
Marketing Introduction: from Strategy to Action.

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Course Description

Marketing is one of the most complex areas within a company, as it requires mastering a wide range of skills. Analyzing markets and planning strategies requires both knowledge of behavioral sciences and experience, as well as insights from the social momentum, and competitive vision. Marketing problems could be tackled analyzing quantitative data as well as qualitative inputs from individuals and groups. Besides the classical company-oriented decision making, marketing philosophy and tools are widely used in all areas of social activity (politics, social organizations, countries, cities, etc.). The field is becoming increasingly wide and the deep understanding of marketing concepts, frameworks and tools is key to perform better in the marketplace.

Throughout this course we will deal with both the strategic and action (operational) dimensions of marketing.

Objective

The goal of this course is to introduce participants in the marketing discipline and guide them through the process of analysis, planning and implementation of marketing strategies and tactics.

At the end of the course, students should:

1. To **understand and apply** some major marketing concepts, such as market-analysis, market segmentation, positioning, brand management, product life cycle, etc.
2. To develop marketing **decision-making skills**. Throughout the course participants will develop abilities to analyze the marketing and business environment in which organizations operate, to determine the major opportunities and problems facing the organization, to develop a creative set of alternative marketing strategies, to select the most appropriate one, and to convert alternatives into actionable plans.

By the end of the course, students are expected to have acquired the fundamental marketing concepts and be capable of analyzing a marketing problem. **They should be able to understand, discuss and define marketing strategies and tactics.**

Methodology

To achieve the objectives of the course, the format of it would be based on case studies and a mix of lectures and class discussions.

Case Studies. Generally, part of the sessions will be devoted to the analysis and discussion of cases. The case method is one of the most effective pedagogical tools to sharpen your analytical and decision-making skills, as it requires you to be an active participant in marketing decisions. Cases intend to give you practice in assembling data, supporting and discussing decisions. Moreover, the case method provides a vehicle by which to apply theories, concepts, and frameworks that we discuss in class or which you find in the assigned readings. Finally, the discussion constitutes an opportunity to defend your position and to learn from others, by listening to their comments and criticisms. Everything on a “safe environment”, where there are low risks when mistakes are made. Classrooms are our training environments to prepare you for business challenges.

You should come to class thoroughly prepared to answer questions and to start the discussion. We expect from each participant to be prepared to share his or her individual thoughts with the class. The objective of the discussions is to examine completely all aspects of the situation and come up with solutions. In these sessions, we will act as a facilitator. You should be aware that the direction and quality of the discussion is the collective responsibility of the group, not only our responsibility as the course instructors.

Lecture/Discussion. His part of the sessions is a lecture/discussion format. These sessions are devoted to presentation and discussion of frameworks, concepts and theories that are useful for marketing practice. In general, these lectures are strongly linked to what we have discussed during case analyses.

The lecture/discussion sessions are often accompanied by assigned readings, which may be articles, book chapters or class notes. During these sessions We do not ‘explain’ the readings, therefore sessions do not substitute your reading or vice versa. In general, students’ participation in these sessions is not as deep as in the case discussions. However, we do expect that you debate some of the ideas and contribute with your point of view. We also expect from you that you read and study the assigned material prior to class, as this accelerates the pace of the session and make discussions richer.

Seminars. The students will form groups to the seminar sessions. A total of 4 and work during the seminar sessions will be handled by the Seminar will total 30% of the final grade.

What do we expect from you in class?

This is a discussion course, so we encourage your active participation. Sharing your experience with the group will enrich all the participants and make the sessions more dynamic.

Laptop/tablets policy. You are not supposed to use your laptop/tablets during case discussions. You have to be 100% focused in the discussions. You may use your laptops/tablets on the lectures/discussion sessions ONLY for academic use. Emailing, facebooking, tweeting, chatting, skypeing, internet surfing, etc. should NOT be done during classes. Doing these would penalize strongly your grade on class participation.

I will be available for group or individual tutorials during the course. If needed, feel free to contact us by email to schedule an appointment.

A learning area will be available in the Intranet. There, you would find instructions for the sessions, communications, bibliography, etc. Please look at it a couple of times a week. Slides of the sessions will also be posted here.

Evaluation criteria

The final grade will be based on the following:

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| - Case write-ups (Class) | 40% |
| - Class participation (Class & Seminars) | 30% |
| o Class | 20% |
| o Seminars | 10% |
| - Final Assessment | 30% |

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program

As with all courses taught at the UPF BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. Students that pass any Retake exam should get a **5 by default as a final grade for the course**. If the course is again failed after the retake, students will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Plagiarism is to use another’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the “Honor Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.”

Calendar and Contents

Session 1 – 20/09

Introduction to the course. Market Orientation, Market Definition.

Content

- Introduction to the course.
- Lecture: Market Orientation.

Case

- To be delivered in class

Readings

- **This syllabus!**
- Levitt (2006), “What business are you in?”, *Harvard Business Review Classics*.

Session 2 –27/09

Reference Market Analysis.

Content

- Lecture: reference market analysis.

Case

- Garmand Case.

Session 3 – 4/10

Analysis & Diagnostic Tools. Introduction to MIS.

Content

- Lecture: 3C's External Analysis: Context, Competition & Consumer.
- Lecture: +1C Internal Analysis: Company.
- Lecture: MIS
- Diagnostic.

Case

- Kimura: Can this customer be saved?

Session 4 – 11/10

Market segmentation and targeting

Content:

Marketing | MSc in Management

Note: This document is only informational, detailed contents and faculty may change.

- Lecture: market segmentation and targeting

Case

- FC Barcelona: More than just a Club.

Readings

- “Market customization: Segmentation, Targeting and Positioning”, HBS Press (2006)

Session 5 – 18/10**Defining Value Proposition: Managing Brands & Positioning****Content**

- Lecture: defining the value proposition: Brand Management.

Case

- Renova BTP (Insead)

Session 6 – 25/10**Capturing and delivering value I: Products decisions****Content:**

- Lecture: product definition.
- Product portfolio.

Session 7 – 8/11**Capturing and delivering value II: Pricing Decisions****Content:**

- Lecture: leading with pricing decisions and its strategic implications

Case

- The Chocolate Museum Case.

Session 8 – 15/11**Reaching Consumers****Content****Marketing | MSc in Management**

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- Lecture: Distribution Strategies

Case

- (In class).

Session 9 – 22/11

Communicating value propositions (Communication).

Content

- Lecture: integrated marketing communication.

Case

- Roca in Egypt Case.

Session 10 – 29/11

Marketing Plan and Wrap-up.

Content

- Marketing Indicators
- Lecture: Building a Marketing Plan.
- Course Wrap-up

EXAM – TBD

Reading Materials/ Bibliography/Resources

Packet of cases and readings (available through AulaGlobal).

The following books are recommended (there's no need to buy them):

- Lambin, Jean-Jacques et al (2012), *Market-driven Management. Strategic and Operational Marketing*, third edition, Palgrave Macmillan.
- Kotler, Philip and Keller, Kevin L. (14th Edition), *Marketing Management*, Pearsons-Prentice-Hall.

Additionally, specific literature could be recommended for each topic if required.

Bio of Professor

Prof. Ferran Blanch

ferran.blanch@bsm.upf.edu / ferran.blanch@gmail.edu

Ferran is a lecturer of Marketing in BSM- UPF since the year 2.014 but has a huge experience in other Business Universities.

Biologist from UB and MBA from ESADE. Ferran collaborates on MSc Programs with BSM - UPF and several programs with ESADE (Full Time Programs, Masters, Executive and In-Company programs). He also lectures in other partner b-school such as SDA Bocconi, Monterrey, Shanghai and Georgetown.

Additional to Academia, Ferran is managing a consultancy firm of marketing where he is using learning's from corporate world where he held executive positions in marketing and sales, mainly in FMCG multinationals in Spain, Italy and France.

Ferran is a passionate outdoor sports athlete whenever his family and work allow him.