

MARKETING IMPLEMENTATION

Introduction

Marketing Management I dealt with the analysis and discussion of the individual elements that are important in the design of a marketing plan. It included cases related to the analysis needed to select a positioning: consumer behavior, market segmentation and differentiation. Later, product and price policies were studied in depth. In the second quarter we will continue the process started a few months ago, exploring marketing decisions related to communication, distribution and salesforce management. We will expand the scope of our analysis considering the implementation of marketing decisions.

Objectives

The goal of this course is twofold: to close the study of the marketing mix elements (place and promotion) as well as to analyze marketing management situations considering the distribution of time and human or monetary resources with the objective of channelling a product or service offer to market.

Competences

Basic Competences

- CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.
- CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.
- CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.
- CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.
- CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General Competences

- CG1 - Listen, understand, and contrast the points of view of others to make an objective composition of a business situation. Communicate in a structured and persuasive way. (Interpersonal communication).
- CG2 - Work effectively in multicultural teams, assuming the leadership of a project when required. Integrate the value of diversity in the decision process and teamwork. (Ability to work in multicultural teams).
- CG3 - Critically evaluate the information and the context of a business situation to reach its own conclusions for making prudential decisions. (Critical thinking).
- CG4 - Acquire the self-knowledge and self-control necessary to work effectively in professional environments under pressure, understanding the motivations of others and the culture of the company. (Emotional intelligence).
- CG5 - Apply proven ethical criteria in making business decisions, respecting the intrinsic dignity of each person and the achievement of the common good. (Integrity).
- CG6 - Develop a proactive and open mindset to organizational change in order to design and promote process improvement initiatives and facilitate one's ability to adapt to new organizational cultures. (Innovative spirit).

Specific Competences

- CE16 - Apply strategic principles and tools in order to align the development and commercialization of a brand's products and services with the needs and desires of its customers ("Customer Centricity").
- CE17 - Identify digital marketing tools to acquire customers and reinforce the value and brand of the company.

Content

The course is divided into four modules:

1. **Managing the sales force.** For many companies, the salesforce is their only source of revenue. Thus, for companies that decide to enter the market with - at least in part - a direct sales organization, salesforce management, as well as their integration with the rest of the distribution channels are of the utmost importance. Here we will deal with sales processes for different types of products, as well as the policies and supervision necessary to manage salespeople at the individual level.

2. **Designing and managing channels of distribution.** In this module we will dedicate ourselves to the understanding of the main options when it comes to making the offer available to the market. Should the company deliver the products directly to the end customer? Should it use one or more of the different intermediaries (e.g., 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?

3. **Communication in the digital era.** The purpose of the marketing strategy is to determine (a) what customers to serve, (b) what offer to present and, finally, determine (c) how to present that offer. Communication policies determine the best way to get our message to those customers. We will discuss the necessary elements to elaborate this policy: mission, market, messages, media, money and measurement. We will cover both "hard" aspects of communication (e.g., measuring the results of an advertising campaign) and the "softer" ones (e.g., the choice of creativity).

4. ***Customer analytics, customer orientation and sustaining value.*** We finalize the two marketing courses with a central theme in any business discussion: the ability of the organization to measure and understand the customer. We will touch on topics such as customer lifetime value, the value created and delivered to the client, life cycle segmentation, the use of big data and CRMs, as well as the importance of market research and the ability to diagnose business problems.

Evaluation

Evaluation: Class participation (55%), exam (35%), quizzes (10%).

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.