Fordham University – London Centre

Marketing Projects Elective – Marketing Consultancy

Course Guide

Fall Semester, 2016

Course Leader: Max Jenvey
Email: s.devi@chopstixgroup.com
Course title: Marketing Consultancy

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Welcome to the Marketing Consultancy Course.

During the following 14 weeks you will work in small groups from 3 people. Each group will work on the same case study however each group will concentrate on different elements, which will be introduced to you during your weekly lecture held by Max Jenvey from Oxygen Marketing, a Marketing Management Agency, based in London and Chopstix Group UK. We hope you will enjoy this course and take an active part in the class room activities.

You are going to work on a real life marketing problem along side the host organisation, Chopstix, and an academic tutor who is an experienced marketing professional providing you with academic and practical support.

The course aims:

- To demonstrate the application of marketing theories, tools and principles to a real case study
- To introduce and provide understanding of the Balanced Scorecard to Business approach and its sections
- To increase existing knowledge of marketing research techniques and strategic marketing analysis
- To highlight the importance of information and market research in developing marketing strategies, plans & results

Attendance of all 14 lectures is obligatory as each week you will be introduced to a new part of the framework of the marketing plan, which you are going to produce by the end of the course. The lectures are strongly linked to your group project and therefore crucial for the success in your assignment!

A wide range of teaching and learning methods are used in the sessions, but for us to work effectively and for you to gain maximum benefit from the course please note:

- **The lesson starts at 9:00am.** Please make sure you are on time, to prevent disruption to fellow students and the teaching team. Attendance is recorded.
- Preparation for lectures is highly important for everyone to contribute to discussions and gain more from the course.
- We encourage you to express your views/ideas/beliefs and equally listen and try to understand those of other group members.
- Working in teams requires a dynamic skill set including time management, organisational skills, listening skills, ideation, understanding, communication skills and positive attitude.
The Team

Oxygen Marketing Partnership
Telephone: 020 8905 5445
E-mail: m.jenvey@chopstixgroup.com
s.devi@chopstixgroup.com (Course Contact)

Profiles

Max Jenvey is the Chief Operating Officer of Chopstix Group UK and has 25 years marketing experience. Max has worked across different sectors with businesses ranging from global organisations through to independents and start-ups. Max’s philosophy is “It’s not about me, it’s about you.”

Sumit Devi
Marketing Executive

Course Information

Course Title: Marketing Consultancy
Course Leader: Max Jenvey

Course Description: The Marketing Consultancy course introduces you to key marketing management concepts such as the Balance Scorecard to Business and provides you with conceptual frameworks to analyse and implement strategies applicable for real life marketing problems. Students are introduced to the Balance Scorecard approach in order to develop and deliver a marketing plan. A key feature of the course is developing marketing strategies and tactical delivery for a real life case study in form of group work and supported by the weekly lectures, third party contact and group work syndicated development. Working in groups, students carry out research exercises, information and data gathering, problem and situation analysis leading to a decision making process. At the end of the semester the group presents their marketing plan presentation including key marketing strategies.

Course Status: Compulsory course
Prerequisites: None
Placing: September - December
Restrictions: None
You will develop knowledge and understanding of the following areas:

- Market research
- Key marketing concepts and theories
- Applying concepts & theories to a real life case study
- Balanced Scorecard approach
- Time management
- Data analysis
- Decision marking process
- Working in professional teams
- Development of the planning process
- Understanding the relationship between marketing and all business areas
- Segmenting, targeting and forecasting
- Developing and positioning brand in multi-national markets
- Presentation skills

Learning Outcomes:

- Enhance problem solving and decision making abilities by working on a real life case study
- Ability to collect, process, and analyze data and information to make informed marketing decisions
- Ability to analyze marketing problems and provide solutions based on a critical examination of marketing information
- Apply acquired knowledge of marketing concepts and methods to real life marketing challenges
- Expand the Balanced Scorecard knowledge and skills through a real life case study
### Transferable Skills

<table>
<thead>
<tr>
<th>SELF MANAGEMENT</th>
<th>Taught</th>
<th>Practised</th>
<th>Assessed</th>
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<tbody>
<tr>
<td>Clarify personal values</td>
<td>✔️</td>
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<td>Set personal objectives</td>
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<td>Manage time and tasks</td>
<td>✔️</td>
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<tr>
<td>Evaluate one's own performance</td>
<td>✔️</td>
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<thead>
<tr>
<th>LEARNING SKILLS</th>
<th>Taught</th>
<th>Practised</th>
<th>Assessed</th>
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<tbody>
<tr>
<td>Learn independently and co-operatively</td>
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<td>Use library skills</td>
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<tr>
<td>Use a wide range of academic skills (research analysis, synthesis, etc.)</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Identify and evaluate personal learning strategies</td>
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<tr>
<th>COMMUNICATION</th>
<th>Taught</th>
<th>Practised</th>
<th>Assessed</th>
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<tr>
<td>Use appropriate language and form when writing and speaking</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Present ideas to different audiences using appropriate media</td>
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<td>Listen actively</td>
<td>✔️</td>
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<tr>
<td>Persuade rationally</td>
<td>✔️</td>
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<tr>
<th>TEAM WORK</th>
<th>Taught</th>
<th>Practised</th>
<th>Assessed</th>
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<tr>
<td>Take responsibility and carry out agreed tasks</td>
<td>✔️</td>
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<tr>
<td>Take initiative and lead others</td>
<td>✔️</td>
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<tr>
<td>Negotiate, asserting one's own values and respecting others</td>
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<td>Evaluate team performance</td>
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<tr>
<th>PROBLEM SOLVING</th>
<th>Taught</th>
<th>Practised</th>
<th>Assessed</th>
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<td>Analyse</td>
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<td>✔️</td>
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<td>Think laterally about a problem</td>
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<td>✔️</td>
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<td>Identify strategic options</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Evaluate the success of different strategies</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<th>INFORMATION TECHNOLOGY</th>
<th>Taught</th>
<th>Practised</th>
<th>Assessed</th>
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Use IT as a communication and learning tool
Use IT to access and manage information
Use IT to present ideas
Use specialist software where relevant to the discipline

Expected Class Content

Lectures: 24 hours
Assessment: 100% Coursework

This will consist of:
1. Introduction to Marketing Consultancy, Balanced Scorecard & Case study
2. Balanced Scorecard: Market Leadership
3. Brand Strategy
4. Balanced Scorecard: Operational Excellence
5. Balanced Scorecard: Preferred Employer
6. Market Research
7. Traditional & Online Communication Tools
8. Public Relations
9. Digital Marketing
10. Customer Relationship Management (CRM)
11. Balanced Scorecard: Finance Plan
12. Final Presentation & Feedback

To pass this course a student must achieve a minimum mark of 60% in the assignment.
## Week by Week Lecture/Activities

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Key Reading/Activity</th>
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</thead>
</table>
| 1    | **Introduction to Marketing Consultancy, Balanced Scorecard & Casestudy** | - Introduction of Chopstix Group UK  
- Introduction to course content and time schedule  
- Objective settings  
- 12 week overview  
- Introduction to the Balance Scorecard and its sections  
- The BSC section selection  
- SWOT analysis review  
- The BSC review:  
  - Market Leadership  
  - Customer Satisfaction  
  - Operational Excellence  
  - Preferred Employer  
  - Financial Performance  
- Questions |
| 2    | **Market Leadership** | - The Marketing Mix  
- Customer Feedback  
- Benchmarking  
- Unique Buying Proposition  
- Strategies, Objectives, & Directions  
- Market Leader  
- Communication Process |
| 3    | **Operational Excellence** | - Operations Planning  
- Logistics  
- People, Suppliers, Inventory  
  Production Methods |
| 4    | **Brand Strategy** | - Strategic Marketing Plan  
- Balance Scorecard  
- Brand Extension Strategies |
| 5    | **Preferred Employer** | - Becoming employer of choice  
- Employee Turnover  
- Employee Satisfaction  
- Performance Planning |
<p>| 6    | <strong>Market Research</strong> | - Review and discuss group research |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Notes</th>
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</table>
| 11/10 | Secondary Market Research | Include  
| 11/10 | Primary Market Research | Include  
| 11/10 | Survey | Include  
| 11/10 | Focus Groups | Include  
| 11/10 | Interviews | Include  
| 11/10 | Experiments & Field Trials | Include  
| 7 25/10 | Traditional & Online Communication Tools | Include  
| 7 25/10 | External Communication tools : Traditional tools | Include  
| 7 25/10 | Telephone Calls | Include  
| 7 25/10 | Press release | Include  
| 7 25/10 | Media interviews & Press conferences | Include  
| 7 25/10 | External Communication tools: Online Tools | Include  
| 7 25/10 | Website | Include  
| 7 25/10 | Email & Newsletter | Include  
| 7 25/10 | Social Media | Include  
| 7 25/10 | Call to Action | Include  
| 7 25/10 | Inbound marketing | Include  
| 7 25/10 | Permission marketing | Include  
| 7 25/10 | Customer Journey | Include  
| 8 1/11 | Public Relations | Include  
| 8 1/11 | Public Relation process | Include  
| 8 1/11 | Research, listening & planning | Include  
| 8 1/11 | Stakeholders analysis | Include  
| 8 1/11 | Communication process | Include  
| 8 1/11 | Stakeholder communications | Include  
| 8 1/11 | PR rule: 5 W’s + H | Include  
| 8 1/11 | Measurement & evaluation | Include  
| 8 1/11 | Public Relations principles | Include  
| 8 1/11 | Public Relation KPI’s | Include  
| 9 8/11 | Chopstix Flagship Store Visits & Review Sessions | Include  
| 9 8/11 | Visit of new flagship restaurant Central London | Include  
| 9 8/11 | Review of operational procedure and new branding | Include  
| 9 8/11 | Review sessions with each group | Include  
| 9 8/11 | Feedback on performance | Include  
| 9 8/11 | Q&A | Include  
| 10 15/11 | Digital Marketing | Include  
| 10 15/11 | Definition & Importance of Digital Marketing | Include  
| 10 15/11 | Key Channels | Include  
| 10 15/11 | Website | Include  
| 10 15/11 | PPC | Include  
| 10 15/11 | Social Media | Include  

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
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<tbody>
<tr>
<td>11</td>
<td>CRM</td>
<td>- CRM</td>
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<tr>
<td></td>
<td></td>
<td>- How to Build Customer Relationships</td>
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<tr>
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<td>- 10 Most Important CRM Reports</td>
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<td>12</td>
<td>Financial Plan</td>
<td>- Presented by the Chopstix Financial Director</td>
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<td>- Personal financial statement</td>
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<td>- Entrepreneurial expenses &amp; capitalization</td>
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<td>- Financial Plan</td>
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<td>- Additional financial indicators &amp; terms</td>
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<td>- Ratios</td>
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<td>13</td>
<td>Final Presentation</td>
<td>- Final Presentations to the Chopstix Board at Chopstix Head Office in London</td>
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<tr>
<td>14</td>
<td>Feedback Session</td>
<td>- Feedback session per group based on final presentation</td>
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<tr>
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<td>- Content &amp; Recommendations</td>
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<td>- Presentation Style</td>
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<td>- Individual Feedback</td>
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Recommended reading list

**Journal Articles**


**Books**


**Useful website(s)**

[http://www.balancedscorecard.org](http://www.balancedscorecard.org)
Assessment Details

Coursework, weighted 100%

EVALUATION CRITERIA

The criteria for evaluation include:

- Depth, Clarity & Interpretation of market research and analysis
  - Company analysis
  - Target market analysis
  - Competitors’ analysis
  - Use of research methods & techniques
    - SWOT analysis
- Problem Identification
  - Definition of goals & objectives
- Application of appropriate marketing strategies, concepts and models
- Credibility of Report
  - Use of appropriate literature and sources
  - Professional presentations
  - Presentation structure & content
  - Presentation style & delivery
- Relevance & realism for marketing solutions
  - Identifying customers and their needs
  - Maximisation of marketing resources
  - Budgeting & Cost effectiveness
  - Degree of creativity
  - Timing of marketing solution
  - Results

Marketing Plan Structure and Presentation

Your presentation should:

- Provide a logical development of your discussion and draw conclusions
- Be written in grammatically correct English
- Be presented in well-laid out paragraphs and pages
- Be word-processed and spell-checked with appropriate appendices
- Use the Harvard Referencing system
- Provide relevant appendices.

If you have any questions, please do not hesitate to contact any member of Oxxygen team and we will be happy to help.