MKTG 763 - Market Opportunity Analysis
Paul College of Business and Economics
University of New Hampshire

SUMMER 2015 - ONLINE

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PREREQ: ADMN 585; Pre- or Co-requisite ADMN 580
COURSE WEB PAGE: http://blackboard.unh.edu

COURSE DESCRIPTION

Market Opportunity Analysis is designed in response to the increasing need for analytic talent in the marketplace. The overarching purpose of this course is to convey the benefits of a systematic, analytical approach to marketing decision-making, and to build skills, knowledge and confidence in undertaking such analyses. This course is not a statistic or math course, focusing on pure technical details and equation derivations. It is a marketing analytics course, aiming to prepare future managers who (1) appreciate the importance of competitive advantages leveraged by analytics; (2) understand the existence of the tools, the advantages and limitations of each tool; and (3) can apply these tools, interpret the input and communicate the output from these tools and models, and apply them to assist marketing and other business decisions.

The course is primarily designed for undergraduate students who have already acquired basic data analysis skills as well as principles of marketing. Using marketing cases and related exercises tied to Marketing Engineering for Excel (ME►XL), students will develop marketing plans in various decision contexts. Specifically, this course will introduce a wide variety of quantitative models to improve marketing decision making in such areas as market response, customer segmentation/targeting, product/brand positioning, new product development, and allocation of marketing mix expenditures. It will help students learn how to use ME►XL as a data analysis tool when they make strategic and tactical marketing decisions, skills that are in increasing demand in corporations and nonprofit organizations alike today.

This is a relatively heavy number oriented course that analyzes data and interprets analysis results. It should be understood that data analyses and result interpretations are two primary ways to understand marketing phenomena and solve marketing problems.

LEARNING OBJECTIVES

Rooted in an interactive pedagogical concept called “Marketing Engineering”, this course embraces the principle of learning by doing. All concepts that we cover have software ME►XL implementation and a case whose solution can be enhanced through empirical analysis. Students are expected to struggle at times, attempting to apply ME►XL, which is the learning by doing process. Unlike most marketing courses that focus on conceptual material, this course provides quantitative skills to translate conceptual understanding into specific operational plans.
Specifically, the course objectives are to help you:

- Understand how to apply mathematical models such as factor/cluster/conjoint analysis, perceptual map, choice modeling, resource allocation models to support marketing decisions.
- Be able to evaluate the consequences of marketing decisions systematically and analytically.
- Apply cluster analysis and perceptual mapping to such marketing decision problems as segmentation, targeting and positioning decisions.
- Analyze forecasting models and understand their limitations and data requirements.
- Conduct conjoint analysis and understand choice modeling, and apply them in new product design problems.

"Why Market Opportunity Analysis?

This course zooms onward from the ADMN 585 course in several concrete ways, but mainly in terms of operationalizing marketing concepts like segmentation, targeting, positioning, and marketing resource allocation. By the end of this course, you will learn how to extract information in the ways marketers are increasingly required to, for example, to: segment customers and markets, identify attractive targeting prospects, determine the best brand positioning in customers’ minds, develop new products that add value to consumers and firms... and more. But, most of all, you will become adept in systematizing decision-making based on powerful, proven analytical techniques.

"How does Market Opportunity Analysis differ from Marketing Research course?

Marketing Research focuses on primarily consumer/customer data collection. Appropriate as a class for those individuals who serve in or are exposed to the marketing research function in a firm. For example a product marketing or an advertising manager, whose core job is product marketing or advertising but needs customer research to support decisions. This research will often be outsourced or conducted by a corporate marketing group. The product or advertising manager needs to be an informed consumer of this research and the marketing research course educates for this role.

The Market Opportunity Analysis course on the other hand is aimed at building causal models (not brute force data mining) to already available data and is less oriented around the gathering of data. Many marketing managers want a model-building approach to analyzing and understanding reams of data, utilizing easy to use software such as Excel. Today these individuals often work in departments that model data for loyalty marketing, retention or web marketing, etc. This is a sub industry in its own right and aspects of this are sometimes referred to as business intelligence.

COURSE STRUCTURE

The basic pedagogical approach is to employ a mix of learning methods, including lectures, software tools, cases, and assigned readings. Online lectures will be devoted to probing, extending and applying the material in the readings and the cases. These lectures will mainly have two parts: Theory and Software Implementation. The Theory section will cover the concepts, and what insights can be realized through each of these concepts. The Software Implementation section will show how to use Marketing Engineering for Excel (ME►XL) software to apply a scientific approach to marketing. Applications are illustrated in the cases, readings, and the examples; the software tools allow for hands-on opportunities to apply the concepts and models to resolve real-life marketing problems.
TEXTBOOK, SOFTWARE AND COURSE MATERIALS


A copy of the Marketing Engineering software associated with the book will need to be purchased by each student. Marketing Engineering textbooks may be purchased directly from DecisionPro at a 25% discount from the Suggest Retail Price. The 6-month license for the software is $45 and the 12-month license is $60 for students (the commercial value of this software is $1,500!). Some of the other materials load automatically with the software, and still more will appear via Blackboard. There will be no course pack.

Marketing Engineering for Excel Software: The Marketing Engineering for Excel academic software installation file is available for download on the DecisionPro website. In order to access the academic download, your status as a student must be confirmed by utilizing the Student Access Code below. The following link will provide additional details on the process:

http://www.decisionpro.biz/read-me-first

**Step 1:** Create an Account on DecisionPro website

http://www.decisionpro.biz/create-account

**Step 2:** Confirm your Student Status

http://www.decisionpro.biz/student-access-code

**Student Access Code:** dpro7777

**Step 3:** Download Software

http://www.decisionpro.biz/student-software-download

*System Requirements:* Windows XP, Vista, 7, or 8 (32 bit or 64 bit)

The download will be a compressed ZIP file and will contain the Getting Started Guide and the Marketing Engineering for Excel Software Installation File. Follow the Getting Started Guide for further instructions on installing and activating the software.

Mac Users: visit http://www.decisionpro.biz/me-cloud to learn about options for Mac users to access the Marketing Engineering software online.

**Step 4:** Activate Software

After installation, you will be required to activate your version of Marketing Engineering for Excel. You are required to purchase an academic license from within the software. The license should be purchased and the software activated by opening Microsoft Excel and going to the ME ► XL menu item (under Add-ins tab) and selecting “About Marketing Engineering for Excel.”

For any software related questions, visit the Support Center at: http://www.decisionpro.biz/support-tickets
**Microsoft Excel:** Although you may use either PC or Macintosh platforms, I highly recommend using PC environment. You should immediately make sure that the add-ins purchased from the link above works on your computer. You should also need to install/activate regression solver add-ins of Excel.

**Readings:** The reading assignments from Principles of Marketing Engineering are required, before each session. This provides the necessary background materials for class discussions. There will also be supplemental materials, mainly “tutorials” on how to run various models through the provided software. Cases appear automatically when you load the software, in a folder called “My Marketing Engineering”. Most other materials will be put on Blackboard.

**Course website on Blackboard:** Blackboard will be used almost exclusively given the nature of the online course. Additional readings, resources and lecture notes will be posted on Blackboard. It is necessary for each student to check on it periodically for most updated materials.

**EVALUATION OF WORK**

**Exams:**
There will be FIVE week-end exams corresponding to a 5-week term. Each exam will be a combination of multiple choice and true/false problems and equally counts for 15% of the total grade. Questions will be of conceptual and quantitative nature based on the material from the book and online lectures. You will have the flexibility of taking the exam at any time during that week. However, once the exam starts, it must be finished in the allocated time.

*There will be NO MAKE-UP exam will be provided, so that taking the exam earlier in the given week is strongly suggested.*

**Cases:**
There are all-together seven cases to analyze based on questions that will be posted on Blackboard. Case studies will have both conceptual and quantitative questions. For conceptual questions, be sure to integrate course material with company information/problem explained in the case. For analytical questions, you will refer to one of the marketing models in the ME►XL software. In order to answer analytical questions, you need to conduct analyses on datasets using the software, derive the results and interpret them in a meaningful way.

**Final Project:**
Final project consist of writing a report for one of the cases (you will be notified about the written case during the term). The final project is an individual work and must be submitted via email prior to the date provided in the class schedule table. Late projects will be penalized at the rate of 10-point reduction per day. The project should be no more than 5 pages, plus appendices including the necessary tables/figures showing the outputs of the analyses. Exhibits in appendices must be properly labeled. The project must be double-spaced, 1” margin on all sides, and Times New Roman font size 12. You do not need a cover page.
GRADING

The final course grade will be based on the five exams and a final project using the following percentages:

<table>
<thead>
<tr>
<th>Course Work</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Exams (Five exams, each 15%)</td>
<td>75%</td>
</tr>
<tr>
<td>Final Project</td>
<td>25%</td>
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</tbody>
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Grading scale is as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Cutoff Percentage</th>
<th>Grade</th>
<th>Cutoff Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93% or higher</td>
<td>C</td>
<td>74% - 76.9%</td>
</tr>
<tr>
<td>A-</td>
<td>90% - 92.9%</td>
<td>C-</td>
<td>70% - 73.9%</td>
</tr>
<tr>
<td>B+</td>
<td>87% - 89.9%</td>
<td>D+</td>
<td>67% - 69.9%</td>
</tr>
<tr>
<td>B</td>
<td>84% - 86.9%</td>
<td>D</td>
<td>64% - 66.9%</td>
</tr>
<tr>
<td>B-</td>
<td>80% - 83.9%</td>
<td>D-</td>
<td>60% - 63.9%</td>
</tr>
<tr>
<td>C+</td>
<td>77% - 79.9%</td>
<td>F</td>
<td>Below 59.9%</td>
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COURSE REQUIREMENTS

Prerequisite for the course is ADMN 585 – Principles of Marketing. Students must have both basic statistical and Microsoft Excel knowledge.

ACADEMIC CONDUCT POLICY

In order to encourage and preserve the honor and integrity of the academic community, UNH expects its students to maintain high standards of personal and scholarly conduct. In instances of cheating during an exam or other assignments, the instructor shall have the right to suspend the student(s) who is (are) cheating from further work on the exam or assignment, and deny the student(s) credit for the exam or exercise. All instructors or proctors shall have the right to examine materials in the student’s possession during exams.

ACADEMIC MISCONDUCT

CHEATING is defined as:
1. Copying from another student’s test paper, quiz, report, abstract, or any other application exercise.
2. Using, during a test or quiz, material and/or devices not authorized by the instructor.
3. Collaborating with or seeking aid from another student during a test, quiz or abstract without permission.
4. Knowingly using, buying, selling, stealing, transporting, or soliciting, in its entirety or in part, the contents of a test or other assignment unauthorized for release.
5. Substituting for another student, or permitting another student to substitute for oneself, to take a test or other assignment or to make a presentation.

PLAGIARISM is defined as the appropriation, theft, purchase, or obtaining by any means another’s work, and the unacknowledged submission or incorporation of that work as one’s own offered for credit. COLLUSION is defined as the unauthorized collaboration with another in preparing work offered for credit. The PENALTY for academic misconduct shall be an “F” in the course. The Dean of the Paul College of Business and Economics will also be notified.
<table>
<thead>
<tr>
<th>Session/Module</th>
<th>Date</th>
<th>Topic/Case/Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>May 26 – May 31</td>
<td>Course Overview&lt;br&gt;Ch1-Part 1: Theory - Marketing Engineering Approach &amp; Market Response Models</td>
</tr>
<tr>
<td>2</td>
<td>May 26 – May 31</td>
<td>Excel Solver&lt;br&gt;Ch1-Part 2: Software Implementation - Allegro Smart Sheet</td>
</tr>
<tr>
<td>3</td>
<td>June 1 – June 7</td>
<td>Ch2-Part1: Theory - Customer Value Assessment &amp; Value-in-use&lt;br&gt;Ch2-Part2: Software Implementation - Customer Choice Logit Model</td>
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<td>4</td>
<td>June 1 – June 7</td>
<td>Ch3-Part1: Theory - Segmentation and Targeting&lt;br&gt;Ch3-Part2: Software Implementation - Segmentation Model</td>
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<td>5</td>
<td>June 8 – June 14</td>
<td>Ch4-Part1: Theory - Positioning&lt;br&gt;Ch4-Part2: Software Implementation - Perceptual Map</td>
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<tr>
<td>6</td>
<td>June 8 – June 14</td>
<td>Ch5-Part1: Theory - Forecasting&lt;br&gt;Ch5-Part2: Software Implementation - Bass Model</td>
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<td>7</td>
<td>June 15 – June 21</td>
<td>Ch6-Part1.1: Theory - New Product and Service Design&lt;br&gt;Ch6-Part2.1: Software Implementation - GE Model</td>
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<td>8</td>
<td>June 15 – June 21</td>
<td>Ch6-Part1.2: Theory - New Product and Service Design – Conjoint&lt;br&gt;Ch6-Part2.2: Software Implementation - Conjoint Analysis</td>
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<tr>
<td>9</td>
<td>June 22 – June 26</td>
<td>Ch7-Part1: Theory - The Marketing Mix / Pricing&lt;br&gt;Ch7-Part2: Software Implementation - Resource Allocation Model</td>
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<td>10</td>
<td>June 22 – June 26</td>
<td>Ch8-Part1: Theory - Harvesting Value from Marketing Engineering &amp; Course Wrap Up&lt;br&gt;Final Project is due no later than June 26, 2014</td>
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