Columbia Business School  
Spring 2024  
Business UN3021: Marketing Management

Wednesday 4:10-6:40PM  
Room: TBA

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Course Description

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). Two main objectives of this course are:

- Assessing market opportunities by analyzing customers, competitors, and company; and
- Designing effective marketing strategies and programs to maximize a company’s chances of winning in these markets.

In this framework, the course explores key issues such as value of customers, methods to analyze customers and competitors, customer segmentation, and marketing mix decisions (4Ps).

The course highlights both theory and applications. Extensive use of cases and a series of assignments present you with a challenging and real-life environment in which to apply and hone your decision-making skills.

Course Material

- Readings: See Detailed Outline of Class Sessions
- (Optional) Textbook: Kotler, Keller, and Chernev, Marketing Management, 16th Edition

Evaluation

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<thead>
<tr>
<th>Component</th>
<th>Weight</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>10%</td>
<td>(individual)</td>
</tr>
<tr>
<td>Pre-Class Work</td>
<td>10%</td>
<td>(individual)</td>
</tr>
<tr>
<td>Group Assignments</td>
<td>20%</td>
<td>(group)</td>
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<tr>
<td>Midterm and Final Exams</td>
<td>60%</td>
<td>(individual)</td>
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(1) Class Participation (10%) + Pre-Class Work (10%)

It is expected that you follow the readings and other assignments, to come to class prepared, and to participate in class discussions. The case discussions are useless unless you fully prepare each case prior to
class. As such, for each assigned case, you are required to respond to a Canvas survey that addresses the case discussion questions. Another element for your class participation grade is the quality of the presentation and defense of your views on the cases.

(2) Group Assignments (20%)

There will be two group assignments listed under group assignments on Canvas. These exercises are to be done in groups of five randomly assigned students. You are required to submit your work on these exercises to Canvas before the deadline. No late submissions will be accepted.

1. Customer journey mapping: This exercise is due on Wednesday February 28.

   In this exercise your group will be asked to research one phase of the customers’ journey of a company that your group chooses. If the company is large, then focus on one of their businesses. The group task is the following:

   a. Speak with 3-4 of your company customers about their experience interacting with your company. In your interview, consider some of the questions from the class lecture related to the phase of the customers’ journey that your group researching.

   b. Submit a four-slide, ppt presentation on Canvas summarizing your findings and their implications for the marketing of your product or service. Add details in the speaker notes.

   Be prepared to present in class for 3 minutes.

2. Product design exercise: This exercise is due Wednesday April 24. Be prepared to present in class for 3 minutes. More details will be provided.

(3) Exams (60%)

There will be two examinations: A midterm and Final. Each examination will be in-class and open-book with duration of three hours. The exams are designed to test your ability to understand and analyze difficult marketing problems. This will require a good grasp of marketing concepts and methods covered in class. Therefore, the best way to prepare for the exams is to attend class and be well prepared for each class session (i.e., reading assignments + cases). The midterm exam I is scheduled in the March 4-8 exam period and will be based on all the material covered in class and all the assigned readings. The final exam is scheduled in the April 29-May 3 exam period and will be based on all the material covered in class and all the assigned readings since the midterm exam.

Class Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Jan 24</td>
<td>Course Introduction</td>
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<tr>
<td></td>
<td>Designing a Marketing Strategy</td>
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<tr>
<td></td>
<td>Prepare Case: Layla’s Delicacies; Respond to case questions on Canvas before class</td>
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<tr>
<td></td>
<td>Read: Chapters …</td>
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Jan 31  Customer Centricity  
**Read:** Chapters …

- What's a Customer Worth?  
- From touchpoints to journeys: Seeing the world as customers do  
- Reimagining Marketing  
- Watch: Growth Marketing

**Prepare:** Tesco Case; Respond to case questions on Canvas before class  
[https://columbia.az1.qualtrics.com/SE/?SID=SV_9powkbZp1BbBMqZ](https://columbia.az1.qualtrics.com/SE/?SID=SV_9powkbZp1BbBMqZ)

Feb 7  Customer Journey Mapping  

**Read:** Chapters … and The consumer decision journey  

**Prepare Case:** Conquistador; Respond to case questions on Canvas before class  
[https://columbia.az1.qualtrics.com/SE/?SID=SV_9phhw1bx8eZ93BX](https://columbia.az1.qualtrics.com/SE/?SID=SV_9phhw1bx8eZ93BX)

**Respond to Conjoint survey**

Feb 14  Market Segmentation, Targeting & Positioning  

**Read:** Chapters …  

**Read/Watch:**  
- Segmentation & Targeting  
- Brand positioning  
- Choice, Happiness and Spaghetti Sauce

**Prepare Case:** MasterCard and respond to this Canvas survey before class (no need to watch all videos):  

Feb 21  Branding and Brand Valuation  

Guest Speaker: Dr. Niels Neudecker, Brand Solutions Lead, SVP Insights North America, Kantar  

**Read:** Chapter xx;  
- What are brands for? The Economist, 8-31-2014 and  
- Accounting for brands: Untouchable intangibles, The Economist 8-31-2014  
- The Meaningfully Different Framework: A breakthrough in holistic brand equity measurement

Feb 28  Customer Journey Mapping (Group) Presentations & Exam Review  

**Due:** Customer Journey Mapping Assignment

Mar 4-8  Mid-Term Exam Period

Mar 13  Spring Break

Mar 20  Product decisions: Design and UX Research  

Conjoint Analysis  

**Read:**  
- How to Ask Good UX Questions  
- Online conjoint tutorial (registration required)

**Watch:**[https://www.youtube.com/watch?v=tNKrX1QxN6U](https://www.youtube.com/watch?v=tNKrX1QxN6U)
Mar 27  | Leveraging Digital Transformation for Growth: Komatsu in 2000 & Amazon in 2023
Pricing Decisions: Guest speaker: Khaled Boughanmi, Professor of Marketing, Cornell University.
**Prepare Case:** Amazon in 2023. Respond to case questions on Canvas before class.

Apr 3  | Pricing Decisions & Communication Decisions
**Read:** Making “Freemium” Work
**Prepare Case:** BBVA Respond to case questions on Canvas before class.

Apr 10 | Communication Decisions
Guest Speaker: Dante Donate, Professor of Marketing, Columbia Business School
**Read:**
Adding Social Media to the Marketing Mix
What Would Ashton Do— and Does It Matter?
**Watch:**
http://www.tedxsv.org/?page_id=1190
http://www.youtube.com/watch?v=qwuUe5kq_O8
**Prepare Case:** Cheyef Halek and respond to the Canvas survey before class
https://columbia.az1.qualtrics.com/SE/?SID=SV_6QK0jI6q1VNil3kp
**Watch:** http://www.youtube.com/watch?v=qwuUe5kq_O8

Apr 17 | Sales Promotions and Distribution Decisions
**Read:** The Decline of Main Street, the Rise of Multichannel Retail
**Prepare Case:** Soren Chemical and respond to Canvas survey before class.
https://columbia.az1.qualtrics.com/SE/?SID=SV_d3UxxKuhJTXy1ff

Apr 24 | **Conjoint Project Presentations and Final Exam Review**
**Due:** Conjoint Project Write-up

April 29-May 3 | **Final Exam Period**