

# **MARKETING MANAGEMENT**

**IE University**

Professor: **EMILIO LLITERAS ARAÑÓ**

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Academic year: 22-23

Degree course: SECOND

Semester: 1º

Category: COMPULSORY

Number of credits: 5.0

Language: English

## **PREREQUISITES**

### **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.

### **OBJECTIVES AND SKILLS**

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:

- To fully understand the elements of the Marketing Mix
- To acquire the capacity to see those elements as an integrated set of practical tools at the disposal of a marketing team which has a job to do inside the organization
- Understand the elements of the Marketing Mix as the tools and procedures that will allow the organization to Deliver Value to its customers and Capture Value from them.
- 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.

### **METHODOLOGY**

To acquire the previously mentioned skills, the methodology will be as follows.

The Marketing Management course will consist of 21 Face-to-Face Lectures and 4 Non-Class Learning (Video-Exercises and Mini Simulations using MyMarketing Lab, as graded assignments). It includes a Final Project (Marketing Plan with Document and Oral Presentations) a Final Exam and graded Quizzes distributed in several sessions.

You should roughly allocate and invest time/effort according to the outlined weight.

The theory part of the course is firmly based on 10 selected chapters from the seminal textbook by Kotler, Principles of Marketing, which is the same one used in the previous Marketing Fundamentals course.

The reading of the textbook is complemented a selection IE videos and professors' notes that will be made available to student through the campus online.

Students are required to prepare the readings and watch the selected videos in advance of the face to face sessions; these sessions will have the format of a discussion of the issues more than the traditional master class lecture. Consistently with this approach, in some instances the professor may follow the methodology of "flipped classroom". To encourage the pre-class preparation there may be a graded Quiz at the start of several sessions.

In the Non-Class Learning Sessions students will be asked to use Person's My Marketing Lab as a way to reinforce marketing concepts.

For its practical part, the course will make use of 2 selected practical cases. To ensure a fruitful discussion of the case during the session, it is essential that all students read and analyze individually the case in advance of the session. To encourage this pre-class work, there will always be a graded Quiz before the case discussion at the start of the corresponding session.

The other pillar on the practical methodology is the writing and presentation, in teams, of a Marketing Plan. The students, in teams of 6 to 7 members, will be required to implement the Marketing Mix in the launch of a product or service they will select. To ensure that the students award the Marketing Plan with the importance it deserves, this project will have a weight of 40% of the total course evaluation. More details about this Marketing Plan project will be provided during the course.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	36.8 %	46 hours
Discussions	0.0 %	0 hours
Exercises	0.0 %	0 hours
Group work	32.8 %	41 hours
Other individual studying	30.4 %	38 hours
TOTAL	100.0 %	125 hours

## PROGRAM

## CONTENT

The contents of this course are distributed in 3 blocks. The 1st one is an overview of the Marketing Fundamentals. The 2nd is a study of the 4 traditional pillars "pillars" of the Marketing Mix Plan and how to apply the to the Marketing Plan. The 3rd is an introduction to the current Digital Marketing tools and their practical application for the Marketing Plan project.

## **SESSION 1 (LIVE IN-PERSON)**

### **Part 1: Introduction to the Course**

Before the session: Read the syllabus, and review materials from Marketing Fundamentals course.

During the session: OVERVIEW OF MARKETING FUNDAMENTALS

## **SESSION 2 (LIVE IN-PERSON)**

### **Part 2: the 4 Pillars of the Marketing Mix**

#### **PRODUCTS, SERVICES, BRANDS**

- Products: meaning and definition, types
- Key components and product levels
- Product portfolio. Brand Management

*Book Chapters: Read chapter PRINCIPLES OF MARKETING, KOTLER, 8 (See Bibliography)*

## **SESSION 3 (LIVE IN-PERSON)**

### **NEW PRODUCT DEVELOPMENT**

- New product development strategy and process
- Product Life-Cycle

Before the session:

*Book Chapters: Read chapters P.M. KOTLER, 9. (See Bibliography)*

## **SESSION 4 (LIVE IN-PERSON)**

### **BRANDING**

Lecture/Discussion on Branding (50 Minutes) –

Assessment: (30 Min.): Each Team Presents (3 min.) its Initial Idea/Product and Positioning Strategy for the Marketing Plan. The main take away is for teams to get feedback from professor about these initial decisions.

Before Session:

*Book Chapters: Read Chapter 1 of book Kellogg on Branding by Alice M. Tybout. – (IE Library)*

## **SESSION 5 (ASYNCHRONOUS)**

### **REVIEW OF PRODUCT**

- Exercises (Quizzes and Mini-Sims using MyMarketingLab. Graded)

## **SESSION 6 (LIVE IN-PERSON)**

### **PRICE, CUSTOMER VALUE**

- Capture Customer Value
- Price Demand considerations

Before the session:

*Book Chapters: Read chapters P.M. KOTLER, 10. (See Bibliography)*

## **SESSION 7 (LIVE IN-PERSON)**

## **PRICING STRATEGIES**

- Market Skimming, Market Penetration
- Product line pricing
- Price Adjustment Strategies; Dynamic Pricing

Before the session:

*Book Chapters: Read chapters P.M. KOTLER, 11. (See Bibliography)*

## **SESSION 8 (ASYNCHRONOUS)**

### **REVIEW OF PRICING**

- Exercises (Quizzes and Mini-Sims using MyMarketingLab. Graded)
- Coaching for Marketing Plan (Using Discussion Board Q&A)

## **SESSION 9 (LIVE IN-PERSON)**

### **CASE “LONGCHAMP” (50 Min.)**

Before the session: Read and analyze the case carefully. Take notes for key issues and questions to share with class. Remember: there could be a Quiz about the case before the class discussion.

- Teams Present (3 Min.): POSITIONING STRATEGY for Marketing Plan.

*Practical Case: LONGCHAMP (HBS 316086-PDF-ENG)*

## **SESSION 10 (LIVE IN-PERSON)**

### **DISTRIBUTION CHANNELS**

- Channel levels, behavior and organization.
- Vertical and Horizontal systems.
- Managing and Motivating channels. Logistics.

Before the session:

*Book Chapters: Read chapters P.M. KOTLER, 12. (See Bibliography)*

## **SESSION 11 (LIVE IN-PERSON)**

### **RETAIL, WHOLESALE**

- Types of Retailers and Wholesalers.
- Current trends in retail/wholesale.

Before the session:

*Book Chapters: Read chapters P.M. KOTLER, 13. (See Bibliography)*

## **SESSION 12 (ASYNCHRONOUS)**

### **REVIEW OF DISTRIBUTION**

- Exercises (Quizzes and Mini-Sims using MyMarketingLab. Graded)
- Coaching for Marketing Plan (Using Discussion Board Forum-Q&A)

## **SESSION 13 (LIVE IN-PERSON)**

### **INTEGRATED MARKETING COMMUNICATION**

- New Marketing Communications model.
- Communication Objectives, Message, Media, Budget.

Before the session:

*Book Chapters: Read chapter P.M. KOTLER 14. (See Bibliography)*

## **SESSION 14 (LIVE IN-PERSON)**

### **ADVERTISING**

- Advertising Objectives, Budget, Message, Media and Return.
- Public Relations, Role and Impact; Tools.

Before the session:

*Book Chapters: Read chapter P.M. KOTLER 15. (See Bibliography)*

## **SESSION 15 (LIVE IN-PERSON)**

### **SALES MANAGEMENT**

Basics of Sales Management and the role of salesperson in a company. Main activities of Sales, the Personal Selling Process and the flow of effort, result, reward.

Before the session: students will read and watch sections 1, 2 and 3 of the multimedia material: Basics of Sales Management

Quiz at the beginning of the session.

*Multimedia Documentation: Basics of Sales Management (MKS020189-U-ENG-HTM)*

## **SESSION 16 (LIVE IN-PERSON)**

Before the class: students will read the case and bring questions and notes about it.

Class discussion: students will be expected to be ready to answer any questions and argue their ideas about the case.

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

## **SESSION 17 (ASYNCHRONOUS)**

### **REVIEW OF COMMUNICATION**

- Exercises (Quizzes and Mini-Sims using MyMarketingLab. Graded)
- Coaching for Marketing Plan (Using Discussion Board Forum-Q&A)

## **SESSION 18 (LIVE IN-PERSON)**

### **DIGITAL MARKETING OVERVIEW**

- From 4 P's to 4 C's, Defining a Digital Marketing Strategy
- Identifying the correct Buyer Persona. Setting SMART Goals
- Different approaches to Digital Marketing: Outbound, Inbound & Customer Journey.

Before the session:

*Book Chapters: Read chapter P.M. KOTLER 17 (See Bibliography)*

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

## **SESSION 19 (LIVE IN-PERSON)**

### **SEM/ SEO**

- Overview of Search Engine Marketing
- SEM: keywords, ads, the Ad rank, Quality Score and CPC
- SEO: 4 pillars of Search Engine Optimization.

Before the session:

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

## **SESSION 20 (LIVE IN-PERSON)**

### **ONLINE ADVERTISING & MOBILE MARKETING (Face 2 Face)**

- Online formats, Remarketing, Affiliate advertising, Email advertising and Performance Marketing
- Mobile Marketing techniques and App Marketing.

Before the session:

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

## **SESSION 21 (LIVE IN-PERSON)**

### **SOCIAL MEDIA & ANALYTICS**

- Today's Social Networks, Monetizing Social Media: Advertising & Ecommerce
- Influencer Marketing and Community Building
- Consumer Analytics, Web Analytics
- Social Media Analytics, Attribution Modelling
- Customer Journey Analytics & CRO Analytics

Before the session:

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

## **SESSION 22 (LIVE IN-PERSON)**

### **REVIEW OF DIGITAL MARKETING.**

- Coaching for Marketing Plan

## **SESSION 23 (LIVE IN-PERSON)**

### **Marketing Plan PRESENTATIONS**

## **SESSION 24 (LIVE IN-PERSON)**

### **Marketing Plan PRESENTATIONS**

## **SESSION 25 (LIVE IN-PERSON)**

## FINAL EXAM

## BIBLIOGRAPHY

### Compulsory

- KOTLER, P.; ARMSTRONG, GARY. (2020). *PRINCIPLES OF MARKETING*.

18. PEARSON. ISBN 9781292341132 (Printed)

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

## EVALUATION CRITERIA

### EVALUATION

#### A. CLASS PARTICIPATION (15%)

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.

#### B. FINAL EXAM (30%)

The final exam will cover all topics discussed during the entire course. It will last 1hr 30 min and will be a common exam for all BBA Year 1 courses. Cases are NOT included in the Final Exam, they are sufficiently evaluated in each Quiz. The Final Exam is compulsory and it will be online.

#### C. MY MARKETING-LAB EXERCISES AND QUIZZES (15%)

Reading the chapters and cases before their corresponding session is an integral part of this course's methodology, and to encourage it, the professor will often start sessions with a Quiz, and always in those sessions with a Case Study. In the Non-Class Learning Sessions students will have to complete exercises and quizzes using MyMarketingLab tool. The average of those Quizzes and Exercises will result in the 15% of the total grade. Please, note that if a student is absent in a Quiz or does Not complete a MyMarketingLab in the date of the session, the grade will be zero for it, and it will lower the grade of the average accordingly. This is so regardless of the cause of the absence. Only in the case of those absences justified by the BBA department, will the missed Quiz be taken away from the calculation of this average: the Quiz will not be repeated, just the average adjusted to disregard the missed quiz for the student with an officially justified absence.

The Quizzes may be in written form or taken by using electronic devices and software (eg. Kahoot, Socrative or other), so come to class prepared accordingly.

#### D. MARKETING PLAN PROJECT (40%)

This is the main project for this course and a very important part of the course.

##### D.1. DOCUMENT (17%)

It will consist of a formal document, in the form of an actionable and complete Marketing Plan. More precisely, the requirement is a 15-17 page, Times New Roman 12, 1.5 space, word document.

Detailed instructions about the project will be provided in class so the rules of the game are clear from the beginning. All grading elements will be clearly outlined.

#### D.2. PRESENTATION (15%)

Each team will present an overview of their Marketing Plan to the class during sessions 23 and 24. It will consist on a 15-20 minute oral presentation of their work. All members of the team must present. Further instructions will be given in advance. Presentations constitute an oral exam and attendance is compulsory. Only justified-by-the BBA absences will be accepted.

#### D3. PEER EVALUATION (8%)

The presence of free-riders in teams is a problem we take VERY seriously at IE University. 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 as a whole will be 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.

Attendance to Final Project sessions (Sessions 23 and 24) will be compulsory to ensure a team effort and any unjustified absence will be penalized by decreasing the Final Project Grade by 50% unless this absence is justified and accepted at the discretion of the Professor.

Should there be any “serious” circumstance to take into account, Professors will expect students to be formally warned with plenty of time to take action. No last minute excuses will be accepted.

Instructions on how to complete your Peer Evaluation will be given in advance.

#### 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

Criteria	Percentage	Comments
Class Participation	15 %	
Final Exam	30 %	
Homework and Quizzes	15 %	
Marketing Plan	40 %	

## PROFESSOR BIO

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### Academic Background

ICADE E-3 – Universidad Pontificia de Comillas

Degree in Law and Business Administration- Oct 1996/June 2002

IE Business School – Senior Management Program 2014

The Valley - PDE+ 2021-22

### **Corporate Experience**

21 years of professional experience. Balanced multifunctional experience in Marketing, Trade Marketing and Sales. Member of Iberia Leadership team. Knowledge of diverse Food categories, Home and Personal Care categories, Tobacco Industry and Pharma; as well as different Retail Channels (Hyper, Super) and exclusive Spanish Tobacco/Pharma channels

Director General UTECA Since Oct 2019

Freelance Since Oct 2017

IE Professor and Advisor since 2011

Unit Head OTC Spain Sandoz (Novartis) – April 2014- Sept 2017

Head of Business Development Iberia and Gibraltar Country Manager. British American Tobacco – February 2011- Nov 2013

Category Manager Cheese Iberia (Philadelphia, El Caserio). Kraft Foods Spain – Oct 2006 – February 2011

Brand Manager Spain (Timotei, Sunsilk). Unilever Spain - August 2002 – September 2006

Research Executive (Sony Professionals). Sony Spain – Nov 2001 – March 2002

### **OTHER INFORMATION**

#### **IE UNIVERSITY CODE OF CONDUCT IN CLASS**

1. Be on time: Students arriving more than 5 minutes late will be marked as “Absent”.

Only students that notify in advance in writing that they will be late for a specific session may be granted an exception (at the discretion of the professor).

2. If applicable, bring your name card and strictly follow the seating chart. It helps faculty members and fellow students learn your names.

3. Do not leave the room during the lecture: Students are not allowed to leave the room during lectures. If a student leaves the room during lectures, he/she will not be allowed to re-enter and, therefore, will be marked as “Absent”.

Only students that notify that they have a special reason to leave the session early will be granted an exception (at the discretion of the professor).

4. Do not engage in side conversation. As a sign of respect toward the person presenting the lecture (the teacher as well as fellow students), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your teacher after class.

If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as “Absent”.

5. Use your laptop for course-related purposes only. The use of laptops during lectures must be authorized by the professor. The use of Social Media or accessing any type of content not related to the lecture is penalized. The student will be asked to leave the room and, consequently, will be marked as “Absent”.

6. No cellular phones: IE University implements a “Phone-free Classroom” policy and, therefore, the use of phones, tablets, etc. is forbidden inside the classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one absence.

7. Escalation policy: 1/3/5. Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as “Absent.” IE University implements an “escalation policy”: The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issues will entail 5 absences.