

Mannheim EMBA

Marketing Management

Course Abstract

Marketing Management is designed to introduce participants to marketing concepts and tools in the realm of managing highly competitive and international markets. Effective implementation of marketing concepts requires knowledge of key relationships between internal (company) and external (competitors and customers) environments. This understanding is established in the context of the strategic setting that the company is operating in. The course then focuses on key marketing management issues in innovation management, pricing, and digital marketing.

Course Composition and Teaching Methods

The best way to develop an appreciation and aptitude for marketing management is to apply the knowledge of marketing concepts to actual business situations. Therefore, we will – in addition to exploring the concepts of marketing management in the lectures and class discussions – analyze case studies during this course.

Course Objectives

The course objectives are as follows:

- To familiarize participants with the fundamental principles of marketing management and the marketing strategic framework.
- To provide participants the knowledge and skills they need to understand the core concepts in competitive positioning.
- To establish an understanding of how to apply marketing concepts to analyze marketing opportunities and to seize these opportunities by creating innovative offerings.
- To highlight marketing's changing role in increasingly competitive, integrated, and digital markets.

General Information



Lecturer	Prof. Dr. Sabine Kuester
Course Format	Lecture and Cases
Language	English
Grading	Team In-Class Case Presentation (50%) Individual Written Post-Assignment (50%)
Term	Spring semester



Prof. Dr. Sabine Kuester

Chair Holder Marketing & Innovation

e-mail: kuester@bwl.uni-mannheim.de

Mannheim EMBA 18

Marketing Management

Evaluation and Grading

The elements of the course grade are:

Team In-Class Case Presentation	50%
Individual Written Post-Assignment	50%

Team In-Class Presentation

Each participant will work with the other members of their MCTs to analyze and present one case in preparation for class discussion (see Section Additional Information below for team case allocation). The presentation should focus on the key issues in the case and your recommendations about how the company should move forward. You should prepare this presentation as if you were a team of consultants trying to convince the CEO or board of directors about the validity of your recommendations. Please use the discussion questions listed in the schedule to structure your analysis (see Section Additional Information). Multiple teams are allocated to one case study, each team tasked with answering a different set of questions. Try to stick to answering the questions allocated to your team. Your presentation should not exceed 15 minutes.

Note:

It is important that you include rationales and further explanations on the note pages of your PPT slides. Keep these notes concise and crisp. They should provide just one additional layer of your reasoning.

Deliverables In-Class Presentation:

Teams submit a hardcopy of their presentation view-graphs including all notes (print as note pages) at the beginning of class when your case is scheduled. Each team posts a softcopy to Canvas by June 27, 2018, at 5 p.m. at the latest. Include a cover page indicating: title of program, course title, names of team members and MCT number, name of instructor, title of case, and date.



Prof. Dr. Sabine Kuester

Chair Holder Marketing & Innovation

e-mail: kuester@bwl.uni-mannheim.de

Mannheim EMBA 18

Marketing Management

Individual Written Post-Assignment

Discussion questions for the post-assignment will be distributed on the last day of this course.

Limit your analysis to three (3) pages maximum (you may add additional exhibits in the appendix). You may use any logical structure to organize your analysis. All assignments will be checked for plagiarized text using standard software. Make sure to adhere to the MBS Guidelines for Written Assignments.

Deliverables Individual Written Post-Assignment: Please submit a softcopy on Canvas no later than July 22, 2018, at midnight. Include a cover page indicating: title of program, course title, your names, name of instructor, title of case, and date.

Assessment of Individual Post-Assignment and In-Class Team Presentation

The assessment will be based on:

- Rigor, logic, and creativity
- Use of marketing concepts discussed in class
- Strategies explicitly considered and rejected
- Quality of the presentation / quality of the written essay

Class Participation / Classroom Etiquette

You must be prepared to discuss all assigned readings and cases. To make this course a meaningful interaction, we must all contribute insights from our various business experiences. Your comments should reflect a depth of understanding indicative of thorough analysis and incorporation of reading and lecture material. You should be prepared to articulate and defend your position when called to do so. The use of computers in class should be limited to the consultation of class material and note taking.



Prof. Dr. Sabine Kuester

Chair Holder Marketing & Innovation

e-mail: kuester@bwl.uni-mannheim.de

Mannheim EMBA 18

Marketing Management

Cases:

- Starbucks: Delivering Customer Service, HBS Case Study (# 504016-PDF-ENG)
- Aqualisa Quartz: Simply a Better Shower, HBS Case Study (# 502030-PDF-ENG)
- Xiameter – The Past and Future of a “Disruptive Innovation”, IMD Case Study (# IMD433-PDF-ENG)
- Spotify, HBS Case Study (# 9-516-046) (case for in-class discussion)

Articles:

- Strategic Insight in Three Circles, (2007), Urbany, J.E. & Davis, J.H., Harvard Business Review, (Nov. Issue)
- Your Strategy Needs a Strategy (2012), Reeves, M., Love, C., Tillmanns, P. Harvard Business Review (Issue 90), 76-83
- Winning the Takeoff Battle (2005), Kuester, S. & Robertson, T. S., European Business Forum
- Managing Your Innovation Portfolio (2012), Nagji, B. & Tuff, G., HBR (May Issue)

Book:

C. Homburg, S. Kuester, H. Krohmer, Marketing Management – A Contemporary Perspective (2013), selected chapters (s. schedule), McGraw Hill

Additional Information

Starbucks: Delivering Customer Service:

MCT 7: Answer discussion questions 1, 2 and 3

MCT 6: Answer discussion questions 3, 4 and 5

MCT 5: Answer discussion questions 5, 6 and 7

Discussion Questions:

1. What factors accounted for the extraordinary success of Starbucks in the early 1990's?
2. Describe Starbucks' business model established during the 1990's.
3. Have Starbucks' customer satisfaction scores declined? Has the company's service declined or is it simply measuring satisfaction the wrong way?
4. Describe the ideal Starbucks customer from a profitability standpoint. What would it take to ensure that this customer is highly satisfied? How valuable is a highly satisfied customer to Starbucks?
5. Should Starbucks make the \$40 million investment in labor in the stores? What is the goal of this investment? Is it possible for a mega-brand to deliver customer intimacy?
6. Analyze Starbucks' situation today. Have the problems that are depicted in the case been resolved?
7. Which general lessons can be drawn for marketing management?



Prof. Dr. Sabine Kuester

Chair-Holder Marketing & Innovation

e-mail: kuester@bwl.uni-mannheim.de

Mannheim EMBA 18

Marketing Management

Xiameter Case Study

MCT 4: Answer discussion question 1, 2 and 4

MCT 3: Answer discussion question 2, 3 and 5

Discussion Questions:

1. What factors, internal or external, were responsible for Dow Corning's poor performance between 1995 and 2001 as shown in case Exhibit 3?
2. What did the new segmentation reveal about customers beyond that which the company knew already? In what ways was the needs-based segmentation scheme an improvement over the previous and traditional end-user segmentation?
3. Trace the development of Xiameter from its beginnings; what were, in your opinion, the key decisions that shaped its successful business model and marketing strategy?
4. Given Xiameter's performance to date, and recent changes in the competitive scene, is the moment ripe to make changes in the business model? Is a price seeker-focused "dare to compare" value proposition still valid?
5. Should Xiameter "let the customer decide" by expanding its limited range of products to include all other Dow Corning silicones and, possible, complementary non-silicone compounds from third parties?

Aqualisa Case Study

MCT 2: Answer discussion question 1, 2 and 3

MCT 1: Answer discussion question 4, 5 and 6

Aqualisa Quartz: Simply a Better Shower

Discussion questions:

1. What is the Quartz value proposition to plumbers?
2. What is the Quartz value proposition to customers?
3. Why is the Quartz shower not selling?
4. Aqualisa spent three years and €5.8 million developing the Quartz. Was the product worth the investment? Is Quartz a niche product or a mainstream product?
5. What should Rawlinson do to generate sales momentum for the Quartz product? Should he change his marketing strategy to target consumers directly, target the DIY market, or target developers? Should he lower the price of the Quartz? Or should he do something different altogether?
6. How do you evaluate Rawlinson's effort altogether? What are the wider implications of this initiative?



Prof. Dr. Sabine Kuester

Chair Holder Marketing & Innovation

e-mail: kuester@bwl.uni-mannheim.de

Mannheim EMBA 18

Marketing Management

Spotify Case Study

All MCTs come to class with a well-justified recommendation of how to handle Swift's catalogue-take down request. Additionally, do come with a graphical depiction of the Spotify's platform, clearly indicating all sides this multi-sided platform.

Teams are expected to run a brief pitch explaining their recommendation (5 minutes max).



Prof. Dr. Sabine Kuester

Chair Holder Marketing & Innovation

e-mail: kuester@bwl.uni-mannheim.de