



MK 300 – MARKETING PRINCIPLES
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 in order to facilitate a transfer of knowledge between theory and practice. By working in cooperation with and for companies, the students will also become familiarized 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 *Digitalization*, the two dominant trends that are framing the *Berlin Ecosystem* nowadays. Bringing the 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, the 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, Digitalization, 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 5. 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 use 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 that are related to the methods that were 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 paragraph above, students will work in groups during the class. The groups will elaborate 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 in their groups to the class in front of an expert jury in week 10. 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 digitalization on marketing activities.
- Research, analyse, manage marketing information, and identify market trends.
- Apply marketing strategy by writing a marketing plan and present it to business representatives.

ATTENDANCE POLICY:

Attendance and punctuality in all courses and field studies are mandatory. Absences can only be excused for valid reasons. Unexcused absences can affect students’ grades. Students who miss 25% or more of all class sessions will fail the course. Missed exams cannot be taken at another time except in case of documented illness. Late submission of term papers and other work will result in grade reduction unless an extension due to illness or an emergency is approved. Please consult the IES Berlin Academics Manual on Moodle for additional details.

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 1a: Course outline and learning objectives	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.

	<p>Session 1b: Marketing overview + Why focusing on Digitalization and Sustainability in a globalized world?</p>	<p>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)</p> <p><i>Optional:</i> Schlegelmich, B. B. (2016). Chapter 1: Marketing a Global Discipline. In Schlegelmich, B.B (1STed, 1-17), <i>Global Marketing Strategy: An Executive Digest</i>. Switzerland: Springer International Publishing.</p>
	<p>Session 2a: Introduction to the Berlin Startup Ecosystem</p>	<p><u>Expert Presentation: The Berlin Startup Scene</u> Possible experts are Steffen Terberl (Head of ProFUND Innovation Berlin: https://www.fu-berlin.de/en/sites/profund/index.html), Prof. Hannes Rothe (CoFounder Digital Entrepreneurship Hub: https://de-hub.org/?lang=en)</p> <p><u>Panel discussion</u> on “Why Marketing matters... especially for young organizations?”</p> <p><i>Readings:</i> 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.</p> <p><i>Optional:</i> Spigel, B. (2015). Towards a process theory of entrepreneurial ecosystems. In <i>Journal of Management Academy</i>, 13 (2),1-12.</p>
	<p>Session 2b: Getting to know your “clients” – Introduction to the Early Stage Startups</p>	<p>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.</p> <p>A set of Berlin-based start-ups will be introduced by the course instructor, for example:</p> <ul style="list-style-type: none"> - Book A Street Artist: https://www.bookastreetartist.com/ - The Earl Spirit: https://www.earl-spirits.com/spirits - comYuno: https://www.comyuno.com/ - Aivy: https://www.aivy.app/ - InFarm: https://www.infarm.com/ <p>For those firms the students will act as a consultancy company, advising them how to build up a proper Marketing Plan. This is how the students will be enabled to transfer the knowledge they gathered during the course to a practical case.</p> <p>After gathering together in their groups the students will have to complete their first team-building task, The Marshmellow Challenge: https://www.youtube.com/watch?v=H0_yKBitO8M</p>

Week 2	<p>Session 3a: Designing a User-Centered Marketing Strategy</p>	<p>Baker, M. J. (2000): “One More Time – What Is Marketing?” In: The Marketing Book. 4th Ed. Oxford. Butterworth Heinmann, pp. 3-15.</p> <p>Marcus, A. “User-Experience Planning for Corporate Success,” Interactions (11:3), May 2004, pp. 24-27.</p> <p><u>Optional:</u> Timoshenko, A., Hauser, J.R. (2019): Identifying Customer Needs from User-Generated Content. Marketing Science 38(1): pp. 1-20.</p>
	<p>Session 3b: Identifying Customer Needs – The Customer Empathy Map</p>	<p><u>Workshop: Putting Method into Practice – The Customer Empathy Map</u> The students will work out a Customer Empathy Map for the Startup they are dealing with.</p> <p><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. AGRIS on-line Papers in Economics and Informatics. 7. 123-130. 10.7160/aol.2015.070412, pp. 123-130</p>
	<p>Session 4a: How Open FabLabs and CoWorking Spaces can be used for Marketing?</p>	<p><u>Guided Tour at FabLab Berlin:</u> https://www.fablab.berlin/</p> <p><u>Discussion with Daniel Heltzel (Managing Director FabLab Berlin):</u></p> <ul style="list-style-type: none"> - How are MakerSpaces shaping the Marketing World? - RapidManufacturing and Focus Groups: A useful combination for Marketing Insights <p><u>Optional:</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.</p>
	<p>Session 4b: Mini-Workshop: Rapid Prototyping</p>	<p>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.</p> <p>Advantages and disadvantages of 3D printing methods in Marketing research will be discussed.</p>

Week 3	Session 5a: Social and Cultural Environment	<p>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).</p> <p><u>Optional:</u> 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.</p>
	Session 5b: Dynamics in a Globalized Marketing World	<p><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.</p> <p>Kotler, P., & Armstrong, G. (2018). Principles of Marketing 17th Edition: Global Edition. England: Pearson Education Limited. Chapter 19: The Global Marketplace, pp. 566-595.</p>
	Session 6a: Assessing Global Marketing Opportunities – Visiting the IdeaLab Berlin	<p>Company Visit, e.g.: IdeaLab Berlin https://www.idealab.rocks/</p> <p><u>Expert Presentation, e.g. Stefan Hanke (CEO web2square GmbH):</u> How to do Market Research in a Digital World?</p> <p><u>Readings:</u> 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.</p> <p><u>Optional:</u> 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.</p>
	Session 6b: Mini-Hackathon: Building up an Innovation Radar	<p><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:</p> <ul style="list-style-type: none"> - 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? <p><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.</p>

Week 4	Session 7a: 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> (9 TH ed, 228-259). Harlow, Essex: Pearson Education Limited. <i>Optional:</i> Zimmerling, E., Purтик, H., & Welpе, 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. <i>Journal of Cleaner Production</i> , pp. 1–8.
	Session 7b: 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. <i>Optional:</i> Piller, 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 8a: 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. <i>Optional:</i> Mollick, E. (2014). The dynamics of crowdfunding: An exploratory study, <i>Journal of Business Venturing</i> , 29 (1), pp. 1-16.
	Session 8b: 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 of the groups will create a 60s video for their respective Startup. <i>Explanatory Blog Entry:</i> http://johnwaynehill.com/2010/11/12/video-prototyping/ (accessed 5 February 2020)
Week 5	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 6	Session 9a: What is a Marketing Plan?	Harvard Business Publishing Education. (2020). Creating a Marketing Plan. Retrieved from https://www.hbsp.harvard.edu/product/2564BC-PDF-ENG?itemFindingMethod=Other . pp. 1-16. <i>Optional:</i> Viswanathan, N. K., & Dickson, P. R. (2007). The fundamentals of standardizing global marketing strategy. <i>International marketing review</i> . 46-63

	<p>Session 9b: The 4 P's – Old but Gold?</p>	<p><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.</p> <p>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.</p>
	<p>Session 10a: Product, Services and Brands</p>	<p>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.</p> <p><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).</p>
	<p>Session 10b: Building a Brand: The Startup Perspective</p>	<p><u>Expert Presentation, e.g. Fabian Fuchs (CoFounder of The Earl Spirits):</u> Topic: How to create a Brand as an Early Stage Startup? An Instagram Story</p> <p><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.</p>
<p>Week 7</p>	<p>Session 11a: Company Visit: Book A Street Artist</p>	<p><u>Expert Presentation, e.g. Mario Rueda (CoFounder of Book A Street Artist):</u> Topic: Art as Service – How to build up a Digital Street Art Platform?</p> <p><u>Video:</u> Interview with Mario Rueda: https://www.youtube.com/watch?v=WIZvAyCBH9w (accessed 5 February 2020)</p>
	<p>Session 11b: Expert Statement: How to Market Artists</p>	<p><u>Expert Presentation, e.g. Helene Bosecker (Founder and CEO of Rebel Art Management):</u> Topic: How to build up an artist agency – What Marketers can learn from Art and vice versa</p> <p><u>Readings:</u> Colbert, François & St-James, Yannik. (2014). Research in Arts Marketing: Evolution and Future Directions. <i>Psychology and Marketing</i>, Vol. 31(8): 566–575.</p>

	<p>Session 12a: Pricing Decisions</p>	<p>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).</p> <p><u>Optional:</u> Keegan, W.J. & Green, M.C. (2017). Chapter 10: Brand and Product Decision in Global Marketing (324-357) and Chapter 11: Pricing Decisions. In Keegan, W.J. & Green, M.C, <i>Global Marketing</i> (9TH ed, 358-391). Harlow, Essex: Pearson Education Limited.</p> <p>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.</p>
	<p>Session 12b: International Pricing</p>	<p>Marsh, G. (2000), <i>International pricing – a market perspective, Marketing Intelligence & Planning</i>, Vol. 18 No. 4, pp. 200-205.</p> <p><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.</p> <p>Challagalla, G., Murtha, B. R., & Jaworski, B. (2014). Marketing doctrine: a principles-based approach to guiding marketing decision making in firms. <i>Journal of Marketing</i>, 78(4), 4-20.</p>
<p>Week 8</p>	<p>Session 13a: Marketing Channels and Physical Distribution</p>	<p>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.</p> <p><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.</p> <p>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).</p>
	<p>Session 13b: The Digitalization of Placement Strategies – The SmartCar-Case in China</p>	<p><u>Expert Presentation, e.g. Skype meeting with Daniel Lescow (Former Head of Mercedes Benz China’s Smart Vehicle Division):</u></p> <p>Topic: Mercedes-Benz experiments with selling Smart Cars on China’s Sina Weibo microblog – Would that work out in Germany/USA as well?</p> <p><u>Optional:</u> Herhauser, D., Binder, J., Schoegel, M. & Herrmann, A., (2015), Integrating bricks with clicks: retail level and channel level outcomes</p>

		<p>of online-offline channel integration, <i>Journal of Retailing</i>, 91, 309-325.</p> <p>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.</p> <p>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.</p>
	<p>Session 14a: Communication Strategies</p>	<p>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.</p> <p><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.</p>
	<p>Session 14b: Expert Talk with Freshworks – Digital Marketing in Practice</p>	<p><u>Company Presentation, e.g. Freshworks Berlin:</u></p> <p>Freshworks - A fresh approach to customer engagement https://www.freshworks.com/</p> <p>Discussion on “How digital is Marketing today?” Expert Presentation and Q&S-session with the students</p> <p><u>Readings:</u> Ross, J.W., Sebastian, I.M., Beath, C.M. (2017). How to Develop a Great Digital Strategy. <i>Harvard Business Review</i>, Vol. 58, No. 2, pp. 1-5.</p> <p><u>Optional:</u> Sashi, C. (2012), "Customer engagement, buyer-seller relationships, and social media", <i>Management Decision</i>, Vol. 50 No. 2, pp. 253-272.</p>
<p>Week 9</p>	<p>Session 15a: Marketing around Sustainability in the Age of Digitalization</p>	<p><u>Expert Presentation (Skype Interview), e.g. Catherine Klein (CoFounder and Head of Strategy & Marketing of INVINEO):</u> http://www.invineo.com/</p> <p>Topic: Combine wine and the Internet of Things – A Sustainable Marketing Strategy</p> <p><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.</p> <p><u>Optional:</u></p>

		Flint, D. J., Golicic, S. L., & Signori, P. (2011, June). Sustainability through resilience: The very essence of the wine industry. In <i>6th AWBR international conference</i> . 1-12.
	Session 15b: Ethical Considerations in Digital Marketing	<p>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</p> <p><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.</p> <p>Chaudhry, R., Sharma, A. (2018). Ethical issues in digital marketing—A review. <i>ITIHAS-The Journal of Indian Management</i>, 8(1), 10–18.</p>
	Session 16a: Mini-Workshop: Creating a Customer Journey	<p>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.</p> <p><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</p>
	Session 16b: Group Work	<p>Preparation time for final presentations of the elaborated Marketing Plans</p> <p>+ Q&A with the instructor</p>
Week 10	Finals	Final Group Presentations in front of the Jury

FIELD TRIPS

- Fieldtrip to the Startup Incubator of Freie Universität Berlin/IdeaLab Berlin (week 1)
- Visit to and Workshop at the FabLab Berlin (week 2)
- Company Visit at Book A Street Artist (week 7)

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.
- Baker, M. J. (2000): “One More Time – What Is Marketing?” In: *The Marketing Book*. 4th Ed. Oxford. Butterworth Heinmann. 3-15.
- 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
- Harvard Business Publishing Education. (2020). Creating a Marketing Plan. Retrieved from <https://www.hbsp.harvard.edu/product/2564BC-PDF-ENG?itemFindingMethod=Other>. 1-16.
- 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.
- 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.
- 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.
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