

2021_S01_MKT_M2_MKT_0039_E_L_MRS
MARKETING DECISION MAKING
Semester 1, 2020 – 2021

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OFFICE HOURS	By Appointment

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Brand and company performances (group)	End of session 10	20%
Marketing Strategy report (group)	After session 10	20%
Marketing Presentation (group)	Session 3	20%
Quality of organization and management (group)	End of session 10	20%
Individual contribution	End of session 10	20%

Kedge Business School and its professors, encourage you to use your Pro-Acts, company projects and internships as privileged opportunities to apply the reflexions, theories, concepts and tools presented during this course

INTRODUCTION AND OBJECTIVES

Course Purpose & Objectives

The driving force of this course is to acquaint the participant with marketing practice and to reason in terms of Marketing ROI and brand performance measurements. This course focuses on marketing strategy formulation, marketing planning and marketing tactics. It builds upon concepts learned in basic or intermediary and specialized marketing courses taken previously by enabling students to experiment both market and financial results following the implementation of recommended marketing strategies and tactics. The major perspective taken in this course is that of a marketing executive responsible for the sales, market share and profitability for his brands. Main objectives are:

- to emphasize the importance of marketing planning within the organization and to develop the ability to relate marketing strategy and marketing action plans to expected outcomes. These expected outcomes are sale volumes, dollar sales and market share but are also of financial nature (i.e. product contribution).
- to emphasize the importance of resource allocation and of conducting sensitivity analysis.
- to develop Marketing decision-making abilities

Specifically, at the end of this course, students should be able to:

- conduct a thorough analysis of the market, of the competitive situation and of the performance of the brand.
- design a marketing strategy for a portfolio of brands,
- plan marketing objectives in terms of sales and product contribution
- decide on marketing actions and related budgets to implement the strategy and reach the objectives
- think in terms of elasticities and market response

Courses contribution to program objectives

1. Developing a strategic perspective based on a solid understanding of management foundations and techniques

This course gives the opportunity to students to develop skills in decisions making in a marketing setting. Specifically, during the class, students have to analysis many information, to synthesize them and to make operational and managerial decisions. Various (financial and marketing) indicators are proposed to evaluate the quality of their decisions and to correct them if needed.

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Course Contribution to Application of Critical Thinking

Unlike case studies which provide real world data and enable participants to formulate strategies without experiencing the outcomes of strategy implementation, the simulation used during this course enables participants to thoroughly analyze market response and to relate marketing activities and budgets to firm performance. It pushes participants to model marketing response, to establish forecasts and to redesign marketing strategy, plans and tactics based upon analysis of these responses. It also formally enables to relate a marketing course of action to brand performance.

Courses description

Market Analysis. Consumer and Competitor Analysis. Marketing Strategy formulation. Marketing Mix decision making and budgeting. Marketing Planning. New product launching. Forecasting. Profit and Loss statements. Break even analysis .

COURSE MATERIAL

Textbooks

There is no textbook attached to this course as it is based on a simulation and that it is based on analysis and decision-making. The manual for the simulation game in the MARKOPS student handbook available on www.markops.com.

However, the two books cited in reference are conceptually linked to product and brand decisions which are at the core of this simulation.

The following references are available on ScholarVox.

1. KELLER, Kevin (2007), *Strategic Brand Management*, third edition, Prentice Hall.
2. LEHMAN, Donald R. and Russell S. WINER (2005), *Product Management*, fourth edition, Irwin/Mc Graw Hill.

Keller, Strategic Brand Management, 3e provides insights into how to create profitable brand strategies by building, measuring, and managing brand equity.

Product Management, 4/e by Lehmann and Winer is a lean, defining text that covers three major tasks facing today's product managers: analyzing the market, developing objectives and strategies for the product or service in question, and making decisions about price, advertising, promotion, channels of distribution and service.

Websites www.markops.com

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www.marketingpower.com is the site of the American Marketing Association
www.acrwebsite.org is the website of the association for consumer research
www.marketingterms.com very useful for definitions and learning about marketing concepts

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COURSE CONTENTS AND TIMETABLE

SESSIONS	TOPIC	PRELIMINARY READING(S)	ADDITIONAL READING(S) AND ASSIGNMENTS
1	The basic principles and functioning of the market simulation	Student Manual	
2	Market and competitive data analysis	Student Manual	
3	Market and competitive data analysis	Period 0 results	
4	Decision making	Period 1 results	
5	Decision making	Period 2 results	
6	Decision making	Period 3 results	
7	Sensitivity analysis	Period 4 results	
8	Decision making	Period 5 results	
9	Decision Making	Period 6 results	

10	Feedback and Conclusion		
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TEACHING APPROACH/ INSTRUCTIONAL METHODS

The course uses the MARKOPS Simulation to enable participants to analyze market data, to formulate objectives and implement a recommended Marketing strategy and marketing tactics. The MARKOPS system will simulate market reactions to the firm's (and its competitors') actions and resource allocations and will deliver results in terms of Marketing and financial performances.

After the presentation of the simulation and of the decisions to be reached, groups of participants will act as the Marketing managers of a company. They will be competing against companies simulated by the system. There also is an indirect competition among student groups.

The overall goal is to develop sales, market share and profits through thoughtful and wise portfolio and product management and through optimal allocation of resources.

Organization of the sessions

After the introduction sessions devoted to the presentation of the simulation game and to the understanding of (1) all data and measurements available, (2) decisions, (3) organization of the firms, and (4) individual roles and assignments, the sessions are devoted to the analysis of the market, firm's results and brand results. The analysis will result in the formulation of a marketing strategy for the firm, brand strategies and forecasts.

The last session will be devoted to feedback and analysis of performances achieved by the different firms (student groups).

Individual Assignments

Individual input as brand managers: market analysis, brand strategy and brand marketing plan.

Group work

Firm's Performance

Objective brand performances reached at the end of the simulation. The performance measurements provided are multiple. We will focus on three key performance indicators which will have equal weight:

- a. Total company sales (in value) which measure the capacity to have developed the activities of the firm from period 0 on,
- b. Total company market share (in value) which measures the capacity of the firm to succeed in front of competitors ,

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- c. Total company EBIT which measures the capacity of management to utilize resources adequately and to generate the financial results necessary for the firm's development.

Written Report

The written report should not exceed 20 pages and should essentially present the marketing management activities of each brand managed as well as activities at the corporate level. It covers budget allocation decisions and main strategic decisions linked to positioning, retailing, pricing and communications. It includes major performance indicators and their evolution over time. It justifies main decisions such as new product launches or withdrawals.

The grade will be based on the quality of the report's presentation (titles, figures, tables, logical flow of ideas, precision), on the ability to analyze performance results and to show how strategy was developed and implemented on the basis of a rigorous analysis.

Presentation

The content of the presentation is the analysis and marketing strategy designed for period 1. We will add a judgment linked to the vividness and quality of speech and ability to retain attention and interest all along the presentation.

The presentation should be visual (PPT or any other system) and should not last more than 15 minutes. This is a key factor of performance. Presentation will be stopped after 15 minutes and failure to have come to an end will be penalized.

EVALUATION OF STUDENT PERFORMANCE

DELIVERABLE	%
Brand and company performances (group)	30%
Marketing Strategy report (group)	30%
Marketing Presentation (group)	20%
Quality of organization and management (group)	10%
Brand management	10%

Methods Used to Evaluate Student Performance

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Individual Assignments (10%)

Rubric	Below Requirements	Meets Requirements	Exceeds Requirements
Brand management	Does not implement a marketing information system	Implement Brand management information system	Runs sensitivity analysis

Collective assessment (90%)

Criteria	Below Requirements	Meets Requirements	Exceeds Requirements
Brand and company performances	Looses market share (in value)	Maintains share (in value)	Gains market share (in value)
Marketing Strategy report	Describes decisions and results	Analyzes decisions and results	Furnishes guides for improvement of decisions and results
Marketing Presentation	Describes the situation of the firm and its brands	Analyzes the situation of the firm and its brands	Formulates some recommendations for brand strategies
Quality of organization and management	Do not organize in brand management teams	Organizes in brand management teams	Establishes a formal procedure for budget allocation across brands

BIOGRAPHICAL SKETCH OF NOEL ALBERT



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Noel Albert received his Phd in marketing from the University of Grenoble II. He is professor and a research scientist at KEDGE Business School in Marseille, France. He has also been a visiting scholar at the Crummer Graduate School of Business at Rollins College in Florida. His research focuses on consumer behavior and more precisely consumer's emotions and feelings toward brands, consumers' love, affection and passion for brands: What is love? Can consumers feel love or passion for a brand? Is this feeling the same as when aimed at a person? How to measure the concepts of consumers' love or passion for a brand? His work has appeared in various international and French marketing journals (e.g., *Journal of Business Research*, *Journal of Brand Management*, *Journal of Consumer Marketing*, *Management & Avenir*, *Innovations*, *Marché & Organisation*).

ACADEMIC FRAUD

Definition

Academic fraud is a breach of ethics.

“Is achieved using unfair means or deception, to obtain material or undue moral advantage, or with the intent to avoid the enforcement of laws”. (Translated from the original source: *Dictionnaire Juridique des Lois*, 2010, available at: www.dictionnairejuridique.com/definition/fraude/php)

Plagiarism consists of attributing authorship by (partial or total) copying, imitation or misappropriation.

The act of fraud is committed by one or more students/participants when they:

- appropriate written or oral work to themselves when they are not the author (in whole or in part) of the work, by omitting any references or quotations to the author or to the owner of the work;
- present any data that has been falsified or invented in any way;
- use the identity of the author, attributing the contents of and/or a resource to him/her, but without explicitly mentioning that they are not the author;
- appropriate the creative work of someone else and present it as their own;
- acquire excerpts of texts, images, results etc. from external sources by including them in their own work without mentioning the origins of the excerpts;
- summarise the original idea of an author by expressing it in their own words but omit quoting the source;
- cheat in an academic evaluation. Plagiarism can occur in:
 - an academic article or book;
 - an exercise or a case study;
 - a study or a report;

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- a dissertation or a thesis;
- any document of which the student/participant is not, but purports to be the author.

Sanctions

Any student/participant having committed academic fraud, or having participated in it, will be sanctioned by the professor in charge of the course. The professor can apply 1st and 2nd level sanctions (detailed below). The professor will send a copy of the sanction to the student's/participant's programme. The student/participant will be informed/and or convoked by the programme director (or his/her representative) to a hearing prior to the possible convening of the Kedge Business School Disciplinary Council. In the case of a hearing of the Disciplinary Council, they can decide to apply 3rd and 4th level of sanctions.

Any student/participant guilty of academic fraud will receive one of the following sanctions:

- Applied by the professor in charge of the course, Kedge Business School faculty member (1st and 2nd level):
 - A grade of zero for the work concerned and a formal warning;
 - A grade of zero for the course or module concerned and a formal warning.
- Applied by Kedge Business School's Disciplinary Council (3rd and 4th level):
 - Suspension from the programme for one or two semesters;
 - Exclusion from the programme.

N.B.: Plagiarism within a partner institution can result in these sanctions being applied by Kedge Business School, notwithstanding partner's decision.