I. Past Year Activity

A. Progress in Meeting Annual Goals.

1. **Goal 1**: Introducing new Courses
   - We successfully met goal # 1. We were able to offer a course in social media marking during Spring 2014 semester and are all set to offer the course on branding in Fall 2014.

2. **Goal 2**: Continue to evaluate learning goals and outcomes for marketing classes. Revise and update course guidelines.
   - We continued to evaluate and assess our courses both at intro level (MKT 295) and program level (MKT 450) and continue to make adjustment. Additionally faculty members have submitted assessments for all courses taught by them.

3. **Goal 3**: Continue to integrate real-world marketing technology into our curriculum. Ensure that our graduates are trained in state of the art marketing theory and application. Particularly, continue to integrate the use of simulation and modeling software in our curriculum.
   - We were able to make some progress. We continue to use SPSS software in MKT 373 and MKT 380. Additionally Henry Greene has used the student created content videos (SCCV) as a means to enhance class room learning. Kuan Chiang has also made good use of blogs and viral videos along with Twitter, Facebook, and YouTube in his social media marketing class.

4. **Goal 4**: Maintain academic qualifications for our faculty. Mentor new faculty to become productive members of our department.
   - All fulltime members are academically qualified while all part-timers are professionally qualified.

5. **Goal 5**: Setup up a marketing lab where students can experiment with databases and modeling software.
   - We have not been able to make much progress because of the lack of resources and faculty interest.

B. Special Initiatives. Describe changes in current initiatives, any new initiatives, or initiatives beyond the normal scope of your unit’s activities. Present evidence of their impact or effectiveness.
With a view to improve enrollment we conducted two information sessions for pre-marketing and undecided majors student (flyer attached). Professor Kuan chiang was the point person for this initiative.

C. Community Engagement:
   a. Our class projects are mostly on local small businesses helping them in marketing themselves better. As an example, students in my marketing class in Spring semester, 2014, ran marketing reviews for many local businesses including Jayms Mobil, Middletown, Whole Food Market, West Hartford, Doogies Restaurant, Newington, Launch Trampoline Park, Hartford, Birch Hill Tavern, Glastonbury, the Snoopy Waffle, Newington, and Modern Pastry Shop, Hartford.
   b. Students in Henry Greene’s class raised money for breast cancer research. Money goes to the CT Breast Health Initiative which is headquartered in New Britain. Students have done this last 5 years and raised over $5,000.
   c. Henry served as President of a local Toastmasters Club (Club 919) this year and participated in 2 Toastmasters speech contests. He helped organize a Speechcraft seminar (6 weeks of meetings in the Fall 2013 – part of Toastmasters International) in which students practice their public speaking skills
   d. Department organized guest speakers to visit the marketing club. Guest speakers represent businesses in the greater Hartford area.
   e. Faculty members regularly supervise internship projects with students and local businesses.

D. Scholarly Output

Peer Reviewed Articles
   • Ahm, Jinwoo, Jungwon Ock, Henry Greene and Taeseok Rho, (2014), The Role of Friendship in Relational Marketing, Investigated in the Retail Service Industries, accepted Journal of Service Marketing Quarterly, Vol 36 (3)

Published Proceedings

Submitted Papers

• Greene, Henry, Khoon Koh, Joe Bonicci and Jared Chase, Storytelling In the Classroom -submitted to Journal of Marketing Education Review July 10, 2013, revised and resubmitted March 2014, rejected in May, to be revised and submitted somewhere else by June

Conference Presentations & Submissions
• Kim, Youngseon* and Yinlong Zhang, "How Does Power State Affect Consumers’ Evaluations of Luxury Brand Extensions?" Accepted to a Competitive Paper Session of Branding and Brand Management Track for *AMA Summer 2014 Marketing Educators Conference* in San Francisco, CA, in August 1-3, 2014 and scheduled to be presented on August 1, 2014


• Chan, Alison, Ryan Milan and Kuan-Pin Chiang (2014), “Effect of Sex and Fear Appeals on Perception and Intention to Purchase Condoms Among College Students,” Proceedings 2014 Northeast Decision Science Institute Conference, Philadelphia, PA. Paper also presented at the conference and being prepared for journal submission. The paper was also the winner of 2013 CCSU Faculty-Student Research Grant and 2013-14 CCSU Undergraduate Senior Research Award.

• Raajpoot, Nusser “A Conceptual Model of Consumer Expectation of Service Recovery Involving Counterfactual Thought”. Submitted for presentation at SMA conference and later possible publication in JBR.

E. Class Room Initiatives

Kim Youngsean
• Increased in-class exercises after short introduction of relevant marketing concepts that were intended to stimulate the understanding of and the application for real business situation.

Henry Greene
• (SCCV) in my classes. I have done this in my FYE, and Direct Marketing classes. Last summer I did it in my Consumer Behavior class and this summer I will do it in my Advertising class. I anticipate I will start assigning SCCVs in all of my classes. I do have evidence that learning is enhanced and students enjoy the class more when assigned the SCCV projects.

• In my MKT 295 class I have continued with my team projects where students raise money for a charity. This year students raised about $1,300 which was donated to a local breast cancer charity and a national prostate cancer charity.

• In my MKT373 class (Marketing Research) I required students to use SPSS for several assignments and quizzes. They were expected to complete a cluster project, perform hypotheses tests for 2 means, 3+ means and conduct an appropriate association test. They were also assigned a project to present some descriptive results with graphs and they were asked to run a regression analysis to predict sales. Hopefully all of these assignments will increase their SPSS expertise when they enter MKT380.

• Direct Marketing – In the last few years my direct marketing students enter the Direct Marketing Association ECHO contest. Every year I learn to manage the process a little better. This year the teams did a much better job on their projects.

Kuan Chiang
• Incorporated experiential and peer-based learning in which students interact with other students through projects and assignments to attain educational goals. Students conceptualized and executed a viral video, blogged weekly, provided updates on current events, critiqued brands on social media marketing, developed social media marketing plans and presented tutorials for various social media platforms. Feedbacks from students are very positive.

Jean Lefebvre
• Experiential learning via a team term project.

• Some of the team work takes place in class where I coach each team.

Nusser Raajpoot
• Experimented with online quizzes before the before the class as foundation for class discussion. Feedback was positive.

F. Assessment.
II. Planning for 2014-2015

  1. An undergraduate course in business analytics.
  2. Setup up a marketing lab where students can experiment with databases and modeling software.
  3. Improve advising
  4. Continue to integrate real-world marketing technology into our curriculum. Ensure that our graduates are trained in state of the art marketing theory and application. Particularly, continue to integrate the use of simulation and modeling software in our curriculum.
  5. Maintain academic qualifications for our faculty. If needed, recruit academically qualified faculty members and maintain professional qualified adjuncts.

- Needs.
  - In order to setup a marketing lab, we need both space and financial resources. We need room to conduct focus groups and room to setup computer terminals with required software for modeling and databases. On financial side we need support to purchasing/subscribing to consumer data bases; buy modeling software and furniture for focus group setup.
  - On faculty research side we need financial support buying software; use of professional data collection firms and secondary data sources. Addition we need greater support for travel if faculty wants to go to more than one conference.
Learning Outcome: (LO 1) Describe consumer choice process.

Five year trend Data

<table>
<thead>
<tr>
<th>Semester</th>
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<th>Acceptable</th>
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<tbody>
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<td>Fall 2012</td>
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</tr>
<tr>
<td>Fall 2013</td>
<td>10.50%</td>
<td>43.50%</td>
<td>46.00%</td>
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Results are in line with trend and results from fall 2012. Although percentage below acceptable has increased, our acceptable level results have improved.

Learning Outcome: (LO 2) Describe the role of segmentation, targeting, positioning (STP) in marketing strategy

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<td>Fall 2011</td>
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<td>Fall 2013</td>
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Although results have been inconsistent, STP has relatively been stronger areas of student performance. Here again results for last semester show less than 13% students in below expectation area and close to fifty percent in above acceptable range.

Learning Outcome: (LO 3) Differentiate pricing, promotion, product, and distribution policies

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<td>Fall 2010</td>
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<tr>
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<td>5.35%</td>
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<td>Fall 2013</td>
<td>30.15%</td>
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Learning objective number three has been a problem area for us. Compared to last semester we improved about 9 percentage points in the below acceptable range as 30% of our students failed to score in acceptable range. It is worrisome because majority of course content fall in this area.

Learning Outcome: (LO 4) Perform Market Opportunity Identification
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<th>Above Acceptable</th>
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<td>Fall 2009</td>
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<tr>
<td>Spring 2010</td>
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<td>Fall 2010</td>
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<td>55.97%</td>
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<td>Spring 2011</td>
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<tr>
<td>Fall 2012</td>
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<td>50.54%</td>
<td>36.96%</td>
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<tr>
<td>Fall 2013</td>
<td>15.08%</td>
<td>53.77%</td>
<td>15.58%</td>
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</table>

Opportunity identification results have shown consistent improvement over last three semesters. Again our above acceptable results show that about 1/3 of the students are performing very well. Below acceptable have been around 15% for last three semesters.

**Plan of Action**

Based on the analysis of results, we have pinpointed the specific academic content areas where we need further improvement.

- Marketing concept, specifically the link between customer needs and company resources.
- Characteristics of different phases of product life cycle in terms of sales, market share, revenues and profits.
- The difference between products and services i.e. tangibility, reliability, simultaneous production and consumption and perishability.
- Price elasticity
- Characteristics of penetration and skimming pricing strategies.
- Media objectives of reach, frequency, and continuity.
- Stages of new product development.
- Generic differences between consumer and business markets
- Generic strategy options of market penetration, product development, market development and diversification.
- Differences between marketing opportunity and competitive advantage.
- Relative contribution of 4p’s in developing competitive advantage.

**Appendex**

AOL Cumulative Examination  
MKT 295 Fall 2013

1. Business markets have _________ than consumer markets.  
   a. Larger number of customers  
   b. Smaller number of customers  
   c. Considerably larger number of transactions  
   d. No differences

2. ______ is the most important consumer buying organization in society. Marketers are interested in the roles and influence of the husband, wife, and children on the purchase of different products and services.  
   a. Family  
   b. Social Class  
   c. Opinion leader  
   d. Reference group
3. The buyer decision process consists of five stages. Which of the following is NOT one of these stages?
   a. Need recognition
   b. Information search
   c. Variety-seeking buying behavior
   d. Purchase decision

4. What determines whether the buyer is satisfied or dissatisfied with a purchase? The answer lies in the relationship between the consumer's expectations and the product's _________________
   a. Performance
   b. Personality
   c. Recognition
   d. Service quality

5. _________________ is a key to building lasting relationships with consumers.
   a. Alternative evaluations
   b. Need recognition
   c. Customer Satisfaction
   d. Effective distribution

6. Which is NOT one of the stages that customers go through in the process of adopting a new product?
   a. Awareness
   b. Interest
   c. Culture
   d. Desire

7. Which of the business buyer purchase decisions is the easiest one to make?
   a. Straight rebuy
   b. Modified rebuy
   c. New task buying
   d. Limited budget

8. For ________ purchases, the comparative evaluation process may be nearly instantaneous, and quickly forgotten.
   a. high-involvement
   b. quick
   c. low-involvement
   d. B2B

9. Which of the following is NOT part of Maslow's Hierarchy of Needs?
   a. Self-actualization needs
   b. Safety needs
   c. Stimulus needs
   d. Physiological needs

10. The consumer market contains both individuals and ____________.
    a. Corporations
    b. Government
    c. Households
    d. Institutions
For Question 11 read the following
Gillette shaving razors were first manufactured in 1895. Over the years, Gillette made improvements on their razors offering many "firsts" such as the Mach3, the Sensor, and the Fusion. For many years, women were forced to use razors designed primarily for men, but often marketed to women by offering them in different colors and with minimal modifications. In 1998 Gillette developed the Venus razor, based on the Mach3 but made specifically for women. Gillette promoted the Venus razor heavily, with television ads and other forms of media. The Gillette product line, now owned by Procter & Gamble, continues to introduce new versions of the Venus, such as the Venus Embrace, which has additional blades and other modifications.

11. Molly has been using a Bic disposable razor for her shaving needs for the last ten years. She doesn’t really see the need to spend more money on razors, but she sees that it is becoming more difficult to find the Bic, and so she is considering the Venus Embrace. Molly is definitely not a(n) _______ in the product adopter categories, and is more likely to be ______.
   a. early adopter; an innovator
   b. early majority; an early adopter
   c. innovator; an early majority
   d. innovator; a late majority

12. The fastest growing minority group in the United States is __________
   a. Asian Americans
   b. African Americans
   c. Hispanic Americans
   d. Eastern European Americans

13. If you have a 'high market share' product in a 'high growth market', according to the BCG model, you have a __________.
   a. Star
   b. Dog
   c. Cash Cow
   d. Question Mark

14. Which method should be used for objective assessment of one's own corporate strengths?
   a. STP
   b. SWOT
   c. 4P's
   d. 5C's

15. Motorola is attempting to project the market attractiveness for a new product market. In order to project the **market attractiveness**, the firm will first need to __________.
   a. Analyze legal environment
   b. Determine market size
   c. Promote the product
   d. Estimate costs

16. Brand X is not performing well (i.e., low market share) in a high growth industry. Brand X is a _____.
   a. question mark
   b. star
   c. cash cow
   d. dog

Use the following to answer questions 17 - 19:
Southwest Airlines has a history of being able to retain its employees due to the atmosphere and culture of the company. Employees have been known to dress up in costume on an airplane, engage in "games" with the passengers, and generally provide a fun atmosphere for traveling. While other airlines have low rates of customer satisfaction, Southwest tends to maintain a high rating with its customers. Recent gas price hikes have caused most airlines to charge for checked luggage and to fill every flight to its maximum, adding to the negative experience of airline travel. Southwest keeps its costs low through several methods, one being that they do not serve meals on flights, or provide pre-boarding passes. The typical flight is two hours or less and occurs between several selected cities rather than flying to practically anywhere in the country. Southwest is known for its low fares, its dependability, and its on-time flights.
17. The fact that Southwest Airlines has a history of being able to retain its employees is a ___ in its SWOT analysis.
   a. weakness  
   b. strength  
   c. threat  
   d. opportunity

18. In Southwest Airlines' SWOT analysis, the rising gas prices are a(n) ____, while the fact that other airlines are charging for all checked baggage may create a(n) __________.
   a. threat; strength  
   b. weakness; strength  
   c. threat; opportunity  
   d. weakness; opportunity

19. Southwest's low fares, dependability, and its on-time flights represent its
   a. competitive advantage  
   b. marketing opportunity  
   c. marketing plan  
   d. marketing objectives

Use the following to answer questions 20 - 21:
EXperience Limited is a company which offers tours and vacations that include participation in an extreme sport, such as hang-gliding, bungee jumping, skydiving, and motocross. Adrian Moss, EXperience Limited's owner, has just finished developing the strategic plan, including marketing objective of growing his customer base by 15% during the coming year. He believes that the best way of reaching that objective is to promote to the college-aged student. In the past, the majority of his sales have been to males under the age of 29, participating in hang-gliding and bungee jumping at various tourist locations. He wants to expand his skydiving and motocross tours, but isn't sure whether or not the expansion will be profitable. He currently has a database containing all the customers who have gone on a hang-gliding or bungee jumping vacation with his company.

20. According to the BCG matrix, the hang-gliding and bungee jumping tours have been a ____ for EXperience Limited, while the skydiving and motocross tours represent a ______________.
   a. star; dog  
   b. cash cow; question mark  
   c. cash cow; star  
   d. star; cash cow

21. The college-aged student represents EXperience Limited's ___________, and the tours its operates represent the ________ element of the marketing mix.
   a. target market; distribution  
   b. customer relationships; distribution  
   c. cash cow; distribution  
   d. target market; product

Use the following to answer questions 22
Southwest Airlines has a history of being able to retain its employees due to the atmosphere and culture of the company. Employees have been known to dress up in costume on an airplane, engage in "games" with the passengers, and generally provide a fun atmosphere for traveling. While other airlines have low rates of customer satisfaction, Southwest tends to maintain a high rating with its customers. Recent gas price hikes have caused most airlines to charge for checked luggage and to fill every flight to its maximum, adding to the negative experience of airline travel. Southwest keeps its costs low through several methods, one being that they don't serve meals on flights, or provide pre-boarding passes. The typical flight is two hours or less and occurs between several selected cities rather than flying to practically anywhere in the country. Southwest is known for its low fares, its dependability, and its on-time flights.

22. The fact that Southwest Airlines has a history of being able to retain its employees is a ______ in its SWOT analysis.
   a. weakness  
   b. strength  
   c. threat  
   d. opportunity
23. What are the two dimensions measured in the General Electric Model?
   a. market risk and business flexibility
   b. market flexibility and business risk
   c. market strength and business attractiveness
   d. market attractiveness and business strength

24. ________ is a person's pattern of living as expressed in his or her psychographics, including his or her activities, interests, and opinions.
   a. Motive
   b. Culture
   c. Personality
   d. Lifestyle

25. ________________ consists of a set of actual and potential customers.
   a. Environment
   b. Market size
   c. Sample
   d. Cell

26. Which of the following is NOT a segmentation technique?
   a. Demographic
   b. Psychographic
   c. Positional
   d. Behavioral

27. A group of customers who respond in a similar way to a given set of marketing efforts is known as a ________.
   a. Culture
   b. Ethnic group
   c. Customer Segment
   d. Fantasy

28. Which of the following technique is used to understand consumer’s perceptions of how competing brands are delivering on product benefits?
   a. Perceptual maps
   b. Consumer surveys
   c. Test markets
   d. Focus group reaction to positioning statements

29. In order to be useful, market segments need to be which of the following?
   a. Measurable
   b. Substantial
   c. Accessible
   d. All of the above

30. Marketers try to serve the segments whose needs match their ________________ and, in doing so, hope to develop very happy and loyal customers who will be very profitable.
   a. Experiences
   b. Opportunities
   c. Resources
   d. Targets

31. STP is the acronym for?
   a. Segmentation, Totality, Positioning
   b. Seasonally Targeted Promotions
   c. Selected, Targeted, Positioned
   d. Segmentation, Targeting, Positioning
32. If you were segmenting based on differences in behavior between rural and urban dwellers, you'd be using segmentation.
   a. Geographic
   b. Behavioral
   c. Psychographic

33. In ________ a product, we arrange for the product to occupy a clear, distinctive, and desirable place relative to competing products in the minds of target consumers.
   a. Positioning
   b. Targeting
   c. Segmenting
   d. Product distribution

34. Even though a market can be segmented in a variety of ways, there is ________ to segment a market.
   a. One single best way
   b. No single best way
   c. The most effective way
   d. The least-cost way

35. When targeting a small group of consumer with specialized need, you are practicing __________.
   a. Segmented Marketing
   b. Mass Marketing
   c. Niche Marketing

Use the following to answer questions 36 - 37:
Lil' Angels Kids Spa offers various treatments designed to appeal to the younger customer. Treatment options include manicures, pedicures, facials, tea parties, and dress up photos. Parents can even purchase a birthday party package. Lil' Angels offers its services only to girls under the age of 14. Originally begun in Delaware, Lil' Angels is considering opening its spa/salons in other parts of the country and is planning to expand its offerings to girls aged 14 to 17. The company realizes that some changes may be needed. For example, management wants to find out if the older girls will be interested in their birthday party and tea party services.

36. Which of the following best describes Lil' Angels' current approach to the market?
   a. It is segmenting the market according to demographic variables.
   b. It is segmenting the market according to product-related variables.
   c. It has chosen a segment that is not identifiable and divisible.
   d. It is not segmenting the market but is attempting to reach everyone with the product.

37. Which of the following bases is Lil' Angels using to segment its market?
   a. behavioristic
   b. frequency of use
   c. age
   d. family life cycle

38. Researchers found that a number of well-known brands tended to be strongly associated with one particular human trait, such as Jeep with "ruggedness." Which of the following terms would a marketer use to describe a specific mix of human traits that may be attributed to a particular brand?
   a. Brand equity
   b. Brand exposure
   c. Brand personality
   d. Brand concept

39. __________ products are purchased frequently, with little comparison or shopping effort.
   a. Convenience
   b. Shopping
   c. Specialty
   d. Unsought
40. __________ is a name, term, sign, symbol or combination of these intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.
   a. Product
   b. Position
   c. Image
   d. Brand

41. Regarding product life cycles, all of the following statements are true EXCEPT:
   a. All competitors lose money during the introductory stage.
   b. Industry sales & profits reach their maximum during the market introduction stage.
   c. Firms earn their biggest revenues during the market maturity stage.
   d. Industry profits reach their maximum during the market growth stage.

42. All of the following are major differences between products and services EXCEPT:
   a. Tangibility
   b. Perishability
   c. Reliability
   d. Inseparability of production and consumption

43. __________ costs do NOT vary with production or sales level.
   a. Materials
   b. Fixed
   c. Total
   d. Value

44. If demand changes greatly with a relatively small change in price, we say the demand is _______.
   a. Inelastic
   b. Elastic
   c. Sensitive
   d. Reversed

45. Companies have two primary choices when setting prices for a product during the introductory stage. These choices are ___________ and ___________.
   a. Market-skimming; fixed pricing
   b. Market-skimming; value pricing
   c. Value pricing; cost pricing
   d. Market-penetration; market-skimming

46. In order for market-penetration pricing to work, which of the following market conditions must be met?
   a. The market must not be price sensitive (inelastic).
   b. Production and distribution costs must stay the same as volume increases.
   c. The market must be highly price sensitive (elastic).
   d. none of the above

47. AIDA stands for ____, ____, ____, ____.
   a. Aspiration, interest, dedication & attention.
   b. Attention, integrity, desire & awareness
   c. Attention, Interest, Desire & Action
   d. Awareness, intention, decision & attention

48. You've developed a new product that's innovative, has high demand, is considerably better than anything on the market and which your competitors won't be able to match for at least two years. To maximize your revenues, which pricing strategy might you adopt?
   a. Penetration
   b. Cost plus
   c. Skimming
   d. Variable
49. For integrated marketing communication (IMC) to work, your message must be:
   a. Clear
   b. Consistent
   c. Compelling
   d. All of the above

50. In developing a promotion strategy, three major media objectives are:
   a. Reach, pull and effectiveness
   b. Reach, frequency and continuity
   c. Frequency, continuity and creativity
   d. Frequency, pull, creativity

51. Pfizer Corp. is introducing a really new product idea. Pfizer is spending a lot of money to inform potential customers and middlemen about the availability and advantages of the new product. Although sales are rising slowly, Pfizer doesn’t expect the product to become profitable for at least another year. Pfizer’s new product is in which stage of the product life cycle?
   a. Market introduction
   b. Sales decline
   c. Market growth
   d. Market maturity

52. What is the final step in the New Product Development Process?
   a. Test marketing
   b. Commercialization
   c. Product concept development and testing
   d. Idea screening

53. Subway recently expanded its number of worldwide outlets without going to new markets. Subway’s growth strategy reflects
   a. Market Penetration
   b. Product Development
   c. Market Development
   d. Diversification

54. As a marketer, you can increase sales by:
   a. Increasing your market share in a stable environment
   b. Maintaining your market share in a growing market
   c. Increasing your share of customer
   d. All of the above

Use the following to answer questions 55 - 56:
Gillette shaving razors were first manufactured in 1895. Over the years, Gillette made improvements on their razors offering many “firsts” such as the Mach3, the Sensor, and the Fusion. For many years, women were forced to use razors designed primarily for men, but often marketed to women by offering them in different colors and with minimal modifications. In 1998 Gillette developed the Venus razor, based on the Mach3 but made specifically for women. Gillette promoted the Venus razor heavily, with television ads and other forms of media. The Gillette product line, now owned by Procter & Gamble, continues to introduce new versions of the Venus, such as the Venus Embrace, which has additional blades and other modifications.

55. Shaving razors fall into which of the following classification of consumer products?
   a. Convenience products
   b. Shopping products
   c. Substitute products
   d. Specialty products

56. When Gillette developed the Venus razor in 1998, in which stage of the product life cycle was the Venus?
   a. Introduction
   b. Growth
   c. Maturity
   d. Decline
Greensprings Cemetery in upstate New York, offers full-service funeral and burial that is non-toxic to the environment. All materials used in the burial are natural and will decompose with no negative impact. Greensprings’ service is relatively new in the United States, but services of this type are common in Great Britain. A typical burial in Greensprings’ cemetery includes a casket made from bamboo, wicker, paper, or other natural material. There are no headstones of granite or concrete that will detract from the landscape, but trees and plants as “markers” are allowed. The cost for a burial at Greensprings is approximately $3,000, compared to about $6,000 at most traditional cemeteries. Although business was slow at first, Greensprings is now experiencing an increase in the number of burials, due to referrals and a newly-developed website. The owners of Greensprings were previously in the cemetery business, and are active conservationists. After conducting research and finding that there were natural burial sites in Great Britain, they wanted to provide an alternative to other environmentally-conscious Americans like themselves.

57. Referrals and a new website have helped Greensprings’ business grow. These would come under which of the following marketing mix variables?
   a. Product
   b. Price
   c. Distribution
   d. Promotion

58. Greensprings’s main competitive advantage over traditional cemeteries directors comes from its attention to which element in the marketing mix?
   a. Product
   b. Price
   c. Promotion
   d. Distribution

Liz Claiborne, Inc. markets several different brands, under their own Claiborne name label, as well as others. Their primary brands, such as Liz Claiborne, Liz & Co, and DKNY, are sold to wholesalers. These brands are then available through retail department stores such as Kohl's and Macy's. Their wholesale-based brands division is positioned as customer-focused and cost-efficient. Their premium brands division includes labels such as Kate Spade, Juicy Couture, and Mexx. These premium brands are sold through stores which the Claiborne Company owns.

59. The Liz & Co brand is sold only at J.C. Penney's stores. This is an example of __________ distribution.
   a. selective
   b. routine
   c. intensive
   d. exclusive

60. If Liz Claiborne were to distribute their Kate Spade brand through its company-owned stores and through wholesalers, to major department stores, then Liz Claiborne would be using __________ distribution.
   a. intensive
   b. vertical
   c. dual
   d. exclusive

Novartis created the Novartis Research Institute for Tropical Diseases in Singapore. The institute is unique because it is a not-for-profit organization that focuses on the discovery of new drugs for the treatment of neglected diseases, such as dengue fever and tuberculosis. Not only is this good business, it is also:

   a. mandated by Supreme Court rulings
   b. socially responsible
   c. not ethically motivated
   d. demonstrating a lack of concern for diversity
   e. using environmental marketing

62. “Green marketing” includes _____.
   a. making safer products
   b. recycling
   c. biodegradability
   d. pollution controls
   e. all of the above
63. When a marketing company makes decisions to protect the interests of consumers, company, and _____ long-run interests, it is practicing ______ marketing.
   a. the federal government’s; value
   b. society’s; societal
   c. company’s; sense-of-mission
   d. Government’s; value
   e. employees’; green

64. Uniform worldwide environmental standards are not expected to be put into place soon because _____.
   a. such strategies are too expensive
   b. many countries do not recognize the importance of environmental standards
   c. such policies currently vary too widely between countries
   d. markets are too dissimilar
   e. All of the above

65. _____ are the rules people develop as a result of cultural values and norms.
   a. Virtues
   b. Socialization
   c. Conscience
   d. Morals

66. Generally, it is better to use the same ______ worldwide if possible.
   a. Logo
   b. Advertisements
   c. Price

67. Emerging economies ______.
   a) have low levels of GDP
   b) are experiencing rapid growth
   c) are working toward improved standards of living for their citizens
   d) all of the above
Appendix-1
AOL Marketing Majors
Marketing Preamble

Upon completion of the program, marketing majors will be able to collect, analyze and synthesize pertinent data to provide the basis for the formulation and presentation of a competent marketing plan. In teaching, and when appropriate, the marketing faculty uses experiential learning with community engagement. The latter facilitates the internalization of action skills: teamwork, communications, presentation and selling skills. Overall, students gain confidence in their professional competence.

Section One - Learning Outcome and Numeric Results

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<th>LEARNING OUTCOME</th>
<th>SECTIONS</th>
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<th>WHERE MEASURED</th>
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<td>(LO 1) Perform Market Opportunity Identification</td>
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<td>(LO 3) Determine a STP (segmentation, targeting, positioning) strategy</td>
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<tr>
<td>(LO 4) Describe and analyze consumer choice process</td>
<td>2</td>
<td>40</td>
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Section Two Findings

Trend Data

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(LO 2) Formulate pricing, promotion, product, and distribution policies

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(LO 3) Determine a STP (segmentation, targeting, positioning) strategy

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(LO 4) Describe and analyze consumer choice process

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- In line with recommendation of the school of business assessment retreat, we continue to employ multiple measures as opposed to a single MCQ measure that we had used previously. We used 3-4 measures for each of the learning objectives. Below are the details of these measures.

<table>
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<th>LO 1: Opportunity Recognition</th>
<th>LO 2: Marketing Mix</th>
<th>LO 3: STP</th>
<th>LO 4: CB</th>
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- Multiple choice tests are effective assessment technique and are considered strong predictors of overall student performance. Since this type of assessment does not require a faculty member to interpret answers, students are graded purely on their responses, creating a lower likelihood of teacher bias in the results.
- Cases and marketing plan assignment are considered the best predictors of student’s ability to apply the learned concept in the program.
- The link between the assessment method and the learning outcomes has face validity.
- Overall, students seem to do better on applicative assessment i.e. cases and marketing plan development than the conceptual testing through MCQ. Also, students tend to do better in concept testing through MCQ when they are measured
right after a learning objective is completed through quizzes and midterm than when they sit for a single comprehensive examination.

- Our results for this semester are in line with the trend shown earlier with the exception of LO 3 where our results showed a decline in acceptable range.
- Based on the combined results of new assessment tool, we were able to achieve our objective of less than 30% in all four learning objectives. We further discuss these results in section three.

Section Three - Analysis of Results
LO 1: Students continue to do better on market plan development and quizzes as compared to MCQ's. The combined results show only 10% of the students below acceptable level. Within comprehensive examination, students need to improve their understanding of the concepts relating to BCG matrix and Porter’s five forces model.

LO 2: Students did very well on this objective with only 2.5% were below acceptable levels. There is, however, need for improvement. Students need a better understanding of the concepts relating to BCG matrix, mass media applications and personal sales methods.

LO 3: Our results on this objective were poorer than last semester. The above acceptable level percentage fell from 70% to 32.5%. Psychographics, benefits of segmentations, customer value and competitive advantage gained through segmentation remain the areas to improve.

LO 4: Results were comparable to the fall 2012. Our unacceptable level percentage increased to 10% and there was a minor drop in above acceptable level. Item analysis of fifteen consumer behavior questions reveal that students need a better understanding of the concepts relating to business buying practices, role of social class, new product adoption process and information collection and processing.

Section Four Use of Results
- This is our second assessment cycle using multiple assessment tools. We are still careful in interpreting these results. We will continue to collect data for another year and then decide on permanently to new measurement tool.
- We have communicated the results regarding areas requiring improvement to both fulltime and adjunct faculty members so that they can reinforce the areas/concepts as they relate to their courses. We have also requested them to explicitly incorporate topics related to the identified weaknesses in their syllabi.
- We will continue to use and improve the existing measurement tools.
- The department has an ongoing process of reviewing course outline for the purposes of identifying common learning objectives in all courses in an effort to reduce redundancy.

Section Five General Education - NA

Section Six Plans
The marketing preamble states that upon completion, marketing majors should be able to formulate and present a competent marketing plan. Results of assessment for Fall 2013 and previous assessments reinforce the suggestion that the teaching and assessment should be focused more on the applicative part of the course, i.e. applying the concept to real life marketing situations. We need to move on both fronts, teaching and assessment. In teaching we want to make sure that students have the appropriate knowledge base needed to write a competent marketing plan. That knowledge base is a function of all elective and core courses a
student has taken before graduating. We, however, only assess the knowledge base in one course. If we want to improve the knowledge base we have to assess all elective and core courses, not only the capstone marketing course. All faculty members have been asked to provide course assessment this semester i.e. Fall 2013. Once we have these assessments at the end of the semester we will be able to identify key areas for improvement. On the assessment side we will continue to use multiple assessment tools.

Appendix

Marketing Plan evaluation Rubric

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Poor=1
Excellent=4
N.A=Missing

MCQ’s

**LO 1**

1. Which of the following best captures the meaning of “Opportunity”?
   a. a fast growing need in the population, like weight control
   b. a large market, growing rapidly, with weak competitors and low risks
   c. a remarkable “breakthrough” creative new idea
   d. capitalizing on the firm’s core competencies, like Apple and its technology skills and knowledge
   e. an attractive market that fits the resources and strategy of the firm better than those of its competitors

2. The BCG matrix does all the following except one. Which one?
a. Views the firm as a portfolio of revenue producing entities: Stars, Dogs, Cash Cows and Question Marks
b. The “entities” are product/services selling in a market characterized by relative market share and market rate of growth
c. The success PLC path for a new product would be: Question mark>Star>Cash Cow>Dog.
d. Allows diagnosis of a balanced/healthy Vs. an unbalanced/unhealthy portfolio
e. Dictates the strategies to follow: harvest “Dogs,” invest in “Stars” and milk “Cash cows”

3. A common practice among marketers is to identify and develop new markets for their existing products. This practice is called _____.

a. market development  
b. product development  
c. market penetration  
d. market skimming  
e. dual adaptation

4. In identifying opportunities, it is useful to analyze a company’s value chain to find out who and what activities in the chain add _____ for customers and _____ the whole chain.

a. satisfaction; coordinates with  
b. value; shares budgets with  
c. value; coordinates with  
d. value; strengthens  
e. efficiency; communicates with

5. Identifying market opportunities involves delineating the _____ and dividing it into smaller _____.

a. industry; markets  
b. market; segments  
c. competition; competitors  
d. market; market shares  
e. customer; preferences

6. A company should target segments in which it can profitably generate the greatest customer _____ and _____ it over time.

a. sales; sustain  
b. satisfaction; spread  
c. value; sustain  
d. sales; keep  
e. loyalty; grow

7. A thorough market opportunity analysis includes all of the following except one. Which one?

a. company situation  
b. markets and market segments  
c. company strengths  
d. past sales records  
e. all of the above

8. Your competitor may reveal intelligence information through which of these sources of information?
a. their garbage  
b. trade show exhibits  
c. Web pages  
d. press releases  
e. all of the above

9. In rating various markets it considers entering, the firm should use the following criteria, except one. Which one?
   a. Size of potential market  
   b. Risks of rapid technological change  
   c. Rewards: profitability, sustainability  
   d. Degree of fit with the firm’s capabilities, resources and strategy  
   e. The preferences of the CEO.

10. A firm’s capabilities would include all the following, except one. Which one?
    a. core technological skills  
    b. financial resources  
    c. management skills and experience for this market  
    d. has excess idle capacity for production  
    e. knows how to develop close, trusting relationships with its customers

11. In comparison to its competitors’, a valuable resource of the firm has all the following, except one. Which one?
    a. can easily be substituted for another resource  
    b. generates profits that flow exclusively to the firm  
    c. is hard to copy: physically unique, path dependent, causally ambiguous  
    d. is durable: can sustain competitive advantage over a long time  
    e. is superior to the resources of the firm’s competitors

12. In selecting industries to enter, Porter’s “Five Forces” model involves analysis at three levels of industry structure. Which three are correct?
    a. analysis of the industry/ the strategic groups within/ the company and its competitors within its strategic group  
    b. analysis of the industry/markets within/ segments within the market  
    c. analysis of the industry/ markets within/ government impact on the industry and markets within  
    d. analysis of the industry/ power of buyers/ power of suppliers  
    e. analysis of entry barriers into the industry/exit barriers/ intensity of rivalry

13. To gauge industry attractiveness, Porter’s model includes “Bargaining power of buyers” in the industry. Which of the following is not a determinant of increased bargaining power of buyers?
    a. buyers are concentrated and buy in large volume relative to sellers  
    b. buyers cause a credible threat of backward integration  
    c. the industry’s product is unimportant to the quality of the buyer’s product or service  
    d. buyers have high costs of switching from the industry’s product to a substitute  
    e. the industry’s product is standard or undifferentiated.

14. In selecting an industry with the best opportunity to enter, Porter’s model identifies “Barriers to entry.” Which of the following is not a barrier to entry?
a. significant economies of scale  
b. product differentiation  
c. high cost of switching from one supplier to another  
d. difficult access to distribution channels  
e. absence of experience curve effects  

15. Characteristics of “blue ocean” opportunity identification analyses follow. Which of the following is “blue ocean?”  
a. perform a SWOT analysis for industries where supply exceeds demand  
b. perform Porter’s five forces analysis in a market where products and services have become commodities  
c. identify and delineate existing markets as a necessary step before market selection  
d. identify potential leaps in value to customers  
e. estimate price elasticity of demand in different markets  

LO 2  
1. A concern with the four Ps is that it takes the _____ view and not the _____ view.  
   a. buyer’s; seller’s  
   b. broad; narrow  
   c. seller’s; buyer’s  
   d. traditional; modern  
   e. domestic; global  

2. It is typical for top management to give the new product development team general strategic directions but no _____ or ____.  
   a. clear-cut product idea; resource limitation  
   b. clear-cut product idea; work plan  
   c. work plan; budget  
   d. freedom limitation; budget restraints  
   e. budget; resources  

3. When designing a marketing strategy, a marketing manager focuses on _____ and _____.  
   a. consumer wants; profitability  
   b. marketing myopia; brand experiences  
   c. low prices; product benefits  
   d. the target market; the value proposition  
   e. social responsibility; the product concept  

4. Product planners need to think about products and services on three levels. Each level adds more customer value. The most basic level is the ____, which addresses the question, “What is the buyer really buying?”  
   a. actual product  
   b. augmented product  
   c. core benefit  
   d. co-branding  
   e. exchange  

5. Producers must regularly check channel member performance against standards such as which of the following?  
   a. sales quotas  
   b. average inventory levels  
   c. customer delivery time
6. Which of the following is an example of horizontal channel conflict?

a. managers of two separate Holiday Inns disagreeing over what constitutes poor service
b. United Airlines competing with Northwest Airlines for customers
c. disgruntled factory workers complaining about a small pay raise
d. the BMW dealership in Fort Wayne complaining that the BMW dealership in Indianapolis is situated too close
e. A and D

7. Direct-response ads always contain _____ to make it easier for marketers to gauge whether consumers are paying attention to their sales pitches.

a. a mailing address for comments  b. a 1-800 number or the Web address  c. a hit button to record the number of viewers  d. an order number  e. pop-ups

8. Until retailers _____ and _____ their markets, they cannot make consistent decisions about product assortment, services, pricing, advertising, store décor, or any of the other decisions that must support their positions.

a. compete with; position  b. target; compete with  c. define; profile  d. limit; serve  e. divest; eliminate

9. Mass-media advertising has long dominated the promotions mix of consumer product companies. However, _____ fragmentation has resulted in _____ fragmentation.

a. advertising; promotion  b. market; media  c. buzz marketing; sales  d. promotion; placement  e. none of the above

10. The qualities that buyers like most in salespeople include empathy, honesty, dependability, thoroughness, follow-through, and _____.

a. being a good listener  b. being a good communicator  c. being sympathetic  d. being a caring person  e. candor

11. _____ becomes more important as competition increases. The company’s objective is to build selective demand.

a. Brand advertising  b. Informative advertising  c. POP promotion advertising  d. Patronage advertising
e. Reminder-oriented advertising

12. Developing an effective message strategy begins with identifying _____ that can be used as advertising appeals.
   a. sales promotions
   b. premium promotions
   c. advertising specialties
   d. customer benefits
   e. emotions

13. There are major steps in media selection. Which is NOT one of these steps?
   a. deciding on reach, frequency, and impact
   b. choosing among major media types
   c. selecting specific media vehicles
   d. deciding on format elements
   e. none of the above

14. You want to increase reach. You could _____.
   a. aim your ads at different demographic groups
   b. air your ad at different times of the day
   c. attack your competitors’ ad messages
   d. use more appeals
   e. A and B

15. When using price points, the seller must establish perceived ______ that support the price differences.
   a. nonprice competition
   b. quality differences
   c. service levels associated with each
   d. images
   e. all of the above

LO 3

1. Why does Procter & Gamble offer products that compete with one another on the same supermarket shelves?
   a. Different people want a greater selection.
   b. Different people want different mixes of benefits from the products they buy.
   c. Procter & Gamble has little competition.
   d. Retailers request it.
   e. It creates healthy competition.

2. Al Moline and his staff have decided to use target marketing to reach their sales goals. Identify their three steps (in order) to target marketing.
   a. market segmentation, market positioning, target marketing
   b. market positioning, market positioning, market segmentation
   c. market segmentation, target marketing, market positioning
   d. market alignment, market segmentation, market positioning
   e. market recognition, market preference, market insistence

3. Even though several options are available at any one time, there is _____ to segment a market.
a. one single best way
b. no single way
c. the most effective way
d. the least-cost way
e. a most popular way

4. Kathleen O’Toole divides buyers into groups based on their knowledge, attitudes, uses, or responses to a product. Kathleen is obviously using _____ segmentation.
a. behavioral
b. psychographic
c. age and life cycle
d. demographic
e. geographic

5. By going after segments instead of the whole market, companies have a much better chance to receive maximum rewards for close attention to consumer needs and to _____.
a. deliver value to consumers
b. increase market share
c. develop greater customer loyalty
d. offer lower prices
e. all of the above

6. It is now time to evaluate the different market segments your company is serving. You would look at all of these factors except one. Which one?
a. segment size
b. segment growth
c. structural attractiveness
d. company values and mission
e. none of the above

7. In general, a company should enter only segments in which it can _____ and _____.
a. offer lower prices; ship faster
b. offer superior value; gain advantages over competitors
c. offer superior value; ship faster
d. gain advantages over competitors; get co-op advertising
e. identify behaviors; understanding spending power

8. Developing a stronger position within selected customer segments creates more total sales than _____ marketing across all segments.
a. undifferentiated
b. differentiated
c. mass
d. target
e. multiple-segment

9. When competitors cannot easily imitate this an offering’s value proposition, we say we have a _____ difference.
a. distinctive
b. profitable
c. preemptive
d. superior
e. irreconcilable

10. The answer to the customer’s question, “Why should I buy your brand?” is found in the _____.

a. quality image
b. customer services
c. value proposition
d. encyclopedia
e. pricing and promotion structure

11. This statement first states the product’s membership in a category and then shows its point-of-difference from other members of the category.

a. mission statement
b. vision statement
c. position statement
d. positioning statement
e. statement of intent

12. As a business consultant, what type of segmentation would you suggest to marketers of automobiles, boats, financial services, and travel?

a. age and life cycle
b. gender
c. income
d. behavioral
e. undifferentiated

13. The marketing process identifies the _____ and divides it into smaller _____.

a. industry; markets
b. market; segments
c. competition; competitors
d. market; market shares
e. customer; preferences

14. A company should target segments in which it can profitably generate the greatest customer _____ and _____ it over time.

a. sales; sustain
b. satisfaction; spread
c. value; sustain
d. sales; keep
e. loyalty; grow

15. When we practice _____, we arrange for a product to occupy a clear, distinctive, and desirable place relative to competing products in the minds of target consumers.

a. positioning
b. market positioning
c. target segmenting
d. repositioning
e. product distribution
1. People change the goods and services they buy over time because of two important factors. They are _____.
   a. belief and attitude
   b. perception and personality
   c. age and life-cycle stage
   d. groups and learning
   e. family and tradition

2. Maslow has a list of human needs from the most pressing to the least pressing. They include all of the following except _____.
   a. physiological needs
   b. safety needs
   c. need for approval
   d. self-actualization
   e. social needs

3. People will forget much that they learn. They tend to retain information that supports their attitudes and beliefs. This is called _____.
   a. selective retention
   b. selective distortion
   c. selective attitude
   d. selective attention
   e. perceptual vigilance

4. _____ is the process by which people select, organize, and interpret information to form a meaningful picture of the world.
   a. Personality
   b. Perception
   c. Selective group
   d. Habitual behavior
   e. Assessment

5. The practical significance of _____ for marketers is that they can build up demand for a product by associating it with strong drives, using motivating cues, and providing positive reinforcement.
   a. alternative evaluations
   b. social classes
   c. learning theory
   d. subcultures
   e. family and tradition

6. With habitual buying behavior, buyers are not highly committed to any brand; marketers of low-involvement products with few brand differences often use _____ and _____ promotions to stimulate product trial.
   a. belief; attitude
   b. learning; attitude
   c. price; sales
   d. culture; learning
   e. impulse buying; end-of-aisle

7. The buyer decision process consists of five stages. Which of the following is NOT one of these stages?
   a. need recognition
   b. information search
   c. variety-seeking buying behavior
d. purchase decision

e. none of the above

8. The most effective source that consumers obtain information from is _____ because it legitimizes or evaluates products for the buyer.
   a. commercial
   b. public
   c. experimental
   d. personal
   e. social

9. The marketer needs to know about _____—that is, how the consumer processes information to arrive at brand choices.
   a. alternative evaluation
   b. opinion leaders
   c. lifestyle
   d. habitual buying behavior
   e. post-purchase dissonance

10. Relative advantage, compatibility, complexity, divisibility, and communicability are characteristics of _____.
   a. alternative evaluation
   b. dissonance-reducing buying behavior
   c. influence of product characteristics on rate of adoption
   d. habitual buying behavior
   e. service quality

11. Which statement is true regarding social class?
   a. Social class is determined primarily by income level.
   b. Lines between social classes in the United States are fixed and rigid.
   c. Social classes show distinct product preferences in clothing and automobiles.
   d. Wealth is more critical than education level in measuring social class.
   e. People are relegated to a permanent class layer in the United States.

12. As a participant in the B2B market, you will be more _____ those from whom you buy and those to whom you sell.
   a. friendly with
   b. dependent on
   c. professional with
   d. independent from
   e. participative with

13. Bill thought he had received the best deal on his new car. Shortly after the purchase, Bill started to notice certain disadvantages of his new car as he learned more about other cars available. Bill is experiencing _____.
   a. postpurchase complaint
   b. perception
   c. postpurchase dissonance
   d. purchase decision
   e. perceptual vigilance

14. CRM analysis focuses on customer _________________.
   a. Segments
   b. Behaviors
   c. Touch points
   d. Feedback
   e. Benefits
15. Which business buying situation is the marketer's greatest opportunity and challenge?
   a. modified rebuy
   b. straight rebuy
   c. new task
   d. multiple rebuys
   e. A and D

Auto/Computer Industry STP Project

This individual project will give you valuable experience in understanding segmenting, targeting, and positioning. To complete the assignment, do the following:

1. Select a product on which you want to focus. Pretend you're marketing this product. You want to get some idea of how potential customers compare your product to direct competitors. You can choose from the following categories:
   a. Automobile (make and model - choose one that is currently in production so that you can easily find information about it at the automaker's website, etc.)
   b. "Ultrabook" notebook PC (high-end laptop)
2. Identify the target customer(s) for your product. Describe the target customer(s) in a couple of sentences. What is the customer looking for in the product?
3. Select two competing models of the product that appeal to the same customer segment. These products should be direct competitors for your product. Make sure they're direct competitors: for (an admittedly exaggerated) example, Smart For Twos don't directly compete with either Corvettes or Dodge Ram trucks).
4. Select two "quality" characteristics to use in your evaluation of your product and the competing products, along with price. The characteristics chosen should be relevant to the target customer, addressing the benefits they seek from the product.
   a. For example: gas mileage for subcompacts, cargo capacity for full-size pickups, 0-60 acceleration for sports cars or sports sedans, battery capacity for ultrabooks. Remember to choose two characteristics that matter to the target segment. The examples I provided are not exhaustive (there are others you can use).
5. Produce perceptual maps using the provided spreadsheet (see the Vista section home page).
6. Draft a proposed positioning statement (using the formula provided on page 63 in chapter 4 of MM3, 3'd edition) for your product, keeping in mind the apparent target customer segment and the key benefits sought by target customers and offered by your product. Format for the positioning statement should be:
   a. "For customers who want (target segment), (our brand of the product) is the best at ('unique selling proposition,' the key benefits sought by the target segment and provided by your product)."
7. Finally, find and analyze a representative ad for your product (this can be a print or video or even radio spot). Please provide a link to the ad or at least provide the source and give a thorough description, if not available on the Web.
   a. Identify, to the best of your ability, the positioning expressed or implied in the ad.
b. Discuss whether the positioning implied by the ads is compatible with the positioning you identified in the exercise.

**Cluster Sizes**
The following table lists the size of the populations of each segment, in both absolute and relative terms:

<table>
<thead>
<tr>
<th>Size/Cluster</th>
<th>Overall</th>
<th>Cluster 1</th>
<th>Cluster 2</th>
<th>Cluster 3</th>
<th>Cluster 4</th>
<th>Cluster 5</th>
<th>Cluster 6</th>
<th>Cluster 7</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Observations</td>
<td>515</td>
<td>58</td>
<td>78</td>
<td>134</td>
<td>31</td>
<td>87</td>
<td>60</td>
<td>67</td>
</tr>
<tr>
<td>Proportion</td>
<td>1</td>
<td>0.113</td>
<td>0.151</td>
<td>0.26</td>
<td>0.06</td>
<td>0.169</td>
<td>0.117</td>
<td>0.13</td>
</tr>
</tbody>
</table>

**Segmentation Variables**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Overall</th>
<th>Cluster 1</th>
<th>Cluster 2</th>
<th>Cluster 3</th>
<th>Cluster 4</th>
<th>Cluster 5</th>
<th>Cluster 6</th>
<th>Cluster 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taste</td>
<td>2.18</td>
<td>1.62</td>
<td>1.73</td>
<td>1.91</td>
<td>6.29</td>
<td>1.85</td>
<td>2.40</td>
<td>2.09</td>
</tr>
<tr>
<td>Energy</td>
<td>4.02</td>
<td>3.45</td>
<td>2.68</td>
<td>2.84</td>
<td>1.35</td>
<td>5.46</td>
<td>6.00</td>
<td>6.04</td>
</tr>
<tr>
<td>Price</td>
<td>3.96</td>
<td>4.38</td>
<td>6.40</td>
<td>2.51</td>
<td>3.26</td>
<td>5.30</td>
<td>3.80</td>
<td>2.37</td>
</tr>
<tr>
<td>Thirst</td>
<td>3.46</td>
<td>3.98</td>
<td>2.49</td>
<td>3.59</td>
<td>3.52</td>
<td>2.95</td>
<td>4.43</td>
<td>3.64</td>
</tr>
<tr>
<td>Convenience</td>
<td>4.37</td>
<td>2.21</td>
<td>5.47</td>
<td>5.45</td>
<td>2.94</td>
<td>5.36</td>
<td>3.12</td>
<td>3.33</td>
</tr>
<tr>
<td>Carbonation</td>
<td>5.13</td>
<td>6.33</td>
<td>5.15</td>
<td>5.96</td>
<td>5.10</td>
<td>2.84</td>
<td>5.67</td>
<td>4.88</td>
</tr>
<tr>
<td>Complements food</td>
<td>4.87</td>
<td>6.02</td>
<td>3.99</td>
<td>5.75</td>
<td>5.45</td>
<td>4.28</td>
<td>2.53</td>
<td>5.72</td>
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</table>

**Discriminant Variables**

<table>
<thead>
<tr>
<th>Discriminant variables</th>
<th>Overall</th>
<th>Cluster 1</th>
<th>Cluster 2</th>
<th>Cluster 3</th>
<th>Cluster 4</th>
<th>Cluster 5</th>
<th>Cluster 6</th>
<th>Cluster 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>27.88</td>
<td>26.40</td>
<td>29.21</td>
<td>24.77</td>
<td>25.87</td>
<td>30.56</td>
<td>31.43</td>
<td>28.10</td>
</tr>
<tr>
<td>Status</td>
<td>0.44</td>
<td>0.43</td>
<td>0.51</td>
<td>0.32</td>
<td>0.45</td>
<td>0.53</td>
<td>0.53</td>
<td>0.37</td>
</tr>
<tr>
<td>Dependents</td>
<td>1.43</td>
<td>1.33</td>
<td>1.32</td>
<td>1.49</td>
<td>2.68</td>
<td>0.84</td>
<td>1.55</td>
<td>1.64</td>
</tr>
<tr>
<td>Head of household</td>
<td>0.26</td>
<td>0.43</td>
<td>0.30</td>
<td>0.19</td>
<td>0.45</td>
<td>0.24</td>
<td>0.20</td>
<td>0.24</td>
</tr>
</tbody>
</table>

The first table (Cluster Sizes) shows the proportionate size of each cluster. In real life, our research sample is too unstructured (it’s a convenience sample, not truly representative of the population of interest) to be generalizable to populations, but with 515 responses it’s a fairly large sample.

For the purpose of this assignment, though, we will pretend that it’s both big enough and generalizable enough. The Segmentation Variables table shows the average ranking each cluster gave each soft-drink attribute (remember, a lower score means the attribute is more important).

Some of the numbers in the Segmentation Variables table are statistically significant (it’s highly likely that the scores are due to actual similarities among the cluster members rather than simple random chance). Numbers in red and green are significant at the 0.05 level (95% likelihood that the result is not due to random chance). Numbers in italics are significant at the 0.011 level (99% likelihood that the result is not due to random chance). The red numbers indicate the most important attribute to the cluster (lowest number), the green
number the least important (highest number). The **Discriminant Variables** table provides information about the clusters, based on the data you collected. The information you and your fellow students collected was demographic data, remember.

Some further interpretation of the numbers in the Discriminant Variables table is required. Each number is the average value of all the members in the cluster. Remember that Status was 0 (student), 1 (adult not student and not retired), or 2 (retired), and head of household was 0 (no) or 1 (yes). Note the following:

- Cluster 3 is somewhat younger in average age than the others.
- Cluster 4 appears to have the largest average number of dependents in the household.
- Clusters 2, 5, and 6 appear to have the most members who are either adult non-students or retired (we can't be more specific than that).
- Clusters 2 and 4 appear to have the largest proportion of members who are heads of household, though neither appears to be statistically significant (and for both clusters, slightly less than half the members are heads of household).

This dendogram (tree diagram, basically) shows how the relative similarities of some of the nine clusters in the initial solution might be aggregated into larger clusters. Note that at the highest level, all 7 clusters can be grouped into one. The tradeoff is that information about each of the component clusters is sacrificed (in other words, we don’t know as much about what they all have in common as we know about the individual clusters 1 through 7).

Why this matters (and how you might use the dendogram along with the tables in your report): You can, perhaps, combine some of the clusters into larger clusters as suggested in the dendogram (for example, it appears possible to combine clusters 6 and 7 without losing much information, whereas grouping clusters 3 and 4 would sacrifice much more information).
The Assignment

Put yourselves in the shoes of a marketing manager for soft-drink product preparing a recommendation for your boss on which segments might be attractive for your company to target and which should perhaps be avoided.

1. Using the information in the Cluster Size, Segmentation Variable, and Discriminant Variable tables, identify the cluster you think is most attractive to you as a marketer. Explain briefly why you chose the cluster you did. (25 points)

2. Identify the cluster you think is least attractive. Explain briefly why you chose the cluster you did. (25 points)

3. Briefly describe how you might put together a soft drink offering for the most attractive cluster you described in step 1 above (including product features and general price level, low or high with respect to the category, wide or relatively narrow distribution), and write a positioning statement in the form found at the bottom of page 63 in the textbook: "For (target customer description), our brand is the best choice for (the primary benefit or benefits sought by the target customer)." (25 points)

4. Note that (going by the dendogram) clusters 6 and 7 could be combined without losing "too much" information in relative terms. Looking at their cluster and discriminant variables, would it be possible to reach both segments with a single marketing mix? Would the mix "go against" the preference of either 6 or 7 in some way? (15 points)

5. To simplify data collection, and because this is a classroom exercise, we chose deliberately to avoid asking for "sensitive" information to create the discrimination variables. Are there questions we could have asked that would have improved the discriminant portion of the study (giving us a better description of the target customer)? If so, what might we ask? (10 points)

Minicase Guidelines

This second minicase assignment will consist of a comparison of two products’ marketing mixes along with analysis designed to tie the products to issues of higher marketing strategy in the firm. For this assignment, both products you analyze should compete in the same category.

Expected Content

1. You will identify and describe the elements of the marketing mix (product, price, place, and promotion) for each of the two products as follows (for all items following, bullet points and short answers are fine):
   a. The products' key features and the benefits they confer to customers
   b. Price (MSRP and "street" prices as applicable and appropriate) for each
   c. Place (type and examples of outlets, whether brick & mortar, online, or both) for each d. Promotion: Description of promotional content and examples (provide link if possible) for each

2. Based on your analysis, are the products differentiated from each other? Why or why not?
3. Based on your analysis of the products, what is the value discipline of each of the makers (product leadership, operational excellence, customer intimacy)? Briefly defend your statement.
4. Do either or both competitors appear to be trying to create a "blue ocean," or competing in a "red ocean"? Briefly defend your statement.

Format

Minicases may be submitted in Word or PDF format. If you use a video as an example of promotion (a
commercial on YouTube, for instance) please do not embed the video; simply provide the URL as a link. Please cite your sources (including factual information about product features, etc.), and put direct quotes in quotation marks.

**Unacceptable Sources for Minicases**
Sources such as Docstoc, Slideshare, Scribd, OPPapers, blog posts about some product's marketing mix, etc. may not be used in a minicase. These are forbidden **even if cited**. Why? There are two elements of academic integrity: Doing one’s own work, and giving credit to the work of others where used to support one’s own work (and not as a substitute for one's own work).

(The preceding also applies to all other sources of "canned" marketing plans, term paper mills, etc. If there’s a doubt in your mind about a source, don’t use it, or contact me in advance.) Questions: Contact me at hallkd@ccsu.edu or call 860-832-3304.