



IB 325 MARKETING MANAGEMENT

IES Abroad Madrid

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; 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.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

ADDITIONAL COST: Most of the online readings are available free of charge. A small number carry a 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%
- Class participation - 20%
- Group case analysis - 20%
- Midterm exam - 25%
- Final exam - 25%

Class Participation

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. In order 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.

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.

Individual oral presentation

During the course of 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.

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 **mandatory for all IES Madrid classes**, including course-related excursions. Absences will only be excused in cases of documented medical or family emergencies. Any assessed work, including exams, tests, and presentations, will be rescheduled if the absence is justified; otherwise, it will be graded as 0. You are allowed a maximum of 1 unexcused absence for once-a-week courses and 2 unexcused absences for twice-a-week courses. Each additional absence will deduct 5 points from your final grade. **Accumulating 7 or more absences in twice-a-week courses, or 4 or more in once-a-week courses, may lead to a failing grade.** Students arriving more than 11 minutes after the scheduled start time will be marked as 'late.' Three 'late' arrivals will be counted as 1 absence. Any student arriving 30 minutes or more after the scheduled start time will be marked as 'absent.' For more information, please refer to the full [Attendance and Punctuality Policy](#) document.

CONTENT:

Session	Content	Assignments
Session 1	Course Overview Basics of Marketing	

Session 2	- Basics of Marketing - The Marketing Function in a Business Organization - The Strategic Marketing Plan	- 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." Harvard Business Review. Harvard Business School Publishing, October 29, 2007.
Session 3	The Marketing Environment 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
Session 4	The Marketing Environment The Marketing Environment: The Cultural Environment and International Marketing	- 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.
Session 5	The Marketing Environment The Marketing Environment: The Economic & Political Environment and Marketing	- Egan, Matt (2017). "Corona has a Trump-Mexico problem," CNN Money, January 17, 2017. Available online: http://money.cnn.com/2017/01/17/investing/corona-trump-constellation-brands/index.html "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/ - Taplin, Nathaniel (2022). "Political Risk Returns to China and Looks Here to Stay," The Wall Street Journal, November 28, 2022. - Taylor, Kate (2016). "Coca-Cola has discovered an untapped market to save the soda business," Business Insider, February 7, 2016. Available online: https://www.businessinsider.in/Coca-Cola-has-discovered-an-untapped-market-to-save-the-soda-business/articleshow/50894331.cms

Session 6	Ethics in Marketing	- Garcia-Matrinez, 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/ - Ihlam, Jewer (2021). "There's a good chance your cotton T-shirt was made with Uyghur slave labor," The Guardian, April 9, 2021. Available online: https://www.theguardian.com/commentisfree/2021/apr/09/cotton-slave-labor-uyghur-region-china
Session 7	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.
Session 8	Consumer Behavior	"Sex and advertising: retail therapy" (2011), The Economist, December 17, 2011. Available online: http://www.economist.com/node/21541706 - Nalk, Gautam (2021). "P&G positions itself for altered consumer behavior after COVID-19 fades," S&P Market Intelligence, January 20, 2021. Available online: https://www.spglobal.com/marketintelligence/en/news-insights/latest-news-headlines/p-g-positions-itself-for-altered-consumer-behavior-after-covid-19-fades-62200134
Session 9	Market Research	"Clayton Christensen: The Theory of Jobs to be Done," HBS Working Knowledge, October 3, 2016. Available online: https://hbswk.hbs.edu/item/clay-christensen-the-theory-of-jobs-to-be-done - Farnsworth, Bryn (2019). "15 Powerful Examples of Neuromarketing in Action," Imotions, March 5, 2019. Available online: https://imotions.com/blog/insights/research-insights/neuromarketing-examples/

Session 10	Market Research	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
Session 11	Situation Analysis	- Vrontis, D. and Pavlov, P. (2008) "The external environment and its effect on strategic marketing planning: a case study for McDonald's," Journal for International Business and Entrepreneurship Development, Vol. 3, Nos. 3/4, pp. 289-302. "Marketing & Competitive Intelligence FAQ: SWOT & PEST Analysis," AWARE Online (updated 2022). Available online: https://marketingintelligence.co.uk/faq/what-is-a-swot-analysis-how-do-i-do-one/
Session 12	Break-even Analysis	Steenburgh, Thomas and Jill Avery (2011). Marketing Analysis Toolkit: Breakeven Analysis. Harvard Business School Publishing Case #9-510 080 (Revised July 26, 2011).
Session 13	Segmentation, Targeting and Positioning	- Keller, K.L., Brian Sternthal and Alice Tybout (2002). Three Questions You Need to Ask Your Brand. Harvard Business Review (September 2002). - Dolan, Robert J. (2007) "Note on Marketing Strategy." Harvard Business Review. Harvard Business School Publishing, October 29, 2007. - Pittman, Doug (2019). "3 Ways Big Brands Use Segmentation in Their Marketing," BoardActive Software, July 31, 2019. Available online: https://www.boardactive.com/post/three-types-of-marketing-segmentation-big-brand-examples
Session 14	The Strategic Marketing Plan, Revisited	Harvard Business School Publishing Corporation (2006). "Creating a Marketing Plan: An Overview." Boston: Harvard Business School Press. Available here: http://isites.harvard.edu/fs/docs/icb.topic659444.files/MarketingPlanOverview.pdf
Session 15	Mid-term Exam	
Session 16	Product Management	

Session 17	Brand Management	• 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/cb-be-pyramid/
Session 18	Promotion and Marketing Communication	• Paterik, Stephanie (2017). "Marketing to Millennial Parents: Digital Natives Are All Grown Up and Disrupting the Parenthood Economy," AdWeek, August 13, 2007. Available online: http://www.adweek.com/brand-marketing/marketing-to-millennial-parents-digital-natives-are-all-grown-up-and-disrupting-the-parenthood-economy/ • Vijayaragavan, Srinidh (2021). "How does Starbucks' unique promotion strategy aid in its massive success?" The Strategy Story, June 20, 2021. Available online: https://thestrategystory.com/2021/06/20/starbucks-promotion-strategy/ • 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 • Chau, Janice (2019). "What is 360 Marketing and How Can You Build a Comprehensive Strategy," Forbes, March 6, 2019. Available online: https://www.forbes.com/sites/forbescommunicationscouncil/2019/03/06/what-is-360-marketing-and-how-can-you-build-a-comprehensive-strategy/?sh=5ff2d5d837bc

Session	Content	Assignments
Session 19	Promotion and Marketing Communication	- 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/?sh=3156d116260a - Watson, Elaine (2017). "I need chocolate, Alexa . . . sweets, snacks, and the Amazon effect," foodnavigator-usa.com, December 20, 2017. Available online: https://www.foodnavigator-usa.com/Article/2017/09/18/One-Click-Retail-delves-into-sweets-snacks-sales-on-Amazon#
Session 20	Case Group Presentations	
Session 21	Pricing	Hollensen, Svend (2006). "Marketing Mix Decisions II: Pricing," from Marketing Planning: A Global Perspective. McGraw Hill Education 2006. (26 pages).
Session 22	Pricing	Smart Pricing: How Google, Priceline and Leading Business Use Pricing Innovation for Profitability. Upper Saddle River: Prentice Hall (2010), pp. 1 18.
Session 23	Distribution Channels	Kotler, Philip and Kevin Keller (2015). Marketing Management, 15th Edition. New York: Prentice Hall (2015), pp. 437-466.
Session 24	Distribution Channels	
Session 25	Course-related trip	We will visit the local office of a multinational company to learn about how marketing concepts learned in class are dealt with in a real-world business setting. Prior to our visit, students will be required to do preparatory work to learn about the company and compile questions.

Session	Content	Assignments
Session 26	Guest Speaker	Guest and Topic To Be Announced
Session 27	Final Exam	

COURSE-RELATED TRIPS:

- Visit the local office of a multinational company.

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.
- Loyalka, Michelle Dammon (2006). "How to Get Ahead in China," Bloomberg Businessweek, January 6, 2006. Available online: http://www.businessweek.com/smallbiz/content/jan2006/sb20060105_958312.htm
- 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>
- 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>
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- Egan, Matt (2017). "Corona has a Trump-Mexico problem," CNN Money, January 17, 2017. Available online: <http://money.cnn.com/2017/01/17/investing/corona-trump-constellation-brands/index.html>
- 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/>
- Stanford, Duane (2010). "Africa: Coke's Last Frontier," Bloomberg Businessweek, October 28, 2010. Available online: http://www.businessweek.com/magazine/content/10_45/b4202054144294.htm
- Garcia-Matrinez, 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/>
- 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

- 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>
- Vrontis, D. and Pavlov, P. (2008) "The external environment and its effect on strategic marketing planning: a case study for McDonald's," Journal for International Business and Entrepreneurship Development, 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>
- Steenburgh, Thomas and Jill Avery (2011). Marketing Analysis Toolkit: Breakeven Analysis. Harvard Business School Publishing Case #9-510-080 (Revised July 26, 2011).
- Keller, K.L., Brian Sternthal and Alice Tybout (2002). Three Questions You Need to Ask Your Brand. Harvard Business Review (September 2002).
- Harvard Business School Publishing Corporation (2006). "Creating a Marketing Plan: An Overview." Boston: Harvard Business School Press. Available here: <http://isites.harvard.edu/fs/docs/icb.topic659444.files/MarketingPlanOverview.pdf>
- 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/>
- Ritson, Mark (2018). "The Diet Coke relaunch shows its marketers have lost the plot," Marketing Week, January 17m 2018. Available online: <https://www.marketingweek.com/2018/01/17/mark-ritson-diet-coke-relaunch/>
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- 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>
- Krashinsky, Susan (2017). "How marketing is changing to reach millennial moms," The Globe and Mail, March 25, 2017. Available online: <https://www.theglobeandmail.com/report-on-business/industry-news/marketing/how-marketing-is-changing-to-reach-millennial-moms/article18056406/>
- Paterik, Stephanie (2017). "Marketing to Millennial Parents: Digital Natives Are All Grown Up and Disrupting the Parenthood Economy," AdWeek, August 13, 2007. Available online: <http://www.adweek.com/brand-marketing/marketing-to-millennial-parents-digital-natives-are-all-grown-up-and-disrupting-the-parenthood-economy/>
- WARC (2016). "Barbie engages millennial moms," WARC, December 8, 2016. Available online: https://www.warc.com/newsandopinion/news/barbie_engages_millennial_moms/37873
- 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&cck=1
- Watson, Elaine (2017). "I need chocolate, Alexa . . . sweets, snacks, and the Amazon effect," foodnavigator-usa.com, December 20, 2017. Available online: <https://www.foodnavigator-usa.com/Article/2017/09/18/One-Click-Retail-delves-into-sweets-snacks-sales-on-Amazon#>
- 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/gregsattel/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> • 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>
- 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/>
- ThinkwithGoogle.com (2014). "L'Oreal Paris discovers the beauty of search for building brand love," ThinkwithGoogle.com, June 2014. Available online: <https://www.thinkwithgoogle.com/marketing-resources/loreal-paris-builds-brand-love-with-search/>
- 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.