

Executive MBA
Fall 2020
MKTG 901 – Marketing Management

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Course Objective:

The course develops the knowledge and skills necessary in the essential aspects of formulating and implementing marketing strategies and decisions. The course provides you with a systematic framework for effective strategic marketing management and planning process.

Accordingly, the course emphasizes the following:

- Conducting market analysis: customer, brand and competition analysis.
- Formulating marketing strategy: choosing customers, determining business scope and orientation, defining and creating value.
- Identifying value for the customers and all stakeholders
- Designing and implementing effective marketing programs: delivering and communicating value
- Measuring marketing performance
- Changing perspectives on marketing in the new economy.
- Alignment of the marketing value perspective across all levels/departments/functions

Learning Outcomes:

Upon successful completion of the course, the student should be able to:

1. Assess marketing issues and opportunities critically through integrating vast market knowledge
2. Apply marketing concepts and tools in a variety of contexts to analyze problem situations and make recommendations
3. Use a systematic framework for developing marketing strategy and implementation programs
4. Discuss alternative marketing decisions in different marketing contexts.
5. Develop a sound understanding of the marketing perspective and orientation

Course Materials:

Textbook: P. Kotler and K.L. Keller, Marketing Management, 15e, Prentice Hall, 2016

Coursepack: Copies of articles and cases to be used for discussion purposes in the course

As the course progresses, additional readings may be assigned as required or optional material and copies of such assignment or discussion articles will be sent you by e-mail or uploaded on SUCourse+ or distributed in class at least one week prior to the related article discussion session.

Course Web:

A web-based course delivery tool, called SUCourse+ will be used for this course on which lecture notes will be loaded the day before class as well as any assigned and suggested articles or cases throughout the semester. The purpose of this site is to provide a single access points to all the courses that the students are taking. A uniform design is used for all the courses making it easier for the students to find the course material.

Lecture slides, assigned readings, optional material, and information on assignments will be available on your course's SUCourse+ site. You should check this website as well as your e-mail regularly for any updates.

The following components of SUCourse+ will be actively used: Syllabus, Resources, Assignments, E-mail, Turnitin*

** "Sabanci University uses a very powerful web-based tool called Turnitin. Turnitin is the worldwide standard in online plagiarism prevention. It allows instructors to compare student papers against a database composed of millions of articles. Every paper you submit will be scanned by Turnitin, and results will be reflected in your grades."*

Instructional Design:

Lectures focus on basic concepts, theories and methods of marketing strategy and management, while the case and article discussions and class exercises provide you an opportunity to apply the concepts and methods discussed, and stress the real-world practice of strategic marketing management. **Class Participation is crucial** in this interactive course format to ensure successful learning for all. It is important that each of you try to see the relevance of the discussed principles/concepts to situations you have experienced and actively participate in resolving various marketing problems. Especially **sharing your own experiences** in related topics will enrich class discussions. Kotler/Keller **textbook** will be used as a reference reinforcing your learning about the topics discussed in class.

Cases and articles are carefully selected in order to emphasize the basic concepts covered in lectures. Article discussions provide you opportunity to understand the issue related with and problems faced in marketing and to criticize the solutions developed in various real marketing contexts. **Reading of the articles/cases written in blue and bold text (with a star on the side) in the Fall 2020 Schedule table (given below in the syllabus) are required readings before class, whereas the others are complementary.** Cases are the synopses of real business problems and are intended to place you in the context of the managers who face those problems to develop skills in strategic marketing decision making. Discussions will provide you with the experience in describing and justifying your decisions effectively, in presenting and defending them orally and in critically examining and discussing recommendations of others.

The **marketing plan project** provides you the opportunity to apply the marketing planning framework in the actual creation of a marketing strategy plan for a fictional or an existing product of your own interest. Kotler/Keller **textbook** and the Suggested Marketing Plan Project Phases table (given at the end of the syllabus) will be used as guides for the project. Projects will also add on to your experience in professional writing.

This is a live course with a lot of interactivity and reference to real cases/examples in various industries/businesses. Students are highly encouraged to bring in examples from their industries or experience base or from what they read/hear about. This enriches the discussions and helps them to deepen their understanding and develop their critical thinking.

Grading:

The following components will make up your final course grade,

Active participation in course sessions-verbal (individual)	: 25%
Attendance (in-class or online)	: 5%
Active involvement	: 20%
Three written assignments (individual)	: 45%
Marketing Plan Project – Progress Report (group)	: 10%
<u>Marketing Plan Project – Final Report (group)</u>	<u>: 20%</u>
TOTAL	: 100%

Requirements:

Your active involvement in class discussions and exercises will constitute the grade for **class participation**. Effective participation in class discussions includes asking questions about concepts you agree or disagree with, sharing your point of view and experiences with the class, building on points raised by others, relating topics discussed to previous class discussions. Participation in **case and article discussions** requires your reading of the assigned materials and analyzing the cases and articles before the class session. Hence, **you are expected to come to class having read the assigned articles for the class session. In particular, reading those articles noted by a star symbol on the course schedule below are mandatory.** Note that the quality of your participation is what counts, not the amount of airtime you take in each class. **Attendance will be taken in each session and class attendance (physical or live online) will constitute 5 points out of the 25 points of the class participation component** of the grading scheme.

Learning to approach complex and unstructured problems in a structured and creative way, employing marketing concepts and methods is the purpose of **case analysis**. There are no right and wrong answers to the marketing problems as well as there are no clear “best” solutions and decisions in cases. In analyzing the cases, first explore problems and their causes by analyzing the internal and external dynamics for the company. Be diagnostic, do not merely restate the case material in assessing the current situation. Think problems as causes and symptoms as effects. Once you identify the problems, isolate the relevant information and employ the appropriate concepts and tools to identify alternative solutions and to provide recommendations. It is important for the students to understand the methodological approach to analyze the given situations with pros and cons of alternatives in regards to the decision points.

Marketing Plan Project: The class is divided into groups, where each group will apply the marketing planning framework to prepare an actual marketing plan for a product or service they would like to bring to market or for an existing product or service in their own interest. During the course of the semester each phase of the marketing plan will

be coordinated with the lectures and chapters of the Kotler/Keller text. A guide referencing the Plan Phases that can be completed each week are presented at the end of the syllabus). Note that, the preparation of a marketing plan will be a recursive activity where you may need to go back and do revisions along each step. A progress report covering the market analysis, marketing objectives and strategy (including the value proposition) part of the plan will be submitted for the instructor's review and instructor will give feedback pointing to areas for improvement and for more detailed study

In evaluating your plans, evaluation will be made based on your performance in extensive use of the related marketing concepts and tools, employment of the marketing plan framework in detail, integration of plan phases (each phase of plan affects the others and the success in achieving the objectives), supporting your suggestions with analysis, and your writing professionalism. Before submitting your document, ask yourself the question, "Does this plan contain all of the information my boss needs to make a decision in my favor?" If not, revise your plan.

Some specific guidelines in writing marketing plans:

- Your marketing plan is to be submitted using the suggested format and all exhibits and spreadsheet reports will need to be added as necessary. The plan should be written double spaced and using 12 point Times New Roman font. If you prefer, you may submit your plan as a Word document.
- Be concise, lean and comprehensive. For the final report, there is a limit of 25 pages (excluding any appendices you may have) to the number of pages to be submitted; completeness of your marketing plan is important. However, crafting a brief and clear analysis requires considerable effort and it is a skill worth developing.
- Use a very specific language. Cite numbers (\$ or % increase; market share growth) and attach all pertinent documents to your report.
- Do not just state, "Exhibit A shows our growth rate" without first stating the growth rate in your paragraph.
- Reference fully and carefully all articles, books, data resources (if you use any), cite them from the main text.

In data gathering, I suggest you research the industry in business journals and on internet websites, make store checks, and informal interviews with customers and companies. However, as in the real life, you will need to develop a creative, self-consistent and well-supported marketing plan with insufficient and inconsistent data. You can make assumptions for incomplete data, but you need to be consistent in your assumptions in order to create a comprehensive plan. If you decide to prepare a plan for an existing product in your company, you can use company information taking into account and taking care of any confidentiality issue.

In addition to the semester-long marketing plan project to be carried out in groups, you will have **3 written assignments to be prepared individually**. The assignments will be distributed in parallel to the progress in the course.

The due dates for the assignments, marketing plan progress report and final report are specified in the course schedule. 10% of your grade on each assignment/report will be deducted for each late day of submission beyond the deadline. Any report that is late for more than one week will NOT be accepted. ALL written assignments, marketing plan progress reports and final report have to be submitted BOTH in hard AND soft copy form (uploaded on SUCourse+).

Missing a class will also reduce your class participation grade unless you have a significant excuse which you have to inform the instructor. You are also responsible to learn about the lectures and announcements made during the classes you miss.

Academic Honesty:

Learning is enhanced through cooperation and as such you are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited.

Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one's paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

The above noted points will be strictly enforced and digitally tracked.

Classroom policies and conduct:

Sabancı EMBA Program values participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all:

- **Come to class (physically or online) prepared to make helpful comments and ask questions** that facilitate your own understanding and that of your classmates. This requires that you read the assigned readings and skim through the book chapters for each session before class starts
- Listen to the person who has the floor.
- Come to or join the class on time.
- Do not do any non-class activities during the course session.
- If you are attending the session online, please turn on your camera.

Additional points of conduct are:

- You are highly encouraged to consult with your instructor as soon as possible during the semester if you have any questions or are concerned about your grade, your expectations from the course or any other course related matter.
- IF YOU ARE ABSENT FROM CLASS, it is YOUR responsibility to find out what was announced during class.
- **The instructor reserves the right to make changes to the syllabus or the course schedule at any time during the semester.** If any change is deemed to be necessary or appropriate by the instructor, it **will be announced in class** with sufficient notice given.

MKTG 901 Syllabus - Fall 2020 – Cüneyt Evirgen

MKTG 901 - FALL 2020 SCHEDULE (delivery in hybrid mode)									
	SESSION #	SECTION	DAY	DATE	TIME	CHAPTERS	TOPIC	DUE DATES	ASSIGNED READINGS
WEEK 1	Session 1	Altunizade + Tuzla	Saturday	October 17, 2020	13:00-17:00	chpt 1	Course Introduction Defining Marketing for the New Realities		Pre-lecture videos
WEEK 2	Session 2	Tuzla	Friday	October 23, 2020	18:00-22:00	chpt 2	Developing Marketing Strategies & Plans	Group Project Topic Finalization	00-How Marketers Can Use Lean and Agile Principles 00-Businesses Exist to Deliver Value to Society 01-Birds on Hippos 02-What Business Are You In? 03-Reimagining Marketing In the Next Normal 04-Marketing Meets Mission 05-Purpose Shifting From Why To How 06-How Executives Can Help Sustain Value Creation For the Long Term 07-Is Your Marketing Organization Ready For What's Next 08-Do the Marketing Principles We Learned In College Still Apply Today
		Altunizade	Saturday	October 24, 2020	09:30-13:30				
WEEK 3	Session 3	Tuzla	Friday	October 30, 2020	18:00-22:00	chpts 3-4	Capturing Marketing Insights		09-When Marketing Is Strategy 10-Clay Christensen's Milkshake Marketing 11-Know Your Customers Jobs To Be Done 12-Marketers Need to Stop Focusing on Loyalty and Start Thinking About Relevance 13-Marketing In The Age Of Alexa 14-No Frills: Customers Just Want The Basics From Voice Assistants 15-An NPS Pulse Check 16-The Key to Deciphering Brand Value 17-Rethinking Market Research's Place in the Business 18-How does Technology Change the Way Marketers Measure Outcomes? 19-The Global State Of Data and Insights 20-When Data Create Competitive Advantage 21-Are You Undervaluing Your Customers 22-The Market Research Arms Race 23-Starting The Analytics Journey
		Altunizade	Saturday	October 31, 2020	09:30-13:30				
	Session 4 (JOINT 1)	Altunizade + Tuzla	Saturday	October 31, 2020	14:30-16:30	chpt 05	Creating Long Term Loyalty Relationships	VALUE PROPOSITION CANVAS	
WEEK 4	Session 5	Tuzla	Friday	November 6, 2020	18:00-22:00	chpt 05	Creating Long Term Loyalty Relationships		
		Altunizade	Saturday	November 7, 2020	09:30-13:30				
WEEK 5	Session 6	Tuzla	Friday	November 13, 2020	18:00-22:00	chpts 6-7, 9	Analyzing Consumer Markets Analyzing Business Markets Identifying Market Segments and Targets	ASSIGNMENT 1	24-The New Consumer Decision Journey 25-The Elements Of Value 26-Demand-Centric Growth 27-The B2B Elements of Value 28-Do You Really Understand How Your Business Customers Buy? 29-Businesses Are People Too 30-When Opposites Attract
		Altunizade	Saturday	November 14, 2020	09:30-13:30				
	Session 7 (JOINT 2)	Altunizade + Tuzla	Saturday	November 14, 2020	14:30-16:30	chpt 10	Crafting Brand Positioning	MINI CASE: Eastman Chemical	MINI CASE: Eastman Chemical
WEEK 6	Session 8	Tuzla	Friday	November 20, 2020	18:00-22:00	chpts 10-11	Crafting Brand Positioning Creating Brand Equity MINI CASE: Solving a B-to-B Marketing Mystery	PROGRESS REPORT	31-What Makes Brands Iconic 32-CEO of Levi Strauss on Leading an Iconic Brand Back to Growth 33- How to Navigate the Future of Brand Mgt 34-Three Ways to Build A Competitive, Compelling, Purposeful Brand 35-Are You Designing for Human Experience? 36-Branding in the Age of Social Media 37-Responsiveness Takes Flight MINI CASE: Solving a B-to-B Marketing Mystery
		Altunizade	Saturday	November 21, 2020	09:30-13:30				
WEEK 7	Session 9	Tuzla	Friday	November 27, 2020	18:00-22:00	chpt 12	Addressing Competition and Driving Growth	MINI CASE: Soda Stream	38-Bias Busters- War Games 39-How Smart Connected Products Are Transforming Competition 40- Competing On Customer Journeys 41-CX RX Innovating And Competing On Customer Experience 42-Incumbents As Attackers MINI CASE- Soda Stream
		Altunizade	Saturday	November 28, 2020	09:30-13:30				
	Session 10 (JOINT 3)	Altunizade + Tuzla	Saturday	November 28, 2020	14:30-16:30		CASE: Teknosa: Is Offense The Best Defense?		CASE: Teknosa (A-B): Teknosa And Turkey's Retail Transformation A & B CASE:Teknosa (C)- Retailing Wars in Turkey
WEEK 8	Session 11	Tuzla	Friday	December 4, 2020	18:00-22:00	chpts 13-15	Setting Product Strategy Designing and Managing Services Introducing New Market Offerings	ASSIGNMENT 2	43-Redefining Service Innovation At Starwood 44-Great Customer Service 45-Customer Loyalty Is overrated MINI CASE: Competing with a Goliath
		Altunizade	Saturday	December 5, 2020	09:30-13:30				
WEEK 9	Session 12	Tuzla	Friday	December 11, 2020	18:00-22:00	chpts 16-19	Developing Pricing Strategies and Programs Delivering Value Communicating Value		46-B2B Pricing-Turning Pricing Power Into Profit 47-Price Is the Most Important P in the Marketing Mix in Online 48-Why Pricing & Marketing Go Hand in Hand 49-The End of Retail as We Know It 50-Retail With Purpose 51-From the 4Ps to the 4 WHYS
		Altunizade	Saturday	December 12, 2020	09:30-13:30				
	Session 13 (JOINT 4)	Altunizade + Tuzla	Saturday	December 12, 2020	14:30-16:30		MINI CASE: Prune The Brand Portfolio		MINI CASE: Prune The Brand Portfolio
WEEK 10	Session 14	Altunizade + Tuzla	Saturday	December 19, 2020	09:30-17:00		GROUP PRESENTATIONS	FINAL REPORT	
								ASSIGNMENT 3	
				December 26, 2020					

MKTG 901 - FALL 2020			
Suggested Marketing Plan Project Phases			
SESSION #	DATE	CHAPTERS	Marketing Plan Phase
Session 1	Oct 17, 2020	chpt 1	Forming the project teams, selecting and presenting the product or service for approval.
Session 2	Oct 23-24, 2020	chpt 2	Finalization of the product/service for group project work
Sessions 3, 4	Oct 30-31, 2020	chpt 5, 3-4	Perceived value identification (initial phase): (possible) perceived benefits & costs Initial marketing research - environmental scanning, information gathering and demand forecasting Definitive data on the consumer/customer for including all demographic and other pertinent information
Session 5	Nov 06-07, 2020	chpts 6, 7	Definitive data on the consumer/customer for including all demographic and other pertinent information B2C/B2B Customer
Sessions 6, 7	Nov 13-14, 2020	chpt 9, 10	Market segmentation, targeting, and positioning statements. Revisions
Sessions 8	Nov 20-21, 2020	chpts 11-12	Competitive strategy "Branding" strategy Revisions PROGRESS REPORT SUBMISSION DEADLINE
Sessions 9, 10	Nov 27-28, 2020	chpts 13-14	Product or service strategy decisions Consumer-adoption process for the new product Revisions
Session 11	Dec 04-05, 2020	chpts 15-16	Pricing decisions Revisions
Sessions 12, 13	Dec 11-12, 2020	chpts 17-19	The channel decisions. The retailing, wholesaling, and logistical marketing plan's for the product or service. For a new "service" include here the plans for locations, hours of operations, and how their "service" plan is managing demand and capacity issues. Integrated marketing communications matrix. Advertising program with objectives, budget, advertising message, creative strategy, media decisions, sales, and promotional materials. Direct market channels analysis Financials Controls Revisions
Session 14	Dec 19, 2020		Group Presentations & Project Final Report & Presentation File Submission