



## MASTER IN BUSINESS ADMINISTRATION

# C O U R S E S Y L L A B U S

## MARKETING MANAGEMENT

<b>Course Code:</b>	MM
<b>Faculty :</b>	Prof. Gabino A. Mendoza, Jose. M. Faustino, Julie B. Tañada
<b>Sessions:</b>	30 sessions

### *Course Description*

The object of the first year MBA program is to help the student to develop the skills required by the generalist manager to analyze business problems and opportunities, make sound decisions about them, and craft practical plans to implement these decisions. Marketing is one of the business functions that the manager must understand and take into consideration in making such decisions. The first year marketing management course is designed to introduce and familiarize the student with the diverse elements of the marketing mix, their relation to one another, and their role in the development of a marketing strategy. The second semester will feature six modules:

- 1) Managing Customer for Profits
- 2) Sustaining Value
- 3) Recap of all Modules
  - a. Creating value
  - b. Choosing your customers
  - c. Communicating the value proposition
  - d. Going to market
  - e. Pricing to capture value
  - f. Brand and branding
  - g. Managing Customer for Profits
  - h. Sustaining Value
- 4) New Media
- 5) Consumer Behavior
- 6) Strategy

Essentially this will be done mostly through the intensive analysis of marketing cases and accompanying readings. Presentation of a group strategic marketing plan, a few lectures, several exercises, as well as written exams and quizzes may also be assigned in the course of the year.

## Evaluation and Feedback Systems

Grading for the first year course will be based on quality participation by each individual student in every class activity. Each student must give frequent and clear evidence to the professor that she or he is learning the skills required by the course.

80%	Class participation (may include quizzes and written reports)
20%	Group presentation

## Required Text and Readings

Marketing Management: An Asian Perspective, 4<sup>th</sup> edition  
Philip Kotler, Siew Meng Leong, Chin Tiong Tan, Swee Hoon Ang

User Friendly Marketing Research, 3<sup>rd</sup> edition  
Dr. Ned Roberto

Cases, Supplementary Notes and Readings

## Course Outline

Module	Session	Cases / Readings
<b>MANAGING CUSTOMER FOR PROFITS</b>		
JAN 08	1 JMF/GAM	<p><b><u>Case: My Space</u></b></p> <p>Readings:</p> <ol style="list-style-type: none"> <li>1. Building Loyalty</li> <li>2. Is MySpace.com Your Space?</li> <li>3. New way to share those memories</li> <li>4. Online Match-Making with Virtual Dates</li> </ol>
JAN 11	2 JMF/GAM	<p><b><u>Case: Inventec Corp</u></b></p> <p>Inventec Corp., with \$4.5 billion in annual revenues, was one of Taiwan's leading original design manufacturers (ODMs). Inventec designed and manufactured electronic products such as computers, servers, MP3 players, PDAs, and cellular telephones for client companies that marketed the products globally. Inventec moved production to mainland China to lower costs in this highly competitive, low-margin business. But with its competitors also setting up shop in China, Inventec had to find another way to remain profitable. Could Inventec break its dependence on powerful clients by branding and marketing its products in China and other Asian markets? Was there a way for Inventec to separate and market the software that it designed for use with its hardware products.</p> <p><b>Year of Setting: 2005</b>  <b>Country of Setting:</b> China; India; Taiwan  <b>No. of Text:</b> 23p</p>

Module	Session	Cases / Readings
JAN 12	3 MBT/GAM	<p><b><u>Case: Kikkoman Corporation: Consumer Focused Innovation</u></b></p> <p>ABSTRACT - In May 2003, the president and CEO of Kikkoman Corp. sat in his Tokyo office weighing various options for strengthening the company's long-term growth. Kikkoman was the world's largest producer of soy sauce, largely due to its pioneering role since the 1950s as the leading promoter of the product, particularly in non-Asian markets. But times had changed. The domestic Japanese market was saturated, competition had increased, and Kikkoman needed to think of innovative ways to increase revenue. Teaching Purpose: To examine adaptation vs. standardization of international marketing strategies as well as product positioning.</p> <p>COPY YR: 2004 SETTING: Japan, United States; Global; SUBJECT: Marketing, Asia, Business &amp; government, Corporate strategy, Food, Food processing industry, General management, Global Research Group, Innovation, International business, International marketing, Japan, Manufacturing industry, Marketing strategy, Product development, Product management, Product positioning, Standardization. LENGTH : 35 p</p>
JAN 15	4 JMF/GAM	<p><b><u>DoubleClick Buys Abacus (A)</u></b></p> <p>Abstract: By acquiring Abacus, DoubleClick won the power to serve ads with unprecedented precision, because it brought together web surfers' online and offline identities. Several competitors had developed advanced systems for serving ads on the web, but DoubleClick had the advantage of an early start and a large installed base of clients. But when DoubleClick modified its privacy declaration to allow it to use the full potential of its combined database, it became the focus for a privacy furor. Teaching Purpose: Describes the state of the art of Internet ad serving and surfer profiling, detailing the services of DoubleClick as well as its competitors, Engage Technologies and MatchLogic. Allows a class to explore the relative merits of each technology, and to discuss the importance of consumer privacy concerns when an advertising medium is interactive.</p> <p>Year of Setting: 1999 Setting: United States Copyright: 2000</p>
JAN 18	5 JMF/GAM	<p><b><u>Eyeblaster: Enabling the Next Generation of Online Advertising</u></b></p> <p>Abstract: Eyeblaster management has to decide on the best course of action to sustain its momentum from enabling online rich media advertising. Pressure from competitors is forcing the company to re-evaluate its previous marketing strategy that focused primarily on getting advertising agencies to advocate use of Eyeblaster's rich media ad management</p>

Module	Session	Cases / Readings
		<p>product. Alternatively, more Eyeblaster sales effort, product improvements, and pricing incentives could be diverted to Web site publishers or even to advertisers. CEO Gal Trifon has to decide whether to give the green light to entering two new markets. Such a move would require the company to position itself somewhat differently in the marketplace and offer different pricing schemes. Includes color exhibits.</p> <p>Copyright: 2003 rev 2006 Setting: United States</p>
JAN 22	6 MBT/GAM	<p><b><u>Case: Primula Parkroyal Hotel-Positioning &amp; Managing for Turnaround (B)</u></b></p> <p>ABSTRACT - Primula Parkroyal, a beach resort-cum-business hotel in Malaysia, was drawing up its marketing plan for 1998. To be considered in this marketing plan, was how the hotel should be positioned, so that it can uniquely differentiate itself in the long term, compared to its competitors in Terengganu State. The overall objective, after the management take-over exercise in March 1996, was to regain its image as a premier quality hotel in the eastern coastal state. To achieve this objective, it had to decide on what marketing goals and objectives to set for 1998, and what customer segments to target. Having a new management reputed to be good at turning around hotels was one advantage it had. Other favourable factors included its strategic location, a good property and as a potentially attractive tourist destination. However, management had to face the following challenges: changing the work culture, training to improve the quality of services delivered, optimizing room revenues and cutting operational costs.</p> <p>COPY YR: 2001 SUBJECT: Marketing; Marketing plan; Hotel industry LENGTH : 18 p.</p>
<b>SUSTAINING VALUE</b>		
JAN 25	7 JMF/GAM	<p><b><u>Case: DVD War</u></b></p> <p>In 2006, the DVD was the most popular storage medium in the entertainment and computer industries. The development of high-definition (HD) technology created a need for a format with greater storage capacity. Instead of agreeing on a single standard for a new HD disc, however, key players had formed two rival camps. The Blu-ray and HD-DVD formats each had distinct technical advantages and enjoyed the support of different groups in the consumer electronics, personal computer, and entertainment industries. Set at a time when companies were starting to release products for each format, this case includes a brief history of the format war along with information on the rival camps and their product offerings. Also, covers factors that might affect the future course of this battle, such as the role of copy protection features in HD devices, the bundling of each format with video game consoles, and competing modes of delivering video content.</p> <p><b>Year of Setting : 2002-2006</b></p>

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		<p><b>Country of Setting:</b> Global Length: 5 p</p> <p><u>Assignment: Divide class into 2 Groups: DVD / Blu-ray</u> Discuss your respective position and why you should be the industry standard for storage medium in the entertainment and computer industry</p>
JAN 29	8 MBT A & B	<p><b><u>Case: Creating a Competitive advantage through the Internet</u></b></p> <p>ABSTRACT - Merck Ltd Thailand, a small family owned business originating in Germany, is mainly active in the marketing and distribution of chemical and pharmaceutical products of the Merck Group. Mr. Landau, the Managing Director of Merck Ltd. Thailand realized that the construction of a homepage demonstrating the strong local support that Merck provides had to be driven by the business units and entrusted the task to Miss Suchada Pungprapa, the Marketing Services Coordinator with the help of a fourth year student at the Faculty of Business Administration, Assumption University. The project was not without opposition. Most upper level managers thought that the homepage would not create any value for the company and that it was too early for an online presence in Thailand as access to the Internet was limited. The Merck homepage was the first one by a local company in the pharmaceutical and chemical industries in Thailand. In May 1999, a second phase of the project was started in which a number of services and activities to benefit the customer were included. After extensive research and analysis a redesigned homepage was formulated. It contained the MSDS online button. The Materials Safety Data Sheets contain information on the handling and storage of chemicals – essential information for customers. The COA (Certificate of Analysis) online function followed which expedited the delivery of orders without delay. The order–online function has been test run restrictively for a period of two months. COPY YR: 2000 SUBJECT: General management; Competition; Competitive advantage; Electronic commerce; Internet; Strategy formulation LENGTH : 21 p.</p>
FEB 01	9 JMF/GAM	<p><b><u>Case: Grey Worldwide: Strategic Repositioning Through CRM</u></b></p> <p>ABSTRACT - Discusses how Grey Worldwide Hong Kong and China (Grey WW-HK/China) is repositioning itself through defined e-marketing and CRM strategies for the Asian market. Examines how integral its customer relationship group is in building a CRM strategy to deliver client value proposition. Grey WW-HK/China has very strong umbrella brand equity, but the brand capital has to be invigorated through a renewed e-marketing focus. Constrained by changing market conditions, particularly industry pressure on commission margins, Grey WW-HK/China needs to differentiate itself and is assessing CRM's value in developing loyal and lifetime customers. However, in a growing Asian market, Grey WW-HK/China is in heated competition with other players, including</p>

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		<p>management consultants, traditional agencies, and pure on-line players who are actively pursuing a CRM business focus. Grey WW-HK/China's CRM team is in the process of developing an Asia-specific CRM blueprint for its internal management, something that is transferable to Grey's clients. Grey WW-HK/China is considering merging technology with traditional marketing philosophy, and the team is expected to deliver a proposal that outlines the CRM tools that Grey WW-HK/China should use to reposition its brand and build customer loyalty.</p> <p>COPY YR: 2001  SETTING: Hong Kong; Asia  SUBJECT: Marketing; General Management; Asia, Brand equity, Brands, China, Communications industry, Customer relations, Implementation, Knowledge management, Market positioning, Marketing strategy, Product management, Sales &amp; marketing, Service industry, Service management.  LENGTH : 18 pages</p>
FEB 05	10 JMF/GAM	<p><b><u>Case: Healthcare Destinations in Asia</u></b></p> <p>ABSTRACT - In addition to spas, theme parks, and palm beaches, health care tourism is emerging as a growing source of revenue in tourist destinations in Asia. Thailand, Singapore, Malaysia, and India have identified health care tourism as one of the fastest growing segments in their respective tourist markets and are launching aggressive marketing plans for the next few years. The target markets are customers from developed countries, mostly from Europe, North America, and Japan, with over-crowded and expensive medical services at home. As part of the health care package, customers receive the bonus of vacationing and sightseeing in a foreign country and an exotic culture. Provides a survey of the development of health care tourism in select Asian countries. Emphasizes the marketing efforts employed by the various countries in positioning their services and developing this promising market segment. Compares and contrasts the respective roles of the public and private sectors and highlights issues and challenges for other countries in their destination marketing efforts.</p> <p>COPY YR: 2005  SETTING: Asia  SUBJECT: Government &amp; business, Competitive strategy, Growth strategy, Industry analysis, Market positioning, Marketing strategy  LENGTH : 13p</p>
FEB 08	11 MBT A & B	<p><b><u>Case: Bancassurance</u></b></p> <p>ABSTRACT - Bancassurance was the sale of insurance manufactures by the bank's partner or its own insurance company, through the bank's distribution channel. In the absence of legal restrictions, insurance operations could be totally integrated or totally unintegrated with the bank, or could be anywhere between the two extremes. Differences between the bank and the insurer's competencies and skills made various forms of bancassurance partnerships possible.</p>

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		<p>Bancassurance, which attracted bankers and insurers for several reasons, took on varying forms in specific banks in North America, Europe and Asia. In the Philippines were at least four bancassurance models. Almost all the top players of the Philippine banking industry had tie-ups in the insurance sector, but only a few took bancassurance seriously.</p> <p>Although some banks and insurers seemed ideally suited for a bancassurance partnership, they nonetheless encountered attitude, cooperation, marketing, manpower and perception problems that proved to be obstacles to their attaining success. After all, the key factors for the success of bancassurance were distribution, manpower, synergy, and customer focus, among others.</p> <p>A few contrary views on the future of bancassurance and its effects on the insurance industry prevailed. For one, insurers were not too convinced that bancassurance would render insurance agents moot.</p> <p>COPY YR: 2002  SETTING: Philippines; Asia  SUBJECT: Finance; Bancassurance, Insurance, Banking, Europe, North America, Asia  LENGTH : 18 pages</p>
FEB 12	12 MBT A & B	<p><b><u>Case: McDonald's Hello Kitty Promotion in Singapore</u></b></p> <p>ABSTRACT - Starting from 1 January 2000 (Saturday) and continuing each Thursday over the subsequent five weeks, McDonald's in Singapore was releasing a different pair of soft toys depicting Hello Kitty and her friend Dear Daniel wearing different styles of wedding costumes. Customers were entitled to buy either one Kitty or one Daniel doll at S\$4.50 with every purchase of an Extra-Value meal for S\$5.30. The response from the customers proved overwhelming. For the first set (Millenium Wedding), the toys were sold out in three days. For the second set, the toys were sold out in two days. For the third and fourth set, the toys were sold out during the first day and for the fifth set, the toys were sold out within the first three to four hours. Many outlets encountered problems. Huge crowds queued outside store entrances many hours before opening times. Crowd control proved to be a challenge, and fights broke out among customers at some outlets. Customers in the queues littered rubbish in the surroundings of the outlets. Some customers threw away the McDonald's meal after obtaining the toys, drawing comments by some observers that this was wasteful. Traffic congestion built up around the drive-through outlets, resulting in many Singaporeans turning up late for work. Retailers operating around McDonald's outlets complained that the queues were disrupting their business. All these problems were attracting negative publicity for McDonald's, although the promotion program proved to be a successful and profitable one. Teaching objectives: To explore the consumer behavior associated with the overwhelming response to McDonald's Hello Kitty promotion; To evaluate McDonald's design of the Hello Kitty</p>

Module	Session	Cases / Readings
		<p>promotion program and their handling of negative publicity surrounding the program; To examine the concept of core product offerings and deal with the question whether McDonald's should be selling toys.</p> <p>COPY YR: 2001            SETTING: Singapore            SUBJECT: Marketing; Consumer behavior; Promotions            LENGTH : 11 p.</p>
<b>CONSUMER BEHAVIOR</b>		
<b>FEB 15 &amp; 19</b>	<b>13 – 14 JMF/MBT</b>	HBS CASE CONSUMER BEHAVIOR D & E)
<b>RECAP OF ALL MODULES</b>		
<b>FEB 22</b>	<b>15 MBT</b>	<p>(Module 1: Creating Value)  <u>Case: Massive, Inc (A)</u></p> <p>How do you go to market with a brand new product in a new industry? How does a business develop an opportunity and then adapt its strategy to ensure success? Who are the early adopters and how does a business work with them? Katherine Hays, chief operating office at Massive Inc., faced several options for guiding the development and launch of the Massive Ad Network. Massive had recognized that young males, ages 18 to 34, were becoming increasingly hard to reach through traditional means of advertising yet, at the same time, video game usage by this highly coveted market segment had skyrocketed and online game advertising provided a valuable revenue opportunity. To capitalize on the situation, Massive had built a product that enabled the dynamic delivery of advertising content into video games. Although the concept was simple, successful adoption of the new advertising medium required the enthusiastic buy-in from three distinct audiences: game publishers and developers, advertisers and their media buyer, and gamers. To be successful, Massive needed to continue to ask questions, experiment, and listen to each of these constituencies.</p> <p><b>Year of Setting:</b> 2002-2004  <b>Country of Setting:</b> New York, NY            Length: 24p</p>
<b>FEB 26</b>	<b>16 JMF/GAM</b>	<p>(Module 2: Choosing your Customer)  <u>The Xbox Launch in Korea</u></p> <p>In August 2002, Microsoft approached the one-year anniversary of its video game console, the Xbox. The first wave of console systems were available in the United States, Japan, Europe, and Australia, and the second wave of rollouts was targeted for Asian markets: Korea, Taiwan, Hong Kong, and Singapore. Dan Adelman, business development manager for the Xbox, and Brenda Ng, Xbox's consumer strategy and research manager, considered the marketing data for the Korea launch. They needed to analyze the findings of the first report and to identify issues to resolve in a second, follow-up marketing study. Over the course of the next few months, Adelman and Ng would direct the Xbox team in</p>

Module	Session	Cases / Readings
		<p>identifying console purchase drivers and deciding what segments of gamers to target and the message to send to the target segments.</p> <p><b>Year of Setting: 2002</b> Length: 23p</p>
MAR 05	17 MBT A & B	<p>(Module 3: Communicating the Value)</p> <p><b><u>Case: Brand in the Hand: Mobile Marketing at Adidas</u></b></p> <p>The global media manager for Adidas International is responsible for developing and championing a new marketing strategy at Adidas called "brand in the hand" that is based on the convergence of cell phones and wireless Internet. Presents company background information, data on the penetration of mobile devices such as cell phones, the growth of global mobile marketing practices, and several mobile marketing communications campaigns that Adidas launched in 2004, such as a mobile news ticker for the 2004 European soccer championship. Introduces a specific campaign--Respect M.E.--featuring Missy Elliott, a popular female hip-hop artist, and discusses the company's mobile marketing strategy to support Elliott's new line of sportswear.</p> <p><b>Country of Setting:</b> Europe; United Kingdom; United States <b>Year of Setting:</b> 2004 Length: 25 p</p>
MAR 08	18 JMF/GAM	<p>(Module 4: Going to Market)</p> <p><b><u>Case: Sales Force Integration at FedEx (A)</u></b></p> <p>Federal Express' (FedEx) recent acquisition of RPS--a ground delivery firm--gave the firm the potential to offer a single source for a client's delivery needs. However, to deliver on this potential, the firm needed to deliver the integrated solution through a single sales force. This integration required the solution of many issues, none more important than the formulation of a new compensation plan that not only determined the sales force's effort but also served as a medium through which FedEx communicated its expectations to the salespeople. Jerry Beyl headed the committee charged with making recommendations on the compensation and training the new sales force. The compensation plan needed to encourage salespeople to sell both products. Complicating matters was the fact that the two organizations' cultures were radically different.</p> <p><b>Year of Setting: 2000</b> <b>Country of Setting:</b> United States Length: 17 p</p>
MAR 12	19 JMF/GAM	<p>(Module 5: Pricing)</p> <p><b><u>Case: Biopure Corporation</u></b></p> <p>It is early 1998 and Biopure Corp., a small biopharmaceutical firm with no sales revenues in its ten-year history, has just received government approval to release Oxyglobin, a revolutionary new "blood substitute" designed to replace the need for donated animal blood in the veterinary</p>

Module	Session	Cases / Readings
		<p>market. A virtually identical product for the human market, Hemopure, is in the final stages of testing by Biopure and is expected to gain approval within one to two years. In response to the timing of approval for these two products, there has been a long-running debate within Biopure as how to proceed with Oxyglobin. At odds are those in charge of Oxyglobin, who want to see the animal product released immediately, and those in charge of the Hemopure, who worry that an immediate release of Oxyglobin would create an unrealistically low price expectation for what they feel should be a very high-margin human product. Exacerbating the problem is the nature of the biopharmaceutical industry, where product approval is never a certainty until achieved. Teaching Purpose: To introduce the concepts of market segmentation, product line policy, and multi-product pricing. Also introduces students to the unique business dynamics of the biotechnology industry.</p> <p><b>Year of Setting: 1998</b>  <b>Country of Setting:</b> United States  Length: 27 p</p>
MAR 15	20 MBT A & B	(Module 6: Brands & Branding) <b>Heineken N.V. Global Branding</b>
MAR 19	21 MBT/GAM	<b>Terry's Group: Designing Novelty Chocolates</b>
MAR 22	22 JMF/GAM	(Module 8: Sustaining Value) <b>Case: Carvel Ice Cream: Developing the Beijing Market</b>  The manager of business development for Carvel Asia Ltd. is trying to determine how best to increase ice cream cake sales. In doing so, he needs to develop a complete marketing program that includes decisions about product offerings, pricing, placement (distribution), and promotion--"the four Ps." <b>Year of Setting: 1998</b> <b>Country of Setting: China</b> Length: 15
<b>NEW MEDIA</b>		
MAR 26	23	Tivo
MAR 29	24	Framedia (A)
APR 02	25	Billboards
APR 05	26	Dell Computer Inspiron Product Development
<b>STRATEGY</b>		
	27 – 30	Industry Report Presentations