LEARNING OBJECTIVES

Course description
People often define Marketing as advertising or sales - highly visible activities by which organizations try to persuade consumers to buy products and services. However, marketing is more than advertising and sales - even the most skillful marketing cannot make consumers buy things that they don’t want. Rather, marketing involves identifying and measuring consumer needs, and then satisfying them with the right products or services, available through the optimal distribution, price and promotion methods. Successful firms are those that integrate the objectives and resources of the organization with the needs and opportunities of a given marketplace better than competitors, and so in turn, create, deliver and capture more customer value.

Learning objectives
- To develop your marketing management skills. You should finish the course with a well-development ability to evaluate the marketing and business environment in which your organization is operating, determine the major opportunities and challenges it’s facing and develop a compelling set of marketing strategies adapted to the needs and context.
- To understand the marketing process, from analysis to definition, to implementation, and to measurement.
- To be able to apply the major Marketing Concept (segmentation, targeting and positioning) and key elements of the Marketing Mix (product, price, promotion and place) that enable the brand to implement a consistent and successful marketing plan.
- To develop analytical and critical thinking skills for the analysis and solution of marketing problems, as well as be capable of discussing frameworks, models and tools that allow marketers to decide and control their marketing activities

METHODOLOGY

The course consists of:
1. Lecture sessions that stress fundamental marketing concepts and structure operational approaches for marketing decision making and problem solving.
2. Cases discussion where participants integrate these lecture concepts and methods to frame, analyze, and resolve representative marketing problems. These cases are designed to enable students to not only understand the basic principles and tools of marketing management, but also to gain some experience in their actual use. You are expected to read and prepare these cases carefully in order to be able to contribute to the general class discussion. Real learning takes place when you see how other students address a problem about which you have thought carefully before class. At times, you may have to cope with ambiguity or feel challenged when you initially confront the unstructured business situations described in the cases.
3. Applying the learned concepts throughout the whole period into a real life case, defending an integrated marketing plan of a given company
COURSE MATERIALS

Your course materials consist of four elements:

2. The assigned cases to be covered and discussed in the respective sessions
3. A collection of additional reading materials (notes, articles, etc) to support the thematics discussed
4. A set of technical multimedia notes that will be covered in each lecture, which serve to reinforce key marketing concepts, that will be uploaded to the Campus Online learning platform after each session

It is absolutely critical for your personal learning success that you prepare the assigned reading and cases carefully before each session and internalize the related technical notes afterwards.

PROGRAM

SESSION 1 (FACE TO FACE)

Course Presentation.
Defining Marketing and Marketing Management
Defining course objectives, methodology and ways of working together

T.N.: Basic Quantitative Analysis for Marketing (HBS 584-149) (Optional)
T.N.: What is Marketing? (HBS 9-590-007) (Optional)
T.N.: The Ultimate Marketing Machine (HBR R1407C) (Optional)
B.C.: MM Chapter 1: Introduction to Marketing (Compulsory)

SESSION 2 (FACE TO FACE)

Capturing Marketing Insights

Guest Speaker
Macrotrends
Microtrends and Consumer Behaviour
Competition and differentiation

P.C.: Stripe: Increasing the GDP of the internet (E-601)
T.N.: Competing on Customer Journeys (HBR R1511E-PDF-ENG) (Optional)
B.C.: MM Chapter 10: Identifying, Analyzing and Creating Target Market Strategies (Compulsory)
B.C.: MM Chapter 6: Managing Market Research and Forecasting (Compulsory)

Case:
P.C.: Stripe: Increasing the GDP of the internet (E-601)
Initial discussion / preparation questions (not exhaustive):
1. why was there such a big opportunity for Stripe and what allowed the to succeed?
2. As Stripe Connect grew, many companies approached them with new feature and product requests, how should Stripe assess the opportunities?
3. In the first years, most customers were small companies and start-ups. If we were in 2016, should stripe start attracting large companies too, or should the continue focusing on small ones? why?
4. With the launch of Stripe Relay, Stripe began to address the many opportunities outside of traditional e-commerce. How should Stripe prioritize these new customers and opportunities?
5. With the launch of Stripe Atlas, Stripe made a concerted effort to target internationally based companies. In what geographies should they focus their efforts? What types of companies should they target? What product features should they build into Atlas?
6. As of 2016, who do you consider to be Stripe’s biggest competition? How should Stripe respond to this competitive threat?
SESSION 3 (FACE TO FACE)

Connecting with the Customer
Market Research
Segmentation
Targeting
Positioning

P.C.: Yourfit: A fusion of Korean Beauty and Technology (HBP: NTU223)
B.C.: MM Chapter 6: Managing Market Research and Forecasting (Compulsory)
B.C.: MM Chapter 10: Identifying, Analyzing and Creating Target Market Strategies (Compulsory)

Case
P.C.: Yourfit: A fusion of Korean Beauty and Technology (NTU223)

Initial discussion / preparation questions (not exhaustive):
1. How attractive is the South Korean beauty market that Christina is planning to enter? Consider both the macro- and micro-environments
2. How would you describe the product that Christina is selling? what needs is she trying to cover? From this first product/ need, what are the opportunities for further expansion?
3. How should Christina segment the South Korean beauty market, and which segment(s) should she target? For the segment(s) selected, what would be the ideal positioning statement that will help YOURFIT stand out from the crowded South Korean beauty market?

SESSION 4 (FACE TO FACE)

Brand
Brand Strategy
Brand Management

P.C.: The Marriott-Starwood Merger: Navigating Brand Portfolio Strategy and Brand Architecture (HBS 518-081)
T.N.: Three Questions You Need to Ask About Your Brand (HBR R0209F) (Optional)
B.C.: MM Chapter 12: Creating and Managing Brands and Brand Equity (Compulsory)
B.C.: MM Chapter 13: Digital and global brand management strategies (Compulsory)
T.N.: Brand & Brand Equity (HBP 8140) (Optional)

Case:
P.C.: The Marriott-Starwood Merger: Navigating Brand Portfolio Strategy and Brand Architecture (HBS 518-081)

Initial discussion / preparation questions (not exhaustive):
1. Assess the health and efficiency of Marriott’s post-merger brand portfolio. What are you most concerned about? How might you address these concerns via brand portfolio strategy and/or brand architecture?
2. Is 30 brands too many/just right/too few for Marriott? Why?
3. What is Marriott’s optimal brand portfolio? Which brands should be retired? Which brands should remain? Specifically, please consider:
   • Should Marriott retain all 8 of its luxury brands? Why or why not? On which bases should the remaining luxury brands be differentiated from each other? Specify a distinct role and scope of each brand.
   • How should Marriott deal with the brand overlap among Marriott Hotels, Sheraton Hotels, and Westin Hotels?
   • Should Marriott maintain all 4 of its soft brands? Why or why not?
4. How do you feel about Marriott’s use of dual-brand hotels? How do you feel about Marriott’s multi-brand advertising campaign, “Golden Rule”? Are these good or bad solutions to the company’s brand portfolio strategy dilemmas? What problems are they designed to solve?
5. Evaluate how Marriott uses its corporate brand throughout its brand architecture system. What changes, if any, would you recommend for its use going forward? Why?
6. What should Marriott do with the Starwood brand? Why?

SESSION 5 (FACE TO FACE)
Delivering the value (I)
Product Strategy
B.C.: MM Chapter 14: Designing, Developing and Managing Market Offerings (Compulsory)
B.C.: MM Chapter 15: Introducing New Market Offerings (Compulsory)
Case:
P.C.: Fitbit: The Business about Wrist (W16264)
Initial discussion / preparation questions (not exhaustive):
1. What are the characteristics of the wearable device market?
2. What competitive advantages does Fitbit possess?
3. What advantages do the competitors named in the case have in the wearable device market? What other brands (not mentioned) have similar advantages that could give them the potential to enter the market?
4. Comparing the positioning strategies adopted by each competitor, which one do you think will be the most effective? Is there room for more than one player in the market?

SESSION 6 (FACE TO FACE)
Delivering the value (II)
Pricing Strategy
T.N.: Kindle Fire: Amazon's Heated Battle for the Tablet Market (HBP: KEL770)
B.C.: MM Chapter 16: Developing and Managing Pricing Strategies (Compulsory)
M.D.: Pricing Strategy (HBSPublishing 8203) (Optional)
R.A.: Why Is Every Streaming Service Using the Same Pricing Model? (HBR H059PB) (Optional)
Case
P.C.: Kindle Fire: Amazon's Heated Battle for the Tablet Market (KEL770)
Initial discussion / preparation questions (not exhaustive):
1. What is the Kindle Fire? Would you categorize it as a “tablet?” Why, or why not?
2. Who should Amazon target with the Kindle Fire? Which target segments and use cases are the most promising?
3. How should Amazon position the Kindle Fire relative to the iPad and other tablets in the market? Relative to e-readers?
4. Create a model to estimate sales and profits for the Kindle Fire. Assume that the Kindle Fire has a three-year life. Include revenues from hardware sales, digital content, incremental commerce, advertising, and third-party applications. Make assumptions as needed. What conclusions do you draw from the analysis?
5. Based on your analysis, what bets is Amazon making in the business model for the Kindle Fire?
6. Assume that Amazon follows the model favored by wireless service providers, which heavily subsidize an expensive phone in return for a long-term contract. This would mean a minimum two-year contract that commits Amazon customers to a level of spending that is consistent with the average Kindle Fire customer. Do you think a $99 subsidy for the hardware would be justified? Why, or why not? How many new customers would Amazon need if it pursued this model?
7. If you were Apple’s CEO, what would you do to respond to the Kindle Fire?

SESSION 7 (VIDEOCONFERENCE)
Midterm test 1 (30mins)
Delivering the value (III) (60 mins)
Distribution channels
Omnipresence

19th January 2021
SESSION 8 (FACE TO FACE)

Communicating the value (I)
Integrated Marketing Plans

T.N.: Marketing Transformation at Mastercard (HBS 9-517-040)
B.C.: MM Chapter 17: Designing and Managing Marketing Communications (Compulsory)

Case:
P.C.: Marketing Transformation at Mastercard (HBS 9-517-040)
Initial discussion / preparation questions (not exhaustive):
1. What is Raja trying to do and why?
2. What is “digital engine” and how does it work? What is unique about it?
3. Are Mastercard’s marketing programs working? Should Ajay Banga, Mastercard’s CEO, increase the budget for marketing? should he consider alternatives?
4. What should Raja do next?

SESSION 9 (FACE TO FACE)

Communicating the value (II)
Mass Marketing

P.C.: Capital One: Launching a Mass Media Campaign (IVEY 906A05-PDF-ENG)
B.C.: MM Chapter 18: Managing Mass and Personal Communication (Compulsory)

Case
P.C.: Capital One: Launching a Mass Media Campaign
Initial discussion / preparation questions (not exhaustive):
Go through the process of preparing a creative brief as a way of identifying the best one or two ads:
1. Problem definition — what is the problem or situation leading to the creation of a new advertisement or campaign?
   • Market or consumer changes?
   • Competition?
   • Environmental factors?
   • A change in strategy?
2. Marketing objectives
   • Is the advertising designed to drive sales, share, profit or something else?
3. Target audience
   • Who is the target consumer? How do they make decisions?
4. Communication objectives
   • How does the communication affect behavior? Is it through brand awareness? Information gathering? Changing brand perceptions?
5. Creative strategy
   • What is the key consumer benefit?
   • How can we support the benefit?
   • What should be the ad’s tone and manner?
SESSION 10 (FACE TO FACE)

Communicating the value (III)
Personalised Marketing
Automated Marketing Channels

P.C.: HubSpot. Inbound Marketing and Web 2.0 (HBS 509049-PDF-ENG)
T.N.: Digital marketing (HBP 8224 Compulsory)

Case:
P.C.: HubSpot. Inbound Marketing and Web 2.0 (HBS 9-509-049)

Initial discussion / preparation questions (not exhaustive):
1. Do you agree with HubSpot that the "rules of marketing" have changed? If so, how? Is inbound marketing the answer? Why or why not?
2. Is HubSpot finding and serving the right set of customers? Given its position as a start-up company, should it widen its focus to serve any customer that comes its way? Or narrow their target, by focusing exclusively on either Owner Ollies or Marketer Marys? Or by focusing exclusively on either B2B or B2C customers?
3. HubSpot has begun to differentiate its products as it has learned more about its customers. Should it do more? Should its pricing strategy change too? Does the software-as-a-service (SaaS) pricing model work for both Marketer Marys and Owner Ollies? Should HubSpot try to immediately capture more value for either of these customers?
4. Are Halligan and Shah being too stubborn by not doing any outbound marketing? Or should they continue to practice what they preach by focusing on inbound marketing alone?
5. Halligan and Shah want HubSpot to be to marketing, what salesforce.com is to sales. What would your plan of action be to make this happen? Why would you take these actions? What keeps you up at night about your plan?

SESSION 11 (FACE TO FACE)

Communicating the value (IV)
Social Media

P.C.: Ombre, Tie-Dye, Splat Hair (HBP:INS676)
T.N.: Social Media Marketing (UV7167) (Optional)
T.N.: Social Media (9-510-095 Compulsory)

Case:
P.C.: Ombre, Tie-Dye, Splat Hair: Trends or Fads? (INS676)

Initial discussion / preparation questions (not exhaustive):
1. What kind of information people and companies can gather online. What do they learn by browsing online (e.g., on Facebook)?
2. Which of the hair colour styles that are rising in social media should be leveraged? Why companies need to listen to social media, given they already have a lot of information offline?
3. The pros and cons of targeting a community?
4. How can a brand identify social practices at the heart of the community life?
5. How can the brand bring relevance to the community?

SESSION 12 (FACE TO FACE)

Measuring the value of Marketing
Metrics

P.C.: Online Marketing at Big Skinny (HBS 9-901-133)
B.C.: MM Chapter 22: Managing marketing metrics (Compulsory)
T.N.: Demonstrating the value of marketing (Journal of Marketing Compulsory)
T.N.: A Refresher on Marketing ROI (H03RXF-PDF-ENG) (Optional)
T.N.: Marketing Metrics (Ivey W14327 Compulsory)

Case

P.C.: Online Marketing at Big Skinny (HBS 9-901-133)

Initial discussion / preparation questions (not exhaustive):
1. What should Kiril focus on next? What should be his lowest priority? Why?
2. Evaluate Big Skinny’s sponsored search strategy. Are there any search keywords for which you would encourage Big Skinny to increase its bid? To lower its bid?
3. How effectively is Big Skinny using social media to sell its wallets?
4. Should Big Skinny expand its partnerships with online distributors?

SESSION 13 (VIDEOCONFERENCE)

Midterm Test 2 (30mins)
Customer Value and Loyalty (30mins)
Course Wrap Up (30mins)

T.N.: Customer Lifetime Value Measurement (Optional)
T.N.: Customer Management (HBS 8162) (Optional)
T.N.: Marketing Analysis Toolkit: Customer Lifetime Value Analysis (HBP 511-029) (Optional)
B.C.: MM Chapter 11: Creating Customer Value, Satisfaction and Loyalty (Compulsory)

SESSION 14 (FACE TO FACE)

Group Presentations I

SESSION 15 (FACE TO FACE)

Group Presentations II

EVALUATION CRITERIA

Final grades will be determined by the following evaluation criteria and formula. A description of each component follows. Student grades will be distributed following guidelines provided by the IE

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<thead>
<tr>
<th>Criteria</th>
<th>Percentage</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>20 %</td>
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<tr>
<td>Intermediate Test 1</td>
<td>25 %</td>
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<td>Session 7</td>
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<tr>
<td>Group Presentation</td>
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Class Participation:
Most of the lectures of this course follow a case discussion format. The case method provides a close-to-real means of sharpening your evaluation and decision-making skills, as well as practicing assembling and presenting the argumentation of the decision. Further, the case provides a vehicle by which to apply the concepts discussed in class or provided in the preparation reading materials. Active student participation in class is essential to the learning process and to the success of the class. Please note that you will be evaluated on the quality of your interaction, not on the quantity. Quality participation moves the discussion along and contributes to collective learning – it adds value to the discussion. Hence you will be evaluated on the means of:
1) how prepared are you? do your comments show evidence of analysis of the case? do your comments add to the understanding of the situation? do you go beyond simple repetition of the case facts, presenting additional analysis and/or conclusions?
2) are you a good listener? are your comments linked to or building upon your classmates’
comments?
3) are you an effective communicator? do you present the concepts and ideas in a concise, convincing and argumented manner?

Please note that attendance is required. A missed session will result in a zero grade for that day. Because of the limited number of meetings and the interactive nature of the course it is not possible to make up missed sessions. Please notify me in advance if you are unable to attend class due to illness or any other emergency.

Group presentation:
All students have been assigned to a team by the IE Business School. During this term, each group will analyze the marketing strategy of an existing brand and propose a marketing plan. A more detailed format with the specific topics to be covered in the presentation will be posted at the beginning of the course. Groups will be required to prepare a 15 minute presentation that will take place during the last 2 sessions. Both the content of the work and the quality of the presentation will be graded. All team members are expected to participate. A peer review and an intragroup evaluation will be conducted to determine the individual grade of each team member. Each group will handle a hard copy of the presentation and a more detailed written brief, no longer than ten pages, excluding attachments.

Intermediate Exams:
There will be 2 exams involving both multiple responses and brief type-up questions. The questions will be based both on the compulsory reading materials (stated as such on the syllabus summary above) and the cases discussed in class. The first exam will be held during Session 7, covering the concepts studied in lectures 1-6, and the second exam will take place during session 13, covering concepts studied in lectures 7-12. Both sessions are non-presential class so you must complete the exam on your own computer during the first 30 minutes of the class.

BIBLIOGRAPHY
Compulsory

FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.