1. SUBJECT DESCRIPTION

People often define Marketing as advertising or sales – highly visible activities by which organizations try to persuade consumers to buy products and services. What is at the heart of marketing, however, is the understanding of the customers. It is to identify consumer needs, provide the right product through the best distribution channels at the right price, while promoting in ways that motivate purchase as much as possible.

These decisions – product, place (distribution), promotion, and price – comprise the “Marketing Mix.” Together with rigorous and complete analysis of the environment, and planning of how to approach the customers, these are the key activities of marketing management.

The objective of this course is to introduce you to the concepts, analyses, and activities that comprise marketing management and to provide practice in assessing and solving marketing problems.

The course is designed to further develop your critical thinking skills. Ultimately, you should develop decision-making skills, including the ability to analyze problems, evaluate alternatives, and make better marketing decisions. If this course is successful, you will feel more prepared to approach new situations, make decisions and develop strategies based on careful analysis.

2. OBJECTIVES AND SKILLS

This course is designed for you to:

- Learn and understand various concepts, accumulated learnings, and some technical skill sets needed to develop effective marketing strategies in organizations of all kinds.
- Enhance your problem-solving abilities in operational areas of marketing by providing you with a set of analytical tools – frameworks, concepts, models and techniques.
- Practice generating ideas and getting them across to others in an effective manner, both in writing and in a face-to-face situation.

3. METHODOLOGY AND WEIGHTING

To practice and acquire the said skills, following methodology will be used. You should roughly allocate and invest time/effort according to the outlined weight.
### TEACHING METHODOLOGY WEIGHTING ESTIMATED TIME A STUDENT SHOULD DEDICATE TO PREPARE FOR:

<table>
<thead>
<tr>
<th>TEACHING METHODOLOGY</th>
<th>WEIGHTING</th>
<th>ESTIMATED TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>23%</td>
<td>35 hours</td>
</tr>
<tr>
<td>Case Discussions</td>
<td>20%</td>
<td>30 hours</td>
</tr>
<tr>
<td>Lab Exercise</td>
<td>10%</td>
<td>15 hours</td>
</tr>
<tr>
<td>Market Simulation</td>
<td>10%</td>
<td>15 hours</td>
</tr>
<tr>
<td>Group work</td>
<td>27%</td>
<td>40 hours</td>
</tr>
<tr>
<td>Other Individual studying</td>
<td>10%</td>
<td>15 hours</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
<td><strong>150 hours</strong></td>
</tr>
</tbody>
</table>

4. **CONTENT**

The course consists of five parts. The first part of the course introduces you to marketing and provides an overview of the marketing process. The second part of the course will emphasize the need to make marketing decisions based on sound analysis of the marketing environment. The third part of the course will deal with the development of a marketing strategy for a specific target market. The fourth part will delve into the 4 P’s of marketing: product, price, place, and promotion. This will provide you with a detailed understanding of the marketing mix components. In the last part of this course, you will participate in a simulation called MARSTRAT, where you are to collaborate with your team members as a marketing team and compete with other teams (‘companies’) in a simulated environment.

<table>
<thead>
<tr>
<th>I. Introduction and overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>II. Environment</td>
</tr>
<tr>
<td>III. Planning</td>
</tr>
<tr>
<td>IV. Implementation</td>
</tr>
<tr>
<td>V. Application: Play MARKOPS</td>
</tr>
</tbody>
</table>

1. **Environment**

   - Company
   - Customer
   - Competitor

   **(3Cs)**

2. **Planning**

   - Segmentation
   - Targeting
   - Positioning

   **(STP)**

3. **Implementation**

   - Product
   - Promotion
   - Place (distribution)
   - Price

   **(4Ps)**
PART I. INTRODUCTION AND OVERVIEW

SESSION 1: DEFINING MARKETING AND THE MARKETING PROCESS
Format: Lecture/Discussion

PART II. UNDERSTANDING MARKET ENVIRONMENT AND CONSUMERS

SESSION 2: CONSUMER BUYING BEHAVIOR
Format: Lecture, Discussion

SESSION 3: CUSTOMER LIFETIME VALUE: TUSCAN LIFESTYLE
Format: Case discussion, lab exercise

SESSION 4: THE MARKETING ENVIRONMENT
Format: Lecture, Discussion

SESSION 5: CUSTOMER ORIENTATION
Format: Case discussion

SESSION 6: MARKETING RESEARCH
Format: Lecture, Discussion

SESSION 7: MARKETING RESEARCH: CUSTOMER DATABASE ANALYSIS
Format: Lab exercise

PART III. DESIGNING A MARKETING STRATEGY

SESSION 8: MARKETING STRATEGY: CUSTOMER SEGMENTATION
Format: Lecture, Discussion

SESSION 9: THE MARKETING ENVIRONMENT: A CASE
Format: Case discussion

SESSION 10: MARKETING STRATEGY: TARGETING AND POSITIONING
Format: Lecture, Discussion
Submit group report 1 at the beginning of this session

SESSION 11: TARGETING AND POSITIONING: IN CLASS EXERCISE
Format: In class exercise
PART IV. IMPLEMENTATION

SESSION 12: PRODUCT AND BRAND STRATEGY
Format: Lecture, Discussion

SESSION 13: PERCEPTUAL MAP
Format: Lab exercise

SESSION 14: PRICING
Format: Lecture, Discussion

SESSION 15: BRANDING AND GENERAL STRATEGIC MARKETING ISSUES
Format: Case discussion

SESSION 16: MIDTERM EXAMINATION

SESSION 17: PRODUCT ADOPTION PROCESS, INTEGRATED MARKETING COMMUNICATIONS
Format: Lecture, Discussion

SESSION 18: MARKETING RESPONSE MODELS
Format: Lab exercise

SESSION 19: CHANNEL MANAGEMENT
Format: Lecture, Discussion

PART V. APPLICATION: MARKOPS

SESSION 20: INTRODUCTION TO MARKOPS
Format: Lecture

SESSION 21: MARKOPS ROUND 1
Format: Group discussion/Lab exercise

SESSION 22: MARKOPS ROUND 2
Format: Group discussion/Lab exercise

SESSION 23: CHANNEL DESIGN
Format: Case discussion

SESSION 24: MARKOPS ROUND 3
Format: Group discussion/Lab exercise
SESSION 25: MARKOPS ROUND 4  
Format: Group discussion/Lab exercise

SESSION 26: SEARCH ENGINE MARKETING: LAB  
Format: Case discussion, lab exercise

SESSION 27: MARKOPS ROUND 6  
Format: Group discussion/Lab exercise

SESSION 28: SEARCH ENGINE MARKETING: DEBRIEF  
Format: Case discussion

SESSION 29: GROUP PRESENTATION  
Format: Student presentations

SESSION 30: FINAL EXAMINATION  
Format: Student presentations

SESSION 31: FINAL EXAM DEBRIEF AND COURSE WRAP-UP  
Format: Lecture, Discussion

5. EVALUATION SYSTEM (ORDINARY AND EXTRAORDINARY)

Your final grade in the course will be based on both individual and group work. The evaluation is based on:

A. Class participation (individual, group) 10%
B. Assignments and in-class exercises (individual, group) 20%
C. One case write-up (group) 10%
D. Mid-term Exam (individual) 20%
E. MARKOPS results (group) 5%
F. MARKOPS write-up and presentation (group) 15%
G. Final-Exam (individual) 20%

A. CLASS PARTICIPATION (10%)

Class participation is evaluated in three ways. First is classroom discussion (5%), where students are encouraged to answer the instructor's question or to offer their opinion. This is especially relevant for case discussions. Main criteria for judgment are as follows:

- Depth and Quality of Contribution: The quality of your comment in terms of depth of insight, rigorous use of case evidence, consistency of argument, and realism will be highly appreciated.
• Moving Your Peers’ Understanding Forward: Along with the content, the way of conveying your ideas will also be considered. Your way of presentation should be concise and clear, accompanied by a spirit of involvement in the discussion at hand. You will have multiple chances to present, therefore your improvement along the way will be noted.

• Frequency: It is encouraged that you participate as much as you can, but this does not mean you should speak for the sake of reaching some critical number. Beyond certain threshold, the quality of your comment is more important.

Note that if you miss the class, regardless of the cause for the absence, you will automatically be forfeited the opportunity to earn participation credit allocated for that session.

Second form of participation is attendance and punctuality (5%). Being present at the classroom is absolutely necessary (being absent for more than 30% sessions (=9 sessions) regardless of being authorized means automatic failure!). The attendance will be checked by you signing the sign-in sheet every single session, that is, twice if there is a double session. It is extremely important not to forget this, because your attendance record will depend on it. Also, tardiness will affect your grades.

B. ASSIGNMENTS AND IN-CLASS EXERCISES (20%)

Preparation, in-class and follow-up assignments of classes take up 20% of the course grade. These usually are in the form of mini write-ups for the cases, in-class presentations, hand-ins after the lab exercises, and quizzes. Quizzes will be announced.

C. GROUP CASE WRITE-UP (10%)

Each group must complete a case write-up: “Aqualisa: Simply a better shower.” For the case write-up, there is an upper limit of three pages of text (assuming 11-point font size, Times New Roman, double spacing) plus no more than two pages of exhibits.

A hard copy of the document must be delivered to the professor in class at the beginning of the previous session. You also have to send a soft copy of the case write-up to the professor via email (Jeanne.kim@ie.edu).

Writing case write-ups is sometimes difficult at first. It might be helpful to have a template or format for writing up cases. I provide a particular format for presenting your ideas to ease this process. The format used for the case write-up is standardized and must be followed. You should have headings for each of the following sections:

1. **Problem Statement.** You should provide a brief statement of the key “problem/issue” in the case. Be sure to focus on a “problem/issue” - not a symptom. Typically this is not more than 2-3 sentences. You should focus on one “problem/issue” - even if the case has more than one. All of your subsequent analysis should be directly related to this “problem/issue.”

2. **Situation Analysis.** Summarize the key factors of the situation that drive your subsequent recommendation and implementation. Don’t list all the facts. Focus on facts that are relevant to the problem statement and/or help you to evaluate the different alternatives. Further you should not simply restate information provided in the case study. Instead you might want to combine information in order to generate new insights or to provide a new perspective to the case study.
3. **Alternatives.** Briefly discuss alternative solutions that you considered – but did not choose – in your analysis and explicitly recognize the pros and cons, advantages and disadvantages of each. If possible show that the alternatives are financially not viable.

4. **Recommendation.** Describe and critically evaluate your recommendation – you should list pros and cons of your chosen course of action.

5. **Implementation Plan.** Develop a plan for implementing the alternative you recommend. The implementation should be practical. Consider the costs and benefits. These are essential elements and sometimes require making some assumptions – make the assumptions necessary to put forth your plan.

Make sure the case write-up is easy to read. Consider using bullets, headings, etc., to make the case write-up easy to follow.

The objective of this process it to give you practice writing concise executive summaries – something that would make the reader believe that you have done a thorough analysis supporting your recommendations. This is the type of briefing that must typically be prepared for upper management – before they provide the resources for a more detailed investigation.

Good case briefs are concise, but also provide a fact-based rationale for your recommendations and implementation plan. The rationale should reflect a good understanding of the important issues of the case and may integrate previous material from the class or your experience. You might also note factors that argue against your recommendation, and how your implementation plan might minimize the impact of these factors.

D. **MID-TERM EXAM (20%)**

The Mid-term Exam will consist of two parts. The first part will check your understanding of marketing concepts and will review the assigned reading and class discussions. The second part of the exam will focus more on the application of marketing concepts. Hence, it might involve the analysis of a “mini” case study or to work on a short marketing exercise.

E. **MARKOPS result (5%)**

MARKOPS is a simulation game, and at the end of simulation teams will be evaluated according to several criteria.

F. **MARKOPS STRATEGY REPORT AND PRESENTATION (15%)**

For MARKSTRAT report and presentation, a detailed guide will be given to you later.

G. **FINAL EXAM (20%)**

The final exam is similar in the format as mid-term exam, but covers all topics discussed during the entire course.
RETAKE POLICY

Each student has 4 chances to pass any given course distributed in two consecutive academic years (regular period and July period). Students who do not comply with the 70% attendance rule will lose their 1st and 2nd chance, and go directly to the 3rd one (they will need to enrol again in this course next academic year).

Grading for retakes will be subject to the following rules:

- Students failing the course in the first regular period will have to do a retake in July (except those not complying with the attendance rules, which are banned from this possibility).
- Dates and location of the July retakes will be posted in advance and will not be changed. Please take this into consideration when planning your summer.
- The retake will be very similar in format to what you have seen on midterm and final exam.
- Retake in the ordinary period: Contact the professor in the first week of 2nd semester to arrange a retake plan designed for you.
- The maximum grade that a student may obtain in the retake will be 8 out of 10.

6. USE OF ELECTRONIC DEVICES IN CLASS

This subject does not require the use of a laptop in class unless the professor explicitly asks you to bring it.

Use of mobile devices, including tablets, is strictly forbidden.