

MARKETING MANAGEMENT

**Grado en Administración de Empresas / Bachelor in
Business Administration BBA SEP-2023 MM-NBA.2.M.A**

Area Marketing and Communication

Number of sessions: 25

Academic year: 23-24

Degree course: SECOND

Number of credits: 5.0

Semester: 1º

Category: COMPULSORY

Language: English

Professor: **CARLOS MARTIN ALVAREZ**

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Carlos Martín holds a wide experience in Marketing, Digital and Sales Strategy working in top companies. After finishing his double Bachelor in Business Administration and Law in 2009, he has developed his career in top multinational FMCG companies, such as Procter& Gamble and Mahou San Miguel, for 15 years' and since 2018 he entered the IE BusinessSchool as Adjunct Profesor. In 2016 he started the IE Executive MBA, and once finished, in 2017, he was awarded with the best student award of all the IE Executive programs 2017. After this experience and having always showed passion for Marketing and Teaching, in 2018 he started giving lessons as adjunct professor the IE Business School and IE University.

Corporate Experience:

MAHOU SAN MIGUEL (2013 – Present): Currently responsible of the Digital Transformation Manager #1 beer company in Spain, he is leading the Digital Road-to-market Strategy definition of the Horeca channel. In the past he has also assumed positions in the past as Customer Marketing and e-commerce Manager, Brand Manager of Solán de Cabras and Shopper Marketing for the whole beer and water category.

PROCTER & GAMBLE (2009-2013): Carlos counts with +4 years of experience as Digital Marketing Manager for Spain & Portugal of brands such as Oral-B, Pringles, Fairy, Duracell or Braun, previously starting his career in Brand Management.

Academic Experience: Professor of Digital Marketing Plan. Executive MBA IE Business School since 2019. Professor of Marketing Management, IE University. Bachelor in BA, since 2019. Professor of Marketing in Action, IE University Bachelor in BA, since 2019. Final Master Project (FMP) Coach at the Master in Global Digital Marketing IE Business School since 2018. Professor of Digital Marketing, Social, Mobile and Analytics. Global MBA IE BS 2018-2019. Invited Marketing Professor, Universidad Autónoma de Madrid, 2010 – 2013

Academic Background: Executive MBA at IE Business School (IE Best Student Award Executive Programs in 2017). Bachelor Degree in Business Administration at Universidad Autónoma de Madrid. Bachelor Degree in Law at Universidad Autónoma de Madrid

Office Hours

Office hours will be on request. Please contact at:

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SUBJECT DESCRIPTION

This course is conceived as the natural extension to the Marketing Fundamentals course that students, now in their second year of their BBA degree, took on their first year. If the previous course focused on Marketing Positioning and Strategy, this one is all about Implementation of that Strategy. While the Fundamentals course revolved around Market Research and Consumer Behavior analysis as the tools to arrive at the correct Segmentation, Targeting and Positioning necessary to formulate a winning Marketing Mix, this Marketing Management course is about how to set that Marketing Mix in motion. Application of the appropriate marketing tools for each situation and putting Marketing to work towards the goals of the organizations, is the essence of this course.

LEARNING OBJECTIVES

- To fully understand the elements of the Marketing Mix.
- To go beyond the knowledge of Marketing Strategy into Marketing Implementation, and to see in practice how timing, metrics and control can mean the difference between success and failure for the business.
- To venture beyond the traditional marketing tools and become familiar with the Digital Marketing tools available today.
- Within the context of Marketing, the objective is that students become aware of how ESG (Environment, Governance, Social Challenge, Economic Development) related issues are either present or permeate a multitude of Marketing decisions and considerations.

Marketing is a fundamentally practical endeavor based on solid theoretical foundations and a wide body of published research. This course will achieve the students' understanding of the theory by requiring that they put it into practice. Its 25 sessions are structured observing the right balance between theory and practice. This course should allow students achieve the following learning objectives (see above)

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	36.8 %	46.0 hours
Group work	32.0 %	40.0 hours
Individual studying	31.2 %	39.0 hours
TOTAL	100.0 %	125.0 hours

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Sustainability Topics:

- Environment
- Governance
- Social Challenge
- Economic Development

Description: **?Introduction to the Course?. Overview of Marketing Fundamentals course.**

Materials: ?Before the session begins, read syllabus and review notes from Marketing Fundamentals course of previous semester.?

Sustainability in Marketing: Recommended reading of Chapter 20 of Kotler's textbook; *Sustainable Marketing, Social Responsibility and Ethics*.

Book Chapters: Principles of Marketing Chapter 20

SESSION 2 (LIVE IN-PERSON)

Sustainability Topic Environment: *Reduce waste & obsolescence (SDG 12) Reducing and improving waste generation, processing, collection, & transport, to recover, reuse, repair, & remanufacture. Designing for durability and reparability. Avoiding planned obsolescence and perceived obsolescence*

Description: **?Products, Services and Brands?**. Products: meaning, definition, types. Key components and product levels. Product portfolio and Brand Management.

Book Chapters: Principles of Marketing Chapter 8

SESSION 3 (LIVE IN-PERSON)

Sustainability Topics:

- Economic Development

Sustainability Topic: *Environmental and Ethical considerations in Product Development. Use of sustainable materials, design aimed to reduce carbon footprint. Ethical sourcing of raw materials (slave labor, child labor considerations, working conditions of suppliers); premature obsolescence (hardware) SDG 12; safety for children (internet services/content moderation). Circular economy (SDG 8/15)*

Description: **New Product Development.. Product Life Cycle.**

Read Chapter 9 of textbook before sessions begins.

Book Chapters: Principles of Marketing Chapter 9

SESSION 4 (LIVE IN-PERSON)

Sustainability Topic: *Environment and Governance. Issue of greenwashing in brands. Eco-labels and certifications (B-Corp) Tackle climate change (SDG 13) Adopting product-design-for-environment approaches.*

Description: **?Branding?**: Read assigned materials before the sessions begins.

Book Chapters: Chapter 1 of book Kellogg on Branding by Alice M. Tybout (CED)

SESSION 5 (LIVE IN-PERSON)

Description: **Practice Session 1** of Marketing Plan.

In Class Assessment:(30 minutes) Each team presents a very brief (3 minutes) summary of its initial Idea/Product/Service, Targetting and Positioning Map for the Marketing Plan. The main take away is to get feedback from professor about the suitability of the chosen Product/Service for the Marketing Plan. followed by a coaching session by groups

Read Appendix 1 of Textbook before session begins.

Watch Videos included in Materials.

Book Chapters: Principles of Marketing Appendix 1

Technical note & tutorials: The Marketing Plan Structure (MKS020221-U-ENG-VID)

Technical note & tutorials: Building the Strategy of Your Marketing Plan (MKS020223-U-ENG-VID)

Technical note & tutorials: Building the Operations of Your Marketing Plan (MKS020224-U-ENG-VID)

Technical note & tutorials: Building the Executive Introduction of Your Marketing Plan (MKS020222-U-ENG-VID)

SESSION 6 (LIVE IN-PERSON)

Sustainability Topics:

- Economic Development

Issues of cost-related outsourcing and offshoring (working conditions, environmental regulations, non-discrimination issues on subcontractors-suppliers in other countries). Ethical issues of exploitation and abuse of dominance negotiating position of big corporations over suppliers.

Description: **Price, Customer Value.** Capturing customer value. Price/Demand considerations.

Read Chapter 10 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 10

SESSION 7 (LIVE IN-PERSON)

Sustainability Topics:

- Governance

Sustainability Topic: *Governance and ethical considerations of Predatory pricing, Oligopolistic collusion and other Anti-competitive pricing strategies (dumping, price discrimination) Consumer Protection (SDG12) ??*

Description: **?Pricing Strategies?. Value-based and Cost-based pricing strategies.** Other pricing strategies and considerations.

Read chapter 11 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 11

SESSION 8 (LIVE IN-PERSON)

Description: **Case Longchamp.** Important: before the session all students must read the case and discuss outside the classroom with their team. Take notes about key issues and questions to share with the class. Come ready to be asked and challenged. There might be a quiz at the start of the session to check if students have read the case and are sufficiently well prepared to discuss the case in a meaningful way.

Practical Case: Longchamp (HBS 316086-PDF-ENG)

SESSION 9 (LIVE IN-PERSON)

Sustainability Topics:

- Environment

Sustainability Topic Environment: *?Logistics using alternative energy sources (SDG 7) ?*

Description: **Distribution Channels.** Channel levels. Vertical and Horizontal systems. Motivating the channel. Logistics.

Read Chapter 12 of Textbook before session begins.

Watch Video in Materials.

Book Chapters: Principles of Marketing Chapter 12

Technical note & tutorials: Set Up Distribution Systems (MKS020185-U-ENG-VID)

SESSION 10 (LIVE IN-PERSON)

Sustainability Topics:

- Environment

Sustainability Topic Environment: ?Sustainable retailing (SDG 12) Supporting resilience and sustainability of retail, including through collaborating within supply chains and rethinking business models.?

Description: **Retail, Wholesale. Types of retailers and wholesalers.** Current trends.

Read Chapter 13 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 13

SESSION 11 (LIVE IN-PERSON)

Description: **Practice Session 2** of Marketing Plan.

In Class Assessment: Students will present a brief outline (2 minutes) of Unique Selling Proposition, Price and Distribution decisions, followed by a Coaching session by groups

SESSION 12 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

Consumer protection (SDG 12) ?Avoiding deceptive/false advertising, including greenwashing. Foster gender equality (SDG 5) Avoiding use of stereotypical gender norms.?

Description: **I?ntegrated Marketing Communication?. Communication objectives, message, media, budgets and other considerations.**

Read Chapter 14 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 14

SESSION 13 (LIVE IN-PERSON)

Sustainability Topics:

- Social Challenge

(SDG 5) Gender equality? Avoiding use of stereotypical gender norms. Cultural appreciation, diversity, & heritage (SDG 10/11) Avoiding cultural appropriation in product and service design and promotion. Avoiding stereotypes in marketing . Tackling racial discrimination. Embracing racial & cultural diversity

Description: **Advertising. Objectives, formats, budgets, media, return. Public Relations.**

Read Chapter 15 of Textbook before session begins.

Book Chapters: Principles of Marketing Chapter 15

SESSION 14 (LIVE IN-PERSON)

Description: **Sales Management. Basics of sales management and the role of the sales person in companies.** Main activities of sales, the Personal Selling Process.

Students will read materials and watch videos 1,2,3 of the multimedia material. Come ready to be asked about materials.

Technical note & tutorials: Basics of Sales Management (MKS020189-U-ENG-HTM)

SESSION 15 (LIVE IN-PERSON)

Description: **Case Study Session, Sagacity Tea.** Important: before the session all students must read the case and discuss outside the classroom with their team. Take notes about key issues and questions to share with the class. Come ready to be asked and challenged. There might be a quiz at the start of the session to check if students have read the case and are sufficiently well prepared to discuss the case in a meaningful way.

Practical Case: Sagacity Tea: What Direction for Growth? (HBS 918527-PDF-ENG)

SESSION 16 (LIVE IN-PERSON)

Description: **Practice Session 3** of Marketing Plan.

In Class Assessment: **Students will present** (2 min) outline of Sales and Communication decisions, followed by a Coaching session by groups

SESSION 17 (LIVE IN-PERSON)

Sustainability Topics:

- Governance
- Social Challenge

Digital transformation (SDG 8/10) ?Supporting consumer access, protection, and wellbeing related to introduction of technologies such as the internet-of-things, social media, artificial intelligence, drones, smartphones, virtual reality, robots, etc/

Description: **Digital Marketing overview. From 4P's to 5 C's. Defining a Digital Marketing Strategy. Identifying the correct Buyer Persona. Different approaches to Digital Marketing**

Read Chapter 17 before session begins; review carefully the Multimedia Materials assigned.

Book Chapters: Principles of Marketing Chapter 17

Technical note & tutorials: Digital Marketing: Social Media and Mobile Marketing (MKS020091-U-ENG-HTML)

SESSION 18 (LIVE IN-PERSON)

Sustainability Topics:

- Governance

Sustainable digital transformation (SDG 8/10) ?Respecting consumer data and privacy

Description: **?SEM and SEO?. Overview of Search Engine Marketing.**

Review carefully the Multimedia material assigned before the session begins.

Technical note & tutorials: Digital Marketing: Social Media and Mobile Marketing (MKS020091-U-ENG-HTML)

SESSION 19 (LIVE IN-PERSON)

Description: **?Online Advertising and Mobile Marketing.? Online formats, Remarketing, Affiliate Advertising, Email Advertising. Mobile Marketing techniques and App Marketing.**

Review carefully the Multimedia material assigned before the session begins.

Technical note & tutorials: Digital Marketing: Social Media and Mobile Marketing (MKS020091-U-ENG-HTML)

SESSION 20 (LIVE IN-PERSON)

Description: **Social Media and Analytics. Social Networks. Ecommerce. Influencer Marketing and Community Building. Analytics and New Trends**

Review carefully the Multimedia material assigned before the session begins.

Technical note & tutorials: Digital Marketing: Social Media and Mobile Marketing (MKS020091-U-ENG-HTM)

SESSION 21 (LIVE IN-PERSON)

Description: **Practice session 4** of Marketing Plan.
Coaching Session by Groups

SESSION 22 (LIVE IN-PERSON)

Description: **?Review Session. Preparation for the exam and Q&A with professor.?**

Other / Complementary Documentation: All slides, book chapters and technical notes.

SESSION 23 (LIVE IN-PERSON)

Description: **?Marketing Plan Presentations.?**

SESSION 24 (LIVE IN-PERSON)

SESSION 25 (LIVE IN-PERSON)

Final Exam?

EVALUATION CRITERIA

CLASS PARTICIPATION (10%)

Please note that this part of the evaluation considers how much you participate in the discussion in class. If you do not attend, for whatever reason, you are forfeiting the opportunity to obtain the participation credit allotted to that session, and your participation will be diminished accordingly.

Main criteria for evaluating Class Participation are as follows:

- Depth and Quality of Contribution: The quality of your comment in terms of depth of insight, rigorous use of case evidence, consistency of argument, and realism will be highly appreciated.
- Moving Your Peers' Understanding Forward: Along with the content, the way of conveying your ideas will also be considered. Your way of presentation should be concise and clear, accompanied by a spirit of involvement in the discussion at hand. You will have multiple chances to present, therefore your improvement along the way will be noted.
- Frequency: It is encouraged that you participate as much as you can but the quality of your comments is important.
- Each F2F Class, you would be evaluated. I will ask every session to show your name so we can engage debates in class

FINAL EXAM (30%)

The final exam will cover all topics discussed during the entire course. It will last 1hr 20 min and will be a common exam for all BBA students.

Very important: students are required to get at least a 4 out of 10 in the Final Exam grade to pass the course. If the grade on the final exam is less than 4 all the other grades in the course will not be considered and the student will fail the course.

MARKETING PLAN PROJECT (40%)

This is the main project for this course and a very important part of the course. It has two parts, each weighted equally:

DOCUMENT (20%) This an executive report is an actionable and complete Marketing Plan. More precisely, the requirement is a **10-page**, Times New Roman 12, 1.5 space, PDF or WORD document only. Detailed instructions about the project will be provided in class.

PRESENTATION (20%) Each team will present a summary of the Marketing Plan to the class during sessions 23 and 24, in a **15-minute oral presentation of their work**. Choose your best presenters, minimum 4. Further instructions will be given in advance. **Presentations constitute an oral exam and attendance is compulsory.**

PEER EVALUATION (10%)

The presence of a free-rider in a team is an issue that we take very seriously. The willingness and ability to work in teams is highly regarded in the workplace and this class will help you to start working with this mindset. Teams are responsible for their general management and teammates will be asked to provide a written evaluation of their peers to ensure all teams collaborate and work diligently to achieve the best possible results. Instructions on how to complete your Peer Evaluation will be given in advance.

GRADED ASSIGNMENTS AND/OR QUIZZES (10%)

Reading the chapters and cases before their corresponding session is an integral part of this course's methodology, and to encourage it, the professor may start sessions with a Quiz. More will be explain during the first sessions

criteria	percentage	Learning Objectives	Comments
Final Exam	30 %	- To fully understand the elements of the Marketing Mix.	Final Exam
Individual presentation	10 %	- To venture beyond the traditional marketing tools and become familiar with the Digital Marketing tools available today.	Assignments and Quizzes

Group Work	40 %	- To go beyond the knowledge of Marketing Strategy into Marketing Implementation, and to see in practice how timing, metrics and control can mean the difference between success and failure for the business.	Marketing Plan Project
Class Participation	10 %	- Within the context of Marketing, the objective is that students become aware of how ESG (Environment, Governance, Social Challenge, Economic Development) related issues are either present or permeate a multitude of Marketing decisions and considerations.	Class Active Participation
Other	10 %	- To go beyond the knowledge of Marketing Strategy into Marketing Implementation, and to see in practice how timing, metrics and control can mean the difference between success and failure for the business.	Peer Evaluation (Using Feedback Fruits)

RE-SIT / RE-TAKE POLICY

Each student has 4 chances to pass any given course distributed over two consecutive academic years: ordinary call exams and extraordinary call exams (re-sits) in June/July.

Students who do not comply with the 70% attendance rule during the semester will fail both calls for this Academic Year (ordinary and extraordinary) and have to re-take the course (i.e., re-enroll) in the next Academic Year.

The Extraordinary Call Evaluation criteria will be subject to the following rules: Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June/July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year). It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)

The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., “notable” in the extraordinary call.

Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rdcall) is 10.0 (out of 10.0). After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session. Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects. In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

BIBLIOGRAPHY

Compulsory

- KOTLER, P.; ARMSTRONG. (2020). *Principles of Marketing, Global Edition*. 18th. PEARSON. ISBN 9781292341132 (Digital)

The electronic version of this textbook is freely available on IE Campus

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.

