

MK300 – MARKETING CONCEPTS

IES Abroad Berlin

DESCRIPTION:

This course is created to provide a comprehensive overview of *basic marketing concepts*. During this course, participants will learn how firms create value for their (potential) customers by examining their needs. While learning about theory-based Marketing content, students will work on practical cases in groups. These practical sessions will be enhanced by company visits and expert talks, facilitating a transfer of knowledge between theory and practice. By working in cooperation with and for companies, the students will also become familiarised with state-of-the-art instruments that are used by successful marketers all over the planet, such as *3D Printing*, *Empathy Mapping* and *Video Prototyping*. All cases that are used during the class, as well as the selected Startups, focus on *Sustainability* and *Digitalisation*, the two dominant trends that are framing the *Berlin Ecosystem* nowadays. Bringing students together with Early-Stage Startups will create a mutually beneficial relationship.

CREDITS: 3

CONTACT HOURS: 45

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

ADDITIONAL COST: None

METHOD OF PRESENTATION:

While engaging with the course material, students will be introduced to various methods and tools of Marketing. Additional and more recent material can be found on the course's Moodle page, which will be updated on a weekly basis. Students are expected to engage actively in all discussions and presentations. Additionally, there will be timeslots for working in groups in some of the sessions. The groups' results will be presented in front of the class to foster discussion and transfer of knowledge. As described in the course outline, there will always be a focus on Sustainability, Digitalisation, Innovations and Entrepreneurial Ecosystems.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Course participation - 10%
- Midterm exam - 30%
- In-class group assignments - 30%
- Final presentation - 30%

Course participation:

Students must complete the assigned readings, participate in class discussions, as well as attend all planned field trips and company visits. The IES grading rubric for participation is available on Moodle and will be explained in class.

Mid-term exam:

The in-class mid-term exam will take place in Week 6. The students will be given material on a Berlin-based company. Students will be asked to provide their knowledge on specific challenges the company is facing. The argumentation shall be based on theories and cases that were discussed during the course. The grading will take into account the following criteria: structure/style 15%, use of theoretical knowledge 40%, argumentation/thread 30% and creativity of suggestions 15%. No electronic devices will be allowed to be used for the duration of the exam.

In-class group assignments:

Regarding the group work exercises, as well as for the final presentation, the students will be divided into groups. These groups will be drawn randomly. The groups will be assigned to complete specific tasks related to the methods introduced during class. These are the four group work assignments:

- 1.) Customer Empathy Map (Session 3),
- 2.) 3D Prototype (Session 4),
- 3.) Video Prototyping (Session 8) and
- 4.) Customer Journey Map (Session 16).

Each assignment will make up 25% of the in-class group assignment grade. A detailed catalogue of the evaluation criteria will be presented and discussed during the first session of the course.

Final Presentation:

As mentioned in the preceding paragraph, students will work in groups during class. The groups will elaborate on a Marketing Plan for one of the Early-Stage Startups. This Marketing Plan will mainly be based on the Marketing Mix that is going to be suggested to the firms. The groups will present their findings to the class in front of an expert jury in Week 13. This expert panel will consist of representatives of the Startups and the lecturer. The grading of this presentation will be based on the following criteria: content (50%), oral presentation style (20%), structure/thread (10%), visual style of the presentation (10%), timing (10%) and originality (5% bonus). The detailed evaluation sheet can be downloaded via the Moodle page of this course.

LEARNING OUTCOMES:

Upon completion of this course, the student will be able to:

- Define marketing, explain basic marketing principles and understand its impact on collaborators, customers and competitors.
- Gain an appreciation of ethical and socially responsible marketing.
- Understand and discuss the impact of digitalisation on marketing activities.
- Research, analyse, manage marketing information, and identify market trends.
- Apply strategic marketing approaches by creating a marketing plan and presenting it to business representatives.

ATTENDANCE POLICY:

For our up-to-date attendance and exam policy, see: <https://moodle.iesabroad.org/mod/page/view.php?id=1004317>.

ACADEMIC INTEGRITY:

Students are expected to abide by the IES Abroad Academic Integrity Code. Assigned texts need to be properly and amply footnoted where appropriate, with all sources attributed, including images. This not only applies to written assignments but also presentations by means of PowerPoint, Prezi or posters. Contributions may be checked with plagiarism-detecting software.

Sessions	Content	Readings
Week 1	Session 1: Course outline and learning objectives Marketing overview + Why focusing on Digitalization and	The students will be introduced to the course instructor and the content of the course. Getting to know the startups the students have to focus during the course. Short introduction to the companies by the instructor. The instructor will briefly explain the goal of this class: Coming up with a marketing plan for those startups. Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited. Chapter 1: Marketing: Creating Customer Value and Engagement (pp. 26-61)

	Sustainability in a globalized world?	<u>Optional:</u> Schlegelmich, B. B. (2016). Chapter 1: Marketing a Global Discipline. In Schlegelmich, B.B (1 st ed, 1-17), <i>Global Marketing Strategy: An Executive Digest</i> . Switzerland: Springer International Publishing.
	Session 2: Introduction to the Berlin Startup Ecosystem	<u>Panel Discussion on “Why Marketing matters... especially for young organisations?”:</u> Experts/Institutions representing the Berlin Startup Scene: - Co-Founder of the Digital Entrepreneurship Hub (https://de-hub.org/?lang=en) - Founder of First Fridays/Amarte-Startup-Network (https://amarte.mx/) - Founder/CEO of ReCoupling-App (https://www.recoupling.de/) <u>Readings:</u> Audretsch, D.B., Rocha, H., Aggarwal, S. et al., Do entrepreneurial ecosystems foster sustainable development?, <i>Int Entrep Manag J</i> 20, 1–37 (2024). Acs, Z., Stam, E., Audretsch D., O’Connor, A. (2017). The lineages of the entrepreneurial ecosystem approach. In <i>Small Business Economics</i>, 49 (1), 1-10. <u>Optional:</u> Spigel, B. (2015). Towards a process theory of entrepreneurial ecosystems. In <i>Journal of Management Academy</i>, 13 (2),1-12.
Week 2	Session 3: Getting to know your “clients” – Introduction to the Early Stage Startups	The students will be divided into groups. In those groups, they will work during the upcoming weeks on a Marketing Plan for the Startups that they are being matched with. A set of Berlin-based start-ups will be introduced by the course instructor, for example: - Book A Street Artist: https://www.bookastreetartist.com/ - Aivy: https://www.aivy.app/ - Nia Health: https://www.niahealth.ai/ - Impari Moda: https://www.impari-moda.com/ - Aumio: https://www.aumio.com/ For those firms, the students will act as a consultancy company, advising them on how to build a proper Marketing Plan (with a focus on US-Market-Expansion). This is how the students will be enabled to transfer the knowledge they gathered during the course to a practical case. After gathering in their groups, the students will have to complete their first team-building task, the Marshmallow Challenge and/or How to Make A Toast Challenge.

	Session 4: Fieldtrip: Marketing around Sustainability in the Age of Digitalisation	Fieldtrip & Expert Presentation: Founder/CEO of Impari Moda): https://www.impari-moda.com/ Topic: Sustainable Marketing Strategy for the Future of Fashion <u>Readings:</u> Arseculeratne, D., & Yazdanifard, R. (2014). How green marketing can create a sustainable competitive advantage for a business. <i>International business research</i> , 7(1), 130-137. <u>Optional:</u> Bogers, M., Chesbrough, H., & Strand, R. (2020). Sustainable Open Innovation to Address a Grand Challenge: Lessons from Carlsberg and the Green Fiber Bottle. <i>British Food Journal</i> , 122(5), 1505-1517.
Week 3	Session 5: Identifying Customer Needs – The Customer Empathy Map	<u>Workshop: Putting Method into Practice – The Customer Empathy Map</u> The students will create a Customer Empathy Map for the Startup they are working with. <u>Readings:</u> Pokorná, J. & Pilař, Ladislav & Balcarová, Tereza & Sergeeva, Irina. (2015). Value Proposition Canvas: Identification of Pains, Gains and Customer Jobs at Farmers' Markets. <i>AGRIS online Papers in Economics and Informatics</i> . 7. 123-130. Marcus, A. "User-Experience Planning for Corporate Success," <i>Interactions</i> (11:3), May 2004, pp. 24-27. <u>Optional:</u> Timoshenko, A., Hauser, J.R. (2019): Identifying Customer Needs from User-Generated Content. <i>Marketing Science</i> 38(1): pp. 1-20.
	Session 6: Fieldtrip & Mini-Workshop: Rapid Prototyping	The students will get an introduction to 3D printing. The instructor will give insights on a research project called "UV-LED-based Sun Protection Sensor". In this project, Additive Manufacturing was used to develop prototypes of this specific sensor. The prototypes had been used to gather feedback from potential customers. The students will be enabled to print out their own small prototype within their groups @Idealab Systems Advantages and disadvantages of 3D printing methods in Marketing research will be discussed. <u>Readings:</u> Shukla, M., Todorov, I., Kapletia, D. (2018): Application of additive manufacturing for mass customisation: understanding the interaction of critical barriers. <i>Production Planning & Control</i> 29:10, pp. 814-825.
Week 4	Session 7: Ethical Considerations in Digital Marketing	Grundey, D. (2007). Global Marketing Ethics: Social and Emotional-Psychological Issues in Advertising to Children. <i>Transformations in Business & Economics</i> , 6(2). 41-64 <u>Optional:</u> Kenny, R., Pierce, J. and Pye, G. (2012), Ethical considerations and guidelines in web analytics and digital marketing: a retail case study,

		in AiCE 2012: Proceedings of the 6th Australian Institute of Computer Ethics conference 2012, Australian Institute of Computer Ethics, Melbourne, Vic., pp. 5-12. Chaudhry, R., Sharma, A. (2018). Ethical issues in digital marketing—A review. ITIHAS-The Journal of Indian Management, 8(1), 10–18.
	Session 8: Social and Cultural Environment	<u>Readings:</u> Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited. Chapter 3: Analyzing the Marketing Environment (pp. 90-121). <u>Optional:</u> Engelen, A., & Brettel, M. (2011). Assessing cross-cultural marketing theory and research, Journal of Business Research, Volume 64, Issue 5, pp 516-523. Keegan, W.J. & Green, M.C. (2017). Chapter 4: Social and Cultural Environments. In Keegan, W.J. & Green, M.C, <i>Global Marketing</i> (9TH ed, 126-147155). Harlow, Essex: Pearson Education Limited.
Week 5	Session 9: Freshworks – Digital Marketing in Practice	Company Visit & Expert Talk: Freshworks Berlin https://www.freshworks.com/ <u>Topic:</u> Freshworks - A fresh approach to customer engagement Discussion on “How digital is Marketing today?” + How to do Market Research in a Digital World? Expert Presentation and Q&A-session with the students. <u>Readings:</u> Ross, J.W., Sebastian, I.M., Beath, C.M. (2017). How to Develop a Great Digital Strategy. Harvard Business Review, Vol. 58, No. 2, pp. 1-5. Trainor, K.J., Rapp, A., Skinner Beitelspacher, I., Schillewaert, N., (2011), Integrating information technology and marketing: an examination of the drivers and outcomes of e-marketing capability, Industrial Marketing Management, 40, 162-174. <u>Optional:</u> Sashi, C. (2012), "Customer engagement, buyer-seller relationships, and social media", Management Decision, Vol. 50 No. 2, pp. 253-272. Keegan, W.J. & Green, M.C. (2017). Chapter 6: Global Information Systems and Market Research. In Keegan, W.J. & Green, M.C, <i>Global Marketing</i> (9TH ed, 194-227). Harlow, Essex: Pearson Education Limited.

	Session 10: Communication Strategies	Dahiya, R., & Gayatri. (2018). A research paper on digital marketing communication and consumer buying decision process: An empirical study in the Indian passenger car market. <i>Journal of Global Marketing</i>, 31(2), 73-95. <u>Optional:</u> Kasemsap, K. (2018). The roles of social media marketing and brand management in global marketing. In <i>Social media marketing: Breakthroughs in research and practice</i> (pp. 425-453). IGI Global.
Week 6	Midterms	<u>Case Study of a Berlin-based Startup:</u> The students will be asked to answer transfer questions concerning theoretical content discussed in class as well as instruments that the students were encouraged to use during the course.
Week 7	Session 11: Mini-Hackathon: Building up an Innovation Radar	<u>Topic of the workshop:</u> How can we use freely accessible data to build up an Innovation Radar in order to get market insights? Subtopics: - What kind of sources are relevant for a market researcher? - How can we gather market information? - How to implement data sources to a platform? - How to evaluate market potential with an innovation radar? <u>Reading:</u> Scheel, A., Hanke, St.: Social Media as Innovation Laboratory – Data kraken or useful tool for managing innovation, R&D Management Conference 2018 “R&Designing Innovation: Transformational Challenges for Organizations and Society”, 30th June – 4th July 2018, Milan, Italy, pp. 1-9.
	Session 12: Customer value-driven Marketing Strategy: Creating value for target customers	Keegan, W.J. & Green, M.C. (2017). Chapter 7: Segmentation, Targeting and Positioning. In Keegan, W.J. & Green, M.C, <i>Global Marketing</i> (9TH ed, 228-259). Harlow, Essex: Pearson Education Limited. <u>Optional:</u> Zimmerling, E., Purtik, H., & Welp, I.M. (2016). End-users as co-developers for novel green products and services – an exploratory case study analysis of the innovation process in incumbent firms. <i>Journal of Cleaner Production</i>, pp. 1–8.
Week 8	Session 13: Lead-user identification for value-creation	von Hippel, E. (2009), "Democratizing Innovation: The Evolving Phenomenon of User Innovation", <i>International Journal of Innovation Science</i>, Vol. 1 No. 1, pp. 29-40. Kim, M., & Baek, T. H. (2023). Are Virtual Influencers Friends or Foes? Uncovering the Perceived Creepiness and Authenticity of Virtual Influencers in Social Media Marketing in the United States. <i>International Journal of Human–Computer Interaction</i>, 40(18), 5042–5055.

		<u>Optional:</u> Pillar, F. T. and Walcher, D. (2006). Toolkits for idea competitions: a novel method to integrate users in new product development. <i>R&D Management</i> , 36(3), pp. 307–318.
	Session 14: Crowdfunding Campaigns as Marketing Instrument	Brown, T., Boon, E., Pitt, L. (2017). Seeking funding in order to sell: Crowdfunding as a marketing tool, <i>Business Horizons</i> , 60 (2) (2017), pp. 189-195. <u>Optional:</u> Junge, L. B., Cleveland Laursen, I., & Nielsen, K. R. (2022). Choosing Crowdfunding: Why do Entrepreneurs Choose to Engage in Crowdfunding? <i>Technovation</i> , 111, Article 102385. Mollick, E. (2014). The dynamics of crowdfunding: An exploratory study, <i>Journal of Business Venturing</i> , 29 (1), pp. 1-16.
Week 9	Session 15: Putting Methods into Practice: Video Prototyping	<u>Mini-Workshop on “How to Create Your Crowdfunding Campaign Video?”</u> The students will be introduced to the method of Video Prototyping. Based on this instrument, the groups will create a 90s video for their respective startups. <u>Explanatory Blog Entry:</u> http://johnwaynehill.com/2010/11/12/video-prototyping/
	Session 16: The 4 P’s – Old but Gold?	Pitri, T., Firmansyah, I., Rijanto, R., & Firmansyah, D. (2025). The Evolving Marketing Mix in the Digital Age and Customer Mix: How Does It Affect Purchase Intention?. <i>International Journal of Business, Law, and Education</i> , 6(1), 345 - 361. <u>Optional:</u> Bennett, A. R. (1997). The Five Vs - A Buyer’s Perspective of the Marketing Mix. <i>Marketing Intelligence & Planning</i> , 15(3), 151-156. Rafiq, M. & Ahmed, P. K. (1995). Using the 7Ps as A Generic Marketing Mix: An Exploratory Survey of UK and European Marketing Academics. <i>Marketing Intelligence & Planning</i> , 13(9), 4-15.
Week 10	Session 17: Product, Services and Brands	<u>Readings:</u> Hughes, C., Swaminathan, V. & Brooks, G., (2019), Driving brand engagement through online social influencers: An Empirical Investigation of sponsored blogging campaigns, <i>Journal of Marketing</i> 83(5), pp. 78-96. Lynch, J., & De Chernatony, L. (2004). The power of emotion: Brand communication in business-to-business markets. <i>Journal of Brand management</i> , 11(5), 403-419. <u>Optional:</u> Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited.

		Chapter 6: Products, Services, and Brands: Building Customer Value (pp. 242-277).
	Session 18: How to Market Artists	<u>Fieldtrip & Expert Presentation: Founder and CEO of Rebel Art Management + ROAM):</u> Topic: Art as Service – How to build up a Digital Street Art Platform? Topic: How to build up an artist agency – What Marketers can learn from Art and vice versa <u>Readings:</u> Colbert, François & St-James, Yannik. (2014). Research in Arts Marketing: Evolution and Future Directions. Psychology and Marketing, Vol. 31(8): 566–575.
Week 11	Session 19: Marketing Channels and Physical Distribution	Frazier, G.L. (1999). Organizing and Managing Channels of Distribution. <i>Journal of the Academic of Marketing Science</i>, 27(2), 226-240. DOI: 10.1177/0092070399272007. <u>Optional:</u> Hollensen, S. (2020). Chapter 16: Distribution decision. In Hollensen, S, <i>Global Marketing</i> (8TH ed, 550-585). Harlow, Essex: Pearson Education Limited. Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited. Chapter 12: Marketing Channels: Delivering Customer Value (pp. 356-389).
	Session 20: The Digitalization of Placement Strategies – The SmartCar-Case in China	<u>Expert Presentation, e.g. WebEx-Meeting with Daniel Lescow (Former Head of Mercedes Benz China's Smart Vehicle Division):</u> Topic: Mercedes-Benz experiments with selling Smart Cars on China's Sina Weibo microblog – Would that work out in Germany/USA as well? <u>Optional:</u> Herhauser, D., Binder, J., Schoegel, M. & Herrmann, A., (2015), Integrating bricks with clicks: retail level and channel level outcomes of online-offline channel integration, <i>Journal of Retailing</i>, 91, 309-325. Smith, K. T. (2011) Digital marketing strategies that Millennials find appealing, motivating, or just annoying, <i>Journal of Strategic Marketing</i>, 19:6, pp. 489-499. Hure, E., Picot-Coupey, K. and Ackermann, C.L., (2017), Understanding omni-channel shopping value; A mixed-method study, <i>Journal of Retailing and Consumer Services</i>, 39, 314-330.

Week 12	Session 21: (International) Pricing Decisions	Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited. Chapter 8: Pricing: Understanding and Capturing Customer Value (pp. 306-329). Marsh, G. (2000), <i>International pricing – a market perspective</i>, <i>Marketing Intelligence & Planning</i>, Vol. 18 No. 4, pp. 200-205. <u>Optional:</u> Dawar, N., & Parker, P. (1994). Marketing universals: Consumers' use of brand name, price, physical appearance, and retailer reputation as signals of product quality. <i>Journal of marketing</i>, 58(2), 81-95. Hollensen, S. (2020). Chapter 14: Product decision and Chapter 15: Pricing decision and terms of doing business. In Hollensen, S, <i>Global Marketing</i> (8TH ed, 452-474, 511-549). Harlow, Essex: Pearson Education Limited.
	Session 22: Mini-Workshop: Creating a Customer Journey	Hands on Group Work: The students will be asked to draw a Customer Journey for their specific Startup in order to visualize all touchpoints with potential customers. <u>Reading:</u> Rosenbaum, M. S., Otalora, M. L., & Ramírez, G. C. (2017). How to create a realistic customer journey map. <i>Business Horizons</i>, 60(1), 143-150
Week 13	FINALS	Final Group Presentations in front of the Jury

FIELD TRIPS

- Fieldtrip to Impari Moda (week 2)
- Visit to and Workshop at IdeaLab.Systems (week 3)
- Company Visit at Freshworks Berlin (week 5)
- Fieldtrip to ROAM (week 10)

REQUIRED READINGS:

- Acs, Z., Stam, E., Audretsch D., O'Connor, A. (2017). The lineages of the entrepreneurial ecosystem approach. In *Small Business Economics*, 49 (1), 1-10.
- Arseculeratne, D., & Yazdanifard, R. (2014). How green marketing can create a sustainable competitive advantage for a business. *International business research*, 7(1), 130-137.
- Audretsch, D.B., Rocha, H., Aggarwal, S. et al., Do entrepreneurial ecosystems foster sustainable development?, *Int Entrep Manag J* 20, 1–37 (2024).
- Brown, T., Boon, E., Pitt, L. (2017). Seeking funding in order to sell: Crowdfunding as a marketing tool, *Business Horizons*, 60 (2) (2017). 189-195.
- Colbert, François & St-James, Yannik. (2014). Research in Arts Marketing: Evolution and Future Directions. *Psychology and Marketing*, Vol. 31(8): 566–575.
- Dahiya, R., & Gayatri. (2018). A research paper on digital marketing communication and consumer buying decision process: An empirical study in the Indian passenger car market. *Journal of Global Marketing*, 31(2), 73-95.
- Frazier, G.L. (1999). Organizing and Managing Channels of Distribution. *Journal of the Academic of Marketing Science*, 27(2), 226-240. DOI: 10.1177/0092070399272007.

- Grundey, D. (2007). GLOBAL MARKETING ETHICS: SOCIAL AND EMOTIONAL-PSYCHOLOGICAL ISSUES IN ADVERTISING TO CHILDREN. *Transformations in Business & Economics*, 6(2). 41-64
- Keegan, W.J. & Green, M.C. (2017). Chapter 7: Segmentation, Targeting and Positioning. In Keegan, W.J. & Green, M.C. Global Marketing (9TH ed, 228-259). Harlow, Essex: Pearson Education Limited.
- Kim, M., & Baek, T. H. (2023). Are Virtual Influencers Friends or Foes? Uncovering the Perceived Creepiness and Authenticity of Virtual Influencers in Social Media Marketing in the United States. *International Journal of Human-Computer Interaction*, 40(18), 5042–5055.
- Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited.
 - Chapter 1: Marketing: Creating Customer Value and Engagement. 26-61
- Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited.
 - Chapter 3: Analyzing the Marketing Environment. 90-121
- Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited.
 - Chapter 8: Pricing: Understanding and Capturing Customer Value. 306-329).
- Lynch, J., & De Chernatony, L. (2004). The power of emotion: Brand communication in business-to-business markets. *Journal of Brand management*, 11(5), 403-419.
- Marcus, A. "User-Experience Planning for Corporate Success," *Interactions* (11:3), May 2004. 24-27.
- Marsh, G. (2000), *International pricing – a market perspective*, *Marketing Intelligence & Planning*, Vol. 18 No. 4. 200-205.
- Pitri, T., Firmansyah, I., Rijanto, R., & Firmansyah, D. (2025). The Evolving Marketing Mix in the Digital Age and Customer Mix: How Does It Affect Purchase Intention?. *International Journal of Business, Law, and Education*, 6(1), 345 - 361.
- Pokorná, J. & Pilař, Ladislav & Balcarová, Tereza & Sergeeva, Irina. (2015). Value Proposition Canvas: Identification of Pains, Gains and Customer Jobs at Farmers' Markets. *AGRIS on-line Papers in Economics and Informatics*. 7. 123-130. 10.7160/aol.2015.070412. 123-130
- Rosenbaum, M. S., Otalora, M. L., & Ramírez, G. C. (2017). How to create a realistic customer journey map. *Business Horizons*, 60(1), 143-150.
- Ross, J.W., Sebastian, I.M., Beath, C.M. (2017). How to Develop a Great Digital Strategy. *Harvard Business Review*, Vol. 58, No. 2. 1-5.
- Sashi, C. (2012), "Customer engagement, buyer-seller relationships, and social media", *Management Decision*, Vol. 50 No. 2. 253-272.
- Scheel, A., Hanke, St.: Social Media as Innovation Laboratory – Data kraken or useful tool for managing innovation, R&D Management Conference 2018 "R&Designing Innovation: Transformational Challenges for Organizations and Society", 30th, June – 4th July 2018, Milan, Italy. 1-9.
- Schlegelmich, B.B. (2016). Chapter 1: Marketing a Global Discipline. In Schlegelmich, B.B (1sted, 1-17), *Global Marketing Strategy: An Executive Digest*. Switzerland: Springer International Publishing.
- Shukla, M., Todorov, I., Kapletia, D. (2018): Application of additive manufacturing for mass customisation: understanding the interaction of critical barriers. *Production Planning & Control* 29:10. 814-825.
- Spigel, B. (2015). Towards a process theory of entrepreneurial ecosystems. In *Journal of Management Academy*, 13 (2),1-12.
- Trainor, K.J., Rapp, A., Skinner Beitelspacher, I., Schillewaert, N., (2011), Integrating information technology and marketing: an examination of the drivers and outcomes of e-marketing capability, *Industrial Marketing Management*, 40, 162-174.
- von Hippel, E. (2009), "Democratizing Innovation: The Evolving Phenomenon of User Innovation", *International Journal of Innovation Science*, Vol. 1 No. 1. 29-40.
- Zimmerling, E., Purtik, H., & Welp, I.M. (2016). End-users as co-developers for novel greenproducts and services-an exploratory case study analysis of the innovation process in incumbent firms. *Journal of Cleaner Production*. 1–8.

Optional Readings:

- Bennett, A. R. (1997). The Five Vs - A Buyer's Perspective of the Marketing Mix. *Marketing Intelligence & Planning*, 15(3), 151-156.
- Bogers, M., Chesbrough, H., & Strand, R. (2020). Sustainable Open Innovation to Address a Grand Challenge: Lessons from Carlsberg and the Green Fiber Bottle. *British Food Journal*, 122(5), 1505-1517.
- Chaudhry, R., Sharma, A. (2018). Ethical issues in digital marketing—A review. *ITI HAS-The Journal of Indian Management*, 8(1), 10–18.
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- Herhauser, D., Binder, J., Schoegel, M. & Herrmann, A., (2015), Integrating bricks with clicks: retail level and channel level outcomes of online-offline channel integration, *Journal of Retailing*, 91, 309-325.
- Hollensen, S. (2020). *Global Marketing* (8TH ed,). Harlow, Essex: Pearson Education Limited.
 - Chapter 14: Product decision (452-474)
 - Chapter 15: Pricing decision and terms of doing business. (511-549).
 - Chapter 16: Distribution decision. (550-585).
- Hure, E., Picot-Coupey, K. and Ackermann, C.L., (2017), Understanding omni-channel shopping value; A mixed-method study, *Journal of Retailing and Consumer Services*, 39, 314-330.
- Junge, L. B., Cleveland Laursen, I., & Nielsen, K. R. (2022). Choosing Crowdfunding: Why do Entrepreneurs Choose to Engage in Crowdfunding? *Technovation*, 111, Article 102385.
- Kasemsap, K. (2018). The roles of social media marketing and brand management in global marketing. In *Social media marketing: Breakthroughs in research and practice*. 425-453. IGI Global.
- Keegan, W.J. & Green, M.C. (2017). *Global Marketing* (9TH ed,). Harlow, Essex: Pearson Education Limited
 - Chapter 4: Social and Cultural Environments. (126-155)
 - Chapter 6: Global Information Systems and Market Research. (194-221)
 - Chapter 10: Brand and Product Decision in Global. (324-357)
- Kenny, R., Pierce, J. and Pye, G. (2012), Ethical considerations and guidelines in web analytics and digital marketing: a retail case study, in *AiCE 2012: Proceedings of the 6th Australian Institute of Computer Ethics conference 2012*, Australian Institute of Computer Ethics, Melbourne, Vic. 5-12.
- Kotler, P., & Armstrong, G. (2018). *Principles of Marketing 17th Edition: Global Edition*. England: Pearson Education Limited.
 - Chapter 6: Products, Services, and Brands: Building Customer Value. 242-277
 - Chapter 12: Marketing Channels: Delivering Customer Value. 356-389.
- Mollick, E. (2014). The dynamics of crowdfunding: An exploratory study, *Journal of Business Venturing*, 29 (1). 1-16.
- Piller, F. T. and Walcher, D. (2006). Toolkits for idea competitions: a novel method to integrate users in new product development. *R&D Management*, 36(3). 307–318.
- Rafiq, M. & Ahmed, P. K. (1995). Using the 7Ps as A Generic Marketing Mix: An Exploratory Survey of UK and European Marketing Academics. *Marketing Intelligence & Planning*, 13(9), 4-15.
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