



IB 325 MARKETING MANAGEMENT

IES Abroad Barcelona

DESCRIPTION:

The marketing function is an essential part of almost every large business enterprise. To be effective, senior business managers and leaders must understand how marketing activities are connected to overall organizational performance, and any professional who works within the marketing function must master that discipline's key concepts, analytic tools and processes. This course provides students with an introduction to the central elements of marketing management. In particular, we will consider 1) the basic concepts of marketing and what has digital added to it; 2) the role of the marketing function within the overall business enterprise; 3) the various activities necessary for effective marketing planning (including an analysis of cross-cultural and environmental factors that impact international operations); and 4) key issues of strategy, implementation and marketing management relevant to a firm's long-term success. The primary objective of the course is to provide students who are interested in business with the introductory knowledge and skills that they will need to move into professional roles, whether in the marketing function or another discipline. At the same time, the course aims to improve the overall critical thinking and communication skills that students will need in order to succeed in any organization or field.

CREDITIS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF PRESENTATION: English

PREREQUISITES: None

ADDITIONAL COST: Most of the online readings are available free of charge. A number of cases carry a small copyright fee, however, for which the student will be sent a bill at the end of the semester.

METHOD OF PRESENTATION: Lecture, class discussion, case study analysis, individual and group exercises, videos, course-related trip.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Individual oral presentation (10%),
- group store check (10%),
- group case analysis (20%),
- midterm exam (25%),
- class participation (10%),
- final exam (25%).

Course Element:

A significant amount of class time will involve discussion of case studies and current periodicals, as well as individual and group exercises that introduce and reinforce key topics. Therefore, students' participation in class is essential and it will be assessed.

Students are expected to have an active role in the class, participating in class discussions and fulfilling the required work for each session. To successfully meet this requirement, students should be prepared to devote significant time outside of class for reading and critical thinking. This course is fully integrated with Moodle, the IES online learning platform. Students will be required to actively access and interact with resources on this platform.



Individual oral presentation

During the semester, each student will also give an individual oral case presentation of approximately 7-10 minutes. This presentation will require outside research. The student must find an example of a marketing challenge faced by a company (or group of companies), and then explain how the challenge is directly linked to a topic that we have learned about in class.

Store check

The store check exercise will be developed in different real local stores and conclusions put together for learnings and discussion.

Midterm exam

The mid-term exam will be taken in-class and may consist of questions in multiple choice, short answer, or essay format.

Group case analysis

The group presentation will require teams to work outside of class to analyze a real-world case that involves complex marketing issues. The group will then present its analysis and recommendations to the class and answer questions.

Final exam

The final exam will be a take-home exam that requires students to analyze a case and formulate a recommendation in written form. Students will be given additional information regarding the requirements of each assignment after the course has started.

LEARNING OUTCOMES:

By the end of the course students will be able to:

- Recognize and understand the environmental variables that influence marketing activities.
- Define and explain the strategies and tactics that can lead to successful marketing given those environmental constraints.
- Utilize analytic tools and frameworks that managers use to conceive and execute marketing research and strategy.
- Understand how managers perform the functional tasks that constitute marketing such as collecting marketing intelligence and manipulating “mix” elements.
- Analyze a real-world case study involving complicated marketing issues and provide recommendations in both written form and in the form of a group presentation.

ATTENDANCE POLICY: As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For this reason, attendance is required for all IES Barcelona classes, including course-related excursions. If a student misses more than three classes in any course without justification, 3 percentage points will be deducted from the final grade for every additional absence. Seven unjustified absences in any course will result in a failing grade. Absences will only be justified, and assessed work, including exams, tests and presentations rescheduled, in cases of documented medical or family emergencies.

CONTENT:

Session No.	Required Reading:
1 Course Overview & Basics of Marketing	

2 Basics of Marketing; The Marketing Function in a Business Organization; The Strategic Marketing Plan; Digital Marketing	Core Concepts of Marketing (class hand-out on Moodle) Kotler, Philip and Kevin Keller (2015). "Marketing Excellence: Nike," in Marketing Management, 15th Edition. New York: Prentice Hall (2015), pp. 51-52. Dolan, Robert J. (2007) "Note on Marketing Strategy." <i>Harvard Business Review</i>. Harvard Business School Publishing, October 29, 2007. Metaverse real estate community The Row launches with six architectural designs by artists. Available online: https://www.youtube.com/watch?v=5WYeQ5Er-EM
3 The Marketing Environment: The Cultural Environment and International Marketing	Hofstede's Dimensions of Culture (class hand-out on Moodle) Fromowitz, Mike (2013). "Cultural blunders: Brands gone wrong," Campaign, October 7, 2013. Available online: https://www.campaignasia.com/article/cultural-blunders-brands-gone-wrong/426043 Bloomberg News Channel (2024). "China's Industrial Upswing Shows Economic Recovery" , Bloomberg, March 31st, 2024. Available online: https://www.bloomberg.com/search?query=How%20to%20Get%20Ahead%20in%20China Waldron, Spender (2015). "Culture Plays a Vital Role in International Marketing," Brand Quarterly, October 30, 2015. Available online: http://www.brandquarterly.com/culture-plays-a-vital-role-in-international-marketing-efforts Cateora, Philip R., John L. Graham and Prashant Salwan (2008). "Case Study 2-1: The Not-so-Wonderful World of EuroDisney—Things Are Better Now at Paris Disneyland," in International Marketing, 13th Edition. New York: McGraw-Hill (2008), pp. 727-731.

4 The Marketing Environment: The Economic & Political Environment and Marketing	Chris Ladd. 2017. "Commerce Is Replacing Politics At The Center Of Our Democracy". FORBES (June 26, 2017) Available online: https://www.forbes.com/sites/chrisladd/2017/06/26/commerce-is-replacing-politics-at-the-center-of-our-democracy/#707226485f0e Economist Impact. 2022. "Business in an era of heightened geopolitical instability". December, 05, 2022. Available online: https://impact.economist.com/perspectives/economic-development/business-era-heightened-geopolitical-instability ICEF Monitor. 2023. "Measuring cost of study and cost of living across study destinations" (18th Jan, 2023). Available online: https://monitor.icef.com/2023/01/measuring-cost-of-study-and-cost-of-living-across-study-destinations/ BUSINESS WEEKLY. 30 March, 2024. "Coca Cola in Africa ..." (17 Jan, 2024). Available online: https://www.businessweekly.co.zw/coca-cola-in-africa/ WIRED. Jan 16,2020. "Inside the Feds' Battle Against Huawei. How Washington went to war against the Chinese smartphone giant, and how the runaway conflict could spell the end of a single, global internet." Available online: https://www.wired.com/story/us-feds-battle-against-huawei/
5 Ethics in Marketing	Garcia-Martínez, Antonio (2017). "I'm an ex-Facebook exec: don't believe what they tell you about ads," The Guardian, May 2, 2017. Available online: https://www.theguardian.com/technology/2017/may/02/facebook-executive-advertising-data-comment Walton, Alice G. (2012). "Who's to Blame for Our Soda Problem—You, or Beverage Companies?" The Atlantic, July 2, 2012. Available online: https://www.theatlantic.com/health/archive/2012/07/whos-to-blame-for-our-soda-problem-you-or-beverage-companies/259288/
6 Consumer Behavior	Kotler, Philip and Kevin Keller (2015). Marketing Management, 15th Edition. New York: Prentice Hall (2015), pp. 173-199. Brat, Ilan (2010). "The Emotional Quotient of Soup Shopping," The Wall Street Journal, February 17, 2010. "Sex and advertising: retail therapy" (2011), The Economist, December 17, 2011. Available online: http://www.economist.com/node/21541706

7 Market Research	KANTAR. Marketing trends 2024. Available online: https://www.kantar.com/campaigns/marketing-trends-2024 Penenberg, Adam (2011). "NeuroFocus Uses Neuromarketing to Hack Your Brain," Fast Company, August 8, 2011. Available: http://www.fastcompany.com/magazine/158/neuromarketing-intel-paypal Weiners, Brad (2006). "Getting Inside—Way Inside---Your Customer's Head," CNNMoney, April 5, 2006. Available here: http://money.cnn.com/magazines/business2/business2_archive/2003/04/01/339830/index.htm Duhigg, Charles (2012). "How Companies Learn Your Secrets," New York Times Magazine, February 16, 2012. Available here: http://www.nytimes.com/2012/02/19/magazine/shopping-habits.html
8 Situation Analysis	Paige Black Marketing. "Marketing Situation Analysis – Structure- https://paige.black/plan/marketing-situation-analysis Natalia Zhukova. Market Analysis: What It Is & How to Do One in 2024. Semrush Blog Mar 07, 2024 https://www.semrush.com/blog/market-analysis/ Vrontis, D. and Pavlov, P. (2008) "The external environment and its effect on strategic marketing planning: a case study for McDonald's," <i>Journal for International Business and Entrepreneurship Development</i>, Vol. 3, Nos. 3/4, pp. 289-302. "Marketing & Competitive Intelligence FAQ: SWOT & PEST Analysis," AWARE Online (updated 2011). Available online: http://www.marketing-intelligence.co.uk/help/Q%26A/question24.htm MINDTOOLS. SWOT Analysis https://www.mindtools.com/amtbj63/swot-analysis
9 Break-even Analysis	Steenburgh, Thomas and Jill Avery (2011). <u>Marketing Analysis Toolkit: Breakeven Analysis</u>. Harvard Business School Publishing Case #9-510-080 (Revised July 26, 2011).

10 Segmentation, Targeting and Positionin	Expert Program Management. STP Marketing (Segmentation, Targeting, Positioning) Video online: https://www.youtube.com/watch?v=iGOW39GWDal Keller, K.L., Brian Sternthal and Alice Tybout (2002). <u>Three Questions You Need to Ask Your Brand</u>. Harvard Business Review (September 2002). Dolan, Robert J. (2007) "Note on Marketing Strategy." <i>Harvard Business Review</i>. Harvard Business School Publishing, October 29, 2007. Marketing: Segmentation-Targeting-Positioning https://www.youtube.com/watch?v=0srjdRDh99Y
11 The Strategic Marketing Plan, Revisited	"CREATING A MARKETING PLAN. AN OVERVIEW". PDF. 12 Page chapter.
12 Product & Brand Management	Tutor2u. "The Ansoff Matrix Explained / Business Strategy" https://www.youtube.com/watch?v=CMFXsJxi05U&list=PLp8BSCLLWBUDWXpNWFp4W7LnJy_qlL8pw MindTools (2018). "Keller's Brand Equity Model: Building a Powerful Brand," MindTools, 2018. Available online: https://www.mindtools.com/pages/article/keller-brand-equity-model.htm The Cadbury Chocolatier (2018). "CBBE Pyramid," The Cadbury Chocolatier, 2018. Available online: https://thecadburychocolatier.wordpress.com/cbbe-pyramid/
13 Brand Management	Ciotti, Gregory (2016). "The Psychology of Color in Marketing and Branding," Entrepreneur, April 13, 2016. Available online: https://www.entrepreneur.com/article/233843 Millward Brown (2012). "Why Brand Personality Matters: Aligning Your Brand to Cultural Drivers of Success." Millward Brown, 2012. Sawatzky, Robert (2017). "Huawei's new global corporate brand swagger," Campaign, November 9, 2017. Available online: https://www.campaignlive.com/article/huaweis-new-global-corporate-brand-swagger/1449675
14 Midterm Exam	

15 Price and pricing strategies	Hollensen, Svend (2006). "Marketing Mix Decisions II: Pricing," from <u>Marketing Planning: A Global Perspective</u>. McGraw Hill Education 2006. (26 pages). Smart Pricing: How Google, Priceline and Leading Business Use Pricing Innovation for Profitability. Upper Saddle River: Prentice Hall (2010), pp. 1-18. McKinsey & Company. Oct 2022."Winning the race with inflation: The pricing opportunities for industrial companies". Available online: https://www.mckinsey.com/industries/industrials-and-electronics/our-insights/winning-the-race-with-inflation-the-pricing-opportunity-for-industrial-companies?cid=other-eml-alt-mip-mck&hdpid=5f597b28-2278-4a17-bf76-e00f95297736&hctky=12659657&hlkid=16321e11821b476291aea3a70f3f05d8
16 Distribution channels	McKinsey & Company. Brooke Daniels, Dave Fedewa & all. January 2024. "The power of private-label brands in distribution".Available online: https://www.mckinsey.com/industries/industrials-and-electronics/our-insights/the-power-of-private-label-brands-in-distribution?stcr=652C6D5289A449BBA8EA2CA1CA3BB523&cid=other-eml-alt-mip-mck&hlkid=ebd09aa301164b3dbfe78a0d61d89506&hctky=12659657&hdpid=762f917a-1d2e-4355-a509-6748334da1ba Numeric distribution: https://www.youtube.com/watch?v=m1GxV6Dce7g Wheighted distribution: https://www.youtube.com/watch?v=2-9U_-hm0Yg Kotler, Philip and Kevin Keller (2015). Marketing Management, 15th Edition. New York: Prentice Hall (2015), pp. 437-466. Talbot, Kate (2015). "5 Ways to Use Snapchat for Business," SocialMedia Examiner, July 28, 2015. Available online: https://www.socialmediaexaminer.com/5-ways-to-use-snapchat-for-business/

17 Promotion and Marketing Communication	University Canada West. Blog. "How has social media emerged as a powerful communication medium?" https://www.ucanwest.ca/blog/media-communication/how-has-social-media-emerged-as-a-powerful-communication-medium/ McKinsey & Company (2017). "Ten years on the consumer decision journey: Where are we today?" McKinsey Blog, November 17, 2017. Available online: https://www.mckinsey.com/about-us/new-at-mckinsey-blog/ten-years-on-the-consumer-decision-journey-where-are-we-today Satel, Greg (2015). "Marketers Need to Drastically Rethink the Consumer Decision Journey," Forbes, October 12, 2015. Available online: https://www.forbes.com/sites/gregsatell/2015/10/12/marketers-need-to-drastically-rethink-the-customer-decision-journey/#792fbe6a260a Whitler, Kimberly (2014). "Why Word of Mouth Marketing is the Most Important Social Media," Forbes, July 17, 2014. Available online: https://www.forbes.com/sites/kimberlywhitler/2014/07/17/why-word-of-mouth-marketing-is-the-most-important-social-media/#70fc467b54a8
18 Promotion and Marketing Communication	American Express: Step-by-step ideas for planning a new marketing campaign. Available online: https://www.americanexpress.com/uk/content/merchant/pdf/support-and-services/uk_marketing_guide.pdf Cespedes, Frank (2015). "Is Social Media Actually Helping Your Company's Bottom Line?" Harvard Business Review, March 3, 2015. Available online: https://hbr.org/2015/03/is-social-media-actually-helping-your-companys-bottom-line Rampton, John (2014). "Why Most Social Media Strategies Fail," Forbes, April 22, 2014. Available online: https://www.forbes.com/sites/johnrampton/2014/04/22/why-most-social-media-strategies-fail/#1101abef3a9b
19 Case Study Tutorials	In class working sessions
20: Case Study Tutorials	In class working sessions
21 Case Study Presentation Day	Presentations. Debate. Peer to peer evaluations
22 Case Study Presentation Day	Presentations. Debate. Peer to peer evaluations

23 Case Study Presentation Day	Presentations. Debate. Peer to peer evaluations
24 Wrap Up and Review	
Final Exam	

COURSE-RELATED TRIP:

- Only if opportunity occurs. Course class times are too tight to include a visit (even within Barcelona).
- Guest Speaker might be invited to the course.

REQUIRED READINGS:

- Cases as forwarded in class.
- Kotler, Philip and Kevin Keller (2015). "Marketing Excellence: Nike," in Marketing Management, 15th Edition. New York: Prentice Hall (2015), pp. 51-52.
- Dolan, Robert J. (2007) "Note on Marketing Strategy." *Harvard Business Review*. Harvard Business School Publishing, October 29, 2007.
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- Hofstede's Dimensions of Culture (class hand-out on Moodle)
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- China Is Still Risky for Foreign Businesses—but the Rewards Are Too Good to Ignore (2013), The Atlantic, July 31, 2013. Available online: <https://www.theatlantic.com/china/archive/2013/07/china-is-still-risky-for-foreign-businesses-but-the-rewards-are-too-good-to-ignore/278238/>
- "The growing role of emerging markets in shaping global demand, (2014), ICEF Monitor, March 6, 2014. Available online: <http://monitor.icef.com/2014/03/the-role-of-emerging-markets-in-shaping-global-demand/>
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- Kotler, Philip and Kevin Keller (2015). Marketing Management, 15th Edition. New York: Prentice Hall (2015), pp. 173-199.
- Brat, Ilan (2010). "The Emotional Quotient of Soup Shopping," The Wall Street Journal, February 17, 2010.
- "Sex and advertising: retail therapy" (2011), The Economist, December 17, 2011. Available online: <http://www.economist.com/node/21541706>
- Penenberg, Adam (2011). "NeuroFocus Uses Neuromarketing to Hack Your Brain," Fast Company, August 8, 2011. Available: <http://www.fastcompany.com/magazine/158/neuromarketing-intel-paypal>

- Weiners, Brad (2006). "Getting Inside—Way Inside---Your Customer's Head," CNNMoney, April 5, 2006. Available here: http://money.cnn.com/magazines/business2/business2_archive/2003/04/01/339830/index.htm
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- rob@rlsgroup.com (2017). "Mr. Peanut and Planters — Branding Evolution," RLS Group, June 19, 2017. Available online: <http://www.rls-group.com/branding/>
- Di Somma, Mark (2015). "The Future for Iconic Brands," Branding Strategy Insider, March 30, 2015. Available online: https://www.brandingstrategyinsider.com/2015/03/future-iconic-brands.html#.WuT_t9VuZz9
- Day, Beth (2016). "Flavor innovation going nuts," bakingbusiness.com, August 15, 2016. Available online: http://www.bakingbusiness.com/articles/news_home/Trends/2016/08/Flavor_innovation_going_nuts.aspx?ID=%7B907455C8-5CC9-42BD-BED7-7D6CF52EFE1D%7D&cc=1

- Watson, Elaine (2017). "I need chocolate, Alexa . . . sweets, snacks, and the Amazon effect," [foodnavigator-usa.com](https://www.foodnavigator-usa.com/Article/2017/09/18/One-Click-Retail-delves-into-sweets-snacks-sales-on-Amazon#), December 20, 2017. Available online: <https://www.foodnavigator-usa.com/Article/2017/09/18/One-Click-Retail-delves-into-sweets-snacks-sales-on-Amazon#>
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- American Express: Step-by-step ideas for planning a new marketing campaign. Available online: https://www.americanexpress.com/uk/content/merchant/pdf/support-and-services/uk_marketing_guide.pdf
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- Hutchinson, Andrew (2015). "Big Brand Theory: L'Oreal Stays Connected to Their Audience via Social," SocialMediaToday, September 9, 2015. Available online: <https://www.socialmediatoday.com/special-columns/adhutchinson/2015-09-09/big-brand-theory-loreal-stays-connected-their-audience>
- Caldwell, David (2018). "NASCAR Finally Gets An Extension From Monster Energy. It's Not Much of One," Forbes, April 10, 2018. Available online: <https://www.forbes.com/sites/davecaldwell/2018/04/10/nascar-finally-gets-an-extension-from-monster-energy-its-not-much-of-one/#5c86c467143e>
- Kotler, Philip and Kevin Keller (2015). Marketing Management, 15th Edition. New York: Prentice Hall (2015), pp. 437-466.

RECOMMENDED READINGS:

- Kotler, Philip and Keller, Kevin (2015). Marketing Management, Analysis, Planning, Implementation, 15th Edition. New York: Pearson.
- Chris Fill (2010). Marketing Communications: Interactivity, Community and Content, 5th Edition.