



## PRINCIPLES OF MARKETING

November 6 -7 & 13 - 14, 2009

### Instructor

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### Material

Each segment will have chapters as well cases assigned to it. It is required that all material be read and cases prepared in advance for an energetic classroom discussion. The following text is required: Hoffman, Douglas, Marketing Principles and Best Practices, third edition, Thomson Advantage Books, 2006, ISBN: 0-324-30572-9. The Kikkoman Corporation (HBR 9-504-067) case and Theodore Levitt "Marketing Myopia" article [R0407L-PDF-ENG] can be acquired through [www.hbsp.com](http://www.hbsp.com). Other cases are available as described in the case assignments section below. Textbook case questions are as stated in the text.

### Objective

The focus of the course will be on creating a marketing mindset and approach that is fundamentally grounded in an understanding of the customer: his/her needs, wants, desires, dreams, frustrations, and potential aspirations related to a product or service area. The course will address the methodologies of understanding customer identity, segments, value and behavior. It will cover the elements of the marketing mix and the ever-evolving toolkit available to the marketing practitioner with which to approach the customer. The approach of the course is to provide exposure to multiple examples of marketing in action across a spectrum of categories and to gain hands-on experience through the mechanism of a series of cases have been chosen to highlight the issues. A wide variety of topics as well as geographical areas are covered.

## **SCHEDULE**

### **Friday, November 6, 2009**

- 18:00-19:30 Defining marketing; assessing its role and value  
The Marketing Concept: Love and Respect the Customer  
**Text:** Chapters One and Ten  
**Reading:** "Marketing Myopia" by Theodore Levitt
- 19:30-19:45 Break
- 19:45-21:00 Marketing planning: opportunity, objectives and strategy  
**Text:** Chapter Two  
**Case:** Kikkoman Corporation HBR 9-504-067  
Note: Instructor will provide supplemental case information and case assignment

### **Saturday, November 7, 2009**

- 10:00-11:15 Positioning, market segmentation, and customer value  
**Text:** Chapters Five, Six, and Eight
- 11:15-11:25 Break
- 11:25-12:30 **Case:** Staples  
**Case:** Burt's Bees
- 12:30-13:15 Lunch
- 13:15-14:15 Branding  
**Text:** Chapter Nine
- 14:15-14:30 Break
- 14:30-16:00 **Case:** Starbucks Via  
**Case:** Brand Switzerland

### **Friday, November 13, 2009**

- 18:00-19:30 Product, Price and Distribution  
**Text:** Chapter Nine, Eleven, and Fifteen
- 19:30-19:45 Break
- 19:45-21:00 **Case:** Apple Computer Corp., Page 385-386 in the text.  
**Case:** Lacoste

### **Saturday, November 14, 2009**

- 10:00-11:15 Advertising and Integrated Marketing Communications  
**Text:** Chapter Thirteen
- 11:15-11:25 Break
- 11:25-12:15 **Case:** Tomra Recycling Kiosks, Page 471 in the text
- 12:15-13:00 Lunch
- 13:00-13:45 Ethics and social responsibility

**Text:** Chapter Three; Pages 189, 247,  
13:45-14:30 **Case:** Nike and “Lance Wearyellow”, Page 285 in the text  
14:30-14:40 Break  
14:40-15:15 Sustainability  
15:15-16:00 **Case:** Clorox Green Works  
([http://www.greenworkscleaners.com/?utm\\_source=google&utm\\_medium=cpc&utm\\_term=clorox+greenworks&utm\\_campaign=SEM-Brand](http://www.greenworkscleaners.com/?utm_source=google&utm_medium=cpc&utm_term=clorox+greenworks&utm_campaign=SEM-Brand))

## **CASE QUESTIONS**

### **I. Staples**

**Case Objective: Understand brand positioning in business-to-business.**

**Assignment:**

1. Visit the Staples website: <http://www.staples.com/>
2. Read the Renée Alexander Brandchannel article at:  
[http://www.brandchannel.com/features\\_profile.asp?pr\\_id=449](http://www.brandchannel.com/features_profile.asp?pr_id=449)

**Assignment Questions:**

1. What is Staples’ positioning and how does it address consumer needs?
2. Write a positioning statement for Staples.
3. How does Staples communicate the positioning?
4. Does the website live up to the positioning?

### **II. Burt’s Bees**

**Case Objective:** Examine a small brand’s positioning when it is no longer a small brand.

**Assignment:**

1. Visit: [http://www.brandchannel.com/features\\_profile.asp?pr\\_id=421](http://www.brandchannel.com/features_profile.asp?pr_id=421)
2. Read the Barry Silverstein Brandchannel article at:  
[http://www.brandchannel.com/features\\_profile.asp?pr\\_id=421](http://www.brandchannel.com/features_profile.asp?pr_id=421)

**Assignment Questions:**

1. Write a positioning statement for Burt’s Bees.
2. What does Clorox need to do to avoid “greenwashing” and live up to the Burt’s Bees positioning?

### **III. Starbucks Via**

**Case Objectives:** Understand how a brand extension affects brand value perceptions.

**Assignment:**

1. Read the Brandchannel article and view the video at <http://www.brandchannel.com/home/post/2009/10/01/Starbucks-New-Instant-Via-Faces-Web-Scrutiny.aspx>
2. Visit the Starbucks Via website at <http://www.starbucks.com/VIA/>

**Assignment questions:**

1. Is the Via brand extension a good idea? Does an instant coffee product jeopardize the Starbucks brand?
2. What is the target audience for Via?
3. Analyze the methods used in the launch strategy in regard to their relationship to overall brand value.

**IV. Lacoste**

**Case Objective:** Understand the effects of price and distribution on perceived brand value.

**Assignment:**

1. Read the Vivian Manning-Schaffel article at Brandchannel or Business Week at: [http://www.brandchannel.com/features\\_profile.asp?pr\\_id=300](http://www.brandchannel.com/features_profile.asp?pr_id=300)  
[http://www.businessweek.com/innovate/content/sep2006/id20060913\\_554456.htm](http://www.businessweek.com/innovate/content/sep2006/id20060913_554456.htm)
2. Visit the Lacoste website: <http://www.lacoste.com/usa/main.html>
3. Read the Reuter's article at: <http://www.reuters.com/article/pressRelease/idUS140160+15-Jun-2009+BW20090615>

**Assignment Questions:**

1. One of the key factors in the previous demise of the Lacoste brand was overexposure. What is Lacoste's current distribution strategy? (Where are Lacoste products now sold? What kind of locations does Lacoste choose for its boutiques? Are they available online?)
2. With the mobile phone licensing announcement in mind, is licensing a good strategy for Lacoste? How would you advise Lacoste to use licensing?

**V. Brand Switzerland**

**Case Objectives:** Understand how branding applies to a country.

**Assignment:**

1. Visit the Image Switzerland website at: <http://www.image-switzerland.ch/index.php?id=488&L=1>
2. Read the Brandweek article at: [http://www.brandchannel.com/features\\_effect.asp?pf\\_id=492](http://www.brandchannel.com/features_effect.asp?pf_id=492)

**Assignment Questions:**

1. What does Switzerland identify as its core brand strengths?
2. What messages and tonality has Switzerland identifies as central components of its brand identity?
3. In Washington, DC, how would you recommend Switzerland use marketing to communicate its brand?

**VI. Clorox Greenworks**

**Case Objectives:** Understand how a company incorporates sustainability into its core strategy.

**Assignment:**

1. Prior to the afternoon class on Saturday, November 14<sup>th</sup>, each student should visit a supermarket and do a “store check” regarding Clorox Greenworks. Does your supermarket carry the brand? Are other Clorox brands present? What are competitive brands/manufacturers? Which brands have the strongest presence (number of facings)? Are pricing differentials apparent?
2. Visit the Clorox Greenworks website to learn more about the products: ([http://www.greenworkscleaners.com/?utm\\_source=google&utm\\_medium=cpc&utm\\_term=clorox+greenworks&utm\\_campaign=SEM-Brand](http://www.greenworkscleaners.com/?utm_source=google&utm_medium=cpc&utm_term=clorox+greenworks&utm_campaign=SEM-Brand))

**Assignment questions for class discussion:**

1. What is the Greenworks product line and how does it fit into Clorox’s overall branded product offerings?
2. Who are the partner organizations? Why would they partner with Clorox?
3. From the video diaries on the website, can you learn any insights about the customers featured?
4. Is Clorox “cannibalizing” its core products