



Sofaer Global MBA

1238.2413.01 - Marketing Strategy

Prerequisites: None

Module 1&2 – 2020/21

Course Section Details

Section	Day	Hour	Lecturer	
Class	Wednesday	12:45-15:30	Inbal Stockheim	inbalstock@gmail.com
			TA: Sean Chady	sean.chady@gmail.com

Inbal's office hours: By appointment

Course Units

2 course units = 8 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

The course setting: Marketing is an essential driving force of product and business success. Successful marketing is about generating *unique value*, that is *cherished by consumers* and is *differentiated from competitive offerings*. To accomplish marketing success requires a keen understanding of the market environment and of consumer needs, formation of a profitable business model and interaction with selected customers segments. These three pillars: analysis of the environment, business model formation and the marketing mix are the building blocks of the marketing management course.

The course goal: The course is aimed to satisfy the needs of individuals who have a venture, those who wish to develop a venture or those who strive for executive marketing positions in organizations. The course provides a structured framework for the development of an executable, value-maximizing marketing plan.

How?

To achieve these goals, the course will combine lectures, individual and group exercises, case study analyses and guest lectures. I expect students to come prepared for discussions and to actively participate in class activities and lectures, that are key to a successful learning experience.

Course Objectives

Upon completion of the course, you will be able to:

1. Critically analyze the business environment, competitive forces and customer needs and draw valuable business insights.
2. Formulate a business model that draws from your analysis of customer segmentation, targeting and positioning.
3. Devise a plan for implementation of the business model based on the marketing mix components.
4. Strategically analyze real life business cases and integrate theory into practical applications.
5. Develop a marketing plan for your own businesses (in groups).

Assessment and Grade Distribution

Grade weight	Assignment	Requirements	Individual/team
10 %	Exercises	Practice financial aspects of marketing management	Individually/pairs (TBA)
30%	Written case reports	Analyze & submit 3 of 4 cases	Individually
25%	Group presentations	Work together to present a new business marketing plan	In groups of 2-3
25%	Final Quiz	Implement theories and concepts	Individually
10%	Attendance and contribution	Prepare and actively participate in class discussions and exercises	Individually

*According to University regulations, a student must be present in every lesson (Article 5).

* The lecturer reserves the right to have a student removed from a course if the student is absent from a class with mandatory participation or did not actively participate in class. (The student will remain financially responsible for the course irrespective of his/her removal from the course)

Course Assignments

Financial Exercises

Length 1-2 pages

Purpose?

The aim is to remind students of financial aspects of marketing management such as break-even analysis, calculating customer lifetime value and more. Performing them early on in the course will ensure that you can later use them effectively in case study analysis.

How?

Exercises will be prepared in pairs to allow for fruitful discussions and will be submitted to the TA in writing.

Cases Studies

Length 5 pages

Purpose?

Case reports enable students to define marketing challenges, analyze them and draw conclusions and recommendations. They are also a valuable tool for developing written communication skills, and for problem solving in authentic managerial circumstances.

How?

The written case report should not exceed 5 typed pages, double spaced, 12 font size. Submission is by email to the TA. A printed version should be prepared for class discussions.

Students can choose to submit only 3 cases out of 4 which will be discussed in class.

However, ALL cases should be read and analyzed BEFORE the relevant meeting.

To write the case report follow these general steps (more details will follow)

- Read the entire case through to the end.
- Then read it again and write some comments to yourself.
- Decide what key challenges the company is facing, focus on the main topic of the case.
- Follow the specific questions for this case (market analysis, value offering strategy formation etc.)
- Provide your recommendations for the key factors and main focus.
- Support your recommendations with facts and figures when available.
- Where relevant, try to include an actionable plan.

Case grading will be based on:

- Writing - Fluency and clarity, focus on following specific case instructions.
- Analysis: Use of data and information provided, application of relevant marketing concepts.
- Recommendations - creative yet measurable and applicable.

Marketing plan presentations

Purpose

To implement concepts and theories from class by creating a marketing plan for a new product or venture.

How?

During the first weeks of the course, students in groups of 2-3 will choose a "case" of interest to them which involves a marketing challenge and collect secondary data related to it. Based on the findings, students will present their recommendations for growing the business using concepts learned in class such as branding, positioning, pricing, go-to-market strategy and more. Groups will present their findings and recommendations in class. The audience will be required to actively and constructively evaluate their colleagues' work. All presentation will be submitted on the same date (regardless of presentation date) by email. More specific instructions will follow.

Should a student become unable to complete an assignment or course requirement, s/he must notify the TA of the course in advance via email

Grading Policy

As of the 2008/9 academic year the Faculty has implemented a grading policy for all graduate level courses. This policy applies to all graduate courses in the Faculty, and will be reflected in the final course grade. Accordingly, the final average of the class for this course (which is a core course) will fall between 78-82.

Additional information regarding this policy can be found on the Faculty website.

<https://coller.tau.ac.il/MBA-students/programs/2019-20/MBA/regulations/exams>

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey in order to evaluate the instructor and the course for the benefit of the students and the university.

Course Site (Moodle)

The course Moodle site will be the primary tool used to communicate messages and material to students. It is, therefore recommended to periodically check the course site in general, periodically, before each lesson, at end of the course as well. (For example: exam details and updates regarding assignments)

Course slides will be available on the course site.

Please note that topics which are not covered in the slides, but are discussed in class are considered an integral part of the course material and may be tested in examinations.

Implications for Business Ethics

Issues in business ethics will be discussed. Specifically, we will cover ethical issues in advertising and marketing persuasion communication, corporate social responsibility, ethical concepts in data collection and in marketing strategy development.

Course Outline*

Session	Date	Topic(s)	Submissions
1	Oct 21, 2020	Introduction to marketing, the value proposition.	Financial exercises due by next meeting.
2	Oct 28, 2020	The Macro-environment and competitive analysis	
3	Nov 4, 2020	Using market research tools to develop a marketing strategy	Case Analysis Due Nov 4th: Harley Davidson: Rejuvenating an Iconic Brand. April, 2020
4	Nov 11, 2020	Segmentation, Clustering and Targeting	
5	Nov 18, 2020	Product positioning & new product adoption cycles	Case Analysis due Nov. 18th: Beyond Meat: Changing Customer Behavior in Food Consumption
6	Nov 25, 2020	Branding, brand equity, brand extensions	
7	Dec 2, 2020	Marketing strategy and business model development	Case Analysis Due Dec 2nd: Zoom Video Communications: Eric Yuan's Leadership During Covid 19.
8	Dec 16, 2020	Pricing, Price sensitivity, Behavioral Pricing	
9	Dec 23, 2020	Distribution and Omni-channel management	Case Analysis due Dec. 23 rd : Paris Saint Germain: Building One of the World's Top Sports Brands.
10	Dec 30, 2020	Promotion, communication channels and planning	
11	Jan 6, 2021	Group presentations & critical, constructive feedback	
12	Jan 13, 2021	Group presentations & critical, constructive feedback	
13	Jan 20, 2021	Customer loyalty and retention Summary – writing a successful marketing plan	Case analysis due Jan 20 th : Danone: Changing the Food System.
14	Jan 27, 2021	Summary, presentation critical analysis and feedback & guest lecture	

- Cases and assignment as well as course schedule and guest lectures are subject to changes or rescheduling.

Required Reading

Kerin Roger A., & Peterson Rober A.,(2013) Strategic Marketing Problems: Cases and Comments (Chapter 2).

Business Cases:

1. Neal J. Rose and Alexander Chernev. (2020) Harley Davidson: Rejuvenating an Iconic Brand. Northwestern Kellogg School of Management.
2. Peter Rezk and Nilesh Reut (2019). Beyond Meat: Changing Customer Behavior in Food Consumption. Case Western Reserve University.
3. Anita Elberse, David Moreno Vincente (2020). Paris Saint Germain: Building One of the World's Top Sports Brands. Harvard Business School.
4. David Bell, Federica Gabrieli, Daniela Beyersdorfer (2020). Danone: Changing the Food System. Harvard Business School.
5. Scott Duke Kominers, Christopher Standton, Andy Wu, George Gonzalez (2020). Zoom Video Communications: Eric Yuan's Leadership During Covid 19.

Recommended Reading

- Kotler, P., & Keller, K. L. (2016). Marketing management (15th Global ed). *England: Pearson.*
- Berger, J., & Milkman, K. L. (2012). What makes online content viral?. *Journal of marketing research, 49(2)*, 192-205.
- Chevalier, J. A., & Mayzlin, D. (2006). The effect of word of mouth on sales: Online book reviews. *Journal of marketing research, 43(3)*, 345-354.
- Eckhardt, G. M., Houston, M. B., Jiang, B., Lamberton, C., Rindfleisch, A., & Zervas, G. (2019). Marketing in the sharing economy. *Journal of Marketing, 83(5)*, 5-27.

