



**Kuwait University**  
**College of Business Administration**  
**MBA Program**



**Marketing Strategy (505)**  
**Course Syllabus, Spring 2023**  
**<Abdullah Sultan>**  
**Marketing Strategy 505**

**Lecture Time and Location: Wed 5:00-8:00PM CG1006**  
**DEPT: MANAGEMENT AND MARKETING**

**Contact Information:**

**Location** : **MANAGEMENT AND MARKETING DEPARTMENT**  
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**Office** : **BF 171**  
**Office Hours** : **Every week after class**

**Course Description:**

Strategic marketing management is the bedrock foundation for all businesses that strive for success in the marketplace. hence, this graduate course will provide you with the opportunity to apply relevant marketing knowledge to formulate the marketing plan through a systematic approach. acting as a manager, class participants must apply these crucial marketing activities while achieving a high level of efficiency that require using minimum firm's resources to attain high outcome. participants in this class are expected to apply their marketing knowledge in real situations through examples and cases while being mindful of changes in the marketing environment.

Upon successful completion of the course, students will be able to:

- Clo1. reinforce the concepts of marketing and marketing management
- Clo2. apply marketing tools to evaluate internal and external marketing contexts
- Clo3. analyze and identify marketing activities in support of vision, mission, and strategic objectives
- Clo4. develop marketing plan that integrates the various parts of the marketing mix

**CLO Mapping to CBA Skill Based Competency Goals<sup>1</sup>**

CLO	Competency Goal			
	Analytical	Communication	Information Technology	Business Ethics
1	R			
2			A	
3				A
4		A		

**Type of Emphases:**

- **(I)ntroduce:** Students will be introduced to the skill and their grasp of it assessed in the course.
- **(A)pply:** The course will not cover the skill. Students should have a high-level grasp of the skill and are required to apply it in the course.



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- **(R)einforce:** Students should have an introductory-level grasp of the skill and the course will improve their mastery to a higher level.

**Reference Materials:**

**Textbook:**

Marketing Strategy by Ferrell and Hartline, 7<sup>th</sup> edition

**Additional Material:**

- 1) Strategic Marketing Management by Chernev and Kotler, 9<sup>th</sup> edition
- 2) Contagious: Why things catch on by Jonah Berger, 2012
- 3) Hooked: How to build habit-forming products by Nir Eyal, 2014

**E-Learning System:** Microsoft Teams

**Course Website:** Microsoft Teams

**Assignments:** You must come to class ready to discuss the assignment for the day, be it a chapter from the textbook, a case, or an assignment given in class the day before. During the semester, I may assign outside readings in addition to the text chapters. **\*\*All written assignments must be typed in Times 12pt font, 1 inch margins, and double spaced. \*\* Any assignment that is not typed or in the correct format will receive automatic point deductions.**

**Exams:** There are two exams in this class. Exams must be taken at the scheduled time. Barring an EMERGENCY, you MUST take the exams on those dates OR you will receive a zero (0).

**Participation:** Participation in this class is required. This means that you must come to class prepared, having read the assignment for the day, and ready to discuss it. *I'm looking for evidence that you've read and thought about the assignment and that you are able to relate the assignment to your intuition and personal experiences.* If you are shy and have trouble speaking up in class, please talk to me during the first week of class; we will work on a way for you to feel more at ease in class. Do not wait until the end of the semester to tell me that you don't like to talk in class – it is difficult for me to do anything to help you at that point. Remember – preparation is a great way to reduce nervousness! I also encourage you to bring in news articles, stories, anecdotes, etc. as they pertain to the topic of the day.

**Attendance and Participation:** It is enough to say that if you do not attend class, it will be very difficult to get a good grade. You are **expected** to be here every day. If you miss a class, you will receive - 0.25 point for the day you missed. If you have an emergency, please talk to me or send me an email explaining the reason before you miss the class. No outside activity from another class takes precedence over this class. Part of your grade is based on participation, and it is quite difficult to participate when you are not in class. **Attendance will be required on presentation days (even if your group is not presenting that day) as well as on days that we have a guest speaker.** Missing class during a mandatory attendance day will result in your overall class grade being lowered by 2%.

Every student in this course must abide by the Kuwait University Policy on Attendance (published in the Student Guide, Chapter 3, Section 13). A copy of the student guide can be accessed online on: [http://www.kuniv.edu/cs/groups/ku/documents/ku\\_content/kuw055940.pdf](http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf)



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This course has a significant seminar component and class participation is critical to the learning experience. Participation will be assessed in each class period. Your class participation and attendance will both contribute to your score of in-class performance.

**Cheating and Plagiarism:** Every student in this course must abide by the Kuwait University Policy on Cheating and Plagiarism (published in the Student Guide, Chapter 3, Section 2). A copy of the student guide can be accessed online on:

[http://www.kuniv.edu/cs/groups/ku/documents/ku\\_content/kuw055940.pdf](http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf)

Please carefully note all sources and assistance when you turn in your work. Under no circumstances should you take credit for work that is not yours. You should neither receive nor give any unauthorized assistance on any deliverable. If you have any questions about what constitutes “unauthorized assistance” please email me before the deliverable is submitted.

#### **Instructions for Course Assignments**

**Book Analysis:** This assignment involves your analysis of one of 2 assigned books. You are responsible for analyzing the book, criticizing its approach, and provide a clear roadmap for entrepreneurs to implement the approach. More importantly, you must select a real-world product that has had a decline in consumption (i.e., trending for a short period of time and then declined). Your job is to suggest a roadmap, based on the assigned book, to make the product contagious and customers hooked. For the written report, there is no minimum or maximum number of pages. You will present your roadmap in class. The written analysis is worth 70 points and presentation is worth 30 points (total = 10% of the course grade).

**Marketing Plan.** The marketing plan is based on the real-world product that you have chosen for the book-analysis assignment. you must discuss the components of marketing plan, see Appendix for the marketing plan worksheet. The marketing plan is worth 100 points (10% of the course grade).



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**Guidelines for Assignments**

- 1) All work must be original and performed by the student. Note that cutting and pasting directly from web pages is considered to be plagiarism. Likewise, collusion on individual assignments will not be tolerated.
- 2) In addition to the completion of the requirements for each assignment, written work is graded on the basis of appearance, organization, writing style (clarity, spelling, and grammar), comprehensiveness, justification or support of ideas, and creativity. Assignments should be thoroughly checked for completeness and consistency.
- 3) All oral presentations, if applicable, are graded on the basis of preparation, logical organization, professionalism, nonverbal elements, quality of visuals, speech (tone, clarity, grammar), creativity, and presentation style (eye contact, mannerisms, lack of dependence on notes). Reading notes or overheads to the class is unprofessional and will not be tolerated.
- 4) **Late assignments will not be accepted. No exceptions.**
- 5) Physical requirements of all assignments (**Failure to conform to these requirements will result in a minimum one letter grade penalty**):
  - All work must be typed and double spaced, with margins of no more than one inch on all sides. Check your word processing software to ensure that it produces a document that adheres to these guidelines.
  - Divide your work into sections that correspond to the questions or steps of each assignment. You must use headings and subheadings to organize your work.
  - Cite all external sources and include a "References" section at the end of each assignment. Remember that external sources include personal interviews and the address of any web site used in your assignments.

**Writing Style:** Students must refer to APA writing style for their assignments and report writing. Refer to the English Language Center for help.

**Grading:**

The scores in this course will be the weighted average of the following items:

Weight	Description
30	Midterm exam
30	Final exam
10	Book analysis
10	Marketing plan
20	Class discussion and attendance
100%	TOTAL

**Grade Distribution:**



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Grade	Range
A	≥ 95
A-	≥ 90 and < 95
B+	≥ 87 and < 90
B	≥ 83 and < 87
B-	≥ 80 and < 83
C+	≥ 77 and < 80
C	≥ 73 and < 77
C-	≥ 70 and < 73
D+	≥ 65 and < 70
D	≥ 60 and < 65
F	< 60

**Course Outline:**

Title	Topics
Week #1	What is marketing?
Week #2	Creating and Capturing Customer Value
Week #3	Segmentation and Targeting
Week #4	Understanding Customers
Week #5	Developing Competitive Advantage
Week #6	The Marketing Programs
Week #7	Midterm Exam
Week #7	Pricing
Week #8	Branding and Positioning
Week #9	Developing and Maintaining Long-Term Customer Relationships
Week #10	Marketing plan due
Week #11	Book analysis due
Week #12	Presentation day
Week #13	Presentation day
Week #14	Final Exam



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**CBA Vision:**

To be the leading provider of quality business education in the region.

**CBA Mission:**

As part of Kuwait University, the leading national institution of higher education, the College of Business Administration is committed to providing quality business education, engaging in research and community services to contribute to the socio-economic development of the country.

**CBA Competency Goals**

1. **Analytical Competency:** A CBA graduate will be able to use analytical skills to solve business problems and make a well-supported business decision.

**Student Learning Objectives:**

1. Use appropriate analytical techniques to solve a given business problem.
2. Critically evaluate multiple solutions to a business problem.
3. Make well-supported business decisions.

2. **Communication Competency:** A CBA graduate will be able to communicate effectively in a wide variety of business settings.

**Student Learning Objectives:**

1. Deliver clear, concise, and audience-centered presentations.
2. Write clear, concise, and audience-centered business documents.

3. **Information Technology Competency:** A CBA graduate will be able to utilize Information Technology for the completion of business tasks.

**Student Learning Objectives:**

1. Use data-processing tools to analyze or solve business problems.

4. **Ethical Competency:** A CBA graduate will be able to recognize ethical issues present in business environment, analyze the tradeoffs between different ethical perspectives, and make a well-supported ethical decision.

**Student Learning Objectives:**

1. Identify the ethical dimensions of a business decision.
2. Recognize and analyze the tradeoffs created by application of competing ethical perspectives.
3. Formulate and defend a well-supported recommendation for the resolution of an ethical issue.

5. **General Business Knowledge:** A CBA graduate will be able to demonstrate a basic understanding of the main business disciplines' concepts and theories.

**Student Learning Objectives:**

1. Acquire a fundamental understanding of knowledge from the main business disciplines (e.g. finance, accounting, marketing, and management information systems, among others).

## **APPENDIX**

### **Marketing Plan Worksheets**

These worksheets will assist you in writing a formal marketing plan. Worksheets are a useful planning tool because they help to ensure that important information is not omitted from the marketing plan. Answering the questions on these worksheets will enable you to:

1. Organize and structure the data and information you collect during the situation analysis.
2. Use this information to better understand a firm's strengths and weaknesses, and to recognize the opportunities and threats that exist in the marketing environment.
3. Develop goals and objectives that capitalize on strengths.
4. Develop a marketing strategy that creates competitive advantages.
5. Outline a plan for implementing the marketing strategy.

These worksheets are available in electronic format on our text's website at [www.cengagebrain.com](http://www.cengagebrain.com). By downloading these worksheets, you will be able to change the outline or add additional information that is relevant to your situation. Remember that there is no one best way to organize a marketing plan. We designed our outline to serve as a starting point and to be flexible enough to accommodate the unique characteristics of your situation.

As you complete the worksheets, it might be useful to refer back to the text of the chapters. In completing the situation analysis section, be sure to be as comprehensive as possible. The viability of your SWOT analysis depends on how well you have identified all of the relevant environmental issues. Likewise, as you complete the SWOT analysis, you should be honest about the firm's characteristics. Do not depend on strengths that the firm really does not possess. Honesty is also important for your listing of weaknesses.

#### **I. Executive Summary**

The executive summary is a synopsis of the overall marketing plan. It should provide an overview of the entire plan including goals/objectives, strategy elements, implementation issues, and expected outcomes. The executive summary should be the last part of the marketing plan that you write.

#### **II. Situation Analysis**

##### **A. The Internal Environment (refer to Exhibit 3.3)**

###### **Review of marketing goals and objectives**

Identify the firm's current marketing goals and objectives.

Explain how these goals and objectives are being achieved.

Explain how these goals and objectives are consistent or inconsistent with the firm's mission, recent trends in the external environment, and recent trends in the customer environment.

### **Review of current marketing strategy and performance**

Describe the firm's current marketing strategy with respect to products, pricing, distribution, and promotion. Which elements of the strategy are working well? Which elements are not?

Describe the firm's current performance (sales volume, market share, profitability, awareness, brand preference) compared to other firms in the industry. Is the performance of the industry as a whole improving or declining? Why?

If the firm's performance is declining, what is the most likely cause (e.g., environmental changes, flawed strategy, poor implementation)?

### **Review of current and anticipated organizational resources**

Describe the current state of the firm's organizational resources (e.g., financial, capital, human, experience, relationships with key suppliers or customers). How are the levels of these resources likely to change in the future?

If resource levels are expected to change, how can the firm leverage additional resources to meet customer needs better than competitors?

If additional resources are not available, how can the firm compensate for future resource constraints (lack of resources)?

### **Review of current and anticipated cultural and structural issues**

In terms of marketing strategy development and implementation, describe the positive and negative aspects of the current and anticipated culture of the firm. Examples could include:

- The firm's overall customer orientation (or lack thereof)
- The firm's emphasis on short-term versus long-term planning
- Willingness of the firm's culture to embrace change
- Internal politics and power struggles
- The overall position and importance of the marketing function
- Changes in key executive positions
- General employee satisfaction and morale

Explain whether the firm's structure is supportive of the current marketing strategy.

## **B. The Customer Environment (refer to Exhibit 3.4)**

### **Who are the firm's current and potential customers?**

Describe the important identifying characteristics of the firm's current and potential customers with respect to demographics, geographic location, psychographic profiles, values/lifestyles, and product usage characteristics (heavy vs. light users).

Identify the important players in the purchase process for the firm's products. These might include purchasers (actual act of purchase), users (actual product user), purchase influencers (influence the decision, make recommendations), and the bearer of financial responsibility (who pays the bill?).

### **What do customers do with the firm's products?**

How are the firm's products connected to customer needs? What are the basic benefits provided by the firm's products?

How are the firm's products purchased (quantities and combinations)? Is the product purchased as a part of a solution or alongside complementary products?

How are the firm's products consumed or used? Are there special consumption situations that influence purchase behavior?

Are there issues related to disposition of the firm's products, such as waste (garbage) or recycling, which must be addressed by the firm?

### **Where do customers purchase the firm's products?**

Identify the merchants (intermediaries) where the firm's products are purchased (e.g., store-based retailers, ecommerce, catalog retailers, vending, wholesale outlets, direct from the firm).

Identify any trends in purchase patterns across these outlets (e.g., how has ecommerce changed the way the firm's products are purchased?).

### **When do customers purchase the firm's products?**

How does purchase behavior vary based on different promotional events (communication and price changes) or customer services (hours of operation, delivery)?

How does purchase behavior vary based on uncontrollable influences such as seasonal demand patterns, time-based demand patterns, physical/social surroundings, or competitive activities?

**Why (and how) do customers select the firm's products?**

Describe the advantages of the firm's products relative to competing products. How well do the firm's products fulfill customers' needs relative to competing products?

Describe how issues such as brand loyalty, value, commoditization, and relational exchange processes affect customers' purchase behaviors.

Describe how credit or financing is used in purchasing the firm's products. Also, do customers seek long-term relationships with the firm, or do they buy in a transactional fashion (based primarily on price)?

**Why do potential customers not purchase the firm's products?**

Identify the needs, preferences, and requirements of non-customers that are not being met by the firm's products.

What are the features, benefits, and advantages of competing products that cause non-customers to choose them over the firm's products?

Explain how the firm's pricing, distribution, and/or promotion are out of sync with non-customers. Outside of the product, what causes non-customers to look elsewhere?

Describe the potential for converting non-customers into customers.

**C. The External Environment (refer to Exhibit 3.5)**

**Competition**

Identify the firm's major competitors (brand, product, generic, and total budget).

Identify the characteristics of the firm's major competitors with respect to size, growth, profitability, target markets, products, and marketing capabilities (production, distribution, promotion, pricing).

What other major strengths and weaknesses do these competitors possess?

List any potential future competitors not identified above.

## **Economic Growth and Stability**

Identify the general economic conditions of the country, region, state, or local area where the firm's target customers are located. How are these economic conditions related to customers' ability to purchase the firm's products?

Describe the economics of the industry within which the firm operates. These issues might include the cost of raw materials, patents, merger/acquisition trends, sales trends, supply/demand issues, marketing challenges, and industry growth/decline.

## **Political Trends**

Identify any political activities affecting the firm or the industry with respect to changes in elected officials (domestic or foreign), potential regulations favored by elected officials, industry (lobbying) groups or political action committees, and consumer advocacy groups.

What are the current and potential hot button political or policy issues at the national, regional, or local level that may affect the firm's marketing activities?

## **Legal and Regulatory Issues**

Identify any changes in international, federal, state, or local laws and regulations affecting the firm's or industry's marketing activities with respect to recent court decisions, recent rulings of federal, state, or local government entities, recent decisions by regulatory and self-regulatory agencies, and changes in global trade agreements or trade law.

## **Technological Advancements**

How have recent technological advances affected the firm's customers with respect to needs/wants/preferences, access to information, the timing and location of purchase decisions, the ability to compare competing product offerings, or the ability to conduct transactions more effectively and efficiently?

Have customers embraced or rejected these technological advances? How is this issue related to customers' concerns over privacy and security?

How have recent technological advances affected the firm or the industry with respect to manufacturing, process efficiency, distribution, supply chain effectiveness, promotion, cost-reduction, or customer relationship management?

What future technologies offer important opportunities for the firm? Identify any future technologies that may threaten the firm's viability or its marketing efforts.

### **Sociocultural Trends**

With respect to the firm's target customers, identify changes in society's demographics, values, and lifestyles that affect the firm or the industry.

Explain how these changes are affecting (or may affect) the firm's products (features, benefits, branding), pricing (value), distribution and supply chain (convenience, efficiency), promotion (message content, delivery, feedback), and people (human resource issues).

Identify the ethical and social responsibility issues that the firm or industry faces. How do these issues affect the firm's customers? How are these issues expected to change in the future?

## **III. SWOT Analysis (refer to Exhibit 4.4)**

### **A. Strengths**

Strength 1: \_\_\_\_\_

Strength 2: \_\_\_\_\_

(Repeat as needed to develop a complete list of strengths)

How do these strengths enable the firm to meet customers' needs?

How do these strengths differentiate the firm from its competitors?

### **B. Weaknesses**

Weakness 1: \_\_\_\_\_

Weakness 2: \_\_\_\_\_

(Repeat as needed to develop a complete list of weaknesses)

How do these weaknesses prevent the firm from meeting customers' needs?

How do these weaknesses negatively differentiate the firm from its competitors?

### **C. Opportunities (external situations independent of the firm—not strategic options)**

Opportunity 1: \_\_\_\_\_

Opportunity 2: \_\_\_\_\_

(Repeat as needed to develop a complete list of opportunities)

How are these opportunities related to serving customers' needs?  
What is the time horizon of each opportunity?

**D. Threats (external situations independent of the firm)**

Threat 1: \_\_\_\_\_

Threat 2: \_\_\_\_\_

(Repeat as needed to develop a complete list of threats)

How are these threats related to serving customers' needs?  
What is the time horizon of each threat?

**E. The SWOT Matrix (refer to Exhibit 4.5 and Exhibit 4.6)**

<u>Strengths:</u> • • • •	<u>Opportunities:</u> • • • •
<u>Weaknesses:</u> • • • •	<u>Threats:</u> • • • •

**F. Developing Competitive Advantages (refer to Exhibit 4.7)**

Describe ways that the firm can match its strengths to its opportunities to create capabilities in serving customers' needs.

Are these capabilities and competitive advantages grounded in the basic principles of operational excellence, product leadership, and/or customer intimacy? If so, how are these capabilities and advantages made apparent to customers?

Can the firm convert its weaknesses into strengths or its threats into opportunities? If not, how can the firm minimize or avoid its weaknesses and threats?

Does the firm possess any major liabilities (unconverted weaknesses that match unconverted threats) or limitations (unconverted weaknesses or threats that match opportunities)? If so, are these liabilities and limitations apparent to customers?

Can the firm do anything about its liabilities or limitations, especially those that impact the firm's ability to serve customers' needs?

**G. Developing a Strategic Focus**

What is the overall strategic focus of the marketing plan? Does the strategic focus follow any particular direction, such as aggressiveness, diversification, turnaround, defensiveness, or niche marketing?

Describe the firm's strategic focus in terms of a strategy canvas. How does the firm's strategic thrust provide sufficient focus and divergence from other firms in the industry?

**V. Marketing Strategy**

**A. Primary (and Secondary) Target Market**

**Primary target market**

Identifying characteristics (demographics, geography, values, psychographics):

Basic needs, wants, preferences, or requirements:

Buying habits and preferences:

Consumption/disposition characteristics:

**Secondary target market (optional)**

Identifying characteristics (demographics, geography, values, psychographics):

Basic needs, wants, preferences, or requirements:

Buying habits and preferences:

Consumption/disposition characteristics:

**B. Product Strategy**

Brand name, packaging, and logo design:

Major features and benefits:

Differentiation/positioning strategy:

Supplemental products (including customer service strategy):

Connection to value (core, supplemental, experiential/symbolic attributes):

**C. Pricing Strategy**

Overall pricing strategy and pricing objectives:

Price comparison to competition:

Connection to differentiation/positioning strategy:

Connection to value (monetary costs):  
Profit margin and breakeven:  
Specific pricing tactics (discounts, incentives, financing, etc.):

**D. Distribution/Supply Chain Strategy**

Overall supply chain strategy (including distribution intensity):  
Channels and intermediaries to be used:  
Connection to differentiation/positioning strategy:  
Connection to value (nonmonetary costs):  
Strategies to ensure channel support (slotting fees, guarantees, etc.):  
Tactics designed to increase time, place, and possession utility:

**E. Integrated Marketing Communication (Promotion) Strategy**

Overall IMC strategy, IMC objectives, and budget:  
Consumer promotion elements  
    Advertising strategy:  
    Public relations/publicity strategy:  
    Personal selling strategy:  
    Consumer sales promotion (pull) strategy:  
Trade (channel) promotion elements  
    Advertising strategy:  
    Public relations/publicity strategy:  
    Personal selling strategy:  
    Trade sales promotion (push) strategy: