

UNIVERSITY OF SOUTHERN CALIFORNIA
MARSHALL SCHOOL OF BUSINESS
FOOD INDUSTRY MANAGEMENT PROGRAM
FIM 481 – FOOD INDUSTRY MARKETING MANAGEMENT
MONDAY/WEDNESDAY – 10:00 A.M. – 12:00 P.M.
SPRING 2014

PROFESSOR: Dr. Diane M. Badame
TELEPHONE: (213) 740-5053
E-MAIL: badame@marshall.usc.edu
OFFICE: Bridge Hall, Room 307B
OFFICE HOURS: Before and after all marketing classes and by appointment

COURSE DESCRIPTION

This course is designed to provide an integrated approach to the study of marketing products and services within a strategic food industry management context. Issues and problems within a variety of business settings will be examined and evaluated by applying marketing concepts, models and frameworks to arrive at sound, innovative, effective strategies that address and/or resolve a variety of commonly-encountered challenges that exist in the food industry marketplace. The integrated strategic marketing framework will be introduced and utilized throughout the course. This format will also serve as your guide in the preparation for and development of the final course project - the submission of an effective Integrated Strategic Marketing Plan (ISMP) for a selected new or existing product or service within your organization.

LEARNING OUTCOMES

The learning outcomes of the course are to:

- Evaluate market dynamics in a variety of food industry settings to include the industry/market, competition, customers, organizations within different industries and their respective value chains.
- Identify market opportunities to maximize customer and company value among a variety of settings and types of customers, products and services.
- Develop an effective ISMP based on customer expectations of identified market segments utilizing all relevant components of an integrated strategic marketing program.

REQUIRED READINGS

- Course Reader of selected cases and articles.
- Peter, J. Paul and Donnelly, Jr., James H. (2013) *A Preface to Marketing Management*, 13th Edition, McGraw Hill-Irwin.

RECOMMENDED OR ADDITIONAL READINGS

- Kotler, Philip and Armstrong, Gary (2012). *Principles of Marketing* (14th ed.). Pearson Prentice Hall.
- Marshall, Greg W. and Johnston, Mark W. (2010). *Marketing Management*. The McGraw-Hill Companies, Inc.
- Best, Roger J. (2013). *Market-Based Management – Strategies for Growing Customer Value and Profitability*, 6th Edition, Pearson Education, Inc.
- Farris, Paul, Bendle, Neil, Pfeifer, Phillip and Reibstein, David (2010) *Marketing Metrics – The Definitive Guide to Measuring Marketing Performance*, 2nd Edition, Pearson Education, Inc.
- Zeithaml, Valerie A., Bitner, Mary Jo and Gremler, Dwayne D. (2013). *Services Marketing – Integrating Customer Focus Across the Firm* (6th ed.). The McGraw-Hill Companies, Inc.

GRADE BREAKDOWN AND EXPECTATIONS

The following 1,000 point grading system will be utilized for the marketing management course:

TOPIC	PERCENTAGE OF GRADE	POINTS	DUE DATE (SEE CLASS SCHEDULE PAGE 7)
TEAM CASE WRITE-UP ASSIGNMENT	20%	200	MON., 2/24 – WED., 4/9
TEAM MARKETING IN ACTION ASSIGNMENT	10%	100	WED., 2/12 – MON., 3/31
INTEGRATED STRATEGIC MARKETING PLAN – PART 1	10%	100	TUESDAY, 2/18 AT NOON
INTEGRATED STRATEGIC MARKETING PLAN – PART 2	20%	200	FRIDAY, 3/14 AT NOON
INTEGRATED STRATEGIC MARKETING PLAN – PART 3 FINAL	30%	300	FRIDAY, 4/18 AT NOON
GRADED CAPSTONE STRATEGIC PROJECT	10%	100	TUESDAY, 4/15
TOTAL	100%	1,000	

CLASS FORMAT

Class sessions will be devoted to introducing major marketing concepts and then probing, extending and applying these concepts to articles and cases in the Course Reader utilizing a great deal of interactive discussion. Exercises, cases and projects will be employed to maximize learning and provide a forum in which marketing concepts and theory are applied to real world experiences with emphasis on those related to the food industry. It is assumed that all students will demonstrate their preparedness for each class by actively contributing to each session to maximize their learning experience as well as that of their peers.

ATTENDANCE

Regular attendance is expected. Your ability to derive the maximum benefit from the course is largely dependent upon your attendance and active participation during class sessions.

If you are unable to attend class on any given occasion, please notify me in advance when possible. You are encouraged to make arrangements with your classmates to become familiar with the material covered during any missed session as you will be responsible for everything covered or announced in class.

CLASS PARTICIPATION

Class participation is an extremely important part of the learning experience in this course as the richness of the learning experience will be largely dependent upon the degree of preparation by *all* students prior to each class session.

Additionally, a course that incorporates the frequent use of case analyses to illustrate the practical application of concepts and practices requires the student to diligently and thoroughly prepare cases and actively offer the results of the analyses and conclusions derived as well as recommendations during each class session. It follows that my expectation and that of your classmates will be that you are prepared for *all* classes and actively participate in and meaningfully contribute to class discussions.

Cold calling will take place to encourage active participation and to gain multiple perspectives and points of view, thus lending itself to the richness of the learning experience.

CASE STUDIES

Cases are viewed not only as vehicles for learning diagnostic skills and for applying concepts and frameworks introduced in readings and lectures but also as examples of the issues and challenges that are common to real world settings. Some cases demonstrate successful implementation of objectives and strategies while others implement actions that failed. Oftentimes, we learn at least as much from failures than successes. Twelve cases have been assigned to analyze in this course.

The most relevant and recent case studies have been selected for various sessions. It should be noted, while those that reflect the current business environment frequently provide the best illustration, cases on most topics presented in this

CASE STUDIES (CONTINUED)

course have not been published within the past year or so. As a result, a selection of the best and most recent cases available will be utilized to maximize the learning outcomes of each class session.

As for exhibits utilized during case discussions, copyright laws typically prohibit the sharing of most materials that support each case discussion. In those cases when such is not the case, I will make that material available to you by request.

In preparing for cases prior to class, I recommend reading each case more than once. The first reading should give you a sense of what the case is about and the types of data contained in the case. In subsequent readings, it is recommended that you underline or otherwise mark up each case to easily identify important points relating to the business and the situation. I encourage you to give equal attention to the exhibits in the case as they contain information that will be most useful when comprehensively analyzing each case.

Learning from a case is typically achieved in two ways. The first way involves pre-class preparation that encompasses the ability to identify the problems and issues presented in the case, to select and apply the appropriate forms of analysis (e.g., quantitative, logic, experience, conceptual) and, finally, to develop effective, comprehensive solutions. You will be expected to make decisions regarding recommendations *before* coming to class and be able to document those conclusions based on your analyses of the assigned case. Marketing strategies should be specific and support the overall objectives and recommendations and incorporate relevant material presented in class assignments and/or case exhibits.

The second part of learning from cases comes from the realization that there are a variety of methodologies that can be applied to successfully diagnose, analyze, and solve business issues, methodologies which, at times, will differ from yours. Understanding others' positions, learning from them and countering and/or enhancing them with your own are a critical part of the learning experience. To do so, you must listen to each other as well as talk. Only when you have defended your position can you fully understand its strengths and weaknesses. There is rarely a *single* right answer for a case, just as there is rarely a *single* right marketing decision in actual practice.

A brief comment about analysis . . . Analysis is more than simply noting that certain facts pertain to one of the central points around which the case was developed. The facts and research results must be analyzed, noted and subsequently followed by the application of sound logic and reasoning to fully evaluate the manner in which the information provided affects the points in the case and will influence your conclusions and recommendations. You are also encouraged to expand your analysis beyond the data in the case to formulate recommendations that, with the benefit of your additional analysis, will more effectively address and/or resolve the business issues.

I strongly encourage you to employ the Case Analysis Outline shown on page 8 to analyze each case as consistent and diligent adherence to this format will achieve the highest level of success. This suggested case analysis outline incorporates the primary elements of the Integrated Strategic Marketing Plan (ISMP) (see pages 9 – 10 for details) thus providing you with an opportunity to thoroughly analyze and understand real world marketing issues in a variety of business settings in preparation for the development of the final ISMP project.

As an aside as well as a word of advice, information you may gather regarding the strategies actually selected by the firms in the cases should be incorporated into your recommendations with caution. Firms make many strategic mistakes and strategies they actually pursue are often inferior to alternative strategies they could have chosen.

GUIDELINES FOR EFFECTIVE CASE ANALYSES

Some general guidelines for preparing an effective case analysis follow:

- Please provide answers to the case questions at the end of the case write-up.
- Provide a coherent, well-organized analysis. Do not simply piece together sections written by different authors. Make sure that the analysis is consistent across the marketing mix elements.
- Be concise. Above all, do not spend time rehashing the case details. Concentrate on the insights that you have gained from your analysis.
- Focus your specific recommendations on the important issues in the case. Make your assumptions explicit whenever necessary.
- Recommendations should be practical, cost-effective, and appropriate to the timing (short-term or long-term) of the problem(s) established in the case. The supporting analysis should be thorough, carried out correctly, and should draw whenever relevant on material presented in class or assigned in readings.
- Link your exhibits to the text of the report. Each exhibit should be sufficiently described in the body of the text so that the reader can easily associate it with your analysis and conclusions.
- I encourage you to go outside of the case to gain a better understanding of the issues of the organization, industry and its competitors at the time of the case. As a secondary benefit, the use of information taken from sources outside of the case brings a real and current perspective to the case which always makes the discussion more relevant and interesting.

TEAM ASSIGNMENTS

There will be three team assignments associated with marketing throughout the term: 1) Team Case Assignment, 2) Marketing in Action and 3) the Capstone Project. Teams of four or five students will be asked to complete the first two marketing team assignments. Other teams will be assigned for the Capstone Project.

TEAM CASE ANALYSIS

Teams will be tasked with two items for one of the cases that we will be covering during Sessions 9 – 21: 1) prepare a write-up addressing the answers to the case questions and 2) prepare three slides to be presented in class that focus on recommendations only. The cases that will be assigned include: 1) Sunripe Marketplace: Examining Its Private Label Strategy, 2) Starbucks: Delivering Customer Service, 3) Pepsi-Lipton Brisk 4) Pedigree Growth Strategy, 5) Taylor Fresh Foods, 6) Brannigan Foods: Strategic Marketing Planning and 7) Keurig: From David to Goliath. You may follow the case analysis outline on page 8 to more comprehensively analyze the case, but the case will be graded on how well the case questions are addressed in the case write-up. The learning outcomes and discussion questions for each case are located on the cover page before each case in the Course Reader.

The case analysis should be conducted at the time of the case. You may choose to review outside resources to incorporate current information or may opt to provide an update in a postscript.

A guideline for the length of the assignment is six single-spaced pages excluding exhibits. This team case write-up assignment will account for 20 percent of the grade or 200 out of 1,000 points.

The case analysis is due on the day that the case will be discussed in class. Each team will be asked to present their recommendations during the class session that the case is discussed.

Please bring a hard copy of the write-up and slides to submit to me at the end of the class that the case is discussed. No case write-ups will be accepted after the due date.

The following criteria will be utilized to grade the case analyses:

1. U – Uncovered the potential problems, challenges and opportunities vis-à-vis a business goal.
2. S – Selected the most critical problems, challenges and/or opportunities and prioritized.
3. C – Created a multitude of potential solutions.
4. C – Chose the most effective solution(s).
5. T – Translated into an effective implementation plan.

Each criteria will be assessed taking into consideration the accuracy, clearness, expansiveness and decency of the write-up according to the Marshall School of Business Critical Thinking Initiative.

MARKETING IN ACTION ASSIGNMENT

Teams will be assigned to identify an article, study and/or any other appropriate source that illustrates the application of the principles of one or more of the topics to be discussed during a given class session from Sessions 5 – 18. For example, if your team is assigned to Session 5, you are to find an application of segmentation, targeting and/or positioning. It is recommended to be creative and bring products, exhibits or demonstrations of marketing applications to class. The teams are tasked to: 1) prepare a write-up addressing the criteria below and 2) prepare a three slide PowerPoint presentation that presents the findings and marketing implications during that class session. **Please limit your presentation to 10 minutes.**

The score for this assignment will be based on the following:

1. Definition and understanding of relevant marketing principles
2. Applications of the marketing concepts and
3. Marketing implications of how these marketing tools can be utilized in any organization.

A guideline for the length of this paper is three pages. This assignment represents 10 percent of the marketing course grade or 100 out of 1,000 points.

CAPSTONE PROJECT

Each team will be asked to prepare and present the results of a capstone project. Each team is to conduct some preliminary research on topics for this project, which are to be issues affecting the food industry. Your teams are welcome to meet with me at any time to discuss possible topics or progress of the project. The final presentation that will be graded will be presented on Tuesday, April 15th. This team case write-up assignment will account for 10 percent of the marketing grade or 100 out of 1,000 points.

TEAM ASSIGNMENTS (CONTINUED)

If you believe participation was disproportionate among team members on any of the team assignments, please complete the peer evaluation form on page 11 and submit it at the time the assignment is due. All other team members will also be asked to complete the form. The grade for this assignment may be influenced by each team member's contributions.

INDIVIDUAL INTEGRATED STRATEGIC MARKETING PLAN (ISMP) ASSIGNMENT

To further apply marketing concepts and enhance problem-solving skills, each student is to select in consultation with his or her employer a product or service within the employed organization that will be the topic of the Integrated Strategic Marketing Plan (ISMP). The annual plan should cover all marketing activities for the year 2015. Three assignments pertain to this paper. The first assignment or ISMP – Part I covers the description of the topic and the first three sections of the Situation Analysis – the Industry/Market Analysis, Competitive Analysis and Value Chain. (See pages 8 – 9 for suggested ISMP outline) The second assignment or ISMP – Part II covers the Customer Analysis, Company Analysis and Expanded SWOT Analysis. Please note that for Part I the first section of the paper is to be an explanation of the ISMP topic whereas in Part III the first section of the paper will be the Executive Summary. The ISMP – Part I assignment is due in the FIM Office by noon on Tuesday, February 18th and ISMP – Part II is due on Friday, March 14th.

The third assignment or ISMP – Part III is in lieu of a final exam. It is the final and complete ISMP paper, edited to reflect the comments made on the first two submissions and the learning subsequent to the first two assignments. For those of you who would like to discuss the feedback from the initial papers prior to completion of the final ISMP, I am happy to set up some time to do so. This final paper is due in the FIM Office by noon on Friday, April 18th.

Topics for the ISMP are due by the end of the third class on Wednesday, January 29th. Products or services that have readily available financials are preferable and will make the data collection and analysis process a bit easier, less time-consuming and the outcomes more relevant and meaningful. I will be happy to talk to you before and while you are writing the paper to provide some guidance and advice and to address any issues that you might have regarding your topic and material required to complete the project.

I strongly encourage you to take advantage of the wealth of electronic resources we have available through the Crocker Business Library. An Introduction to Online Business Research at USC provided by the Crocker Business Library will be available. If you have any questions or difficulty in gaining access to any of the resources, please contact John Juricek, our head librarian, Helga Haraldsson or Kim Esser in the Crocker Library on the second floor of Hoffman Hall.

A guideline for the length of the first third of the ISMP is 6 – 10 annotated PowerPoint slides, excluding Appendices, and for the second third is 6 – 10 annotated PowerPoint slides, excluding Appendices. (See pages 9 – 10 for suggested outline of the ISMP.) Regarding the length of the final ISMP paper, a guideline is 20 – 30 annotated PowerPoint slides, excluding Appendices. Be sure to reference information sources that were utilized in footnotes at the bottom of each page using the American Psychological Association (APA) format. Proper citing of references will be a graded part of every assignment. It is imperative to uphold the Marshall Code of Professional and Academic Integrity. Please contact John Juricek, Helga Haraldsson or Kim Esser in the Crocker Library or myself for any questions you might have.

Grading for Part I of the ISMP assignment will be primarily based on the following elements of the ISMP:

1. Description of the topic
2. Industry/Market analysis
3. Competitive analysis
4. Value chain analysis

Grading for Part II of the ISMP assignment will cover the following elements of the ISMP Outline:

1. Customer analysis
2. Company analysis
3. Expanded SWOT analysis

The following criteria will be utilized to grade the final Part III ISMP paper:

1. Executive summary
2. Situation analysis
3. Target markets
4. Objectives
5. Strategies
6. Profit-and-loss statement
7. Implementation plans
8. Contingency plans

INDIVIDUAL INTEGRATED STRATEGIC MARKETING PLAN (ISMP) ASSIGNMENT (CONTINUED)

The individual ISMP assignment is the major deliverable of the course. As such, it will account for 60 percent of the course grade or 600 out of the 1,000 points. Part I will account for 10 percent of the grade or 100 points, Part II is worth 20 percent of the grade or 200 points and the final ISMP – Part III write-up will account for 30 percent of the grade or 300 points. When turning in the final ISMP, please also hand in Parts I and II graded assignments with grade cover sheets. It is in your best interest to make all suggested comments from Parts I and II in your final submission of Part III.

ACADEMIC INTEGRITY

Students are expected to adhere to the standards of academic integrity that govern students registered at USC. The use of unauthorized material, communication with fellow students during an examination, attempting to benefit from the work of another student, and similar behavior that defeats the intent of an examination or other class work is unacceptable to the University. It is often difficult to distinguish between a culpable act and inadvertent behavior resulting from the nervous tensions accompanying examinations. Where a clear violation has occurred, however, the instructor may disqualify the student's work as unacceptable and assign a failing grade on the paper.

STUDENTS WITH DISABILITIES

Any student requesting academic accommodations based on a disability is expected to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. – 5:30 p.m., Monday through Friday. The telephone number for DSP is (213) 740-0776.

RETURNING GRADED PAPERWORK

Returned paperwork, unclaimed by a student, will be discarded after 4 weeks and, hence, will not be available should a grade appeal be pursued by a student following the receipt of his/her grade.

PROFESSOR/STUDENT INTERACTION

If at any time during the course you have questions regarding the preparation of assignments or other course-related issues, please do not hesitate to contact me by email, telephone or in person to arrange a meeting if desired.

My philosophy is to create a community of learners with whom I facilitate discussions in which we construct knowledge together. I will provide as much feedback as you would like to help you become better marketers and business executives and to achieve your professional and personal objectives for this course and the Food Industry Management Program.

**FIM 481 – FOOD INDUSTRY MARKETING MANAGEMENT
COURSE SCHEDULE
SPRING 2014**

SESSION	DATE	TOPIC	TEXT (T), ARTICLE (A) OR CASE (C)	ASSIGNMENTS
1.	WED. 1/22	INTRODUCTION AND INDUSTRY/MARKET AND COMPETITIVE ANALYSIS	T. Chapters 1 – 2 A. <i>IBISWorld Industry Report on Supermarkets and Grocery Stores in the US</i>	
2.	MON. 1/27	VALUE CHAIN AND CUSTOMER ANALYSIS	T. Chapters 3 – 4 A. <i>The Customer Pyramid: Creating and Servicing Profitable Customers</i>	
3.	WED. 1/29	INDUSTRY/MARKET AND COMPETITIVE ANALYSIS (CONT.)	C. Tesco PLC: Fresh & Easy in the United States	INTEGRATED STRATEGIC MARKETING PLAN (ISMP) TOPICS DUE
4.	MON. 2/3	VALUE CHAIN AND CUSTOMER ANALYSIS (CONT.)	C. Marble Slab Creamery: A Grand Occasion	
5.	WED. 2/5	SEGMENTATION, TARGETING AND POSITIONING	T. Chapter 5	
6.	MON. 2/10	SEGMENTATION, TARGETING AND POSITIONING (CONT.)	C. Saxonville Sausage Company	
7.	WED. 2/12	COMPANY ANALYSIS AND EXPANDED SWOT ANALYSIS	A. <i>SWOT Analysis I: Looking Outside for Threats and Opportunities and SWOT Analysis II: Looking Inside For Strengths and Weaknesses</i>	MARKETING IN ACTION (MIA) – TEAM 1
	TUES. 2/18	ISMP – PART 1	ISMP PROJECTS are due in the FIM Office at Noon on Tuesday, February 18th	ISMP – PART 1 DUE THROUGH VALUE CHAIN
8.	THURS. 2/20	PRODUCT AND BRAND MANAGEMENT	T. Chapter 6 A. <i>Kill a Brand, Keep a Customer</i>	MIA – TEAM 5
9.	MON. 2/24	PRODUCT AND BRAND MANAGEMENT (CONT.)	C. Sunripe Marketplace: Examining Its Private Label Strategy	CASE – TEAM 4
10.	WED. 2/26	SERVICE MANAGEMENT	T. Chapter 12	MIA – TEAM 6
11.	WED. 3/5	SERVICE MANAGEMENT (CONT.)	C. Starbucks: Delivering Customer Service	CASE – TEAM 1
12.	MON., 3/10	NEW PRODUCT DEVELOPMENT	A. <i>Innovation: A Customer-Driven Approach</i>	MIA – TEAM 2
13.	WED. 3/12	NEW PRODUCT DEVELOPMENT (CONT.)	C. Colgate Max Fresh: Global Brand Roll-Out	
	FRI. 3/14	ISMP – PART 2	ISMP PROJECTS are due in the FIM Office at Noon on Friday, March 14th	ISMP – PART 2 DUE THROUGH EXPANDED SWOT
14.	MON. 3/17	NEW PRODUCT DEVELOPMENT (CONT.)	C. Montreaux Chocolate USA: Are Americans Ready for Dark Chocolate?	
15.	WED. 3/19	PROMOTION – INTEGRATED MARKETING COMMUNICATION (IMC)	T. Chapters 8 – 9 A. <i>Social Media</i>	MIA – TEAM 3
16.	MON. 3/24	IMC (CONTINUED)	C. Pepsi-Lipton Brisk	
17.	WED. 3/26	IMC (CONTINUED)	C. Pedigree Growth Strategy (A) and (B) A. <i>Causes and Effects</i>	CASE – TEAM 6
18.	MON. 3/31	PLACE – DISTRIBUTION	T. Chapter 10	MIA – TEAM 4
19.	WED. 4/2	PLACE - DISTRIBUTION	C. Taylor Fresh Foods	CASE – TEAM 5
20.	MON. 4/7	PRICING, PROFITABILITY AND IMPLEMENTATION	T. Chapter 11 C. Brannigan Foods: Strategic Marketing Planning	CASE – TEAM 2
21.	WED. 4/9	PRICING, PROFITABILITY AND IMPLEMENTATION (CONT.)	C. Keurig: From David to Goliath	CASE – TEAM 3
22.	WED. 4/16	COURSE REVIEW	C. Reed Supermarkets: A New Wave of Competition	
	FRI. 4/18	FINAL ISMP	FINAL ISMP PROJECTS are due in the FIM Office at Noon on Friday, April 18th	FINAL ISMP PROJECTS DUE

CASE ANALYSIS OUTLINE

1. **ISSUES** – A comprehensive list of the underlying issues and problems presented in the case.
2. **SITUATION ANALYSIS** – Relevant background data on the industry, competition, value chain, customers and the company.
 - A. **INDUSTRY/MARKET**
 - Industry/Market size
 - Trends
 - Technological changes
 - Legal/Regulatory issues
 - B. **COMPETITION**
 - Major participants in the marketplace
 - Strategies of major competitors
 - Market shares (if available)
 - C. **VALUE CHAIN**
 - Participants or partners that comprise the value chain (i.e., suppliers, distributors, retailers, customers)
 - Constituents or groups that in some way influence the customer experience (media, government, activist organizations, etc.)
 - D. **CUSTOMER**
 - Customer needs/perceptions and supporting trends
 - Current primary and secondary target markets of each group in the value chain beginning with the group that immediately follows the manufacturer (or service provider) through the end customer
 - E. **COMPANY**
 - Vision or mission, description, core competencies of the firm and current revenues and profits
 - Positioning
 - Marketing mix for applicable products and/or services
 1. Product/Service
 2. Promotion – integrated marketing communications (IMC)
 3. Place – distribution
 4. Pricing
3. **MARKET FEASIBILITY** – An assessment of the viability of the alternative recommendations to resolve the key issues presented in the case accompanied by a recommendation with the rationale to support the decision.
4. **EXPANDED SWOT ANALYSIS** - A SWOT analysis that incorporates recommendations designed to maximize the company's strengths and opportunities and mitigate weaknesses and threats.
 - A. **STRENGTHS**
 - B. **WEAKNESSES**
 - C. **OPPORTUNITIES**
 - D. **THREATS**
 - E. **STRATEGIES TO MAXIMIZE STRENGTHS AND OPPORTUNITIES**
 - F. **STRATEGIES TO MITIGATE WEAKNESSES AND THREATS**
5. **RECOMMENDATIONS** – A brief summary of the recommendations, a value chain diagram that identifies the key participants, a description of primary and secondary target markets, quantifiable objectives for the next year's period, strategies to accomplish objectives, forecasted P&L, implementation plan and contingency plans if objectives are far exceeded or not met.
 - A. **SUMMARY** – A brief synopsis of key overall recommendations
 - B. **VALUE CHAIN** – An assessment of participants and activities required to complete the value chain from suppliers to end customers
 - C. **TARGET MARKETS** – A description of primary and secondary target markets for each party in the value chain beginning with the group that immediately follows the manufacturer (or service provider) through the end customer.
 - D. **OBJECTIVES**
 - Profitability and profit margin as a percentage of sales to include a comparison to the previous year
 - Dollar and unit sales volume to include a comparison to the previous year
 - Market share (if available)
 - Marketing mix – 4 P's
 - E. **MARKETING STRATEGIES** – Marketing strategies to accomplish marketing mix objectives for each of the 4 P's
 - F. **PROJECTED PROFIT-AND-LOSS STATEMENT** – A forecast for the twelve month period immediately following implementation accompanied by comparative financial information for at least the two previous years
 - G. **IMPLEMENTATION PLAN** – Timeline and recommended tactics for plan period.
 - H. **CONTINGENCY PLANS**
 - Measurements and processes to insure that the plan is monitored and evaluated.
 - Contingency plans if objectives are not met or far exceeded.

INTEGRATED STRATEGIC MARKETING PLAN (ISMP) OUTLINE

PART I – COMPLETE SECTIONS 1A AND 2A – 2C

PART II – COMPLETE SECTIONS 2D AND E AND 3

PART III – COMPLETE SECTIONS 1B, REVISED SECTIONS 2 AND 3 FROM PARTS I AND II AND SECTIONS 4 AND 5

- 1A. **DESCRIPTION OF ISMP TOPIC** – A brief description of the topic of the ISMP, whether the organization is privately or publicly held and any other background information that provides context for the paper.
- 1B. **EXECUTIVE SUMMARY** - A brief synopsis (preferably one page) of the Integrated Strategic Marketing Plan (ISMP) that provides highlights of the target markets, objectives, strategies, and financial expectations.
2. **SITUATION ANALYSIS** - Relevant background data on the current industry, competition, value chain in the markets the company serves, customers and the company.
 - A. **INDUSTRY/MARKET**
 - Industry/Market size
 - Trends
 - Technological changes
 - Legal/Regulatory issues
 - B. **COMPETITION**
 - Major players in the marketplace
 - Competitive strategies
 - Market shares (if available)
 - C. **VALUE CHAIN**
 - Participants or partners that comprise the value chain (i.e., suppliers, distributors, retailers, customers)
 - Constituents or groups that in some way influence the customer experience (media, government, activist organizations, etc.)
 - D. **CUSTOMER**
 - Current customer needs/perceptions and supporting trends
 - Current primary and secondary target markets of each group in the value chain beginning with the group that immediately follows the manufacturer (service provider) through the end customer
 - E. **COMPANY**
 - Vision or mission, description, core competencies of the firm and current revenues and profits
 - Positioning
 - Marketing mix for applicable products and/or services
 1. Product/Service
 2. Promotion – integrated marketing communications (IMC)
 3. Place – distribution
 4. Pricing
3. **EXPANDED SWOT** - A SWOT analysis that also recommends ways to maximize the company's strengths and opportunities and mitigate weaknesses and threats regarding the company and marketing the new or existing product or service.
 - A. **STRENGTHS**
 - B. **WEAKNESSES**
 - C. **OPPORTUNITIES**
 - D. **THREATS**
 - E. **STRATEGIES TO MAXIMIZE STRENGTHS AND OPPORTUNITIES**
 - F. **STRATEGIES TO MITIGATE WEAKNESSES AND THREATS**

INTEGRATED STRATEGIC MARKETING PLAN (ISMP) OUTLINE (CONTINUED)

4. **RECOMMENDATIONS** – Proposed initiatives to enhance the financial performance of the selected company in 2015.
 - A. **SUMMARY** - A brief synopsis of key overall recommendations.
 - B. **VALUE CHAIN** – An assessment of participants and activities required to complete the value chain from suppliers to end customers.
 - C. **TARGET MARKETS** – The recommended primary and secondary target markets defined in terms of demographics, geography, psychographics and/or buyer characteristics for each party in the value chain beginning with the group that immediately follows the manufacturer (or service provider) through the end customer.
 - D. **OBJECTIVES** – Quantitative projected outcomes for 2015.
 - Profitability and profit margin as a percentage of sales to include a comparison to the previous year
 - Dollar and unit sales volume to include a comparison to the previous year
 - Market share (if available)
 - Marketing mix
 1. Product/Service
 2. Promotion
 3. Place – distribution
 4. Pricing
 - E. **MARKETING STRATEGIES** – Defined strategies to accomplish objectives.
 - Product/Service to include positioning
 - Promotion
 - Place – distribution
 - Pricing
 - F. **PROJECTED PROFIT-AND-LOSS STATEMENT** – A detailed forecast for 2015 and/or break even is achieved accompanied by assumptions and comparative financial information for at least the two previous years. Prepare three scenarios – best case, worst case and most likely
 - G. **IMPLEMENTATION PLAN** – Timeline and recommended tactics for plan period.
 - H. **CONTINGENCY PLANS**
 - Measurements and processes to insure that the plan is monitored and evaluated.
 - Contingency plans if objectives are not met or far exceeded.
5. **APPENDICES** – Include all supporting materials, including charts, exhibits and financial statements

FIM MARKETING MANAGEMENT PEER EVALUATION

Please complete the following peer evaluation form **only if you feel as though there was unequal participation in the Marketing in Action, Team Case Assignment or Capstone Project**. Divide 100 points among your team members in accordance with their contribution to the consumer behavior project. *Include yourself in the distribution of points*. For example, if your team had five team members and each member contributed equally to the project, the team members would each earn 20 points (20 x 5 =100). If your team members did not contribute equally, then give each person the number of points that you feel fairly represents each member's contribution.

TEAM: _____

ASSIGNMENT: _____

YOUR NAME: _____

NAMES OF TEAM MEMBERS	POINTS
	Total 100

Comments: Please feel free to comment on the contributions of individual team members to the assignment or project.