Course Information

<table>
<thead>
<tr>
<th>Course Number</th>
<th>MGT 859</th>
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<tbody>
<tr>
<td>Course Title</td>
<td>Strategic Marketing Leadership</td>
</tr>
<tr>
<td>Term and Year</td>
<td>Spring 2017</td>
</tr>
<tr>
<td>Class Location</td>
<td>Evans Hall 4410</td>
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<tr>
<td>Class Meeting Time, Day</td>
<td>Tuesdays, 1:00pm-4:00pm</td>
</tr>
<tr>
<td>Course Support</td>
<td><a href="mailto:emily.embler@yale.edu">emily.embler@yale.edu</a></td>
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Contact Information

<table>
<thead>
<tr>
<th>Professor(s)</th>
<th>TA(s)</th>
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</thead>
</table>
| Name: Ravi Dhar  
Office Location: Rm No. 5502  
Telephone Number:  
Email Address: ravi.dhar@yale.edu  
Office Hours: Monday, 2:00pm - 7:00pm | Name: Liz Friedman  
elizabeth.friedman@yale.edu |
| Name: Arun Sinha  
Office Location: Rm No. 5521  
Telephone Number:  
Email Address: arun.sinha@yale.edu  
Office Hours: By appointment | Name: |

Review Sessions: As needed

Course Materials

<table>
<thead>
<tr>
<th>Textbook(s)</th>
<th>No textbook required</th>
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<tbody>
<tr>
<td>Readings</td>
<td>All cases and readings are available on Canvas under Files for MGT 859.</td>
</tr>
<tr>
<td>Software</td>
<td>None</td>
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Course Description and Objectives

Course Description: While business schools offer plenty of courses that deal with either a specific marketing focus or general leadership, few courses explore both the broad scope of functional responsibilities, as well as the ties to other areas of an organization, that effective marketing executives need to navigate.

The objective of this course is to provide a framework guiding marketing leadership that explores the functional responsibilities that a Chief Marketing Officer (CMO) or a similar marketing leader is responsible for in an organization, and the interdependencies with the rest of the organization: (1) leading and delivering growth by positioning the organization in the changing marketplace, (2) building a global brand and optimizing the brand portfolio, (3) building world class insights and analytical capabilities in an organization, (4) championing the voice of the customer and building customer engagement digitally and (5) driving the customer experience throughout the consumer journey within an organization. Each class will focus on one or more of these responsibilities directly or indirectly under the CMO.
Goals for the Course

1. To improve your skills to become a strategic marketer and provide an opportunity for you to walk into the shoes of a CMO / Marketing Leader.
2. To provide experience in becoming the next generation of marketing leader by listening to select Presidents and CMOs who share their challenges and possible solutions related to marketing responsibilities as well as leadership lessons.
3. To increase your understanding of the organizational dynamics in becoming a member of the C-Suite in companies.

Course Format

The learning approach in this course centers around (1) guest speakers sharing live case studies on how they built certain marketing capabilities and executed against goals in a specific area, and (2) in-class discussions around understanding and improving practice around CMO responsibilities.

Deliverables

(1) Discussion Leader & Questions. Lecture sessions and guest speakers are designed to highlight the various roles and responsibilities of a marketing leader.

a. Every week, each group will post a 1-page critical analysis of the readings (i.e., not a summary) relating it to the real world or point to its limitations by Monday 10 pm. Details on how to post on Canvas will be sent by e-mail after the first class.

b. Two student groups will be assigned for each class session to lead the discussion and to research the guest speaker (see p. 3 of the syllabus for your group’s assigned date). On the week your group is assigned to lead the discussion, your group should develop relevant questions that will be posed to the speaker and/or class at the end of his/her talk. You are encouraged to base these questions on the speaker’s theme for the day and any company issues that may have come up in your research.

(2) Individual Case Write-up. The P&G marketing capabilities case describes the various marketing capabilities a successful company must develop, as well as the tradeoffs the company must face when it builds those capabilities. The case write-up is an individual assignment addressing the case questions (listed on p. 4 of the syllabus). The write-up should not exceed four pages double-spaced plus exhibits.

(3) Final Group Project. The final project is a power point deck analyzing one or more of the CMO areas discussed in class. Each group will identify a strategic marketing challenge facing a real world organization (e.g., brand building, crisis management, social media, disruptive innovation, digital strategy, etc.). The deck should focus on a roadmap on how you will solve the proposed questions. More details about the group project can be found on p. 5 of the syllabus, and sample presentations from prior years are available on Canvas. This report is to be prepared in your pre-assigned groups.

Expectations

Ours:

1. You are expected to come to class prepared to discuss the assigned materials.
2. If you miss more than 1 session over the course of the class, you may receive an NP grade. Exceptions are made only for health / family emergencies.
3. If you need to miss a class, please let us know in advance and also submit a 2-page summary of the readings assigned for that date before the class meets.
4. No open laptops / web surfing / checking e-mails / ringing cell phones please!

Yours:

We are always available to discuss any concerns or questions (e-mail or in person preferred to phone).

Course Requirements

| Individual: Participation and Attendance | 20% |
| Individual: P & G Case | 5/2/17 | 20% |
| Group: Discussion Leader & Weekly Summaries | 20% |
Descriptions of Assignments/Projects/Problem Sets

Project Paper:

(1) Discussion Leader & Questions for the Guest Speaker

<table>
<thead>
<tr>
<th>Class Date</th>
<th>Discussion Leader and Questions</th>
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<tbody>
<tr>
<td>3/28/17</td>
<td>Group 12</td>
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<tr>
<td>4/4/17</td>
<td>Group 12</td>
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<tr>
<td>4/11/17</td>
<td>Group 7</td>
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<td>4/18/17</td>
<td>Group 7</td>
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<tr>
<td>4/25/17</td>
<td>Group 11</td>
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<td>5/2/17</td>
<td>Group 11</td>
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<tr>
<td>5/9/17</td>
<td>Group 8</td>
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<td>Group 2</td>
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(2) Individual Case Write-up: P&G: Marketing Capabilities – Due May 2nd

P&G is recognized as a marketing machine. It serves as a good case study to highlight the key capabilities and responsibilities of marketing: a seasoned marketer with strong brands, culture of consumer research, a powerful innovation network, and commitment to digital marketing. The objective of the case is to highlight the various marketing capabilities and tradeoffs that are necessitated when companies choose to build certain capabilities.

As you work your way through the case, consider the following questions:

- What are the cornerstones of P&G marketing? How are they executing this strategy in the marketplace?
- What are the implications of size and complexity of P&G for the manner in which its marketing capabilities have evolved?
- P&G has used a “house of brands” strategy in comparison to Kellogg’s, which has a branded house strategy. What would be the pros and cons of a house of brands strategy? What would be the pros and cons of emphasizing the corporate brand (P&G) on their products?
- How are (i) advertising and (ii) brand building in digital media different from advertising and brand building using traditional media such as TV (think in terms of underlying consumer behavior)?

**DELIVERABLE:** The case write-up is to be completed individually. It is due May 2nd. **Please print it out and hand in a hard copy** at the beginning of the class. The write-up should be restricted to four pages double-spaced plus exhibits.

(3) Final Group Project Assignment – Due May 9th

You hold a senior role in the CMO’s office at a company of your choice (publicly traded ones have more information), and you are conducting a review of initiatives in the CMO’s purview. Focus on one of the topics in the syllabus and take a position on what the CMO should be doing.

Topics to be considered:

- **PROBLEM DESCRIPTION (WHAT):** A clear description of the CMO’s problem that you will address.
- **MARKETING STRATEGY (HOW):** Focus on CMO responsibilities as discussed in the course. How would you solve the key customer challenge? Clearly discuss the frameworks and/or case analyses that you use as the basis of your recommendation for addressing the customer challenges facing the organization.
- **RESOURCE ALLOCATION (WHERE):** Describe the specific means through which the execution of the strategy will take place in the marketplace (brand portfolio transformation, communication mix, re-aligning pricing, etc.)?
- **ALIGNMENT (WHO):** List key organizational partners. How would you go about convincing them?
- **METRICS:** Before top or bottom line considerations, what are your metrics of success for this initiative?

A good project will 1) ask a question that allows you to dive deeply into the customer challenge and perform a rigorous analysis of that challenge, rather than providing a superficial broad overview, 2) base the rigorous analysis on both theoretical frameworks and case studies that you review, and 3) base recommendations on the deep dive into frameworks/case studies.

Grading will approximately be based on:
Identifying a clear important problem (20%)
Performing a deep dive into the issue, including using case studies and additional readings to develop a framework (60%)
Providing clear, actionable recommendations (20%)

For example, if a project explores how to rebuild consumer trust and brand reputation (e.g., Chipotle), first focus on the drivers of trust and reputation based on the literature or case analysis. Using case studies and articles that describe how other companies may have handled a similar situation to know what works and what does not, develop a framework of the levers that affect trust then provide actionable recommendations that map to each lever.

**DELIVERABLE:** PowerPoint Presentation to CMO/CEO (not to exceed 25 pages). Email the deck to elizabeth.friedman@yale.edu by midnight on May 9th. Please include your group number in the subject line of the email. Project proposal is due on April 18th.

Notes:
- You will likely not have all the necessary data. Make reasonable assumptions to craft a defensible course of action.
- Sample presentations from prior years are available on Canvas.

**Yale SOM Policies**

Please see the Yale School of Management Bulletin at [http://www.yale.edu/printer/bulletin/htmlfiles/som/rights-and-responsibilities-of-students.html](http://www.yale.edu/printer/bulletin/htmlfiles/som/rights-and-responsibilities-of-students.html) for Rights and Responsibilities of students and for information on requesting a course recording.

**Laptop/Device Policy**

Usage not allowed without the express permission of the instructor.

**Detailed Outline of Class Sessions**

<table>
<thead>
<tr>
<th>#</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignment/Course Due</th>
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<tbody>
<tr>
<td>1</td>
<td>3/29</td>
<td>Welcome to Strategic Marketing Leadership</td>
<td>Welcome to Strategic Marketing Leadership</td>
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<tr>
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<td></td>
<td>In the introductory session, we will discuss the role of a CMO within the context of overall business strategy. The emphasis will be on helping you understand how to align business strategy needs with marketing strategy. Areas to explore:</td>
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<td></td>
<td></td>
<td>a. Connection between business strategy and the CMO's role in market strategy</td>
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<td></td>
<td></td>
<td>b. Different roles of CMOs: CMOs have direct involvement in managing the brand and the brand portfolio, customer insights and analytics, the customer experience and digital marketing. An important element of a CMO’s role is to build internal alignment and work successfully across organizational silos with other C-Suite members in cases of overlapping responsibilities.</td>
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**Session 1: Aligning Business and Marketing Strategy (Dhar)**

This session will focus on how firms grow and build sustainable competitive advantage from a marketing perspective. We will introduce the CMO responsibilities that will be covered in the next 6 weeks: branding, consumer insights and analytics, customer experience, digital customer engagements as the key capabilities that help drive growth. Those of you who have taken marketing strategy and competitive strategy should be familiar with some of the concepts in this lecture but there will also be new concepts.

**Session 2: Transforming a Company through Global Insights Capabilities**

The role of a CMO is to lead best-in-class insights and innovation to build strong brands and drive organic growth. How does one build world-class insights capabilities to achieve growth? Ann Mukherjee will lead the discussion.

**Guest Presentation:** Ann Mukherjee
Global CMO, SC Johnson

**Session 1 ASSIGNED READINGS:**
1. For Coke, Challenge is Staying Relevant
2. Evolving Role of the CMO
3. How we see it: Three senior executives on the future of marketing

**Session 2 ASSIGNED READING:**
1. 5 lessons in Participatory Marketing
Session 3: Framing Brand Value (Dhar)

One of the most important responsibilities of the CMO is to be the steward of the brand. This session will focus on using behavioral science to identify the best way to frame brand value in order to build a deep connection between the brand and the consumer.

Session 4: Building A Global Brand, Zurich story (Arun Sinha) and Branding Challenges in Professional Services (Gary Singer)

Arun will share his experience in leading the transformation of a company by building a global brand. The decision to launch a global brand requires managing the cultural change inside the company with employees and alignment with senior leadership as well building programs with external audiences such as customers, media, regulators and other opinion leaders.

Gary will discuss how to create a meaningfully distinctive challenger brand that will enhance the impact of the entire value chain. He will review how a strategic consulting firm (A.T. Kearney) defined its global brand and how it uses that brand to enhance its in-market impact with its current and prospective talent and client target audiences.

Guest Presentation: Gary Singer

CMO, A.T. Kearney

Session 5: CMO Leadership in High Tech: Revitalizing an Iconic Brand

One of the most important mandates of a CMO is to build a truly global brand that connects emotionally with consumers. This requires a focus on overall positioning (point of distinction with proof point), consumer relevance, alignment across geographic regions, understanding the brand characteristics that are local and those that are global.

Guest Presentation: Antonio Lucio

Chief Marketing and Communications Officer, HP Inc.

Session 6: Managing Brand Architecture & Brand Portfolio (Dhar)

This class will continue our discussion on branding and discuss the notion of brand architecture. As companies grow by entering new markets and products, we will discuss the role of building and managing a brand portfolio in driving company growth by extending brands vertically and horizontally. In pursuit of growth, CMOs need to consider how to determine how far to stretch the master-brand and when to introduce additional (sub) brands.

Session 7: Managing End-to-End Customer Experience

Managing the customer experience across all touch points is a critical aspect of building customer loyalty. In this class, we will examine the challenges of managing the customer experience for hospitals with many different touch points that are hard for a marketer to fully control. Marketers need to accept that reality and embrace the challenge it presents. In this session, we talk about how to embed customer journeys in every aspect of your business.

Guest Presentation: Paul Matsen

Chief Marketing and Communications Officer, Cleveland Clinic

Session 8: Customer Experience Management (Sinha) and the Behavioral Science of Customer Experience (Dhar)

Companies need to embed customer life cycle journey into their operating models to build better Customer Experience Management. Organizations that are able to skillfully manage the entire customer journey see long-lasting benefits of enhanced customer satisfaction and loyalty, reduced churn, increased revenue, and greater employee satisfaction. Ravi will discuss some insights from behavioral science to consider when designing consumer experiences, and Arun will use industry cases to address how to create a culture that engages the organization across functions from top to bottom.

Session 9: New Business Models Using Consumer Data and Insights

This session will discuss the changes in the music industry and emergence of new business models. Seth will also discuss the role of marketing in creating value in a fast moving, nimble, digital organization that does not own the content. We will also discuss the freemium model and the opportunity to create new revenue models based on deep customer knowledge.

Guest Presentation: Seth Farbman

Chief Marketing Officer, Spotify

Session 10: Managing Consumer Insights (Dhar)

Gaining deep insights into consumers is fundamental to identifying new opportunities as well as competing in existing markets. This session will discuss how behavioral economics has revolutionized the insight generation process, as well as how organizations are structured to build best-in-class insights department.
### Session 11: Digital Marketing Leadership

Digital marketing and social media are fundamentally changing the marketing and communication approach of a company. Deborah Wahl will share experiences and perspectives from her career helping transform businesses and brands. She will share her blueprint for McDonald’s, which has included a brand transformation, a digital transformation, and has been the architect of the “ad agency of the future,” which has set a new standard for marketing innovation. In addition, she will share life and business lessons she has learned along the way, from her nearly three decades as an accomplished business leader.

**Guest Presentation:** Deborah Wahl  
Chief Marketing Officer, McDonald’s USA

### Session 12: Competing Using Analytics and Big Data Marketing

The use of analytics to deliver marketing solution is the latest frontier that CMOs need to understand. It requires significant investment in technology and the ability to mine various forms of data in order to garner a competitive advantage. Jon Iwata’s talk will focus on new opportunities for Watson and how IBM is helping organizations build marketing analytics capabilities.

**Guest Presentation:** Jon Iwata  
Sr. VP, Marketing and Communications, IBM

### Session 13: Managing the Brand and Customer Experience in a Digital World (Dhar)

One of the key responsibilities of a CMO is to form an agency partnership to execute marketing programs. Large global companies follow one of two models: building a stable relationship with one agency, or working with multiple, more specialized agencies. What are some sources of conflict in the business-agency relationship, and how should CMOs get the best out of their agencies? We also discuss how agencies are leveraging emerging digital technology to help clients connect with consumers.

**Guest Presentation:** Geoff Cottrill  
President, Mullen Lowe

### Session 14: From Here to Eternity

A summary of the course by Arun and Ravi.

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**The instructor reserves the right to modify and/or change the course syllabus as needed during the course.**

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**Session 11 ASSIGNED READING:**
1. McDonald’s Decides to Embrace Fast-Food Identity

**Session 12 ASSIGNED READING:**
1. Forbes Insights: The Rise of New Marketing Organization  
2. Tangled in Big Blue  
3. Analytics 3.0

**Session 13 ASSIGNED READING:**
1. Competing on Customer Journeys  
2. Branding in the digital age  
3. L’Oréal Attacks Fast-Growing E-Commerce Space

**P&G Case Write-Up Due Today**
Discussion Leader & Questions for the Guest Speaker due for Group 5 and Group 9

**Final Group Presentations due tonight by Midnight**
Discussion Leader & Questions for the Guest Speaker due for Group 8 and Group 2