COURSE SYLLABUS

Academic Year 2016-2017

Major
Strategic Marketing Management

Major Coordinator:

Gabor Nagy

Detailed course syllabus
Academic year 2016-2017

Major:	**Strategic Marketing Management**
Module :	Strategic marketing
Code:	**IBSM2-1MC37**
Semester:	☒**1** ☐**2**
Campus:	☒**Paris** ☐**Bordeaux** ☐**Chambéry** ☐**London** ☐**San Francisco**
Module hours:	**45**
ECTS credits:	**5**
Teaching language:	☐**French** ☒**English**

1.   Module description

This module deals with concepts, methods, and applications of modeling tools to support strategic and tactical marketing decision making, and will further equip you with the knowledge of marketing and strategy in an international context.

2.   Learning objectives

The objectives of this course include the following: 1) To help students understand how analytical techniques and computer models can enhance decision making by converting data and information into insights and decisions. 2) To help students learn to view marketing phenomena and processes in ways that are amenable to decision modelling. 3) To expose students to a number of examples of the successful use of marketing engineering. 4) To provide you with a software toolkit that will enable you to apply marketing engineering to real marketing decision problems.

3.   Prerequisites

The students should have some general knowledge about marketing, although in the beginning of the course general principles of marketing will be briefly reviewed.

4.   Teaching methods

☒Lecture   ☒Introductory seminar   ☐Tutorial   ☐Conference   ☐E-learning

☐Other, specify:

5.   Reading material

Marketing Engineering
Required reading:
Gary L. Lilien and Arvind Rangaswamy (2003), *"Marketing Engineering, Computer-Assisted Marketing Analysis and Planning,"* International Edition, 12th edition.
Gary L. Lilien and Arvind Rangaswamy (2003), "*Tutorial, Marketing Engineering, Computer-Assisted Marketing Analysis and Planning*," International Edition, 12th edition.

Recommended reading:
Armstrong, J. Scott (2001), Principles of Forecasting: A Handbook for Researchers and Practitioners, Kluwer
Callingham, Martin (2004), Market Intelligence: How and Why Organizations Use Market Research, Kogan Page

Markstrat Simulations
Required reading:
Jean-Claude Larréché, Hubert Gatignon, Rémi Triolet Participant handbook. Strategic marketing –durable consumer goods. StratX Simulations

International Marketing
Required reading:
Philip Cateora, John Graham, Mary Gilly (2016): International Marketing. 16th Edition. McGraw-Hill_Irwin

6. Assessment

☒Intermediate exam   ☒Final exam

☒Group project   ☐Individual project   ☐Oral presentation

☒Continous assessment

Detailed assessment methods for each course of the module

Module	Assessment Methods	Weights
Marketing Engineering	Intermediate exam (individual) 25%, group assignment 75%,	33,33 %
Markstrat Simulations	Group project	33,33 %
International Marketing	Group project 50%, final exam (individual) 50%	33,33 %

7. Course outline

N°	*Marketing Engineering*	Course hours
1	• Introduction to Marketing Engineering • Marketing Response Models • Case 1 presentation: Conglomarae Inc.'s New PDA Positioning (Part 1)	3
2	• Positioning (Part 2) • Tutorial: Positioning Analysis • Case 2 presentation: Positioning the Infiniti G20	3

3	• Strategic Market Analysis • Models for Strategic Marketing Decision Making • Tutorial: Competitive Advertising (Compete) • Case 3 presentation: Acme Liquid Cleanser • New Product Decisions (Part 1) • Tutorial: Conjoint analysis	3
4	• Case 4 presentation: Forte Hotel Design • New Product Decisions (Part 2)	3
5	• Tutorial: ASSESOR (pretest market model) • Advertising and Communication Decisions • Case 5 presentation: Johnson Wax: Enhancer (A) • Conclusion and final exam	3

N°	*Markstrat Simulations*	Course hours
1	Session 1-2 : Introduction - Introduction to the simulation and the software - Forming groups - Beginning of planning period 1 ***Between sessions 1 and 2 : problem/challenge nr. 1	3
2	Session 3-4 : Theoretical background - Positioning strategies - Introduction to R&D decisions - Beginning of planning period 2 ***Between sessions 1 and 2 : problem/challenge nr. 2 and 3	3
3	Session 5-6 : beginning of planning period 4 (group work) ***Between sessions 3 and 4 : problem/challenge nr. 4 and 5	3
4	Session 7-8 : beginning of planning period 6 (group work) ***Between sessions 4 and 5 : problem/challenge nr. 6 and 7	3
5	Session 9 : beginning of planning period 8 (group work) ***Between sessions 5 and 6 : problem/challenge nr. 8 and 9 Session 10 : end of simulations - Planning period 10 - Presenting results and conclusions Continuous feedback on the planning process (a retrospective critical analysis on the strategies and decisions taken).	3

N°	*International Marketing*	Course hours
1	• Marketing research in the international environment. • What we need to know and how to obtain the right information in the most accurate manner *"The very idea of global marketing runs counter to the marketing concept: It takes insufficient notice of the requirements, needs, attitudes, mind-sets, traditions, and expectations of the target group in the individual country" – Roderick White, 2000, Conquest*	3
2	• Ethical issues in international marketing • Ethics and culture. Corruption or compliance with local norms? How local problems become global scandals	3
3	• Being green and going green in the international Context • Environmental commitment or greenwashing?	3

	• Importance of people in the international marketing mix. • Cross–cultural skills in doing business with foreign partners and customers.	
4	• Importance of processes and logistics in International marketing • Manufacturing, outsourcing, transport and distribution, retailing • Cultural issues in international advertising • Advertising language, aesthetics, value systems	3
5	• The digitalisation of marketing in the international context • Breaking down barriers with online marketing and social media • Conclusion and final exam	3

Detailed course syllabus
Academic year 2016-2017

Major:	**Strategic Marketing Management**
Module :	Marketing innovation
Code:	**IBSM2-1MC38**
Semester:	☒**1** ☐**2**
Campus:	☒**Paris** ☐**Bordeaux** ☐**Chambéry** ☐**London** ☐**San Francisco**
Module hours:	**45**
ECTS credits:	**5**
Teaching language:	☐**French** ☒**English**

1. Module description

In this module, you will learn how marketing is essential throughout all phases of innovation. Yo will explore the entire product-development process, from identifying customer needs to generating concepts, to prototyping and design to product launch, and understand the critical importance of measuring and evaluating companies' marketing activities.

2. Learning objectives

To provide marketers who aim to develop new products and those that manage marketing or will have responsibility for the marketing function with an understanding of the tools and approaches that can be used to measure the effectiveness of marketing expenditures and the understanding of how to assess and communicate the returns from marketing spending to management. Specifically, participants will leave this course knowing: 1) How to determine which marketing metrics are the most appropriate for their industry (i.e., consumer-packaged goods, services, on-line, etc.). 2) How to assess the marketing data available to them as input metrics. 3) How to calculate the most relevant output metrics. 4) How to develop additional sources of data as required by firm management. 5) How to implement a marketing measurement program/dashboard in their business or firm/company. 6) In addition participants will be better able to identify and manage resources outside of their business or firm/company and to assist, if needed, in developing and implementing a measurement system with dashboard/flow board.

3. Prerequisites

The students should have some general knowledge about marketing, although in the beginning of the course general principles of marketing will be briefly reviewed.

4. Teaching methods

☒Lecture   ☒Introductory seminar   ☐Tutorial   ☐Conference   ☐E-learning

☐Other, specify:

5. Reading material

Marketing Innovation
Required reading:
 Making Innovation Work: How to Manage It, Measure It, and Profit from It by Tony Davila, Marc Epstein, and Robert Shelton
 Innovation to the Core: A Blueprint for Transforming the Way Your Company Innovates by Peter Skarzynski and Rowan Gibson

New Product Development
Required reading:
a/ Process Benchmarks and Performance Metrics (Report) ; Auteur: Edgett, Scott , Editeur: APQC American Productivity & Quality Center Publication: 2011 Scholarvox
b/ Principles of marketing , Kotler Armstrong Pearson Prentice (course papers)
c/ Blue ocean strategy W Chan Kim & Renée Mauborgne Harvard business School press
d/ Business model Canvas New generation A Osterwalder & Y Pigneur

Marketing Metrics
Required reading:
*Marketing Value Metrics***,** 2nd edition, MacDonald Malcom, Mouncey, Peter, Maklan Stan, (2014) Kogan page publications.

6. Assessment

☒Intermediate exam   ☒Final exam

☒Group project   ☐Individual project   ☐Oral presentation

☒Continous assessment: 15**%**

Detailed assessment methods for each course of the module

Course	Assessment Methods	Weights
Marketing Innovation	Group project (50%) + oral presentation 50%	33,33 %
New Product Development	Group project (product launch case) 50%, final exam (Individual) 50%	33,33 %
Marketing Metrics	Intermediate exam (individual) 30%, group assignment 70%	33,33 %

7. Course outline

N°	Marketing Innovation	Course hours
1	• An introduction : innovation management • The importance & the need to view innovation in an organizational context	3
2	• Models of innovation, and process design • Case study	3
3	• Innovation as a management process • Organizational characteristics that facilitate the innovation process	3
4	• Technology trajectories and the dynamic capabilities of the firm • Case study	3
5	• Oral presentation • Oral presentation	3

N°	New Product Development	Course hours

1	The marketing development process
	   • Innovation & marketing interplay
	   • Different levels of innovation
	Consumers and new products: listening to customers
	   • Innovation adoption process
	   • Diffusion of innovations
		3

2	Innovation process (steps, factors and organization)
	   • Steps in marketing innovation process
	   • Factors to consider in the innovation process
	Idea generation to concept
	   • Idea generation and filtering
	   • Towards concepts
		3

3	Develop innovative offer: creativity and design
	   • Offer development
	   • Marketing mix set up, business model innovation
	   • Case : l'Oreal Plenitude
	Forecast sales for an innovative offer
	   • Sales forecast methods, assessing success of innovation
	   • Testing the opportunity –review of appropriate methods
		3

4	Innovation launch program in the market: prototyping, testing and launch
	   • Review of launch strategies
	   • Tuning launch variables
	Case : Google Glass
	Innovation Competitive strategies
	   • Impact of new product over product category
	   • Competitor moves anticipations
		3

5	Project delivery: 5 project oral presentation (20' each) Final exam	3

N°	Marketing Metrics	Course hours
1	• Introduction to Marketing metrics • Strategic marketing planning • Three-level marketing accountability framework	3
2	• The process of marketing due diligence • The marketing value metrics model and process (Case number 1)	3
3	• Segmentation: the basic building block for markets • Turning strategy into action, and measuring outcomes (Case number 2)	3
4	• Delivering accountability: Finalizing the metrics strategy • Assessing the effectiveness of customer strategies	3
5	• Social media: Metrics and measurement • Conclusion and final exam	3

Detailed course syllabus
Academic year 2016-2017

Major:	**Strategic Marketing Management**
Module :	Brand management
Code:	**IBSM2-1MC39**
Semester:	☒**1** ☐**2**
Campus:	☒**Paris** ☐**Bordeaux** ☐**Chambéry** ☐**London** ☐**San Francisco**
Module hours:	**45**
ECTS credits:	**5**
Teaching language:	☐**French** ☒**English**

1. Module description

In this module you will learn how to build brands from a broad organizational perspective, how to build brands in multi-brand companies, and across cultures and geographies. You will furthermore learn how sensations affect consumer information processing, decision making, and choice.

2. Learning objectives

After taking Brand Management, the student will be able to: 1) Explain the role of the brand in the today's economy. 2) Describe the purpose and methods of effectively managing brands including how to build brand equity and establish brand identity. 3) Formulate effective brand strategies for consumer and business goods and services. 4) Demonstrate the ability to conduct a critical brand audit, including recommendations for changes and improvement in brand management.

3. Prerequisites

Before taking this module student are required to have studied Principals of marketing or Service marketing.

4. Teaching methods

☒Lecture   ☒Introductory seminar   ☐Tutorial   ☐Conference   ☐E-learning

☐Other, specify:

5. Reading material

Brand Management
Required reading:
Keller, Kevin Lane (2009):"Strategic Brand Management", 3rd ed., ISBN 978-0-13-188859-3.
Recommended reading:

Aaker, David A. (2004), "Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity", Free Press (hardback)

Aaker, David A. (1996), "Building Strong Brands", Pocket Books (paperback)

Sensory Marketing
Required reading:

Brynie, F.H. (2009). Brain sense: The science of the senses and how we process the world around us. Amacom: New York.

Gain, N. (2014). Brand esSense: Using sense, symbol and story to design brand identity. Kogan Page: London. [Chapters 1-4, 8].

Recommended reading:

Hultén, B., Broweus, N., & Van Dijk, M. (2009). Sensory marketing. New York: Palgrave Macmillan.

Krishna, A. (2009). Sensory marketing: Research on the sensuality of products. New York: Routledge.

Law Applied to Brand Management
Required reading:

Forest, David (2012) "*Droit des marques et des noms de domaines*", Gualino, ISBN 978-2-297-02283-5

Recommended reading:

Pila, Torremans (2016) "*European Intellectual Property Law*", Oxford University Press, ISBN: 9780198729914

6. Assessment

☒Intermediate exam   ☒Final exam

☒Group project   ☐Individual project   ☐Oral presentation

☒Continous assessment   specify: class participation

Detailed assessment methods for each course of the module

Course	Assessment Methods	Weights
Brand Management	Intermediate exam (Individual) 30%, group assignment 70%	33,33 %
Sensory Marketing	Group video project presentation 15%, group research presentation and sense experience demonstration 25%, final examination 60%	33,33 %
Law Applied to Brand Management	Case studies 30%, group assignment 70%	33,33 %

7. Course outline

N°	Brand Management	Course hours
1	**Class 1: Course information: expectations, deadlines, and procedures** • Chap. 1: Brands and Brand Management • Chap. 2: Customer-Based Brand Equity **Class 2: Brand Positioning and Values** • Chap. 3: Brand Positioning and Values – inc. Brand Audit Guidelines	3

	• Chap. 4: Choosing Brand Elements to Build Brand Equity	
2	**Class 3:** • Chap. 5: Designing Marketing Programs to Build Brand Equity Chap. 6: Integrating Marketing Communications (IMC) to Build Brand Equity **Class 4: Intermediate exam, leveraging secondary brand association** • **I1 Intermediate exam** (Individual) Chap 7: Leveraging Secondary Brand Associations to Build Brand Equity	3
3	**Class 5: Measuring and Interpreting Brand Performance** • Chap. 9: Measuring Sources of Brand Equity: Capturing Customer Mind-Set • Chap 10: Measuring Outcomes of Brand Equity: Capturing Market Performance **Class 6: Brand architecture strategies** • Chap. 11: Designing and Implementing Branding Architecture Strategies • Chap. 12: Introducing and Naming New Products and Brand Extensions	3
4	**Class 7: Managing brands** • Chap. 13: Managing Brands Over Time • Chap. 14: Managing Brands Over Geographic Boundaries and Market Segments **Class 8: Presentation 1** **GP1** (Group assignment)	3
5	**Class 9: Presentation 2** • **GP1** (Group assignment) **Class 10: Closing session** • **F1 Final exam** (Individual) • Summary on the content of the course, closing remarks	3

N°	Sensory Marketing	Course hours
1	• **Introduction to Sensory Marketing.** This session includes: sensory marketing definition, micro and macro-conceptual frameworks, delineation of the sensory experience, sense expression, sensory analysis and other related concepts. • **Branding, Brand-related Concepts and Sensorial Issues**. This session includes: overview of branding and brand related benefits, senses' application into the brand-building process, analysis of the five-dimensional brand-sensorial model and description of the sensorial brand smashing process into its relevant components (e.g., shape, color and name among others).	3
2	• **Exploring the Senses I: Smell** This session includes: Smell physiological aspects, smell sense effects across response levels, olfactory sense expressions (spanning areas such as product congruity, atmosphere, scent brand among others), smell sense market applications, smell-sense research paper example and managerial conclusions. • **Exploring the Senses II: Hearing.** This session includes: Hearing physiological aspects, hearing sense effects across response levels, auditory sense expressions (spanning areas such as music, sound symbolism and sound brand among others), hearing sense market applications, hearing-sense research paper example and managerial conclusions.	3

N°		Course hours
3	• **Exploring the Senses III: Sight.** This session includes: Vision-physiological aspects, Sight sense effects across response levels, optical sense expressions (spanning areas such as packaging, light and graphics among others), sight sense market applications, sight-sense research paper example and managerial conclusions. • **Exploring the Senses IV: Taste.** This session includes: Taste-physiological aspects, taste sense effects across response levels, gustatory sense expressions (spanning areas such as symbiosis, setting and lifestyle among others), taste sense market applications, taste-sense research paper example and managerial conclusions.	3
4	• **Exploring the Senses V: Touch.** This session includes: Touch-physiological aspects, touch sense effects across response levels, tactile sense expressions (spanning areas such as surface, temperature and weight among others), touch sense market applications, touch-sense research paper example and managerial conclusions. • **Multi-sensorial Brand Strategy and Business Performance.** This session includes: Description and formulation of the six-step sensorial strategy application, a special focus on sensory audit processes plus use of related tools (e.g., sensogram, sense-driven attitude change models, sensorial brand pyramid and others), multi-sense research paper example and managerial conclusions.	3
5	• Intermediate **exam.** • **Module Review and Presentations.** This session includes a review on basic research and practical takeaways plus students' group video project presentations and commenting.	3

N°	Law Applied to Brand Management	Course hours
1	**Introduction to Intellectual Property Law :** • Course information – expectations, procedures • What legally constitutes a brand • The stakes of legal protection of the brand **How to choose a brand ?** • The selection process and the legal boundaries • Legal protection of the idea	3
2	**How to protect a brand (1) ?** • Domestic protection of the Brand • What can be protected • The process of protection **How to protect a brand (2) ?** • European and International protection of the Brand • What can be protected • The process of protection	3
3	**How to use the Brand as an asset ?** • Contracts involving the brand • Licence / Transfer / Assignment **How to supervise the use of the Brand** • At the Domestic level • At the European and International Level	3
4	**How to protect the brand against its illegal use ?**	3

	• Definition and distinctions • Counterfiting / Unfair Competition / Paristism • Sanctions • Actions **Legal Brand Management and the Internet** • Specific infractions of the Internet • Counterfiting / referencing / keywords / name squatting / brand jacking • Social Networks	
5	**Legal Brand Management and the Internet** • Are the classic ways to protect the brand suitable for the Internet • Other ways to protect the brand **Closing Session – Final Exam**	3

Detailed course syllabus
Academic year 2016-2017

Major:	**Strategic Marketing Management**
Module :	Digital marketing
Code:	**IBSM2-1MC40**
Semester:	☒**1** ☐**2**
Campus:	☒**Paris** ☐**Bordeaux** ☐**Chambéry** ☐**London** ☐**San Francisco**
Module hours:	**45**
ECTS credits:	**5**
Teaching language:	☐**French** ☒**English**

1. Module description

This specialization covers the concepts, tools, and techniques you need to communicate with customers in a systematic and integrated way and to create effective targeted promotional campaigns, and how companies can craft information technology to create value for their customers.

2. Learning objectives

Better understand the way digital and social media have changed the relationship between brands and consumers. Get started in digital marketing, acquiring knowledge and principles to make social media an integral part of marketing strategies. Get inspired from digital best practices and return on experience. Reach operational excellence in building and managing the most engaging social media strategy

3. Prerequisites

Basic marketing skills. Basic knowledge of the overall digital landscape.

4. Teaching methods

☒Lecture   ☒Introductory seminar   ☐Tutorial   ☐Conference   ☐E-learning

☐Other, specify:

5. Reading material

Digital Marketing

Required reading:

Laurent Flores, How to Measure Digital Marketing: Metrics for Assessing Impact and Designing Success, Palgrave Mac Milan (2014).

Social Media Strategy

Required reading:

Ted Rubin, Kathryin Rose (2013): "Return on Relationship", ISBN 978-1622958207.

Recommended reading:

Damian Ryan (2015): "Understanding Social Media: How to Create a Plan for Your Business that Works", ISBN 978-0-7494-7356-3.

Jeremy Goldman (2012): "Going Social: Excite Customers, Generate Buzz, and Energize Your Brand with the Power of Social Media", ISBN 978-0-8144-3255-6.

E-commerce

Required reading:

Christopher Bones, James Hammersley (2015): "Leading Digital Strategy: Driving Business Growth Through Effective E-commerce", ISBN 978-0-7494-7309-9.

Recommended reading:

Peter Thiel (2014): "Zero to One: Notes on Startups, or How to Build the Future", ISBN 978-0804139298.

Steve Krug (2009): "Don't Make Me Think: A Common Sense Approach to Web Usability", 2nd ed., ISBN 978-0321344755.

6. Assessment

☒Intermediate exam   ☒Final exam

☒Group project   ☐Individual project   ☐Oral presentation

☒Continous assessment

Detailed assessment methods for each course of the module

Course	Assessment Methods	Weights
Digital Marketing	Group assignment & oral presentation	33,33 %
Social Media Strategy	Group assignment & oral presentation 50%, final exam 50%	33,33 %
E-commerce	Intermediate exam 25%, group project 75%	33,33 %

7. Course outline

N°	Digital Marketing	Course hours
1	• General Introduction of Course Objectives • Introduction: Marketing vs Digital Marketing what it is? • Key Market Actors	3

2	• The Brand "POEM"	
	• The Different "Digital Medias"	3
	• Digital Marketing Objectives	
	• Key Concepts of Accountability	
3	• "POEM" Metrics and KPIs	3
	• Introduction to Big Data Marketing	
4	• In Class Group Work Assignment	3
5	• Final Exam	3
	• Final Course Discussion	

N°	Social Media Strategy	Course hours
1	• Social media landscape: What is at stake?	3
	• Social media in the mobile era: How picture marketing takes it all	
2	• Brands & consumers: From engagement to loyalty	3
	• Building a social media ecosystem for a brand	
3	• Brand content strategies on social media	3
	• Social CRM: How to care for customers with social media	
4	• Leveraging SoLoMo (Social Local Mobile) to enhance the shopper experience	3
	• Social media advertising: The shift to native advertising	
5	• Social data & analytics: Managing brand reputation and performance	3
	• Final exam	

N°	E-commerce	Course hours
1	• Consumer has changed: the digital shopper in a social and mobile world	3
	• E-commerce: doing business in the digital economy	
2	• Building an effective online brand ecosystem	3
	• Growing a profitable business online	
3	• Intermediate exam	3
	• Omni-channel strategies for consistent and aligned brand experiences	
4	• From traditional CRM to e-CRM and Social-CRM	3
	• Brand utility for a truly customer-centric marketing	
5	• Digital media: the era of performance-based advertising	3
	• Final exam	