

Bishop's University  
Williams School of Business  
BMK 371 (B01) – Industrial Marketing Strategy  
Winter 2006

Professor: Dr. Susan Reid  
Office: N204  
Class Time: Tuesdays, 10:00 – 11:30; Thursdays, 10:00 – 11:30  
First Class: Tuesday, January 10, 2005  
Class Location: H303  
Office Hours: Tuesdays and Thursdays 11:30 – 13:00  
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Course Description

The main goal of this course is to help students understand the major decisions marketing managers and top management face in their efforts to harmonize the organization's objectives, capabilities, and resources with marketplace needs and opportunities to create value in the marketplace, in the specific case of industrial or business-to-business marketing.

Course Objectives

1. To understand the complexities and unique challenges which confront the marketing strategist in industrial organizations, with particular emphasis on high-technology and dynamic environments.
2. To understand the major factors which drive specific industries that play key roles in today's society including, but not limited to, biopharmaceuticals, nanotechnology, integrated networks and energy.
3. Special emphasis is given to demand and supply chain management in the business-to-business environment, and the importance of networks and alliances.

Required Materials

1. Cases and reading material will be provided by the professor.

Course Requirements

1. The Comprehensive Examination:  
A comprehensive examination will be scheduled in-class just after the mid-term break (see the schedule). The comprehensive examination will cover all material discussed in lectures and all readings from the text up to that point in the schedule. The mid-term exam will include 3 parts as follows: the first part (worth 25%) will include 10 short-answer questions each worth 2.5 marks; the second part (worth 50%) will include choice of 2 of 3 possible essays each worth 25 marks; the third part will involve the analysis of a short (one-page) article using concepts from the course (worth 25%) with 5 questions for 5 marks each. The exam is closed book. Dictionaries are allowed during the exam, but, electronic translators are not. There is NO supplemental exam provided. Any student who misses the scheduled mid-term examination will automatically receive 0 for that 30% of the overall grade.
2. Group Cases (Written Report and Presentation):  
Students will be assigned to groups of 4 people each. Each group will be responsible for presenting 2 group cases to be assigned by the professor. Groups and cases will be assigned during the 1st week of classes.

During the case and lecture component of the course, the first half-hour of the class will be a lecture given by the professor followed by the presentation of the group case by the responsible group which should last approximately 30 minutes and should involve each member in the presentation. Each case presentation will be followed by a 15 minute question-and-answer session

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directed to the group presenting. Each group will ALSO be required to submit a 2-3 page executive summary for 2 additional cases of their choice, other than the 2 case studies they will present during the semester. Executive summaries must be handed in the day that the case is presented and discussed in class. While each group is responsible for presenting and handing in 2 group cases and handing in 2 additional executive summaries, all students are responsible for reading ALL 8 CASES prior to class, as a good portion of the class participation grade is based on these discussions. Group cases (the written portion) are also due on the day of the presentation by 5:00 P.M (see the schedule). Case marks will be reduced by 10% for each hour the report is late.

Group case analyses must be typewritten, double-spaced and contain approximately 15 to 20 pages of text maximum (excluding exhibits, table of contents and bibliography). SWOT's should be placed as point-form summaries in the appendices. Further, the paper should include an introduction, conclusion, table of contents and a bibliography. Please use APA formatting style. The description of "how to do a case" and required format is outlined in Appendix A, and will be discussed during the first class. The description of "how to do an executive summary" and required format is outlined in Appendix B, and will be discussed during the first class.

3. Emerging Industry Analysis (Written Report and Presentation):

During the first week of class, student groups (the same as those for group case analyses) will be assigned an industry. The purpose of this project is to familiarize the students with the major factors which drive specific industries that play key roles in today's society. The presentations for this project will be performed during the last couple of weeks of classes. Presentations should last approximately 30 minutes and should involve each member in the presentation. Each presentation will be followed by a brief question-and-answer session directed to the group presenting. All emerging industry analysis papers (the written portion) are due on the day they are presented (see the schedule). The project mark will be reduced by 10% for each hour the report is late.

The written reports for industry analyses must be typewritten, double-spaced and contain approximately 15 to 20 pages of text maximum (excluding exhibits, table of contents and bibliography). Further, the paper should include an introduction and conclusion. The grid to be used for evaluation of this project is outlined in Appendix C, and will be discussed during the first class.

4. Participation:

The breakdown for the above-mentioned participation grade is shown below:

Class Attendance	5%
Group Membership	5%
Class Discussions (Individual)	5%

Due to a high level of participation required in this course, both individually and as a member of your group, the participation grade reflects this requirement. If you do not feel that you are able to abide by the participation requirements of this course for any reason, as they are outlined below, it is strongly recommended that you do not take this course.

Class Attendance

Attendance will be taken at the beginning of each class. Each student is permitted 2 absences per term, no questions asked (obviously not on days where there are required course elements such as the mid-term exam or presentations). Each subsequent absence, not substantiated by documentation, will result in the loss of 2.5 marks from the class attendance score. If a student

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continues to miss classes beyond 4 classes (in other words, they have missed their 2 freebies and 2 additional classes already), they will continue to lose additional 2.5 marks for each day missed from their class discussion scores as well.

Group Membership

It is essential that each member of each group contribute to the products of his or her group in a manner, which is, fair and equitable. The peer evaluation form which is required to be completed by each member of each group is appended to this outline (see Appendix D). The score for each individual's group membership mark will be the average of the score assessments of each member of the team divided by the average for the others in the group. Individuals DO include an assessment of their own contribution on the form. The evaluation forms are kept confidential, and as such, should be placed in an envelope and delivered to the professor by the end of the second-to-last day of the group presentations, as per the schedule.

Class Discussions

While regular class attendance and good citizenship behavior in the group can result in automatic contribution to participation grades of 10%, the remaining 5% comes from individual and group participation during the class. This means that it is very important to keep up with assigned readings from the text and cases, PRIOR TO CLASS. Immediately following group presentations, there will be a general discussion. Evaluations will be made during the general discussions regarding individual participation. Similarly, during regular class discussions evaluations will be made of individual participation.

5. Evaluation:

Comprehensive Examination	25%
Group Cases (Written Report)	20% (2 x 10%)
Group Cases (Presentation)	10% (2 x 5%)
Group Case Executive Summaries	10% (2 x 5%)
Group Emerging Industry Analysis (Written Report)	15%
Group Emerging Industry Analysis (Presentation)	5%
Participation	15%

Re-weighting of the evaluation criteria will ONLY occur under EXTREME circumstances (e.g., childbirth, hospitalization). In this situation, the instructor MUST be notified PRIOR to the exam or presentation, with written documentation. Under normal circumstances, re-weighting is not up for discussion as this could result in unfair advantage for some students over others.

Course Schedule

<u>Week/Date</u>	<u>Readings</u>	<u>Topics, Presentations</u>	<u>Due Dates/Events</u>
1 (Tue Jan 10)		Introduction	Group & Case Assignments
1 (Thu Jan 12)		A Business Marketing Perspective	
2 (Tue Jan 17/Thu Jan 19)	Ch 2	The Business Market	Case 1: Dendrite International

3 (Tue Jan 24/Thu Jan 26)	Ch 4	Customer Relationship Management	Case 2: 3M
4 (Tue Jan 31/Thu Feb 2)	Ch 6	Supply Chain Management	Case 3: Lucent Technologies
5 (Tue Feb 7/Thu Feb 9)	Ch 8	Management of and Planning for Organizational Demand (I)	Case 4: RJM Enterprises
6 (Tue Feb 14/Thu Feb 16)		Management of and Planning for Organizational Demand (II)	Case 5: Intel Corporation
7 (Tue Feb 21/Thu Feb 23)		Strategies for Global Markets	Case 6: HP

\*\*\*\*\*Week 8: Tue Feb 28 and Thu Mar 2 – Spring Break\*\*\*\*\*

9 (Tue Mar 7/Thu Mar 9)		Managing Products and Innovation for Business Markets	Case 7: Endius
10 (Tue Mar 14/Thu Mar 16)		Business Marketing Channels	Case 8: Fast Lane Technologies
11 (Tue Mar 21)		Exam Review	
11 (Thu Mar 23)		Comprehensive Examination	
12 (Tue Mar 28)		Exam Return	Guest Speaker

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12 (Thu Mar 30)		Emerging Industry Analyses Presentations	
13 (Tue April 4)		Emerging Industry Analyses Presentations	
13 (Thu April 6)		Emerging Industry Analyses Presentations	
14 (Tue April 11)		Emerging Industry Analyses Presentations	Peer Evaluations Due
14		Emerging Industry Analyses Presentations	Projects Due

(Thu April 13)

## **APPENDIX A**

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Suggested Outline for Written Report of Case Analyses  
(written component worth 20% (2 x 10%) of overall grade)

### **1. Problem/Situation Statement**

State the key problem(s) and key factors affecting the case in two to three pages. DO NOT RESTATE THE CASE. Also, this is not the overall analysis section; it is just an introduction, so please avoid duplication with section 2. This is an introduction and should distill the information from section 2 into the key information and factors impacting the managers in the case. Your problem definition should be decision-oriented and presented in the form of a question. The problem statement usually identifies and circumscribes the major decision area(s) and should also reveal your perspective and approach to the case.

The problem statement should incorporate the following:

- a) a list of overriding factors presenting challenges and/or opportunities (e.g. major resource limitations, possible competitive moves, new technological breakthroughs, etc.)
- b) constraints faced by the organization (e.g. regulations and laws, contractual obligations, etc.)
- c) time frame for resolution of issues or deployment of strategies
- d) some sub-problems or complexities which may be relevant

### **2. Analysis of the Situation (SWOT)**

Two levels of analysis are suggested for consideration. The first (i.e. the market and competitive environment) attempts to understand the structure of the market for all firms. The second (i.e. the firm) critically evaluates the marketing strategy of the individual firm and its position in the market. Suggested topics are included below (IF RELEVANT – note that this is a “laundry list” and all of the factors may not be relevant in all cases):

1. The Environment (Opportunities and Threats):
  - a) market size, growth potential
  - b) major market segments
  - c) competitive environment
  - d) product positionings of different firms
  - e) stage in product life cycle
  - f) social, technological, legal and economic environment
  - g) regulatory (government) environment
  - h) distribution, promotion and pricing in the market
  - i) any other relevant factors at the macro level
2. The Firm (Strengths and Weaknesses):
  - a) target markets and market shares
  - b) past growth and profitability
  - c) product lines/items/portfolio; brand recognition and loyalty; product strategies (past and current)
  - d) product strengths and weaknesses/position
  - e) promotion
  - f) distribution
  - g) price
  - h) other strengths and weaknesses of the firm (e.g. key competencies such as personnel or technology)

A good situation analysis in the full written case should begin by outlining each of the above topics where relevant in detail and end with a SWOT summary (Strengths, Weaknesses, Opportunities, Threats), which can be an appendix, along with the implications of this analysis for the organization. The SWOT summary should be a listing of items/statements in point form. In the analysis section it is important to indicate HOW each point is a strength, weakness, opportunity or threat for the organization. Wherever possible/relevant, use concepts/models covered in the course to help you analyze and develop insights about the case material. Note that comprehensiveness and depth are important for an excellent SWOT in the full written case analysis. Any relevant financial and exhibit analyses should be included and discussed here.

### 3. Options Generated

Identify the different and feasible alternative solutions to the problem stated. Each alternative should be discussed in light of its implication as an overall strategy. As much as possible, the options identified should be “mutually exclusive”. Do not use “tactics” as strategic alternatives. Tactics should be discussed under the suggested plan for implementing the proposed alternative strategy. After discussing the alternatives, list in point form the pros and cons of each alternative. This listing should be exhaustive and critically evaluative, and should pertain to the facts of the situation and the potential effects/outcomes for this specific case.

### 4. Recommendations

Select and elaborate on the option alternative which you feel is best for the firm in the immediate future, keeping in mind what should be important to the firm in the longer run. Justify your choice (i.e. why is it the best strategy?) being certain to identify and discuss the decision criteria used in your selection.

### 5. Suggested Plan for Implementing the Proposed Strategy

Give 2 detailed action plans in point form – one with a 6-month time horizon and a second with an eighteen-month time horizon. These plans should, where possible, include a prediction of the financial impact (e.g., sales, costs, profits) of your plans. Please organize this section using generic marketing plan headings (e.g. objectives, target market, positioning, product/price/distribution/promotion, budget, etc.).

Criteria	Sample Contents/Ideas	Weight
Situation Statement	<ul style="list-style-type: none"> <li>- Major challenges and opportunities</li> <li>- Constraints faced by the organization</li> <li>- Time frame for resolution of issues or deployment of strategies</li> <li>- Sub-problems, complexities of the situation</li> </ul>	20%
SWOT Analysis	<ul style="list-style-type: none"> <li>- Detailed analysis</li> <li>- Strengths, weaknesses, opportunities and threats (SWOT)</li> <li>- Implications of analysis for organization</li> <li>- Comprehensiveness and depth of analysis</li> <li>- Relation to course concepts</li> <li>- Financial and exhibit analyses (where relevant)</li> </ul>	20%
Options Generated	<ul style="list-style-type: none"> <li>- Alternatives considered</li> <li>- Comprehensiveness and depth of exploration of alternatives</li> <li>- Point form list of pros and cons of each alternative</li> </ul>	20%
Recommendations	<ul style="list-style-type: none"> <li>- Recommendations to resolve the issues</li> <li>- Criteria (e.g., goals, costs, profits) used to rank options</li> </ul>	10%
Suggested Plan for Implementation	<ul style="list-style-type: none"> <li>- 6-month action plan</li> <li>- 18-month action plan</li> <li>- What is your prediction of the financial impact of your plan (e.g., sales, costs, profits)?</li> <li>- Organize this section using generic marketing plan headings as above</li> </ul>	20%
Report	<ul style="list-style-type: none"> <li>- Spelling, grammar, organization, flow</li> <li>- Does the report resolve the issues?</li> <li>- Double-spaced, 20-30 pages (excluding exhibits)</li> </ul>	10%
Total		100%

## APPENDIX B

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Suggested Outline for Case Executive

Summaries (two per group)  
(worth 10% of overall grade: 2 x 5% each)

1. Situation Statement

Briefly state the problem(s) in one or two paragraphs. DO NOT RESTATE THE CASE. Your problem definition should be decision-oriented and presented in the form of a question. The problem statement usually identifies and circumscribes the major decision area(s) and should also reveal your perspective and approach to the case.

The problem statement should incorporate the following:

- e) a list of overriding factors presenting challenges and/or opportunities (e.g. major resource limitations, possible competitive moves, new technological breakthroughs, etc)
- f) constraints faced by the organization
- g) time frame for resolution of issues or deployment of strategies

2. Analysis of the Situation (SWOT)

Two levels of analysis are suggested for consideration. The first (i.e. the market and competitive environment) attempts to understand the structure of the market for all firms. The second (i.e. the firm) critically evaluates the marketing strategy of the individual firm and its position in the market. Suggested topics are included below (IF RELEVANT – note that this is a “laundry list” and all of the factors may not be relevant in all cases):

3. The Environment (Opportunities and Threats):

- j) market size, growth potential
- k) major market segments
- l) competitive environment
- m) product positionings of different firms
- n) stage in product life cycle
- o) social, technological, legal and economic environment
- p) regulatory (government) environment
- q) distribution, promotion and pricing in the market
- r) any other relevant factors at the macro level

4. The Firm (Strengths and Weaknesses):

- i) target markets and market shares
- j) past growth and profitability
- k) product lines/items/portfolio; brand recognition and loyalty; product strategies (past and current)
- l) product strengths and weaknesses/position
- m) promotion
- n) distribution
- o) price
- p) other strengths and weaknesses of the firm (e.g. key competencies such as personnel or technology)

While you should use the above criteria to facilitate your analysis, due to the brevity of the executive summaries, only the SWOT summary should be provided (Strengths, Weaknesses, Opportunities, Threats) along with the implications of this analysis for the organization. The SWOT should be a listing of items/statements in point form.

3. Options Generated

Identify the different and feasible alternative solutions (“options”) to the problem stated. Do not use “tactics” as strategic alternatives. Tactics should be discussed under the course of action for the

recommended alternative in the plan. As much as possible, the options identified should be “mutually exclusive”. List in point form the pros and cons of each alternative. This listing should be exhaustive and critically evaluative, and should pertain to the facts of the situation and the potential effects/outcomes for this specific case.

#### 4. Recommendations

Select and elaborate on the alternative which you feel is best for the firm in the immediate future, keeping in mind what should be important to the firm in the longer run. Justify your choice (i.e. why is it the best strategy?) being certain to identify the decision criteria used in your selection.

### APPENDIX C

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#### Final Project Evaluation Grid Emerging Industry Analysis

Group: \_\_\_\_\_

Criteria	Sample Contents/Ideas	Weight
Situation Statement	<ul style="list-style-type: none"> <li>- Major challenges and opportunities</li> <li>- Constraints faced by the organization</li> <li>- Time frame for resolution of issues or deployment of strategies</li> </ul>	20%
SWOT Analysis	<ul style="list-style-type: none"> <li>- Strengths, weaknesses, opportunities and threats</li> <li>- Implications of analysis for organization</li> <li>- Comprehensiveness of analysis</li> <li>- Relation to course concepts</li> </ul>	30%
Options Generated	<ul style="list-style-type: none"> <li>- Alternatives considered</li> <li>- Point form list of pros and cons of each alternative</li> </ul>	20%
Recommendations	<ul style="list-style-type: none"> <li>- Recommendations to resolve the issues</li> <li>- Criteria (e.g., goals, costs, profits) used to rank options</li> </ul>	20%
Report	<ul style="list-style-type: none"> <li>- Spelling, grammar, organization, flow</li> <li>- Does the report resolve the issues?</li> <li>- Keeps to the 2-3 page limit</li> </ul>	10%
Total		100%

Names: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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#### Grading Criteria:

#### Weights:

#### Totals:

Title Page:                      1              2  
    3              4              5  
    (x0.05) =              \_\_\_\_\_

Executive Summary              1              2  
    3              4              5  
    (x0.05) =              \_\_\_\_\_

Background Information              1              2  
    3              4              5  
    (x0.05) =              \_\_\_\_\_



Industry Description	1	2	3	4	5	(x0.70) =	_____
Format	1	2	3	4	5	(x0.10) =	_____
Creativity	1	2	3	4	5	(x0.05) =	_____

Final Project Grade = \_\_\_\_\_

Key : 1 = Poor; 2 = Below Average; 3 = Average; 4 = Good; 5 = Excellent

Please see Page 2 for Comments and Presentation Grade/Comments

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Comments:

Final Presentation Grade and Comments:

Summary of Total Project Grade:

Project:

Presentation:

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**Emerging Industry Analysis: Points to Consider**

1. Critical Issues for the Industry
2. Business Trends for the Industry
3. Industry Overview:
  - a. Major Segments of the Industry (products, services, etc.)
  - b. Total Number of Companies (U.S., Canada, worldwide)
  - c. # of Employees (U.S., Canada, worldwide)
  - d. Annual Sales (U.S., Canada, worldwide)
  - e. Distribution of Companies by Size of Organization
  - f. Key Industry Success Drivers
  - g. Key Opportunities for the Future
  - h. Nature of the Distribution System
  - i. Typical Cost Structures
  - j. Technological Advances in the Industry and Projected Impact
  - k. Social, Political, Legal, Economic, and Regulatory Influences
  - l. Special Issues (export/import, government policies, etc.)
4. The Markets (Industry Demand):
  - a. Current Market Sizes by Segment

- b. Customer Characteristics by Segment
- c. Key Factors that Drive Demand by Segment
- d. Short-Term Projected Market Trends
- e. Long-Term Projected Market Trends
- f. Summary of the Market

5. The Competition:

- a. Company Profiles broken down by:
  - i. Market share geographically
  - ii. Market share by product
  - iii. Positioning strategies

For positioning strategies, discuss start-up innovators, market leaders that are incumbents, niche players by segment, followers, and question marks.

## APPENDIX D

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### Team Member Contribution Rating Form <sup>1</sup>

Your Name: \_\_\_\_\_

Group Name: \_\_\_\_\_

Purpose: This form is to allow team members to rate the contributions of each other. Your input for the final peer evaluation will remain confidential. However, the goal is to practice providing feedback, so it is suggested that you sit down as a group once after the case is complete, but before the final project, in order to discuss areas for improvement and also work that you think is noteworthy.

Instructions:

1. Fill out this form, sign it, place it inside an envelope, and return it to me by the due date for the final project.
2. Evaluate each member according to her/his contribution to the team effort. Circle the appropriate response on the following scale: W A Z U P (WOW!!, Adroit!, Zuitable, Unusual?, Precarious??).
  - A) **Quality:** value and quality of contributions, suggestions, opinions, ideas, creativity.
  - B) **Quantity:** participation, sharing, attendance, preparation, volunteering
  - C) **Attitude:** supportive, optimistic, confrontational
  - D) **Contribution** (in percent) to the entire team's work. The total for this column must equal 100 percent.

Team Member (print names)	A - Quality	B- Quantity	C- Attitude	D- Percent Contribution
1.	W A Z U P	W A Z U P	W A Z U P	
2.	W A Z U P	W A Z U P	W A Z U P	

3.	W A Z U P	W A Z U P	W A Z U P	
4.	W A Z U P	W A Z U P	W A Z U P	
5.	W A Z U P	W A Z U P	W A Z U P	
6.	W A Z U P	W A Z U P	W A Z U P	
				100 %

(Note: circle only one response in columns A, B, and C. The totals for column D must equal 100%).

1. This form was adapted from Creative Problem Solving and Engineering Design, 1999, by Lumsdaine et al, McGraw-Hill, ISBN: 0072359099, p: 115.