per student if the achieved score is B or lower; if your achieved score is B+ or higher the ratings can only add one grade point to your mark in the course. Others may find that their overall project grade will go down - note: the peer evaluation process can impact you negatively with no cap on the grades you can drop.

Past experience with groups has shown that most troubles arise because individuals do not respect the group process. The first group meeting should happen during the next week. At this meeting choose a group leader who will help facilitate the work. This is a good time to set the parameters for group work such as: when the group will meet, attendance at group meetings including punctuality, and preliminary assignment of tasks. You should also make a calendar of all "good" and "bad" times for the group (i.e., when group members have commitments to work, tests, major assignments, social commitments, holidays, etc.). The worst thing you can do is surprise your group with a long-standing commitment at the last minute.

C. Hand-in Case (20%): Individual Hand-in Case Analysis:
Fortron International Inc. This is an individual assignment.
Deadline: Wednesday, October 9, 2024 by 12.00 noon on Avenue
Upload on Avenue as a PDF document

Your hand-in case should be **no longer than ten pages** plus any appendices that you choose to include. An Appendix consists of information that supports the body of your report but is too detailed or voluminous to include in the body. This is where any financial analysis, segmentation grids, or decision matrices should be housed. Appendices not referenced in the body of the report will not be marked. **Any other elements of the case analysis do not belong in the Appendices and if included they will not be marked**.

In terms of appearance, your objective is a case that is up to the best business standards. That means that your case should be typed and double-spaced, should have one-inch margins all around and should employ a font size of **no smaller than twelve points**. Whole numbers twenty or less should be written in words. *Good English grammar and spelling count* so edit carefully. Marks will reflect this.

Do not expect to run the spell checker and consider your paper proofread. Spell checkers are not fool proof and there is no substitute for the pride you show in your work by manually proof reading it *before* it is submitted. Do not make the marker proofread for you!

TIMING

Written case assignments will be accepted for grading only by the assigned due date and time. Please do not wait until the night before the report is due to complete it. Viruses, printer problems, file or disc problems, etc. should all be detected and corrected before the due date. Successful business people plan to avoid such things. We will endeavour to return the cases to you in two or three weeks.

FORMAT

Your analysis should be no more than ten pages plus any appendices that you choose to include. Appendices consist of information that supports the body of your report but is too detailed or voluminous to include in the body. This is where any financial analysis, segmentation grids, decision matrices should be housed. Appendices must be referenced in the body of the report. The format of the hand-in case is as follows:

Section	Contents
Title Page Table of Contents	• Title of case, date, Group Number and names / student numbers of team members • Major sections of paper, exhibits
Problem/Issue Identification *Worth about 5%*	• Think about symptoms (indicators of business performance) and root causes (reasons for gap in performance if any) • Your perception of the problem may be different from that of “players” in the case. All following sections should be analysed in context of the problem • The dilemma proposed in the case by the author is NOT to be regurgitated
Marketing Audit *Worth about 20%*	• Identification of current marketing practices i.e. details of 4P’s and Current Positioning (if evident); • Current Target Market / Segmentation Strategy / Consumer Needs and Decision Criteria. • Some of the current strategies may not be evident but can be inferred
SWOT (Internal and External Analysis) – *Worth about 40%*	• Critical analysis of the firm’s key strengths and weaknesses – they are directly controllable by management. Should be taken only from the case and discussed using the “So what?” argument – giving the implication on the problem / challenge • Thorough analysis of external environment – identification of opportunities and threats given the Social / Cultural trends; Demographic Trends; Economic, Political, Legal or Technological Influences etc. (focus only on what is presented in the case – ***do not undertake any external research***). Use “So what?” to argue implications for firm or the problem at hand • Use one sub-heading for Strengths, one for Weaknesses, One for Opportunities and One for Threats • You may also find that several characteristics can be grouped. For instance you might suggest that a firm is innovative because a. it launches new products every year; invests in new

Section	Contents
	technologies and invests significantly in R & D. Focus on the SW or OT most important to problem and goals • ***Note: If you find yourself writing, "The firm has an opportunity to …" you have identified a marketing tactic not an opportunity. A controllable issue is NOT a part of the external environment.***
Business Objectives and Marketing Strategy (two alternatives) *Worth about 20%*	• Propose and argue the quantitative and / or qualitative objectives you wish to achieve; based on numbers in case • Propose two strategies to solve the problem / achieve objectives. Clear, detailed marketing mix for each alternative – 4P's and Target Market (highlight new or emerging needs you are targeting). You need not make changes to each P in the mix. • Use of relevant marketing tools to support alternatives • Ensure direct link between alternatives and analysis of current marketing situation / opportunities / threats. Discussion of pros and cons. • Identify one of the two strategies as the one you recommend. Discuss reasons for choosing this over the other alternative – decision criteria
Implementation Plan *Worth about 5%*	• Calendar action plan of key activities to implement strategy • Addresses the *what, when and how* (if enough information is available then it can include the *who and where*) • Can be proposed in chart form
Bibliography	• Only necessary if you use material from outside the case. The contents of the case need not be referenced.
Case Assignment Format Guidelines *Worth about 10%*	• Ten Pages **not** including title page, table of contents, reference and appendices (essential elements of the case like 4P's and SWOT do not belong in the appendices) • Typed using a font size of twelve, double-spaced and with one-inch margins all around. Good grammar and spelling – whole numbers ten or less should be written in words

D. MARKETING PLAN (TOTAL OF 60%)

- INTERIM PRESENTATION (15%)

- FINAL PRESENTATION (15%)

- MARKETING PLAN REPORT (30%): MONDAY, DECEMBER 9, 2024 BY 4.30 PM ON AVENUE

Each group of students will work with a "client" who needs a marketing plan completed. Students **must** develop their own leads.

MARKETING PLAN CLIENT PROFILE –

- Owner operated small business either brick and mortar or e-Commerce operating within Canada and selling to customers in Canada only. Products or Services are acceptable.
- B2C businesses are recommended given easier access to industry and market info.
- Franchisee locations of national / global brands are **not** permitted though multi-location small businesses are acceptable. You are allowed to focus on one location / geography or one product / service line within a product portfolio.
- Business must be in operation for some period – the longer this period of time the better for analysis. Start-ups are allowed – either in market already or ready to launch
- Owner must be willing to share business performance trends and customer segments data though access to accounting / financial statements or margins or profitability are NOT required

Each team will make two presentations to the class. During the first presentation, the group will present background information about the client and its current marketing practices along with an overview on competition. The second presentation will consist of a formal presentation of the rest of the marketing plan to the entire class.

These presentations will be made using PowerPoint with the video/data projector available in classroom. Please familiarize yourself with the use of these platforms. **All group members must participate in the presentation.** The presentations are an opportunity for you to receive feedback before continuing with the marketing plan development or submitting the plan to the client and the professor. You should dress in **business casual attire** for the presentation. No "agenda slide" is needed since all teams are using the same presentation template. The general outline you can follow is:

Each team project will be evaluated based on:

- **Interim presentation** – solid understanding of the business and its current marketing practices along with an assessment of strengths and weaknesses. **Time limit of 12 minutes** plus **three** minutes for Q & A. DRESS CODE: BUSINESS INFORMAL
- **Final presentation** will consist of current practices, SWOT and Strategies – client should be invited. **Time limit of 20 minutes** plus **five** minutes for Q & A / discussion. DRESS CODE: BUSINESS FORMAL

- **Final Report –** structure outlined in the following page**s.** Limit o**f FORTY PAGES <u>not</u> including cover page, table of contents and bibliography**

  The two presentations will be made using PowerPoint in-person in the classroom. <u>Use of free software like Prezi and other web-based apps that can compromise client confidentiality is NOT PERMITTED</u>. Please ensure that you DO NOT post any client info in social media or in the public domain without prior approval and client permission in writing.

ALL group members must participate equally in delivering the presentation. ***ATTENDANCE FOR ALL OTHER GROUP PRESENTATIONS IN YOUR CORE IS MANDATORY***. *You are expected to maintain professional business decorum during presentations.*

Interim Presentation (15%): <u>MSAF not accepted. Ask instructor if any accommodation is needed</u>

Organizational Background – discuss evolution / milestones, organizational structure, details of education / training and business / other experience and expertise of owners, managers, etc identify employee numbers / roles; industry or market recognition received etc

1. **Discuss Current Marketing Situation:**
   a) Product Strategy - include lines, service elements, best / worst sellers, sizes, packaging, store layout… IMPORTANT TO IDENTIFY: **What customer need is fulfilled by this product / service? What are the decision process / decision criteria used by the customers?**
   b) Pricing Strategy – provide ranges, comment on strategy, trends …
   c) Promotion Strategy - include examples and detailed spend on each element – mass media, flyers, direct sales, direct mail etc Positioning (have a basis – product attributes / pricing); IMPORTANT: `How is this product distinguishable?' Discuss current image; branding: colours, logo, positioning statements
   d) Placement / Distribution Strategy– address, map, surroundings, hours of operation, distribution partners including key suppliers etc
   e) Target Market – Answer the questions: `Who is the Current Customer?' Where is the customer coming from – geographically? How and why customers choose this product? When do they buy? How do they use this product?
2. **Business Problem** - Identify Quantitative Symptoms, discuss root cause, use theory; Business performance analysis is a critical component in arriving at problem – you will need to start work on the project quite early to accomplish this
3. **Objectives** Quantitative (desired) and / or Qualitative. For example – advertise using social media or move to new location are not objectives but tactics within a strategy
4. **Industry Analysis** – market size / category sales volume and other significant <u>performance</u> trends– ALL QUANTITATIVE industry info using NAICS / SIC Codes
5. **Internal Environment**: Strength and Weakness Analysis

Final Presentation (15%): <u>This component is equivalent to a final exam</u> <u>MSAF not accepted</u>

1. **Overview of business,** Details of current strategy - 4P's,
2. **Target Market Analysis**. Provide insights on segments and needs served. As applicable - discuss decision making unit and influences; Key decision criteria; Decision process /journey
3. **Review of Business Problem and Business Objectives (SMART for 24-36 months)**

4. **External Environment**: Measuring Current and Estimating Future Demand – Industry Performance Trends; Analysis of Category – Buyer / Supplier Power; Threat of Substitutes; Explain relevant Social / Cultural, Demographic, Economic, Political / Legal and Technological Environment / Trends / Forecasts
5. **Nature of Competitive Environment** – Competitive Advantages and Disadvantages; Primary / Secondary Competitors; Aggressiveness of Competition
6. **Marketing Strategy Alternatives and Recommendation** – Develop TWO Strategies with detailed insights on changes to 4P's; budgets; pros and cons; decision criteria; use of theory; how it solves problem and meets goals etc

Marketing Plan Report (30%):* Monday, December 9, 2024 by 4.30 pm*– upload on Avenue as a PDF file. THIS COMPONENT IS EQUIVALENT TO A FINAL EXAM

Students must submit a marketing plan that is well thought-out, well organised, well written, accurate, and complete in its analysis. Clarity and conciseness are important. Please submit TWO spiral bound copies. We will keep one and mail the second copy to the business.

The marketing plan written in this course is expected to aid management in making a decision leading to the implementation of a particular strategy. All proposed decisions must be based on evidence collected through primary or secondary research. The business owner / manager is familiar with the facts of the case and probably has an idea of the various alternatives that should be considered. Your marketing plan should not merely repeat existing knowledge and reaffirm / reassure but can challenge existing notions using evidence. It should develop the information on opportunities and constraints in a manner that illustrates the depth of your understanding of the issues and reassure your reader that reasonable alternative strategies have been considered. It should convince the reader that the chosen solution is the appropriate one.

Providing the written plan is a very different task from the analysis that must precede it. In most instances, the same framework employed in your analysis cannot be used for your plan. The purpose of the framework for analysis was a problem solving structure while the purpose of your written plan is the communication of your results. Also, the marketing plan is written for a particular purpose and person. The style of presentation, language usage and organisation should be suitable for that purpose and person. Do not write the marketing plan to your instructor. Business writing differs from expositional, literary writing in that it is more action oriented and provides an account of an opinion or decision. Your marketing plan is not an essay or interpretative literary composition; its purpose is to inform and persuade. Students may find that they are required to assume a more reportorial, analytical, objective voice and style of writing.

MARKETING PLAN STRUCTURE

The marketing plan has several sections. Detail is as follows.

TITLE PAGE

The first page is the title page and contains:

1. The name of the contact and organization including mailing address (centred on the page)
2. Team member names and student numbers,
3. Course and section number, and academic term

4. Instructor's name

LETTER OF COOPERATION

This may be an email from the business owner / manager confirming their willing participation in this project, and must acknowledge their awareness of the fact that the information they have shared will be used for case analysis in class and other academic purposes.

EXECUTIVE SUMMARY

This should include:

1. A concise statement of the problem.
2. A short summary of the major points arising from your analysis.
3. The major recommendations from your analysis including projected outcomes

Executive summaries should be a synthesis of the marketing plan, not just a point form version of the plan. The reader should be able to read this alone, and understand your analysis and decision. Thus, you cannot introduce new information into the Executive Summary. An Executive Summary is good practice for business marketing plans and the ability to summarise material is a skill that students must develop. The reader may find that the information contained in the summary section of the marketing plan is sufficient, or if he/she decides to read the complete marketing plan, find that the summary is preparation for the analysis that follows. ***The Executive Summary may be single-spaced. If the summary is longer than one page in length, it is too long*****.**

COMPANY INTRODUCTION

The introduction prepares your reader for what is to follow. The introduction should begin with a backgrounder on the company, its owners and the organization structure etc it should include the industry sector classification based on NAICS / SIC codes etc.

MARKETING AUDIT

Offers full detail on the 4P’s, market needs served, current target market and current positioning. Gives an insight into performance in different sectors, over time periods and highlights trends. ALL current marketing practices are detailed in this section <u>but not critiqued</u>.

PROBLEM IDENTIFICATION

A formal problem statement is useful in furnishing your reader with some insight into your marketing plan. Be specific. Do not define or state a problem in vague terms or alternative courses of action. **USE FACTS.**

Make sure that you clearly and explicitly outline the problem. Don't confuse symptoms with the underlying problem. Ask yourself “why?” after each problem statement that you generate; this should help in determining the underlying issue. For example, a weak problem statement would be “Market share is going down”. A better version will tell the reader the rate of decline, compare it to previous years and to industry trends. Importantly, there could be many reasons why market share is going down, and thus many possible solutions – most of which will not be effective unless you know *why* market share is going down. Thus declining market share is a symptom of an underlying problem and if you can correctly identify this problem half the battle is won. *Do not state the problem as choosing from between a number of alternative strategies.*

INTERNAL / EXTERNAL ANALYSIS

Marketing plans usually include some sort of “Situation Analysis” where external (e.g., industry, competition, customers, category, and environment) and internal analyses are performed. It is important that you don't merely regurgitate the facts of the case in this section. The reader is only concerned with strengths, weaknesses, opportunities and threats (SWOT analysis) that have implications for the problem or for the solution of the problem. You must comment on the implications of all of the strengths, weaknesses, opportunities and threats that you mention. The marketing plan reader shouldn't have to ask “So what?” after each point is raised**.**

This section should be the bulk of your report and must include an estimate / analysis on size of market, discuss industry trends, use secondary research to highlight demand forecasts (for example: online purchases by Canadians are expected to exceed $100 billion by 2025 …reference). **All opportunities and threats must be accounted for under the headings – Social / Cultural Factors, Demographic Trends, Economic and Business Conditions, Political, Legal and Technological Issues, Primary / Secondary Competition (identify the 4P’s for each of your major competitors; focus on in depth analysis on the real threats do not create a list of all possible competitors).** You must offer a sound perspective on the marketing practices and strengths/weaknesses of two major competitors.

Remember a lot of small business owners are working with “gut feel”. It is our responsibility to expose them to the “facts” in the marketing environment, for their product or service. Therefore, focus on identifying trends and developing forecasts. ***Graph your information – use pictures and save on words.***

RESEARCH

Discuss the primary (if applicable) and / or secondary research undertaken to develop an understanding of current or potential customer needs, values, preferences etc. Please share the questionnaire (if applicable), the purpose of the research, the findings, analysis of findings and key takeaways.

OBJECTIVES

This part of the marketing plan will include a list of specific, measurable and time bound business objectives (quantitative and/or qualitative) - and criteria by which to evaluate your alternative solutions. It is important to provide clear rationale for your goals.

STRATEGY ALTERNATIVES & RECOMMENDATION

This part of the marketing plan will include a discussion of two possible alternative solutions to the problem. When you discuss alternative solutions to the problem, keep in mind that your alternatives should solve the problems as stated at the beginning of your analysis. Make sure that you discuss changes in the marketing mix commenting on each of the 4P’s, the target segment(s), positioning, outcomes and pros and cons of each alternative. Make sure you assess each alternative against your decision criteria. Remember, the alternatives must fit with the current resources of the organisation. They must also use the SWOT.

The marketing strategy you recommend must be justified. The logic of your selection of one alternative course of action over the others must be apparent. The decision must fit with the objectives, strategy and resources of the organisation. The decision must be feasible given the competitive environment. Discuss to whom are you selling and how will you distinguish your product from competition or talk about the competitive advantages your chosen strategy will provide. If you are planning on targeting multiple segments, how will you reconcile the fact that these segments may require different positioning approaches and/or different marketing mixes? Please comment on likely competitor reaction to your strategy.

IMPLEMENTATION AND CONTROLS

Include a guide for implementation. List specific action steps and include a time line. Outline the controls that will be used to monitor progress and allow higher management to review implementation results

BUDGET

Provide documentation to support costing on each strategy for example – include pricing for web development from a credible provider, advertising rates from a radio station etc. Also include supporting notes / financial justification for the recommended strategy. Growth projections based on the implementation of the recommended strategy must be included - it shows the "bottom-line" of the decision. Include worst/probable/best case scenarios. Ensure that the time period in your implementation match the time considerations in your objectives.

CONCLUSION

The report should include a brief conclusion, summarizing how the solution best solves the problem identified at the beginning of the report.

REPORT FORMAT GUIDELINES

Please conform to the following:

1. Marketing plans should use readable fonts and numbered pages. Font size for the marketing plan body should not be smaller than 12 point. Left / right margins must be no smaller than one inch each.
2. Executive Summary must be single-spaced.
3. The body of the report is not to exceed forty pages. Import all industry trend findings and reference graphs into the main body of the report. This page limit does not include the title page, table of contents, bibliography or other appropriate appendices. Marketing plans exceeding the 40-page limit will be penalised 5% of marks earned per page for every page past the limit.

3MC3 Marketing Plan Project Specific Guidelines- Businesses / Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

It is important to note that any project related information (ownership, revenues, margins, business problem etc.) CANNOT be placed on the web / in the public domain like social media as this compromises confidentiality. **Use of free software tools or apps like Prezi is STRICTLY FORBIDDEN.**

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work" and the link below;

http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the *Academic Integrity Policy,* located at https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

Online Proctoring

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

Conduct Expectations

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the *Code of Student Rights & Responsibilities* (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

Academic Accommodation of Students with Disabilities

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's *Academic Accommodation of Students with Disabilities* policy.

Academic Accommodation For Religious, Indigenous or Spiritual Observances (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office ***normally within 10 working days*** of the beginning of term in which they anticipate a need for accommodation <u>or</u> to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.
McMaster Research Ethics Board (General board): https://reo.mcmaster.ca/
Hamilton Integrated Research Ethics Board (Medical board): http://www.hireb.ca/

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 3MC3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

3MC3: Weekly Course Schedule
Friday 11.30 am – 2.30 pm

Date			
	LECTURE/PRESENTATION/DISCUSSION		CASE
Sept 6	Lecture: Course Introduction		Case Analysis Guidelines
Sept 13	Lecture: Remembering Some Key Marketing Concepts		**Case: Wil's Grill** Marketing Strategy
Sept 20	Target Market, Competition and Competitive Advantage		**Case: Swiss Chocolate Challenge: Swissone Vs Toblerone**
Sept 27	Lecture: The Marketing Plan – Part I		**Case: Jill's Table: Digitizing a Retail** Legacy E-marketing strategy
Oct 4	Lecture: Preparing Interim Presentation		**Case: Greener Pastures** Target Market, B/E analysis, distribution channels
Oct 9	**Submit Hand-in Case Analysis: This is an individual assignment. Deadline: Wednesday, October 9, 2024 by 12.00 noon on Avenue**		**Fortron International Inc.**
Oct 11	Lecture: More Key Marketing Concepts (Ideation & NPD)		*Case:* **Case: Limelight Cinema** ***Pricing***
STUDY BREAK: October 14-20			
Oct 25	**Interim Presentations**		
Nov 1	Lecture: The Marketing Plan – Part II		**Case: Metabical** Consumer decision making process, communications strategy
Nov 8	Available for consultation		**Case: Porsche Cars Canada** Distribution
Nov 15	Available for consultation		**Case: Lotte Yukimi Daifuku-Ice Cream for Winter** Marketing Strategy
Nov 22	**Final Presentations**		
Nov 29	**Final Presentations**		

Likely case discussion questions for some cases:

EAST HAMILTON MINIATURE GOLF

1. Why are Mr. Gauthier and Ms. Anand investing in a miniature golf course? What strengths or weaknesses do they bring to the business?
2. Who would use the miniature golf course? How would they decide to play a round of miniature golf?
3. List some different marketing strategies which could be used. What marketing strategy of mix of the 4P's would you recommend?

CRAYOLA™ CANADA LTD.

1. What evaluation criteria should be used to assess the three projects at this early stage of the new product development process?
2. Analyze the three projects using no more than seven of these criteria. Are there any projects which should receive approval?
3. Take a creative second look at any unsuccessful projects. Can any aspects of the product concept be adjusted to overcome your objections to it?

LIMELIGHT CINEMA

1. Size-up the company and its environment. Why has it been unsuccessful to date?
2. What impact will the new membership policy have on the company's revenues and profits?
3. What action should Olga undertake to make the cinema successful?

PORSCHE CARS CANADA

1. Assess the market potential of the five new dealership proposals.
2. Assess the qualifications of the applicant(s) for the five new dealership proposals.
3. Should a dealership be awarded? Where? To whom?

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation in the various learning activities of COM3MC3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during classes. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT
PEER EVALUATION FORM
Please submit with final report (Marketing Plan)

INSTRUCTIONS:

1. Please assign each person in your group an amount of money which **represents each individual's contribution to the project, presentations and hand-in cases**.

2. Your total budget to distribute among the people in your group is $1,000 x (the number of people in your group). For example, if there are five people in your group, then pretend that you have $1,000 x 5 = $5,000 to pay to the group.

3. If everyone contributed equally, then pay each person $1,000.

4. Adjust the fee according to your honest personal assessment of the value of each person's contribution. In our example, the fee could be as low as $0 or as high as $5,000.

5. Your evaluation is to be done by you **with no consultation with others in your group or from other groups.**

6. In most cases, these evaluations will be valuable input to your professor in allocating marks. However, your professor might not use the evaluations under some circumstances.

7. TREAT THIS EVALUATION SERIOUSLY.

8. MAKE SURE THAT THE FEES PAID ADD TO $1,000 x GROUP SIZE.

GROUP NUMBER: _____ YOUR NAME: ______________________________

CLIENT ORGANIZATION: ____

GROUP MEMBER (alphabetical order)	FEE

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT

GROUP FORM – Submit on Avenue no later than Friday, September 20, 2024 by 10.00 am

GROUP #:____________ (To be assigned)

STUDENT NAME ID# EMAIL

1. LEADER:____

2. ____

3. ____

4. ____

5. ____

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6. ____

COMPANY NAME:_______________________________________

A) Briefly describe the product or service offered by your client.

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____

B) Briefly describe the market for the product or service (consumer/customer description, key competitors, etc.).

____

____

____

C) Provide company contact name and phone number/e-mail address.

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