



Marketing Introduction: from Strategy to Action

Professor: Ferran Blanch
Office hours: by appointment
Course Type: Compulsory
Credits: 4ECT's
Term: fall

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.

Objectives and learning outcomes

The goal of this course is to introduce participants in the marketing discipline and guide them through the marketing process of challenge, understand, create value, capture the value and retain this value over the time.

By the end of the course, students are expected to have acquired the capacity distinguish the strategic decisions from operational ones.



Competencies

The main competencies involved in the plan for the course are the following:

General competencies

- G1. Understand and interpret written texts of academic level.
- G7. Develop the capacity for independent reasoning.
- G9. Acquire consolidated habits of self-discipline and rigor in carrying out academic work, as well as learning to correctly organize and schedule such work.
- G10. Have a proactive attitude towards learning.
- G11. Be able to apply, with the appropriate flexibility and creativity, the acquired knowledge to new contexts and situations.
- G12. Be able to progress in the learning process in an independent and continuous manner.
- G13. Show adequate proficiency to move on to the professional world.

Specific competencies

- To understand and apply some major marketing concepts, such as market-analysis, market segmentation, positioning, brand management, product life cycle, channel decisions, communication strategies, pricing decisions,...
- 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 and select the most appropriate one.
- To convert strategic decisions into actionable plans.
- Be capable to transmit the marketing Plan to the organization and stakeholders in general.

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.

MSc in Management

Note: This document is for informational purposes only. Course contents and faculty may change.



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 should attend to the seminar sessions, a total of 5 over the course. Work during the seminar sessions will be handled by the Seminar Professor will total 10% 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.

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.

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.

Evaluation criteria

The final grade will be based on the following:

- Cases to be delivered (Groups)	50%
- Class participation (Class, Exercises)	25%
Participation & Attendance	10%
Cont. assessment	15%
- Final Assessment (Individual)	25%

Retake: 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 will get a 5 by default as a final grade for the course. The retake will consist in a work that should be delivered according dates defined by the professor and an exam.

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

Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student 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

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

Reference Market Analysis.

Content

- Lecture: reference market analysis.

Case

- Inprotek Case (1st delivery)

Session 3

Analysis & Diagnostic Tools. Introduction to MIS.

Content

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

Case



- TBD

Session 4

Market segmentation and targeting

Content:

- Lecture: market segmentation and targeting

Case

- Reinventing Nespresso (2nd delivery).

Readings

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

Session 5

Defining Value Proposition: Managing Brands & Positioning

Content

- Lecture: defining the value proposition: Brand Management.

Case

- Case Nespresso (cont.)

Session 6

Capturing and delivering value I: Products decisions

Content:

- Lecture: product definition.
- Product portfolio.
- Dr. Oetker Case (3rd Delivery).



Session 7

Capturing and delivering value II: Pricing Decisions

Content:

- Lecture: leading with pricing decisions and its strategic implications

Case

- Hellmann's in Portugal. (4th delivery)

Session 8

Reaching Consumers

Content

- Lecture: Distribution Strategies

Case

- (In class).

Session 9

Communicating value propositions (Communication).

Content

- Lecture: integrated marketing communication. **Case**
- Corona Case (5th delivery)

Session 10

Marketing Plan and Wrap-up.

Content

- Marketing Indicators (KPI's).
- Lecture: Building a Marketing Plan.
- Course Wrap-up

Session 11 - EXAM & final review.



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*, Pearson'sPrentice-Hall.

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

Bio of Professor

Prof. Ferran Blanch

Ferran is a lecturer of Marketing in BSM- UPF since the year 2014 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.