

Science, and *Marketing Letters*. He has been cited and quoted in *The New York Times*, *The Wall Street Journal*, *Financial Times*, *Time Magazine*, and *CNN*. Andy also works as a consultant and executive educator on issues related to marketing, marketing research, and marketing education. He has worked in the U.S., France, Spain, China, Kazakhstan, Croatia, Turkey, and Egypt for numerous clients including IBM, Pfizer, Bristol-Meyers Squibb, and USAID.

2. COURSE SUMMARY

Marketing activity is the core of operating a business. It provides the managerial focus for interfacing with customers and the source of intelligence about customers, competitors, and the general environment.

The first half of the course focuses on marketing strategy. In order to make effective strategic decisions, managers must identify and measure consumers' needs and wants, assess the competitive environment, select the most appropriate customer targets and then develop marketing programs that satisfy consumers' needs better than the competition. Further, marketing focuses on the long-run relationship of a company to its customers as well as short-run sales and profits.

The second part of the course focuses on the *decisions* that managers make and the *tools* that they use to support an effective marketing strategy. The attraction and retention of profitable customers must involve consideration of the product or service being offered, the way in which the product is sold and distributed, how pricing is set and structured, and how the value of the offering is communicated.

Through class projects, hands-on group exercises, case studies, and class discussions we will explore marketing strategy and its implementation through what is traditionally called the "marketing mix." As we progress, it will become apparent that each of these decisions affects the others and that they must all be framed as part of an integrated marketing strategy.

3. COURSE OBJECTIVES

The core marketing course in the EMBA program emphasizes the role of marketing in creating value for customers, which in turn leads to value for other stakeholders in a firm (e.g., owners, shareholders, employees).

4. LEARNING OUTCOMES (LOs)

The main objectives of the course are to *improve your ability to*:

- LO-1 Assess market opportunities in competitive environments by analyzing customers, understanding their needs and wants, and measuring their value to the company.
- LO-2 Design effective marketing and brand strategies to maximize a company's chance of winning in the market place.
- LO-3 Communicate and defend your own marketing recommendations and critically examine and build upon the recommendations of others.
- LO-4 Learn the tools necessary to implement marketing strategy and improve performance.
- LO-5 Understand the interdependence of marketing decisions and their effects on the firm's customers and competition.

5. TEACHING METHODS (TMs)

Teaching/contact hours:	30
Suggested independent study hours:	40 – 60

The following teaching methods will be used on this course:

TM#	Teaching Method(s) & Content	Aligned LOs
TM1	Lectures	LO-1,4,5
TM2	In-class exercises	LO-2,4
TM3	In-class discussions	LO-3,5
TM4	Group projects	LO-1,2,4

6. ASSESSMENT

6.1. Assessment Table:

Assessment type	Deadline	Weight	Group/ Individual	Submission Information	Aligned LOs
(1) Class Participation	See outline	20%	Individual	Complete online survey In-class participation	LO-3,5
(2) First Assignment	See outline	15%	Group	Submit via canvas	LO-1,2
(3) Second Assignment	See outline	15%	Group	Submit via canvas	LO-4,5
(4) Mid-term exam	See outline	25%	Individual	Submit via canvas	LO-1,2,3
(5) Final Exam	See outline	25%	Individual	Submit via canvas	LO-4,5

6.2. Assessment Overview

(1) Class Participation

A large portion of the class time will be devoted to analyzing assigned cases, group discussion, and in-class exercises. You will work with your group in a number of in- and out-of-class exercises. We ask that you sit with your study group in class in order to enable quick break-out discussion for in-class exercises.

Several criteria are considered when evaluating your class participation.

- Most important is the quality of the class participation. Sheer quantity is neither sufficient nor necessarily desirable.
- High quality class participation includes comments that add to our understanding of a situation. They go beyond mere repetition of case facts.
- High quality class participation can be supported with qualitative and/or quantitative analysis based on marketing theory and concepts.
- Your comments should take into account the comments and analyses of your classmates. Participation should move our discussion forward.
- Finally, you need to be present in class in order to receive a strong class participation score. Attendance is mandatory in accordance with EMBA program policy.

A note on case discussions: The case method is one of the most effective means of sharpening your decision-making abilities. A case discussion requires that you be an active participant in resolving a marketing problem. The assigned cases are intended to give you practice in assembling data to support a decision. The discussion format provides you with an opportunity to argue your position and to learn from others by listening to their comments, analysis, and criticism. You will learn the most from the cases if you and your classmates prepare and participate fully. You all have different experiences, insights and opinions, and a great deal of what you will learn from the cases will be from each other. It is therefore essential that you be fully prepared for all the cases.

There will be a number of pre-class questions you are asked to answer via online surveys. These have to be completed individually and submitted before class. Many of the pre-class questions do not have a unique answer

as they depend on how one interprets and uses the data and other information. Our expectation is that you would respond thoughtfully to the questions, giving reasonable justification for your answers. High quality pre-class responses are supported with qualitative and/or quantitative analysis based on logic and marketing concepts.

(2) Customer Analysis Assignment

You are required to submit the following assignment:

<u>Exercise</u>	<u>Grade</u>	<u>Due Date</u>
Customer Analysis (Group)	15%	October 23 rd at noon EST (online submission)

The assignment will be available on Canvas. It is designed to test your understanding of the topics covered in Sessions 1 to 5. The assignment is to be analyzed and written by groups. No late submissions will be accepted.

(3) Product Design Exercise

You are required to submit the following exercise:

<u>Exercise</u>	<u>Grade</u>	<u>Due Date</u>
Product design exercise (Group)	15%	December 6 th at noon EST (online submission)

The product design exercise, available on Canvas, is to be done in groups. No late submissions will be accepted.

(4) and (5) Midterm and Final Examinations

The midterm and final examinations are designed to test your understanding of the topics covered in the lectures, readings, and exercises. The midterm exam covers the first block of the course (i.e., Sessions 1 to 5). It will be made available via Canvas on October 27th at noon EST and is due on November 6th at noon EST.

The final examination covers the second half of the course (i.e., Sessions 6 to 10) and will be made available via Canvas after block 4 on December 18th at noon EST and is due on Dec 27th at noon EST.

Both exams are to be done individually in a period not exceeding three hours each.

6.3. Minimum requirements to pass this course:

Minimum 50% in the weighted final numerical score is required to pass this course.

6.4. Plagiarism Declaration

All students completing this course should be aware that in submitting any assignment for this course, you agree to the following declaration:

“I certify that the coursework that I have submitted is entirely my own unaided work, and that I have read and complied with the School’s guidelines on plagiarism and referencing as set out in the School handbook.

I understand that the School may make use of plagiarism detection software and that my work may therefore be stored on a database which is accessible to other users of the same software.”

Students should be aware that, where plagiarism is suspected, a formal investigation may be carried out under the course offering School’s Student Disciplinary Procedure. This may result in penalties ranging from mark deduction to expulsion from the Programme.

7. COURSE MATERIALS

7.1. Required Textbook(s)

The key resources for the course are:

1. B5601 Readings and Case Packets
2. Lecture notes will be distributed in the class and will be available on the Web site in **Canvas**.

7.2. Reference book(s) that might be useful and/or interesting are (Optional):

If you are interested in additional background reading, we suggest two books. The first one is excellent, if relatively encyclopedic reference:

- Kotler, Philip and Kevin Keller, *Marketing Management* (2015, 15th Edition), Prentice Hall.

The second book emphasizes quantitative and financial aspects:

- Best, Roger J., *Market-Based Management - Strategies for Growing Customer Value and Profitability* (2012, 6th Edition), Prentice Hall.

7.3. Study.net

The pre-course material binder, including cases, readings etc. will be available on [Study.net](#).

7.4. London Portal / Canvas

In-class materials such as lecture slides, data files, articles and updated course materials are available on LBS Portal (portal.london.edu) for LBS courses and Canvas (<https://canvas.gsb.columbia.edu/login/canvas>) for HKU and CBS courses.

8. COURSE STRUCTURE

A. Analyzing Customers, Identifying Opportunities, and Developing Strategy

Professor Eva Ascarza

Session Date Location Professor	Topic	Case/Reading	Assignments Notes
Block 1 Session 1 - 9/13 9:00AM-12:00PM (Hong Kong) Prof. Ascarza	Introduction Why do Customers Buy?	Case: Polyphonic HMI Post-class reading: <ul style="list-style-type: none"> Note on Marketing Strategy Basic Quantitative Analysis for Marketing 	Answer online survey (link on Canvas)
Block 1 Session 2 - 9/14 9:00AM – 12:00PM (Hong Kong) Prof. Ascarza	Customer Centric Strategy What's a Customer Worth?	Case: Ooredoo in Myanmar Post-class reading: <ul style="list-style-type: none"> What's a Customer Worth Rethinking Marketing 	Answer online survey (link on Canvas)
Block 2 Session 3 - 10/11 1:00PM – 4:00PM (London) Prof. Ascarza	Developing Strategy: Segmentation, Targeting and Positioning	Post-class reading: <ul style="list-style-type: none"> Rediscovering Segmentation Positioning 	
Block 2 Session 4 - 10/11 4:30PM – 7:30PM (London) Prof. Ascarza	Customer Insights: How Customers Think and Make Decisions	Case: Virgin America Post-class reading: <ul style="list-style-type: none"> A Marketer's guide to behavioral economics Behavioral economics 	Answer online survey (link on Canvas)
10/12 7:30AM – 8:30AM (London)	Review session on Customer Analysis (optional) <i>Assignment 1 made available</i>		Frist assignment Due date: 10/23 at noon EST
Block 2 Session 5 - 10/12 1:00PM – 4:00PM (London) Prof. Ascarza	Branding Marketing Strategy Wrap-up	Cases: <ul style="list-style-type: none"> Starbucks: Delivering Customer Service Starbucks in the New Millennium Post-class reading: <ul style="list-style-type: none"> The New Branding Imperatives 	Answer online survey (link on Canvas)
	Take home midterm exam (made available on 10/27 at noon EST) Due date: 11/06 at noon EST		

B. Managing Marketing Programs

Professor Andrew Gershoff

Session Date Location Professor	Topic	Case/Reading	Assignments Notes
Block 3 Session 6 - 11/17 1:00 PM – 4:00 PM (Hong Kong) Andrew Gershoff	New Product Decisions	READ: <input type="checkbox"/> Finding your Innovation Sweet Spot. Jacob Goldenberg, Roni Horowitz, Amnon Levav, and David Mazursky, Harvard Business Review, March 2003 <input type="checkbox"/> New Product Development. Olivia Toubia, in The Handbook of Technology Management (2010) <input type="checkbox"/> A Managerial Overview of Conjoint Analysis. Bryan Orme, in Getting Started with Conjoint Analysis: Strategies for Product Design and Pricing Research (2010)	
Block 3 Session 7 - 11/17 4:30 PM – 7:30PM (Hong Kong) Andrew Gershoff	Pricing Decisions	READ: <input type="checkbox"/> Pricing Strategy, HBS Product: 8203.	
Block 3 Session 8 - 11/18 1:00PM – 4:00PM (Hong Kong) Andrew Gershoff	Distribution Decisions	READ: <input type="checkbox"/> Developing and Managing Channels of Distribution, HBS Product 8149 Case: <u>Bank of America: Mobile Banking</u>	Review Session 11/18 from 12:00 PM to 1:00 PM
Second assignment: Product Design Exercise Upload via canvas by 12/6 at noon EST			
Block 4 Session 9 -12/14 1:00 PM – 4:00 PM (Hong Kong) Andrew Gershoff	Communication Decisions	READ: <input type="checkbox"/> Marketing Communications, HBS Product 8186 <input type="checkbox"/> Digital Marketing, HBS Product 8224 Case: <u>Chef Halak: Driving Social Change in Lebanon</u>	
Block 4 Session 10 - 12/15 8:30AM – 11:30AM (Hong Kong) Andrew Gershoff	Integrated Marketing Decisions and Wrap Up	NO READINGS FOR TODAY.	Review Session 12/15 from 12:00 PM to 1:00 PM
Take home final exam (made available on 12/18 at noon EST) Due date:12/27 at noon EST			