

**Executive MBA Program**  
**Fall 2021**  
**MKTG 901 – Marketing Management**

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**Web:** SUCourse  
**Office Hours:** By appointment

Type	Time	Days	Where
Class	19:00-22:00 on Fridays 09:00-13:00 and/or 14:00-17:00 on Saturdays	Friday & Saturday (check schedule)	Altunizade & Tuzla (check schedule)

### 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.

The focus will be on approaching marketing from a strategic perspective along with concepts/tools/frameworks for effective execution.

Accordingly, the course emphasizes the following:

- Alignment of the marketing value perspective across all levels/departments/functions in a company or institution
- Customer orientation and changing perspectives on marketing in the new economy.
- Understanding the customers market, competitors and contextual factors
- Formulating marketing strategy: choosing customers, determining business scope and orientation, defining and creating value for the customers and all stakeholders.
- Designing and implementing effective marketing programs: delivering and communicating value

### Learning Outcomes:

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

1. Understand the central role of marketing as an orientation and strategic perspective in organizations to define, create and deliver sustainable value for its customers and other stakeholders
2. Assess strategic marketing issues and opportunities critically through integrating vast market knowledge

3. Apply marketing concepts and tools in a variety of contexts to analyze problem situations and make decisions / recommendations
4. Use a systematic framework for developing marketing strategy and implementation programs
5. Discuss alternative marketing decisions in different marketing contexts.
6. Develop a sound understanding of the concept of value from a marketing perspective

*Note: Program learning outcomes can be reached via <https://sbs.sabanciuniv.edu/en/curriculum-emba>*

## **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 will be uploaded on SUCourse under the Resources tab for MKTG901 with the subheader “coursepack articles-cases”.

As the course progresses, additional readings may be assigned as required/published 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.

## **Optional Reading Material:**

Additional articles and complementary or supplementary reports, materials, will also be uploaded under the Resources tab for MKTG901 on SUCourse. Students will not be required to read this material while taking the course; but, they may do so as they seem necessary or useful. These will be under the subheaders titled as “additional articles” and “complementary reports” under SUCourse/MKGTG901/Resources.

## **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 throughout the semester. The purpose of this site is to provide a single access point 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.

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

**All assignments, lecture slides, readings or instructions concerning any of these will be uploaded on SUCourse or sent via SUCourse e-mail and it is the student's responsibility to follow SUCourse and e-mails closely and regularly.**

*\* “Sabancı 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 in-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 to be covered in lectures. Article discussions provide you opportunity to understand the issue related with marketing and problems faced 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 2021 Schedule table (given below in the syllabus) are **required readings before class**, whereas the others are complementary. All of these can be found under the “Resources/coursepack articles” tab under MKTG901 on SUCourse. Mini or full cases are the synopses or descriptions of real business problems/applications/examples and are intended to place you in the context of the managers who face those problems to develop skills in strategic marketing decision making. An important objective will be to understand the reasoning of the decision made or process followed. 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 group project** will give the students 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 group’s 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 (in-class or online)	: 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.

**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 group's 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 the 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. No late submission will be accepted for individual assignment 3. 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 Executive MBA 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.
- Respect air time for other students.
- 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 - FALL 2021 SCHEDULE (delivery in hyflex mode)										
WEEK #	SESSION #	LOCATION	DAY	DATE	TIME	CHAPTERS	TOPIC	DUE DATES	ASSIGNED READINGS	
WEEK 1	Session 1	Altunizade	Saturday	October 9, 2021	09:00-12:00	chpt 1	Course Introduction Defining Marketing for the New Realities		00-On Marketing 5.0 (from Kotler) ★ 01-"Regenerative Marketing-Lessons Learned from Italian Business 02-Why Luxury Items Can Be Good for the Planet 03-Marketing Thinking and Doing 04-The 8 trends that will Define 2021 and Beyond 05-Brands' Role in Reshaping the World in 2021 and Beyond 06-Birds on Hippos ★	
	Session 2	Altunizade	Saturday	October 9, 2021	13:00-16:00	chpt 1	Course Introduction Defining Marketing for the New Realities			
WEEK 2	Session 3	Tuzla	Saturday	October 16, 2021	09:00-13:00	chpt 2	Developing Marketing Strategies & Plans	Group Project Topic Finalization	07-Marketing Meets Mission ★ 08-Purpose Shifting From Why To How ★ 09-Businesses Exist to Deliver Value to Society ★ 10-Better Marketing for a Better World 11-Does Marketing Need Curtailment for the Sake of Sustainability ★ 12-What Business Are You In? 13-Reimagining Marketing In the Next Normal ★ 14-Is Your Marketing Organization Ready For What's Next	
WEEK 3	Session 4	Altunizade	Saturday	October 23, 2021	09:00-13:00	chpt 5, chpts 3-4	Creating Long Term Loyalty Relationships Capturing Marketing Insights		15-When Marketing Is Strategy ★ 16-Clay Christensen's Milkshake Marketing ★ 17-Know Your Customers Jobs To Be Done ★ 18-Marketing In The Age Of Alexa 19-An NPS Pulse Check 20-Why Your Market Research Team is More Valuable Than Ever 21-Don't Buy the Wrong Marketing Tech 22-When Data Create Competitive Advantage 23-How Data Driven Insights are Transforming MarTech 24-Prediction: the Future of CX ★ 25-Starting the Analytics Journey ★ 26-The Right Way to Mix and Match Your Customers 27-The Market Research Arms Race	
	Session 5	Altunizade	Saturday	October 23, 2021	14:00-17:00	chpt 5, chpts 3-4	Creating Long Term Loyalty Relationships Capturing Marketing Insights		MC01-GETIR: A Remarkable Example of a Disruptor from an Emerging Market ★	
Week of Oct 25 (no session)										
WEEK 4	Session 6	Altunizade	Saturday	November 6, 2021	09:00-13:00	chpts 6-7	Analyzing Consumer Markets Analyzing Business Markets		28-The Elements Of Value ★ 29-How to Design an AI Marketing Strategy 30-The B2B Elements of Value ★ 31-Do You Really Understand How Your Business Customers Buy? 32-Businesses Are People Too ★ 33-When Opposites Attract	
	Session 7	Altunizade	Saturday	November 6, 2021	14:00-17:00	chpt 9	Identifying Market Segments and Targets	INDIVIDUAL ASSIGNMENT 1	MC02-Mini Case: Eastman Chemical ★	
WEEK 5	Session 8	Tuzla	Friday	November 12, 2021	19:00-22:00	chpts 10-11	Crafting Brand Positioning Creating Brand Equity		34-How to Navigate the Future of Brand Mgt ★ 35-Are You Designing for Human Experience? 36-CEO of Levi Strauss on Leading An Iconic Brand Back to Growth 37-Responsiveness Takes Flight ★ 38-For Those Still Wondering About the Business Case for Purpose ★ 39-How Amazon Is Scaling Conscious Consumerism 40-Regenerative Brands MC03-MINI CASE: Prune The Brand Portfolio ★	
	Session 9	Tuzla	Saturday	November 13, 2021	14:00-17:00	Chpt 12	Addressing Competition and Driving Growth		41-CX RX Innovating and Competing on Customer Experience 42-Competing On Customer Journeys ★ 43-How Smart Connected Products A/E Transforming Competition 44-Bias Busters-War Games ★ 45-Incumbents As Attackers ★ MC04-MINI CASE: Competing with a Goliath ★	
Week of November 20										
Week of November 27										
Week of December 4										
Week of December 11										
WEEK 6	Session 10	Altunizade	Friday	December 17, 2021	19:00-22:00	chpt 13-14	Setting Product Strategy Designing and Managing Services	GROUP PROJECT PROGRESS REPORT	46-How to Shift from Selling Products to Selling Services ★ 47-Great Customer Service C01-02-CASE: Teknosa (A-B): Teknosa And Turkey's Retail Transformation A & B ★ CASE:Teknosa (C)- Retailing Wars in Turkey	
	Session 11	Altunizade	Saturday	December 18, 2021	14:00-17:00	chpt 15	Introducing New Market Offerings		48-New Product Development in an Omnichannel World ★ MC05a & MC05b-MINI CASE:Soda Stream ★	
WEEK 7	Session 12	Tuzla	Saturday	December 25, 2021	09:00-13:00	chpts 16-19	Developing Pricing Strategies and Programs Delivering Value Communicating Value	INDIVIDUAL ASSIGNMENT 2	49-Price Is the Most Important P in the Marketing Mix in Online 50-Why Pricing & Marketing Go Hand in Hand 51-Retail With Purpose ★ 52-Don't Let Platforms Commoditize Your Business ★ 53-How In-Store Tech will Transform Retail 54-The End of Retail as We Know It 55-From the 4Ps to the 4 WHYS ★ 56-Branding in the Age of Social Media 57-Privacy-Omnichannel Marketing Handbook ★ MC06-MINI CASE: Solving a B-to-B Marketing Mystery ★	
Week of Jan 01 (no session)										
Week of Jan 08 (no session)										
Week of Jan 15 (no session)										
WEEK 8	Session 13	Altunizade	Saturday	January 22, 2022	09:00-13:00		GROUP PRESENTATIONS	GROUP PROJECT FINAL REPORT		
	Session 14	Altunizade	Saturday	January 22, 2022	14:00-17:00		GROUP PRESENTATIONS FINAL REMARKS	GROUP PROJECT FINAL REPORT		
								INDIVIDUAL ASSIGNMENT 3		
				January 24, 2022						

MKTG 901 - FALL 2021			
Suggested Marketing Plan Project Phases			
SESSION #	DATE	CHAPTERS	Marketing Plan Phase
Sessions 1 & 2	Oct 09, 2021	chpt 1	Forming the project teams, selecting and presenting the product or service for approval.
Session 3	Oct 16, 2021	chpt 2	<b>Finalization of the product/service for group project work</b>
Sessions 4 & 5	Oct 23, 2021	chpts 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 6 & 7	Nov 06, 2021	chpts 6, 7, 9	Definitive data on the consumer/customer for including all demographic and other pertinent information B2C/B2B Customer Market segmentation, targeting, and positioning statements. Revisions
Sessions 8	Nov 12, 2021	chpt 10-11	"Branding" strategy
Session 9	Nov 13, 2021	chpts 11-12	Competitive strategy Revisions
Session 10	Dec 17, 2021	chpts 13-14	Product or service strategy decisions Revisions <b>PROGRESS REPORT (including the value proposition) SUBMISSION DEADLINE</b>
Session 11	Dec 18, 2021	chpt 15	Consumer-adoption process for the new product Revisions
Session 12	Dec 25, 2021	chpts 16-19	Pricing decisions 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
Sessions 13-14	Jan 22, 2022		<b>Group Presentations &amp; Project Final Report &amp; Presentation File Submission</b>