B5601: Strategic Marketing

**Professors:**  
Eva Ascarza  
Uris 524  
(212) 851-4120  
ascarza@gsb.columbia.edu

Kamel Jedidi  
Uris 518  
(212) 854-3479  
kj7@gsb.columbia.edu

**Office Hours:**  
By appointment – schedule via email

**TAs:**  
Nicolas Padilla, npadilla19@gsb.columbia.edu

Malek Ben Sliman, mbensliman20@gsb.columbia.edu

**TA office hours:**  
By appointment – schedule via email

**COURSE DESCRIPTION**

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

The first half of the course focuses on understanding customers and developing a 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 implement an effective marketing strategy. The attraction and retention of profitable customers must involve thoughtful and systematic consideration of the product or service being offered, the price, the distribution, and the communication.

Through class projects, hands-on group exercises, case studies, and class discussions, we will explore marketing strategy and its implementation through what is traditionally referred to as the “marketing mix.” As we progress, it will become apparent that all of these decisions deeply are interwoven and that they must all be framed as part of an integrated marketing strategy.
Course ROADMAP:

Marketing: Course ROADMAP

Understanding Customers  Developing Marketing Strategy  Marketing Program Implementation

Sessions 1 - 3
1. Introduction
   Why do customers buy?
2. What's a customer worth?
3. How do customers think

Sessions 4 - 6
4. Segmenting, Targeting, and Positioning
5. Branding
6. Marketing strategy summary
7. Midterm exam

Sessions 6 - 12
8. New products 1
9. New products 2
10. Pricing 1
11. Pricing 2, Distribution
12. Communications
13. Resource allocation, Summary
14. Final exam

Course Objectives:

B5601 is the core marketing course in the EMBA program at Columbia Business School. This course 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). The main objectives of the course are to improve your ability to:

1. Assess market opportunities by analyzing customers, competitors and the strengths and weaknesses of a company.

2. Design effective marketing strategies to maximize a company’s chance of winning in the market.

3. Communicate and defend your own marketing recommendations and critically examine and build upon the recommendations of others.

4. Learn the tools necessary to implement marketing strategy and improve performance.

5. Understand the interdependence of marketing decisions and their effect on the firm’s customers and competition.
COURSE MATERIAL

Required Reading

The key resources for the course are:

1. B5601 Readings and Case Packet
2. Lecture notes will be distributed in the class and will be available on the Web site in CANVAS.

Optional Reading

If you are interested in additional background reading, we suggest two books.

The first is relatively encyclopedic reference:

The second emphasizes quantitative and financial aspects:
OVERVIEW OF CLASS SCHEDULE

A. Analyzing Customers and Developing Strategy
Professor Eva Ascarza

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Case/Readings</th>
<th>Due that day</th>
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<tbody>
<tr>
<td>5/14</td>
<td>Introduction</td>
<td><em>Case: Polyphonic HMI</em>&lt;br&gt;Post-class reading:&lt;br&gt;• Note on Marketing Strategy&lt;br&gt;• Basic Quantitative Analysis for Marketing</td>
<td>Online survey</td>
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<tr>
<td></td>
<td>Why do Customers Buy?</td>
<td></td>
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<tr>
<td>5/15</td>
<td>Customer Centric Strategy</td>
<td><em>Case: Ooredoo</em>&lt;br&gt;Post-class reading:&lt;br&gt;• <em>What’s a Customer Worth</em>&lt;br&gt;• Rethinking Marketing</td>
<td>Online survey</td>
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<tr>
<td></td>
<td>What’s a Customer Worth?</td>
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<tr>
<td>5/16</td>
<td>Segmentation, Targeting and Positioning</td>
<td>Post-class reading:&lt;br&gt;• Rediscovering Segmentation&lt;br&gt;• Positioning</td>
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<tr>
<td>5/17</td>
<td>Customer Insights</td>
<td><em>Case: L’Oreal</em>&lt;br&gt;Post-class reading:&lt;br&gt;• <em>A Marketer’s guide to behavioral economics</em>&lt;br&gt;• Behavioral economics</td>
<td>Online survey</td>
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<tr>
<td></td>
<td>How do Consumers Think?</td>
<td></td>
<td></td>
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<tr>
<td>5/31</td>
<td>First (group) assignment due at noon</td>
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<tr>
<td>6/12</td>
<td>Branding</td>
<td><em>Case: Kate Spade</em>&lt;br&gt;Post-class reading:&lt;br&gt;• <em>The New Branding Imperatives</em></td>
<td>Online survey</td>
</tr>
<tr>
<td>6/13</td>
<td>Marketing Strategy Wrap-up</td>
<td><em>Cases:</em>&lt;br&gt;• <em>Starbucks: Delivering Customer Service</em>&lt;br&gt;• <em>Starbucks in the New Millennium</em>&lt;br&gt;Pre-class reading:&lt;br&gt;• New Product Development&lt;br&gt;• Watch:&lt;br&gt;<a href="https://www.youtube.com/watch?v=tNKrXIQXN6U">https://www.youtube.com/watch?v=tNKrXIQXN6U</a></td>
<td>Online survey</td>
</tr>
<tr>
<td></td>
<td>Introduction to Marketing Implementation&lt;br&gt;New Products Decisions</td>
<td>(This is a joint session with Professors Ascarza and Jedidi)</td>
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<tr>
<td>6/16</td>
<td>In-class Midterm Exam at 8:30am</td>
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Review sessions (Optional):

<table>
<thead>
<tr>
<th>Date, Time , Place</th>
<th>Agenda</th>
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<tbody>
<tr>
<td>May 16th, 3:45pm-4:45pm, TBD</td>
<td>1st Assignment review session by Prof. Ascarza</td>
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<tr>
<td>June 13th, 7:15am-8:15am, TBD</td>
<td>Midterm review session by Prof. Ascarza</td>
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</table>
# B. Marketing Implementation

**Professor Kamel Jedidi**

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignments for class</th>
</tr>
</thead>
</table>
| Session 8 7/10 | New Product Decisions | Case: Soren Chemical Pre-class reading:  
- Online Conjoint Tutorial  
| Session 9 7/11 | Pricing Decisions | Case: Apple vs. Samsung: The $2 Billion Case  
Mini-Case: IBS Pricing Exercises 1 & 2  
Post class reading:  
- Measuring WTP for Pricing Decisions | Answer online survey |
| Session 10 7/11 | Pricing Decisions | Case: Bank of America: Mobile Banking  
Pre-class reading:  
- Making “Freemium” Work  
- The Decline of Main Street, the Rise of Multichannel Retail  
- [Three Hard Lessons the Internet Is Teaching Traditional Stores](http://www.ted.com/index.php/talks/view/id/20) | Answer online survey |
| Session 11 7/12 | Communication Decisions | Case: Cheyef Halak: Driving Social Change in Lebanon  
Mini-Case: Promotions Exercise  
Pre-class reading:  
-Watch: [https://www.youtube.com/watch?v=a8qQXLby4PY](https://www.youtube.com/watch?v=a8qQXLby4PY)  
-Adding Social Media to the Marketing Mix | Answer online survey |
| Session 12 7/13 | Resource Allocation Decisions | Case: BBVA Compass | Answer online survey |
| 7/17 | | **Product Design Exercise Due (Canvas)** | |
| 7/21-7/31 | | **Take home Final Exam** | |

**Review sessions (Optional):**

<table>
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<tr>
<th>Date, Time, Place</th>
<th>Agenda</th>
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<tr>
<td>June 14th, 7:15am-8:15am, TBD</td>
<td>Regression analysis review session by Prof. Jedidi</td>
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<tr>
<td>July 11th, 7:15-8:15am, TBD</td>
<td>Conjoint analysis review session by Prof. Jedidi</td>
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<tr>
<td>July 13th, 11:30am-12:30pm, TBD</td>
<td>Final exam review session by Prof. Jedidi</td>
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STUDENT EVALUATION

<table>
<thead>
<tr>
<th>Class Participation / Class Preparedness</th>
<th>20%</th>
<th>Individual</th>
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</thead>
<tbody>
<tr>
<td>First Assignment</td>
<td>15%</td>
<td>Group</td>
</tr>
<tr>
<td>Second Assignment</td>
<td>15%</td>
<td>Group</td>
</tr>
<tr>
<td>Mid-term examination</td>
<td>25%</td>
<td>Individual</td>
</tr>
<tr>
<td>Final Examination</td>
<td>25%</td>
<td>Individual</td>
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(1) Class Participation / Class Preparedness

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 8am of the day of 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) Assignments

Group assignments are to be done in your learning team. A clear typed-up copy (soft copy) should be submitted online in Canvas on the due date with the name of all team members clearly indicated. No late submissions will be accepted. The clarity of your presentation, reasoning, and analysis are extremely important for receiving full credit for your work. An assignment that is delivered to my snail-mail mailbox or to my office will not be accepted. You can e-mail your homework directly to your TA only under special circumstances.

You are required to submit the following assignments:

First Written Team Assignment – Customer Analysis and STP Exercise
   The assignment will be made available online.
   Due by noon (EST) May 31st – uploaded in Canvas.

Second Written Team Assignment – Product Design Exercise
   The assignment will be made available online on July 10.
   Due by 11:59PM (EST) on July 17 – To be uploaded to Canvas.

(3) Midterm and Final Examinations

The midterm and final examinations will be designed to test your understanding of the topics covered in the lectures, readings, and exercises:

The midterm exam will cover the first half of the course and will be conducted in class on Saturday, June 16th from 8:30am to 11:30am.

The final examination covers the second half of the course and will be a take home exam. It will be made available via Canvas from July 21st (at noon EST) to July 31st (11:59PM EST). You will need to pick a three-hour window in this period to download and work on the exam. You won’t be able to upload the exam beyond the three-hour allotted time for the exam nor can you download the exam after July 31st.

The construction of reliable, discriminating and valid exams is a very difficult endeavor, and returning exams precludes the use of those test questions for many years. Since the primary goal of the exam in this course is to evaluate students’ knowledge, returning exams would make it more difficult for that goal to be achieved. Therefore, exams will be available in our offices for all of next semester.
LAPTOP POLICY

The school laptop policy will be observed: laptops, tablets, cell phones, and any other electronic devices are strictly prohibited. Please print out whatever quantitative or qualitative analysis you have and bring it to class in order to facilitate discussion.

HONOR CODE

At no time should you use lecture or case notes from previous sections of the course, nor should you violate the Columbia Business School Integrity Code (printed at the beginning of the readings packet) in any other way.

COLUMBIA CORE CULTURE

The purpose of the Columbia Core Culture is to promote a consistent classroom environment of mutual respect, preparation and engagement. Our expectation of you in class is to be:

Present: Your success depends on being on time and present for the entire class every session. Attendance will be part of your grade for class participation and students are expected to sit in their assigned seats.

Prepared: Bring your nameplate, clicker, and complete any pre-work needed for class discussion. Expect the professor to cold call in class.

Participating: Active participation calls for no electronic devices such as laptops, tablet computers, or smartphones during class, except when the professor tells you as part of in-class work.