

# Zsolt Katona - Marketing Core Course

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## Syllabus - Marketing Organization and Management (EW MBA206-31B & EW MBA206-32B - Fall 2016)

*Note: this document may be updated in the future. Please check back for the latest version.*

Last Update: **November 3, 2016**

### Instructor - Zsolt Katona

Email [REDACTED] - please use [EW MBA206] in the subject.

Office hours: by appointment - in person or via phone/skype/hangouts

### Introduction

As the core marketing course in the program, the class is designed to provide you with an understanding of the basic marketing management concepts and to expose you to strategic marketing decision making. Specifically, the course will cover topics relating to the marketing process, consumer analysis, segmentation, targeting and positioning, designing marketing strategy, and tactical implementation. The three main objectives are:

- To introduce you to the key elements of the marketing process and its role in modern corporations.
- To provide you with a sound framework for identifying, analyzing, and solving marketing problems.
- To prepare you for developing and implementing an integrated marketing strategy: Product, Price, Place/Channels of distribution, and Communication/Promotion.

Keep in mind that effective marketing management results not from simply learning marketing facts and institutional details, but from critical thinking and the reasoned application of the underlying principles. This is especially true in our highly dynamic business environment where technology plays an increasingly important role.

### Preparation and Participation

The success of this course depends on everybody's effort to prepare before class. Learning is the most effective when you are actively engaged in thinking about and doing marketing rather than passively absorbing the material. Everybody's contribution is important. It is rare that there is one right answer to a particular marketing issue. Do not expect one. Rather, you should expect to learn from seeing how others address the problem that you have thought seriously about. The better prepared you are the more you will learn. Therefore, I will try to call on everyone, not just volunteers to contribute and defend their viewpoints. Lectures and cases will be interactive.

Class participation will include some short quizzes and polls that you need to answer online (on bCourses) between two meetings. You are expected to answer these as if I called on you in class: In fact, I might call on you in class based on your answers. There is not always a correct answer, but some of them will be great discussion starters. Although your answers will not be graded question by question, our TA and I will track your answers and your overall performance will determine one third of your class participation grade.

### Readings

#### *Required and Supplementary Readings*

For each session, please read the case study(ies) listed under session before class. These are required readings. You can access the case studies via study.net.

The syllabus also lists a set of other readings that are marked as optional and are either directly linked or are available through study.net. From time to time I will provide supplementary readings through bCourses. Some of these will give more details about a topic, others will reflect on recent events. Unless I indicate otherwise, these readings will also be optional.

If you want to keep up with recent developments in marketing, it is very useful to regularly check - among others - the following sites:

- <http://adweek.com/>
- <http://adage.com/>

#### *Textbooks*

We do not use a textbook in the class. However, if you are a big fan of books and want to have them for reference in the future, I recommend these two:

- Kotler, Philip and Kevin Keller (2011) Marketing Management (14/e). Upper Saddle River, NJ: Prentice-Hall, Inc.
- Winer, Russell S. and Ravi Dhar (2010) Marketing Management (4th Edition). Upper Saddle River, NJ:

Prentice-Hall, Inc.

## Assignments

### *Class Participation*

My expectations in the classroom are straightforward: come to class on time, be prepared and participate. To help with your preparation and guide your learning, you will find a list of study questions in this syllabus, under session details. For cases, the study questions will guide our in-class discussion. Please read the cases carefully and think about the topic. Be prepared to defend your viewpoint and convince others.

One third of your class participation grade will be determined by the short quizzes and polls that you complete on bCourses between class meetings. Although your answers will not be graded question by question, we will track your answers and determine your overall performance.

### *Marketing Plan Project (Group)*

In this project you play the role of a marketing manager/entrepreneur whose task is to study the market and the strategy for a new product or service idea that your company is considering and develop a marketing plan. You must choose a new product, or service idea that your group is interested in. Ideally, the chosen product concept must not be a "me-too" business opportunity which copies some existing product. I encourage you to choose a product or service that is relevant to the company or industry that one or several of the group members are interested in. Or it could be a business concept that you have been considering.

[Click here for a detailed description of the project](#)

**Due date: 10/21 11pm:** Submit a document containing

1. Names of the members of your group
2. The Title of your project (you can change this later if needed)
3. A brief, one-paragraph description of the product/service idea that your group wishes to pursue

**Due date: 12/14 11pm:** Submit the final report.

### *Rocket Fuel Case Analysis (Group)*

Analyzing the Rocket Fuel case is a great way to learn about the challenges of measuring the effectiveness of online advertising. The case presents some data on an Internet ad campaign. Two weeks before the due date, you will receive the case text and detailed questions that will allow you to apply some of the statistical tools that you are learning in parallel in the Data & Decisions class. We will discuss the conclusions of the analysis in class.

**Due date: 11/18 11pm**

### *Forming Groups*

You will be allowed to form groups on your own for the purposes of the Marketing Plan Project. The same groups will be used for the Rocket Fuel case analysis assignment.

*Rules:*

1. Form groups by 10/21 and submit the names together with your group's marketing plan project description
2. If you are not in a group by 10/22, I will assign you to one
3. Strictly not more than 6 students per group. If you submit fewer than 6 names, I will assign additional group members

### *Submission of Documents*

Submit all the assignments on bCourses in .docx, .pptx or .pdf format, no paper submission is necessary. If there is a problem with bCourses, email me a copy before the deadline. The grades and our comments will be added to the file electronically which look better in Office, so .docx or .pptx are preferred to .pdf if you use Word. Your powerpoint slides should be self-explanatory as much as possible, but you can add presentation notes if you need to explain something in more detail. Once project groups are assigned bCourses will have a feature for groups to submit assignments. Until then, one submission per group is enough. If multiple members submit from a group, the last submission will be graded.

### *Final Exam*

The final exam will be closed book and will consist of questions related to the course material we cover throughout the class. There will also be questions based on a short case that you read during the exam.

**Date: 12/10**

## Grading

Your grade will be based on the number of points you get from the following assignments. The maximum total score is 100 points.

- Class Participation: 17+8=25 points
- Rocket Fuel Case Analysis: 15 points
- Marketing Plan Project: 25 points
- Final Exam: 35 points

Note that Haas policies require the average GPA in core classes to not exceed 3.45.

## Session Details

### 10/15 - Week 1. Introduction: The Brand and the Marketing Process.

*Case Discussion: "Becton Dickinson & Co.: VACUTAINER Systems Division"*

1. What does the DRG regulation mean for BD?
2. What is the meaning of the BD brand?
3. What is the role of distribution in BD's business model?
4. What should BD propose to APG?

*Optional Reading*

- [BrandZ Top 100 Global Brands](#)
- Robert J. Dolan: "Framework for Marketing Strategy Formation" (HBS 8153)
- Lodish and Mela: "If Brands Are Built over Years, Why Are They Managed over Quarters?" (HBR), July 2007

### 10/22 - Week 2. Creating Value: Segmentation Targeting and Positioning

**Assignment Due: Submit Company Information for Marketing Plan Project**

*Case Discussion: "Planters Nuts"*

1. Why is Planters struggling in 2012?
2. Why do Blue Diamond and Wonderful have much lower market awareness than Planters despite outstripping Planter's marketing spending in recent years?
3. What are the primary assets Planters has to employ toward its mission of creating value for its chosen customers? Is there any type of customer for whom Planters has an advantage over competitors in creating value?
4. Kraft has a formal process of setting out the target market to be served. Evaluate the choice for Planters. Evaluate the current positioning of Planters.
5. What positioning would you recommend for Planters going forward?

*Optional Reading*

- Sarvary and Elberse: "Market Segmentation, Target Market Selection and Positioning" (HBS 9-506-019)
- Dolan: "Analyzing Consumer Perceptions" (HBS 9-599-110)
- Burns, Veeck Bush: "Marketing Research", Chapter 8: "Understanding Measurement, Developing Questions, and Designing the Questionnaire"

### 10/29 - Week 3. Promotion: Reaching Customers

*Case Discussion: "Skoda Auto (A): Rebuilding the Brand"*

1. How do you evaluate Skoda's marketing campaign in the UK till 2000? Which are its key attributes? What might be the problem(s)?
2. Identify potential target markets for Skoda in the UK. How would you advertise to these targets? How would you supplement advertising with other marketing activities
3. What is the key challenge in making your target market buy the car? How would advertising address this?

*Optional Reading*

- Wes Nichols "Advertising Analytics 2.0" (HBR, March 2013)
- Stegghen, Bart, and Sarvary: "Making Mobile Ads That Work" (HBR, December 2013)

### 11/5 - Week 4. Product and Distribution

*Case Discussion: "Unilever in Brazil"*

1. Should Unilever target the low-income segment of consumers in the Northeast? To answer

this question, examine the short-term financial implications of the decision as well as its long-term strategic implications.

2. Evaluate Unilever's current brand portfolio. Is a new brand necessary to serve the low-income segment or could Unilever reposition one of its existing brands or simply launch a brand extension?
3. Design the marketing mix. Choose the price, promotion, product (formulation and packaging), and distribution that will allow Unilever to create and capture value for low-income consumers in the Northeast of Brazil.

*Optional Reading*

- Dolan: "Analyzing Consumer Preferences" (HBS 9-599-112)
- John R. Hauser: ["Note on Conjoint Analysis"](#)
- Kasturi Rangan: "Developing and Managing Channels of Distribution" (HBS 8149)
- ["Food Distribution Channel Overview"](#)

**11/12 - Week 5. Extracting Value: Pricing**

*Case Discussion: "The New York Times Paywall"*

1. Is the Paywall working?
2. How would you evaluate the current Paywall compared with the two prior ones?
3. Why are newspapers in trouble? What is the goal of The Times in creating the Paywall?
4. Should The Times actively manage its transition from print to digital?
5. Does the paywall seem like a good strategy for newspapers in general?

*Mini Case Discussion: "Coca-Cola's New Vending Machine (A): Pricing to Capture Value, or Not?"*

1. Is selling Coke through interactive vending machines a good or a bad idea? Why?
2. Are there any pricing related issues that can adversely affect the firm?
3. What did Coca-Cola do right? What did it do wrong? How would you have done it?

*Optional Reading*

- Dolan and Gourville, "Pricing Strategy" (HBS 8203)

**11/19- Week 6. Digital Marketing**

**(Special Saturday Programming: Core classes 9am-12pm and 1pm-4pm)**

**Assignment Due: Rocket Fuel Case Analysis**

*Case Discussion: "Rocket Fuel"*

*Optional Reading*

- Gupta and Davin: "Digital Marketing"
- Jeffrey Rayport: ["Is Programmatic Advertising the Future of Marketing?" \(HBR, June 2015\)](#)
- David S. Evans: ["The Online Advertising Industry: Economics, Evolution, and Privacy"](#)

**12/3 - Week 7. Social Media Marketing and Course Summary**

*Case Discussion: "Maersk Line: B2B Social Media-'It's Communication, Not Marketing'"*

1. Evaluate how Maersk Line executed on its social media plan and platforms.
2. How do you think Jonathan Wichmann calculated the 1,500 percent ROI on Facebook? Do you agree with his calculation? Why or why not?
3. What are the challenges facing Maersk Line in social media going forward?
4. What should Maersk Line do next? What areas should the company focus on and why?

*Optional Reading*

- Armelini and Villanueva, "Adding Social Media to the Marketing Mix" (IIR051)
- Oded Netzer, "Using Social Media Data to Track the Effectiveness of a Communications Campaign" (CU135)

**12/10 - Final Exam**

**12/14 - Assignment Due: Marketing Plan Project Final Report**