

MARKETING IMPLEMENTATION

Introduction

Marketing-I was devoted to the analysis and discussion of the individual elements that are relevant to the design of a go-to-market plan. It included material related to positioning and targeting: consumer behaviour, market segmentation, differentiation. Later, it studied in some depth the mix elements of product and pricing.

The goal for Marketing-II is two-fold. First, we will continue the process of implementing marketing decisions. Specifically, we will work on the remaining elements within the mix: quantifying communication campaigns, product distribution in channel, salesforce, communication, promotion. And second, we will dedicate a significant part of our time in putting it all together, learning about customer management and marketing strategy.

Objectives

The basic methodology of this course is the case method. As a consequence, preparing the cases and engaging in class discussions is the optimal path to do well in the course. In general, we recommend spending 3 hours per case. This is a collective effort: the better you prepare a case, the better and more engaging the discussion in class will be, and therefore the more we all learn. Moreover, the better you prepare the cases for class, the better you will do in the exams (without having to “study” for an exam).

Recommended action plan to prepare a case:

- Read the preparation questions. It outlines the structure of the class and the key elements we will discuss.
- Read the case!
- Discuss with your teams the case, the preparation questions, the key marketing challenges of the company, etc.

Learning Outcomes

RA12. Equip students with learning skills that enable them to continue studying independently and self-directedly.

RA1. Possess and comprehend knowledge that provides a basis or opportunity to generate original ideas in the development and application of concepts, often within a research context.

RA19. Enable students to apply acquired knowledge and solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

RA11. Enable students to integrate knowledge and address the complexity of making judgments based on incomplete or limited information, including reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

RA20. Enable students to communicate their conclusions, along with the knowledge and rationale supporting them, to both specialized and non-specialized audiences clearly and unambiguously.

RA21. Listen, understand, and compare differing viewpoints to develop an objective understanding of a business situation. Communicate in a structured and persuasive manner (Interpersonal communication).

RA13. Work effectively in multicultural teams, assuming project leadership when necessary. Integrate the value of diversity into the team's decision-making and work process (Multicultural teamwork skills).

RA14. Critically evaluate information and the context of a business situation to reach prudent decision-making conclusions (Critical thinking).

RA22. Acquire self-knowledge and self-control necessary to work effectively under pressure in professional environments, understanding others' motivations and the corporate culture (Emotional intelligence).

RA2. Apply well-established ethical criteria in business decision-making, respecting the inherent dignity of each individual and the pursuit of the common good. (Integrity)

RA15. Develop a proactive mindset open to organizational change to design and promote process improvement initiatives and facilitate adaptability to new organizational cultures (Innovative spirit).

RA10. Apply strategic principles and tools to align the development and marketing of a brand's products and services with customer needs and desires (Customer Centricity).

RA28. Identify digital marketing tools to acquire clients and strengthen the company's brand and value.

Content

The course is structured around four modules:

1. Communications. The goal of marketing strategy is to determine: (a) What customers to serve? (b) What offer to present? (c) How to present that offer? (d) How to measure those marketing decisions? In this module, we will review the elements of a communications plan, the roles and reach of different media channels, and the marketing analytics to evaluate the marketing mix. agents, wholesalers, value-added resellers, etc.)? What are the economics of the

different distribution channels and how do they affect the final price and the level of service with which the product is sent to the customer? What are the decisions that must be taken in order to face the changing market conditions?

2. Salesforce management. The second module will cover the selling process for different types of products: What are the main steps and analyses that need to be covered in order to maximize the chances of developing long lasting and profitable relationships with potential clients? What are the risks and frictions when your sale depends on salesforce? We will also review the key decisions that a manager faces when leading a team of salespeople: selection, management, evaluation.

3. Channel management. This module is devoted to understanding the main decisions to be made when taking the product offer to market. Should the firm deliver its products directly to the end-customer? Should it rely on one or more intermediaries (e.g., retailers, wholesalers, value-added resellers, etc.)? Which are the economics of the different distribution channels and how do they affect the final price and level of service with which the product is finally delivered to the customer? What happens if a downstream retailer suddenly changes the final price of my product?

4. Growth and Strategy. This final module “puts it all together”: product development, pricing, channel strategy, communications, client development, loyalty, growth strategy, etc. We will look at different cases in which several marketing and sales decisions need to be made, illustrating how all the pieces in the marketing puzzle are connected. We will also emphasize the importance and measurement of customer loyalty.

Instructional Activities

AF1: Training sessions and meetings with the teacher (classes, seminars, lectures, tutorials, company visits, simulations): 20hrs

AF2: Individual student work (personal study, preparation of assignments): 33hrs

AF3: Teamwork (preparation of group assignments and execution of simulations): 5hrs

AF4: Evaluation tests: 2hrs

Evaluation

The evaluation will be based on:

- class participation (40%)
- midterm exam (30%)
- final project in teams (30%).

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you

should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.