

行銷管理

Marketing Management

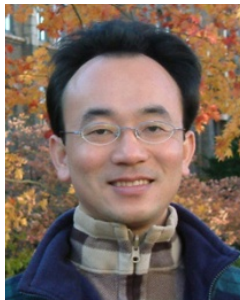
課程介紹

Ch 1. 界定新紀元的行銷

1082MM3C01

TLMXB3C (M0142)

Tue 2 (9:10-10:00) B120; Thu 3,4 (10:10-12:00) B710



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2020/03/03, 03/05



淡江大學108學年度第2學期 課程教學計畫表

Spring 2020 (2020.03.03 - 2020.07.01)

- 課程名稱：**行銷管理**
(Marketing Management)
- 授課教師：戴敏育 (Min-Yuh Day)
- 開課系級：資管3C (TLMXB3C)(M0142)
- 開課資料：必修 單學期 3 學分
(3 Credits, Required)
- 上課時間地點：週二 2 (9:10-10:00) B120
週四 3, 4 (10:10-12:00) B701

課程簡介

- 本課程介紹行銷管理基礎理論與實務。
- 課程內容包括：
 1. 瞭解行銷管理
 2. 掌握行銷洞察力
 3. 連結顧客
 4. 建立強勢品牌
 5. 創造價值
 6. 傳遞價值
 7. 溝通價值
 8. 永續成功的行銷

Course Introduction

- This course introduces the fundamental **theories** and **practices** of **marketing management**.
- Topics include:
 1. Understanding Marketing Management
 2. Capturing Marketing Insights
 3. Connecting with Customers
 4. Building Strong Brands
 5. Creating Value and Shaping the Market Offerings
 6. Delivering Value
 7. Communicating Value
 8. Conducting Marketing Responsibly for Long-term Success

課程目標

- 學生將能夠瞭解及應用行銷管理基礎理論與實務。

Objective

- Student will be able to understand and apply the fundamental concepts and practices of marketing management.

課程大綱 (Syllabus)

週次 (Week)	日期 (Date)	內容 (Subject/Topics)
1	2020/03/03,05	課程介紹 + Ch 1. 界定新紀元的行銷
2	2020/03/10,12	Ch 1. 界定新紀元的行銷 [遠距教學平台]
3	2020/03/17,19	Ch 2. 發展行銷策略與計畫 (Electrolux) (pp.66-67)
4	2020/03/24,26	Ch 5. 建立長期忠誠關係 (Harley-Davidson) (pp.170-171)
5	2020/03/31	Ch 5. 建立長期忠誠關係 [遠距教學平台]
6	2020/04/07,09	Ch 6. 分析消費者市場 (IKEA) (pp.208-209)

課程大綱 (Syllabus)

週次 (Week) 日期 (Date) 內容 (Subject/Topics)

7 2020/04/14,16 Ch 9. 確認市場區隔與目標市場 (HSBC) (pp.300-301)

8 2020/04/21,23 Ch 9. 確認市場區隔與目標市場 [遠距教學平台]

9 2020/04/28,30 期中考試週

10 2020/05/05,07 Ch 10. 打造品牌定位 (Nespresso) (pp.324-325)

11 2020/05/12,14 Ch 13. 設計產品策略 (Nivea) (pp.441-442)

12 2020/05/19,21 Ch 20. 大眾溝通的管理：
廣告、促銷、事件與體驗及公共關係 (Evian) (pp.679-680)

課程大綱 (Syllabus)

週次 (Week)	日期 (Date)	內容 (Subject/Topics)
13	2020/05/26,28	Ch 21. 數位溝通的管理： 線上、社群媒體與行動裝置 (Facebook) (pp.703-704)
14	2020/06/02,04	Ch 21. 數位溝通的管理： 線上、社群媒體與行動裝置 [遠距教學平台]
15	2020/06/09,11	Final Report I (期末報告 I)
16	2020/06/16,18	Final Report II (期末報告 II)
17	2020/06/23,25	期末考試週
18	2020/06/30,07/01	教師彈性補充教學

教學目標之教學方法與評量方法

- 教學方法
 - 講述、討論、賞析、問題解決
- 評量方法
 - 紙筆測驗、報告、上課表現

學期成績計算方式

- 期中評量：30.0 %
- 期末評量：30.0 %
- 平時評量：20.0 %
- 其他(個案報告)：20%

教材課本與參考書籍

- 教材課本 (Textbook)
 - 徐世同、楊景傳譯 (2017),
行銷管理 (Kotler/Marketing Management
15e),
華泰文化
- 參考書籍 (References)
 - Philip Kotler and Kevin Lane Keller (2016),
Marketing Management, 15th edition,
Pearson.

修課應注意事項

1. 請同學於行銷管理個案討論前
應詳細研讀個案，並思考個案研究問題。
2. 請同學於上課前預習行銷管理相關理論，
以作為個案分析及擬定管理對策的依據。
3. 上課時間地點：
週二 2 (9:10-10:00) B120
週四 3, 4 (10:10-12:00) B701

Case Study

- Background Introduction
- **SWOT**
 - Strengths, Weaknesses, Opportunities, Threats
 - PESTLE, Five Forces, Value Chain Analysis
 - TOWS
- **STP**
 - Segmentation, Targeting, Positioning
- **4P**
 - Product, Price, Place, Promotion
- Business Model

Marketing Management

- 1 Understanding Marketing Management
- 2 Capturing Marketing Insights
- 3 Connecting with Customers
- 4 Building Strong Brands
- 5 Creating Value
- 6 Delivering Value
- 7 Communicating Value
- 8 Conducting Marketing Responsibly for Long-term Success

①

Understanding Marketing Management

Part 1. Understanding Marketing Management

- 1. Defining Marketing for the New Realities**
- 2. Developing Marketing Strategies and Plans**

2

Capturing Marketing Insights

Part 2. Capturing Marketing Insights

3. Collecting Information and Forecasting Demand

4. Conducting Marketing Research

3

Connecting with Customers

Part 3. Connecting with Customers

5. Creating Long-term Loyalty Relationships

6. Analyzing Consumer Markets

7. Analyzing Business Markets

8. Tapping into Global Markets

④

Building Strong Brands

Part 4. Building Strong Brands

9. Identifying Market Segments and Targets

10. Crafting the Brand Positioning

11. Creating Brand Equity

12. Addressing Competition and Driving Growth

5

Creating Value

Part 5. Shaping the Market Offerings

13. Setting Product Strategy

14. Designing and Managing Services

15. Introducing New Market Offerings

16. Developing Pricing Strategies and Programs

Part 6. Delivering Value

**17. Designing and Managing
Integrated Marketing Channels**

**18. Managing Retailing, Wholesaling,
and Logistics**

Part 7. Communicating Value

19. Designing and Managing Integrated Marketing Communications

20. Managing Mass Communications: Advertising, Sales Promotions, Events and Experiences, and Public Relations

21. Managing Digital Communications: Online, Social Media, and Mobile

22. Managing Personal Communications: Direct and Database Marketing and Personal Selling

8

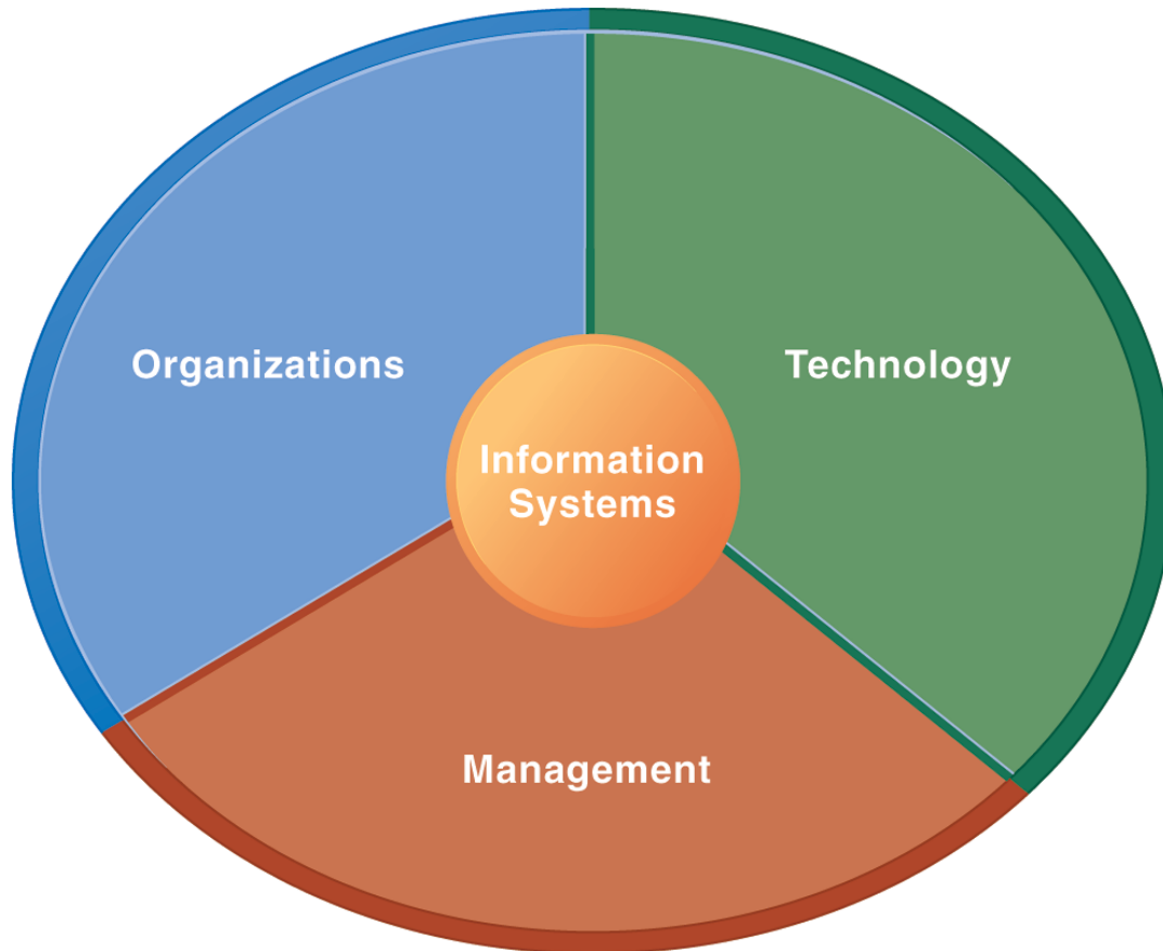
Conducting Marketing Responsibly for Long-term Success

Part 8. Conducting Marketing Responsibly for Long-term Success

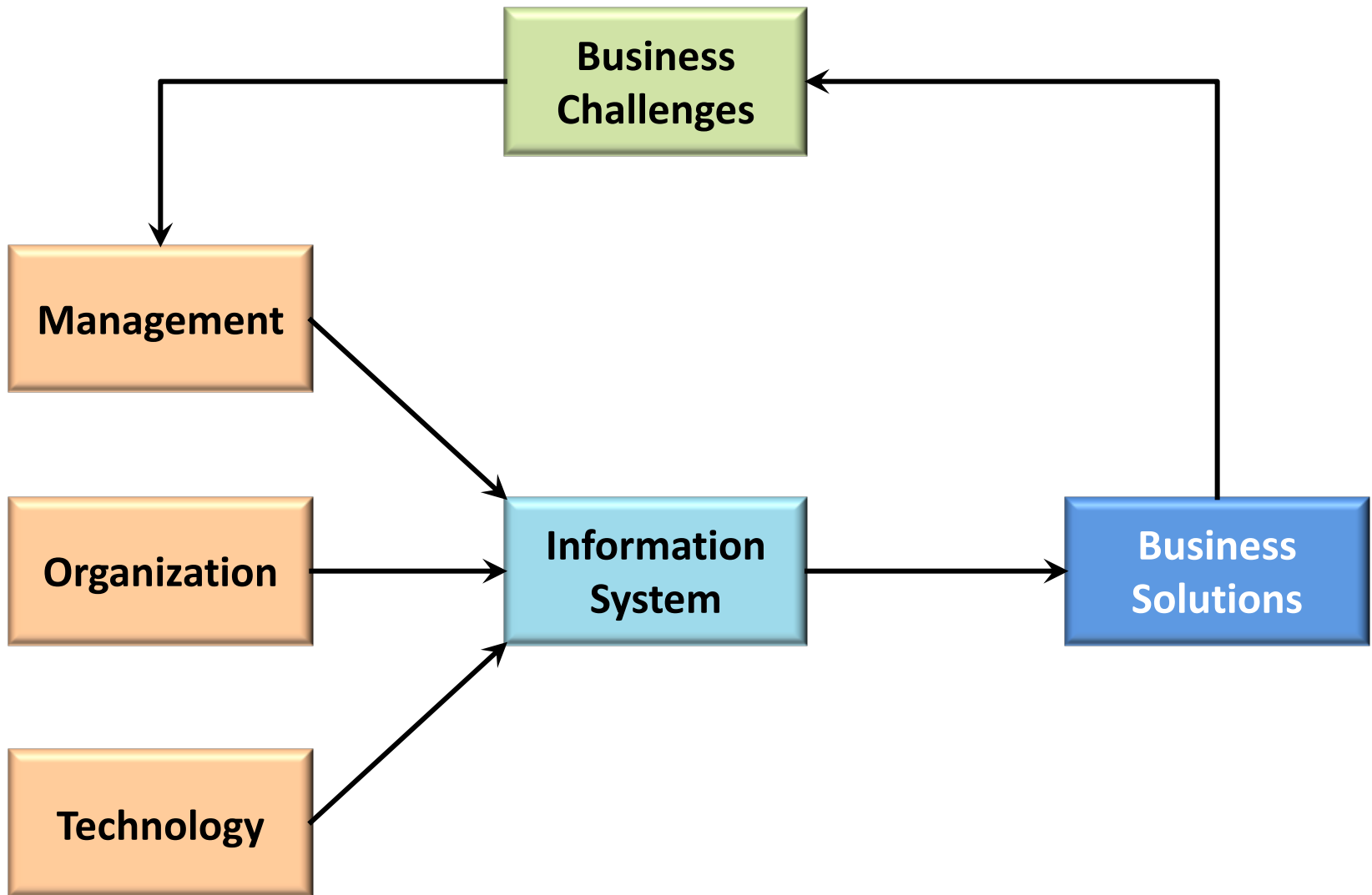
23. Managing a Holistic Marketing Organization for the Long Run

Marketing Management and Information Systems

Information Management (MIS) Information Systems



Fundamental MIS Concepts



Marketing

Marketing
“Meeting
needs
profitably”

Marketing

“Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.”

Marketing Management

Marketing Management

**“Marketing management is the
art and science
of choosing target markets
and getting, keeping, and growing
customers through
creating, delivering, and communicating
superior customer value.”**

Marketing Management Tasks

1. Developing market strategies and plans
2. Capturing marketing insights
3. Connecting with customers
4. Building strong brands
5. Creating value
6. Delivering value
7. Communicating value
8. Creating successful long-term growth

The Essence of Strategic Marketing (STP)

Segmentation

Targeting

Positioning

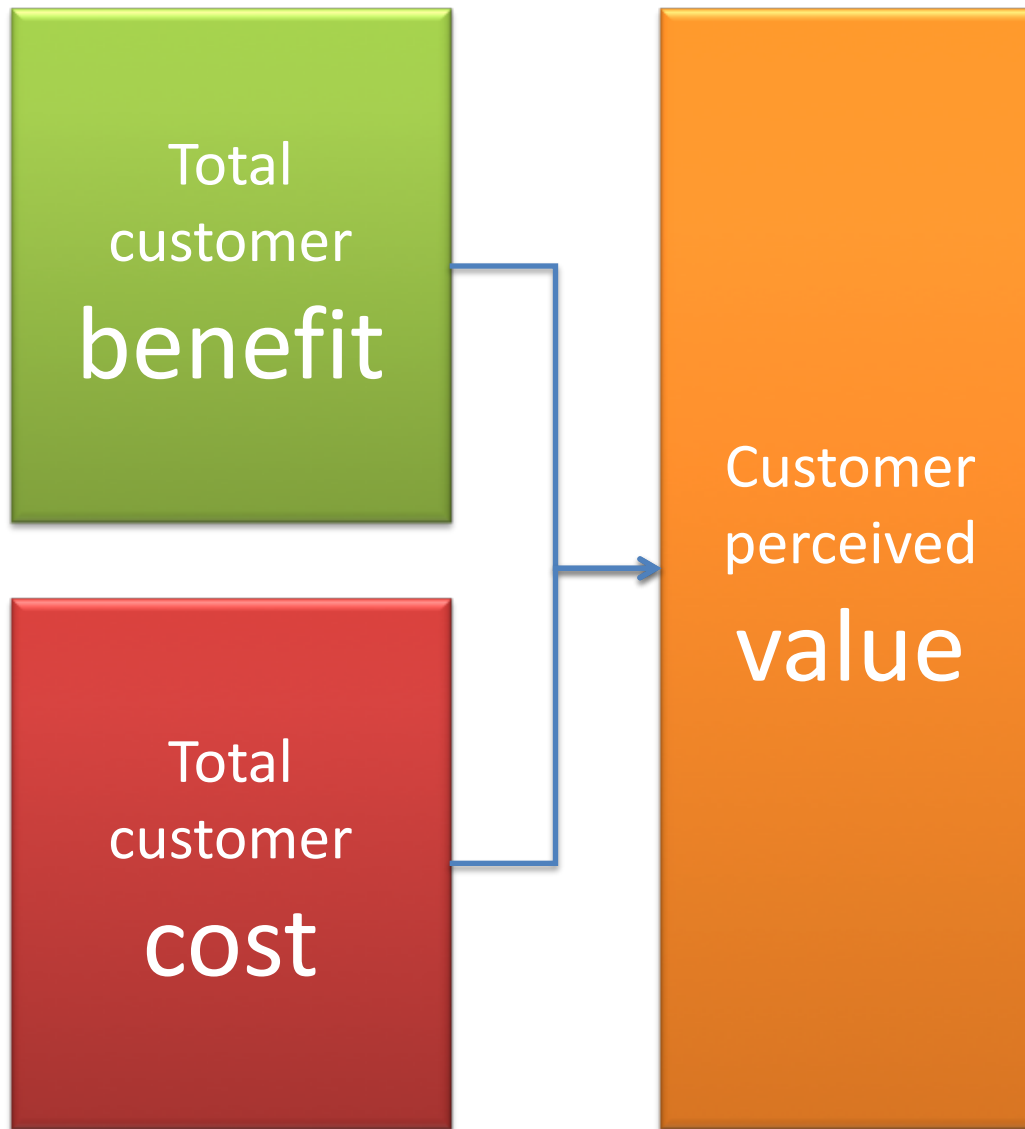
Customer Value

Value

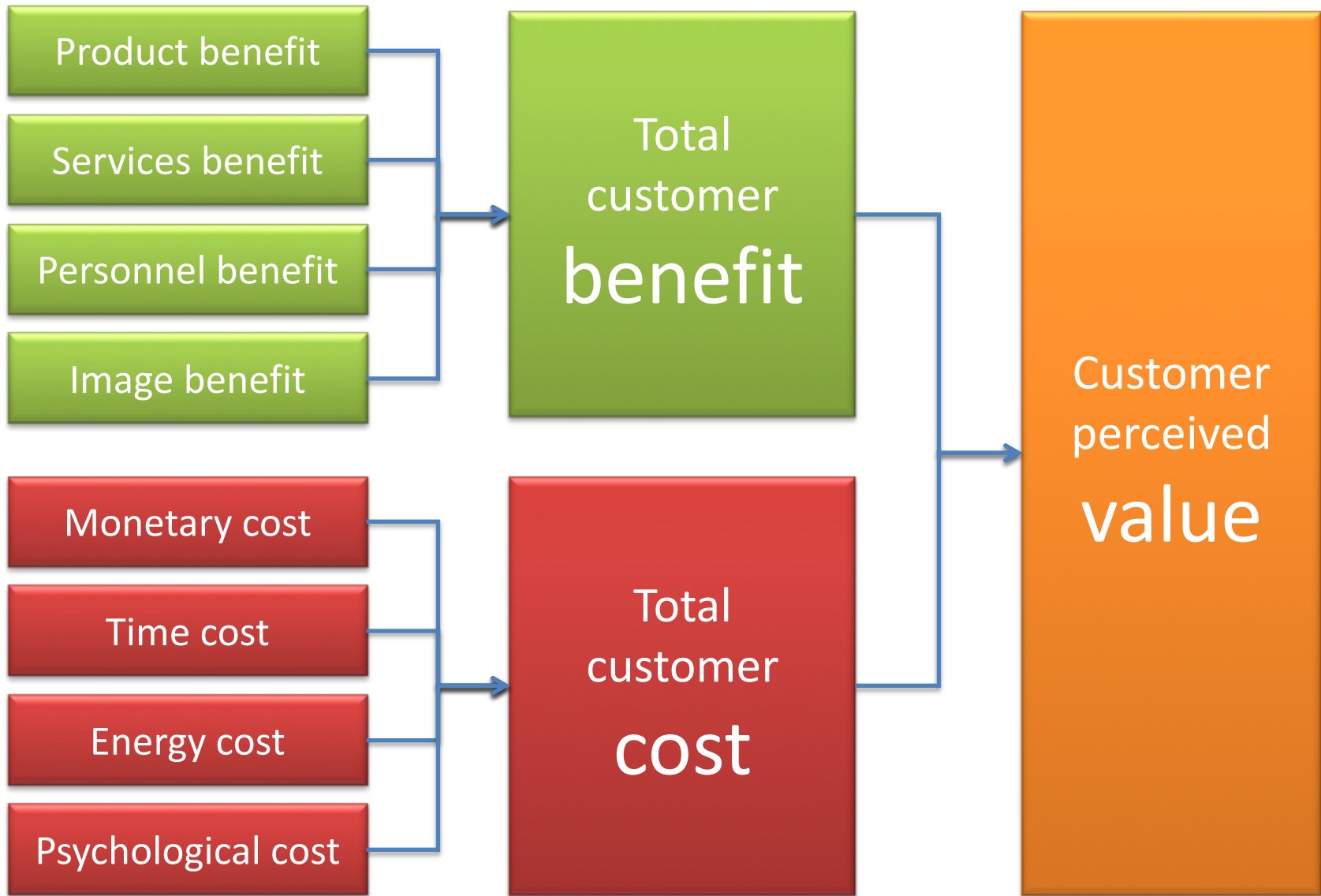
the sum of the
tangible and
intangible

benefits and costs

Value

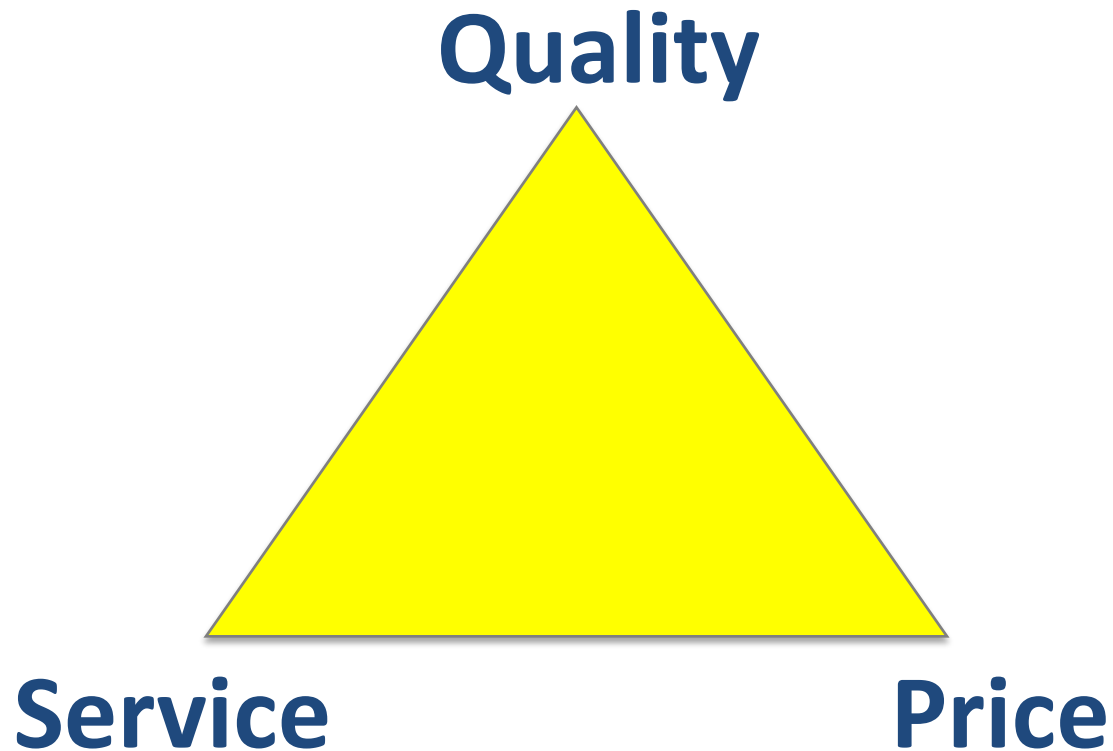


Customer Perceived Value



Customer Value Triad

Quality, Service, and Price
(qsp)



Value and Satisfaction

- **Marketing**

- identification, creation, communication, delivery, and monitoring of **customer value**.

- **Satisfaction**

- a person's judgment of a product's **perceived performance** in relationship to **expectations**

Building Customer Value, Satisfaction, and Loyalty

Satisfaction

“a person’s feelings of pleasure or disappointment that result from comparing a product’s perceived performance (or outcome) to expectations”

Loyalty

“a deeply held commitment to

rebuy or **repatronize**

a preferred product or service

in the future

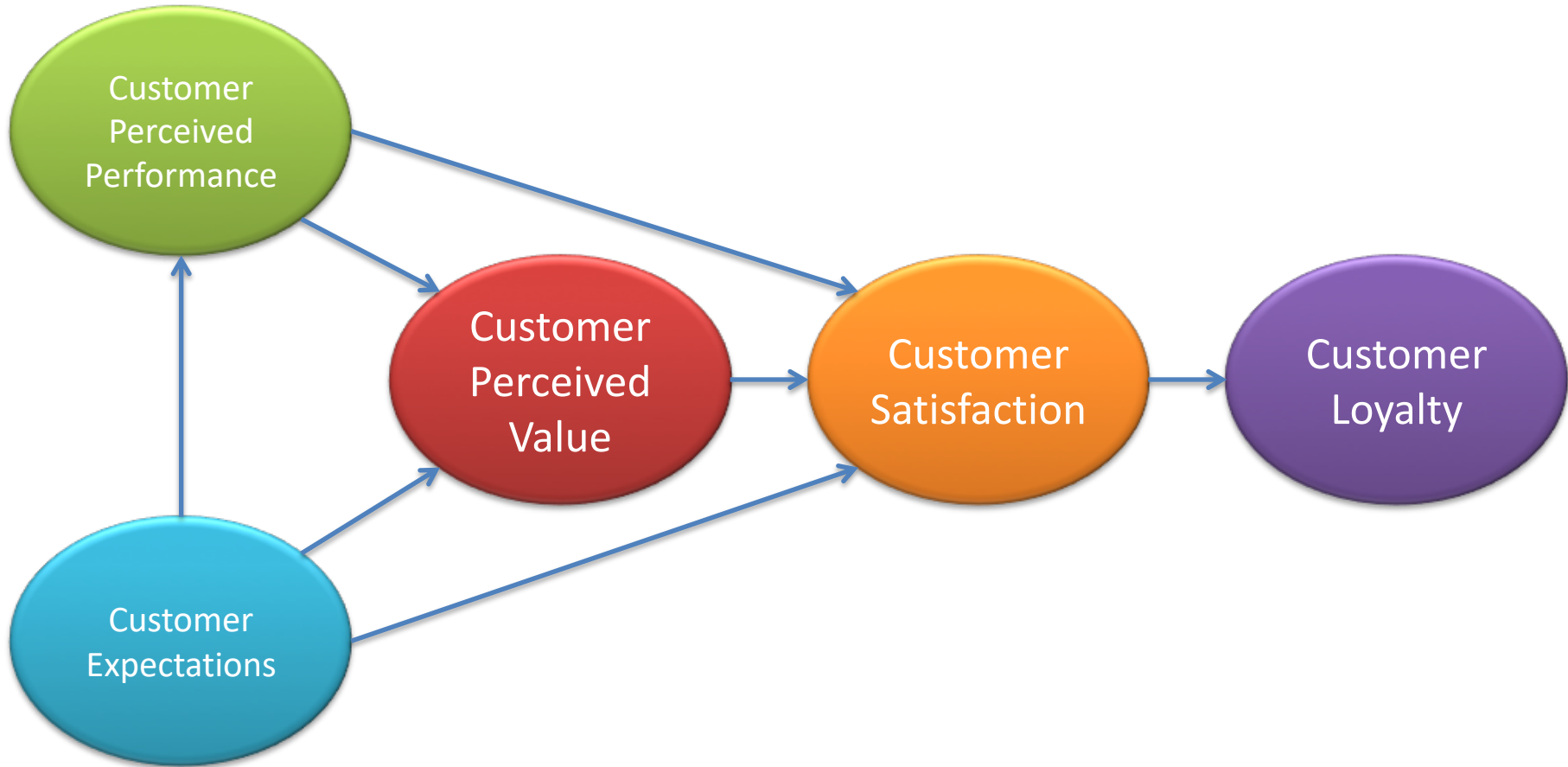
despite situational influences and

marketing efforts having the

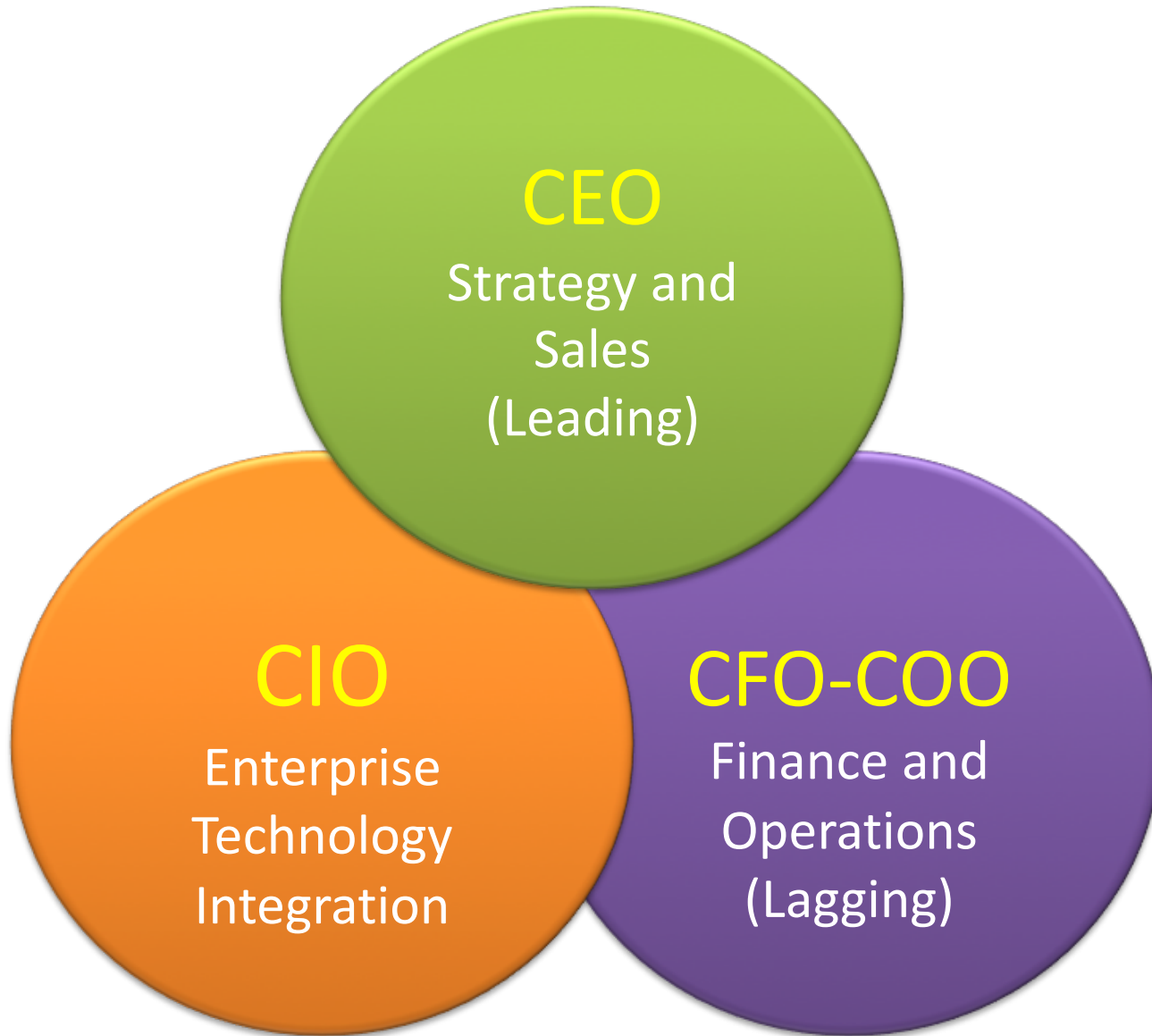
potential to cause switching

behavior.”

Customer Perceived Value, Customer Satisfaction, and Loyalty



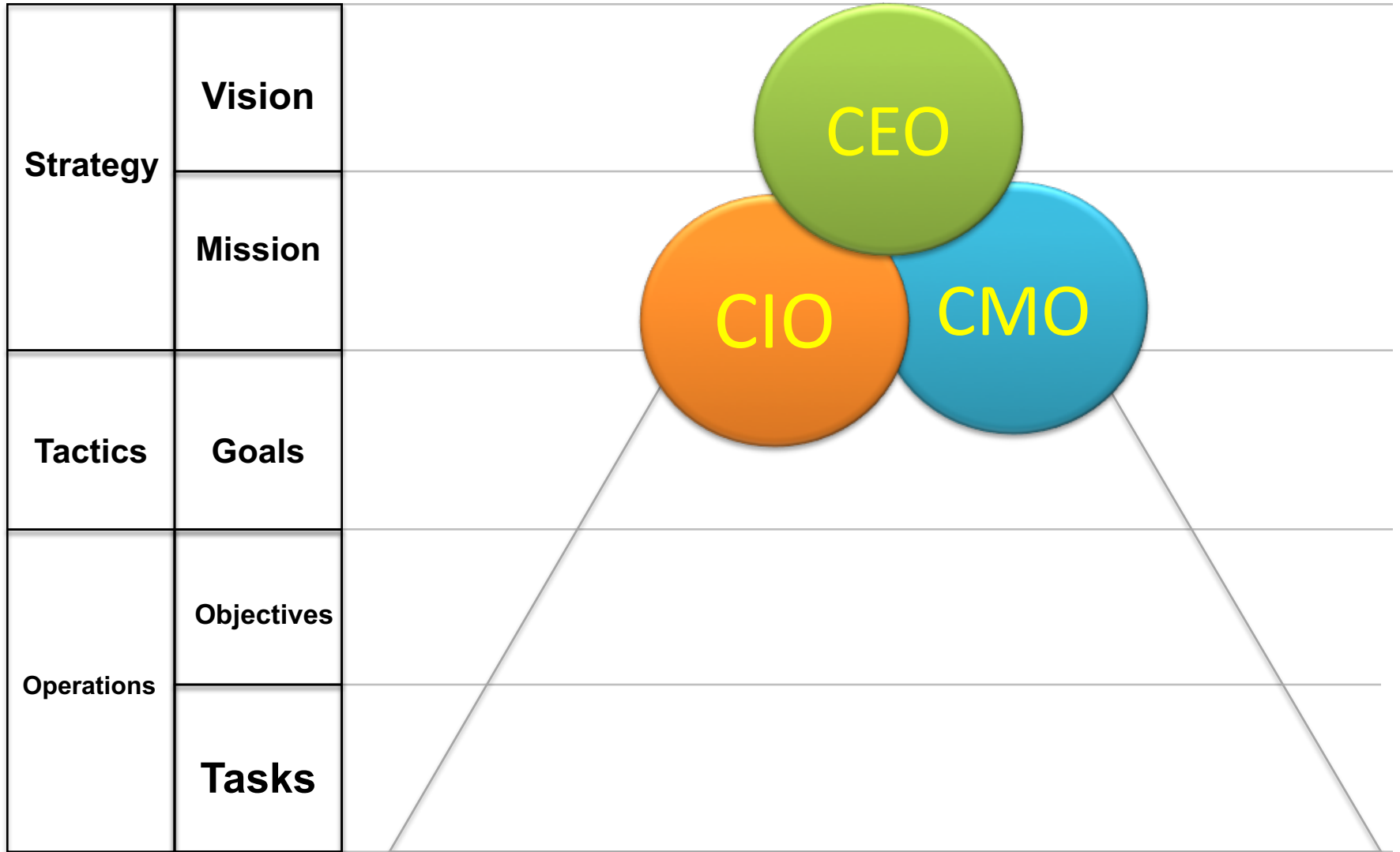
CEO CIO CFO



CEO CIO CMO



CEO CIO CMO



Nothing
is
so practical
as a
good theory

Case Study

Case Study

- Harvard Business School
 - The Case Method at HBS
 - Inside the Case Method: The Entrepreneurial Manager
 - <http://www.youtube.com/watch?v=YWYbEVsVwe4> (15:56)



Source: <http://www.youtube.com/watch?v=YWYbEVsVwe4>

Marketing Case Study 1:

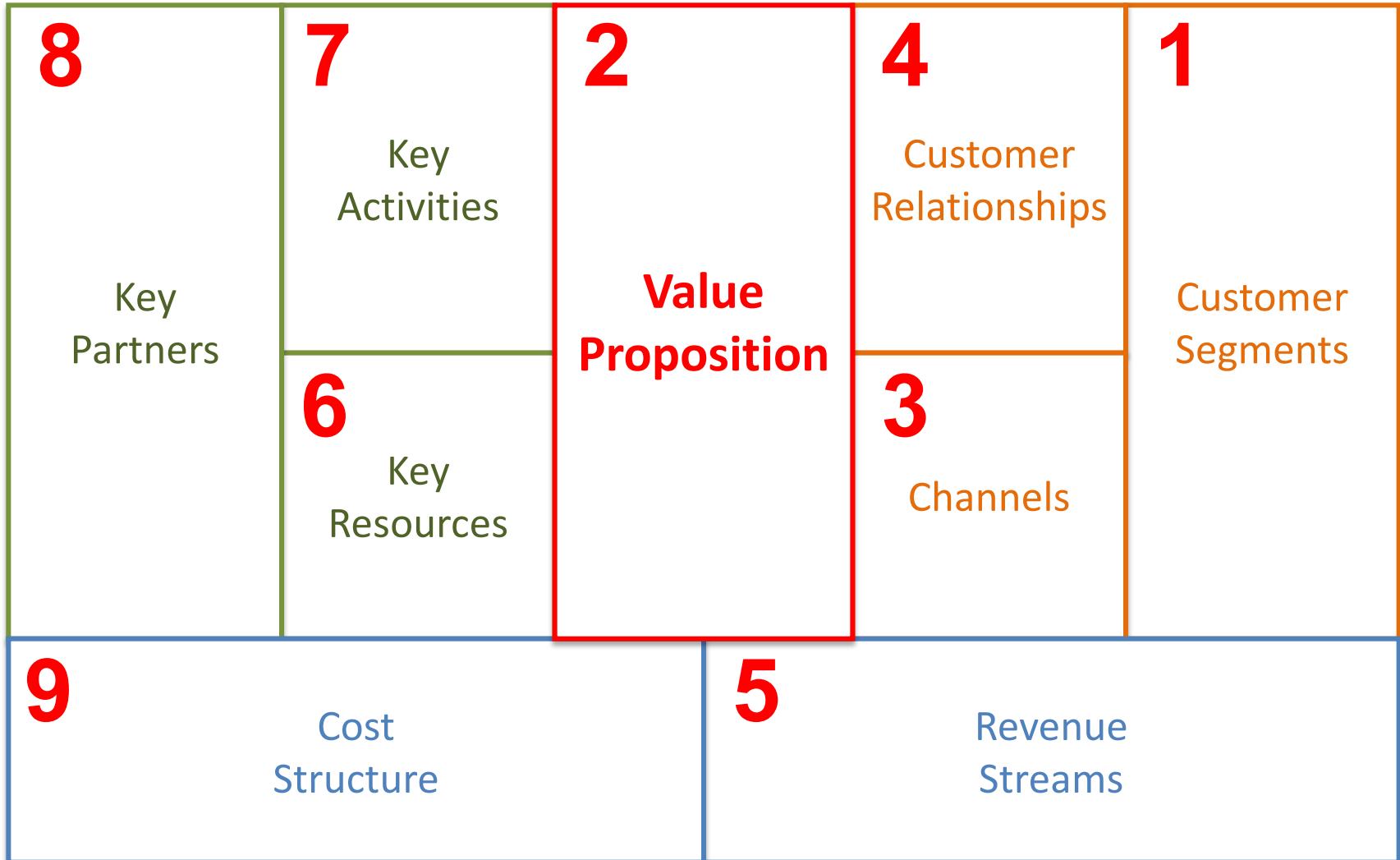
Nike

(Ch1, pp.52-54)

1. What are the pros, cons, and risks associated with Nike's core marketing strategy?
2. If you were Adidas, how would you compete with Nike?

Business Model

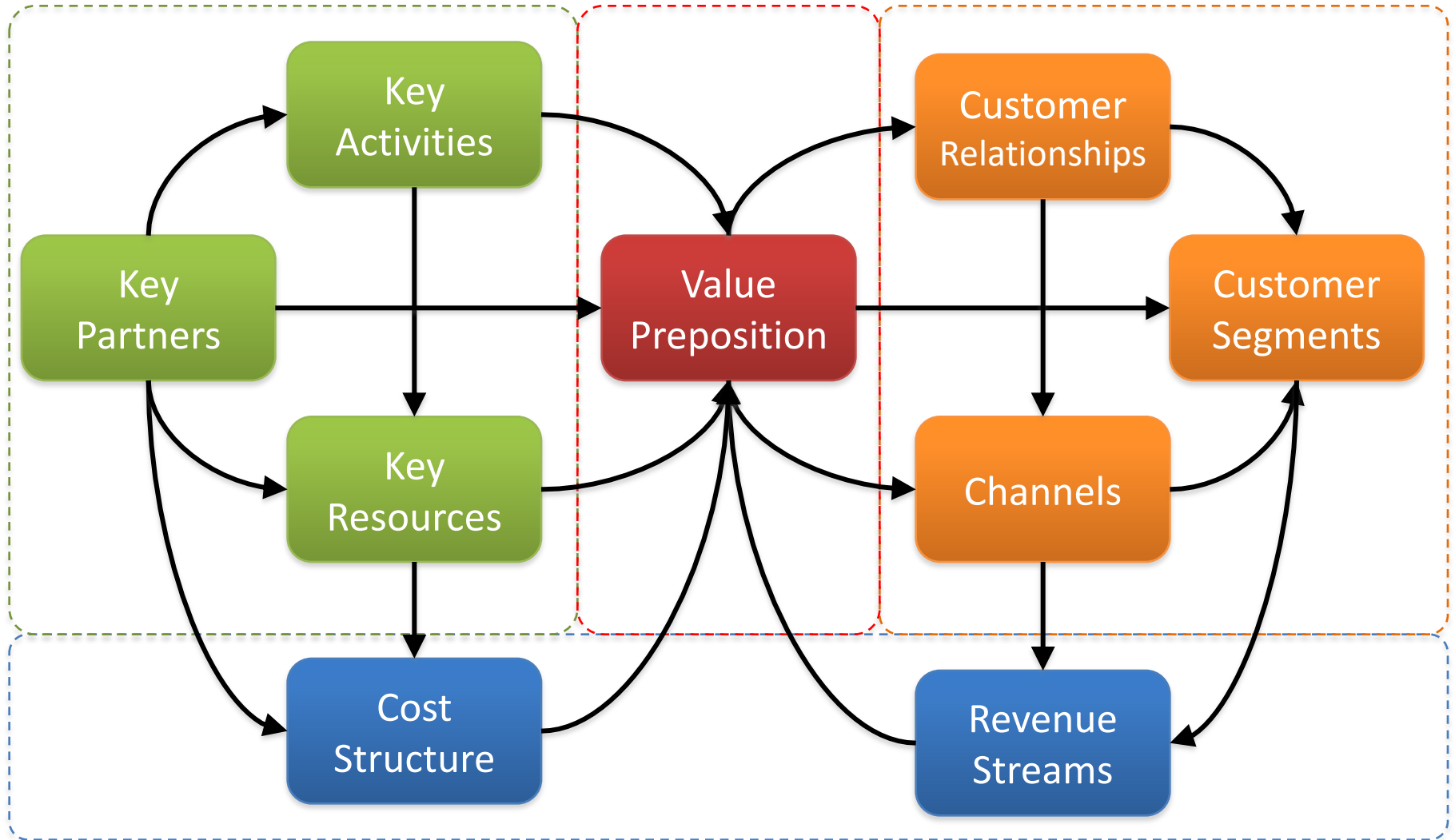
Business Model



Definition of **Business Model**

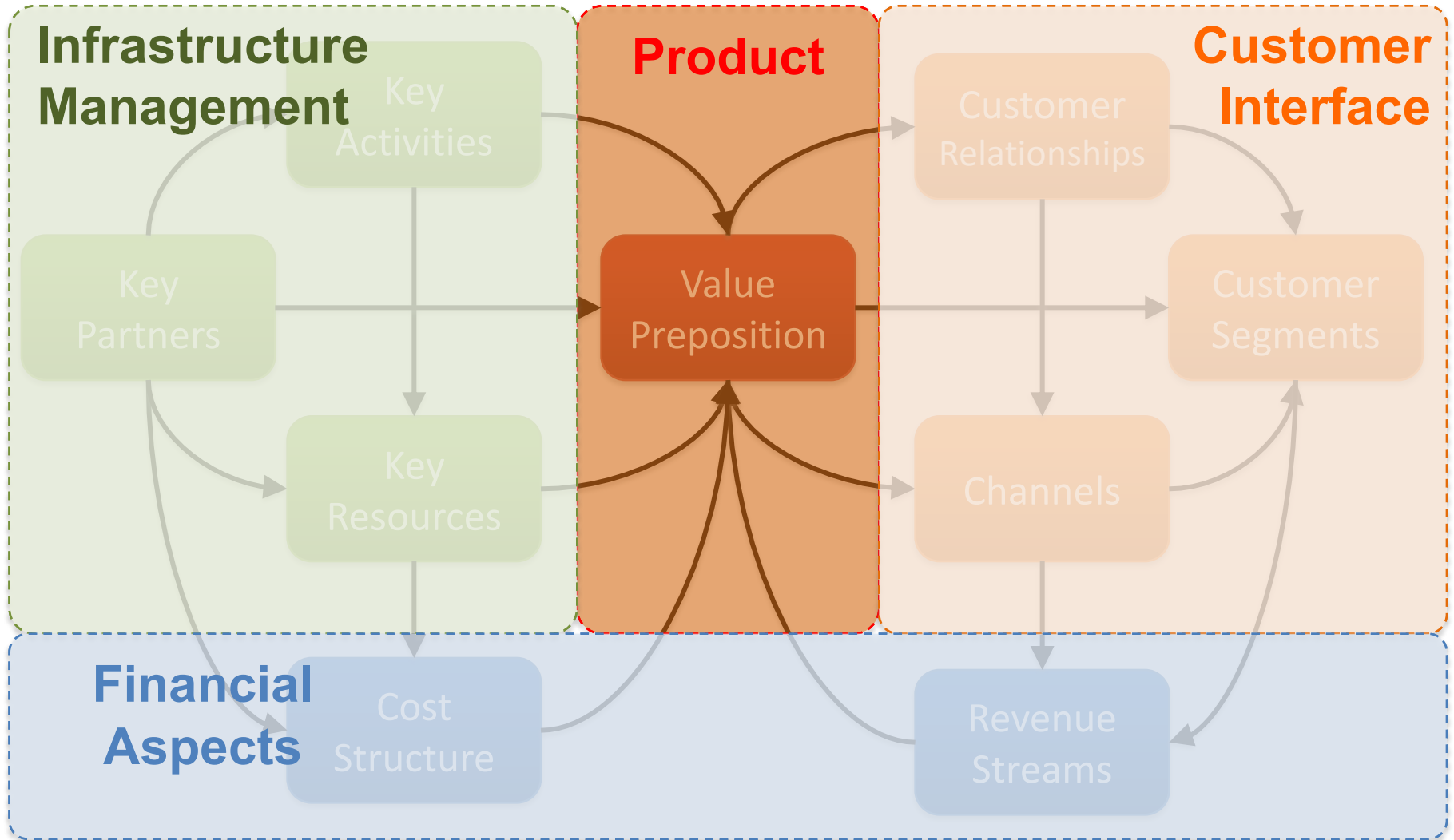
A business model
describes the **rationale** of
how an **organization**
creates, delivers, and captures
value.

Business Model Canvas



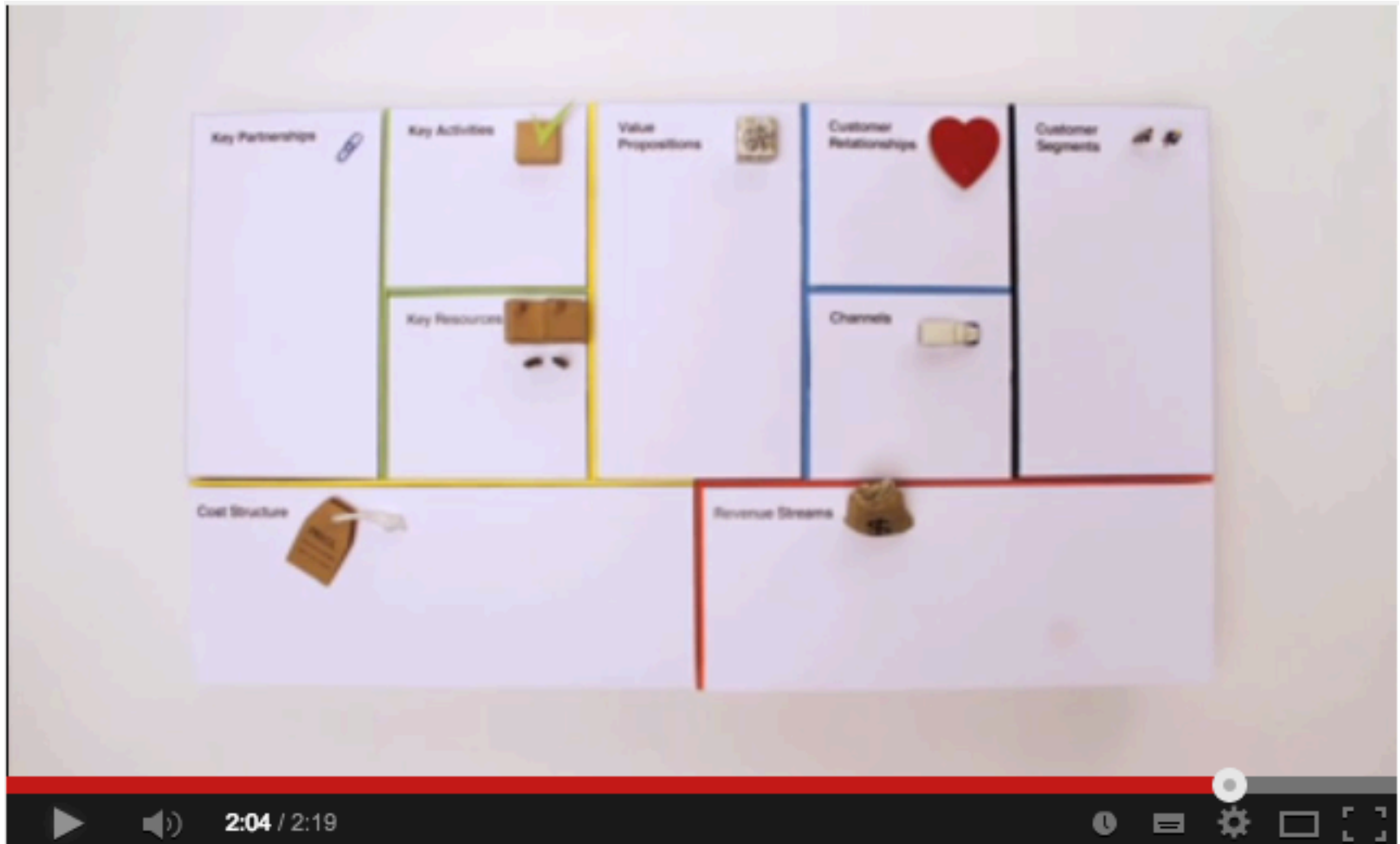
Source: http://nonlinearthinking.typepad.com/nonlinear_thinking/2008/07/the-business-model-canvas.html
<https://www.youtube.com/watch?v=QoAOzMTLP5s>

Business Model Canvas

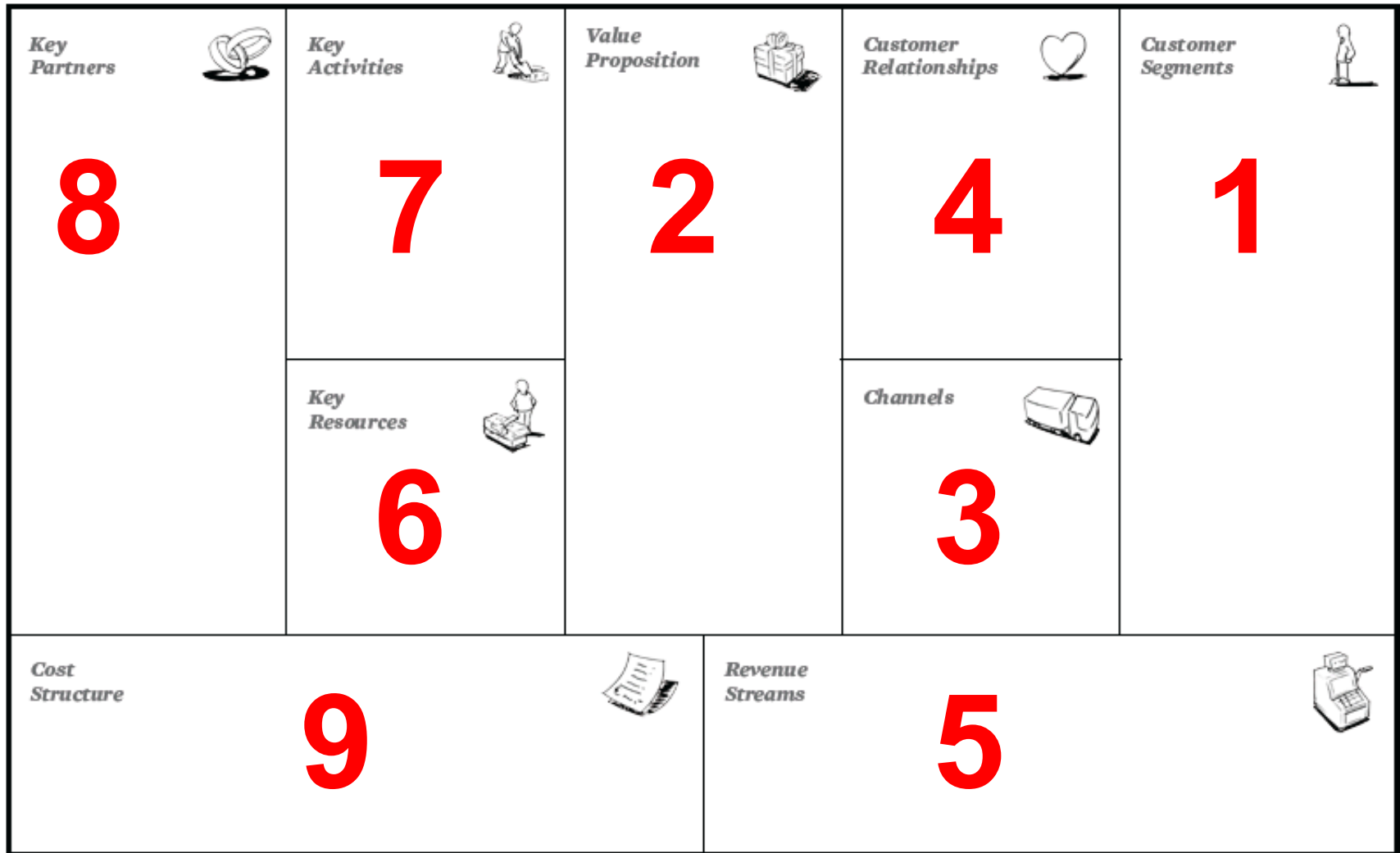


Source: http://nonlinearthinking.typepad.com/nonlinear_thinking/2008/07/the-business-model-canvas.html
<https://www.youtube.com/watch?v=QoAOzMTLP5s>

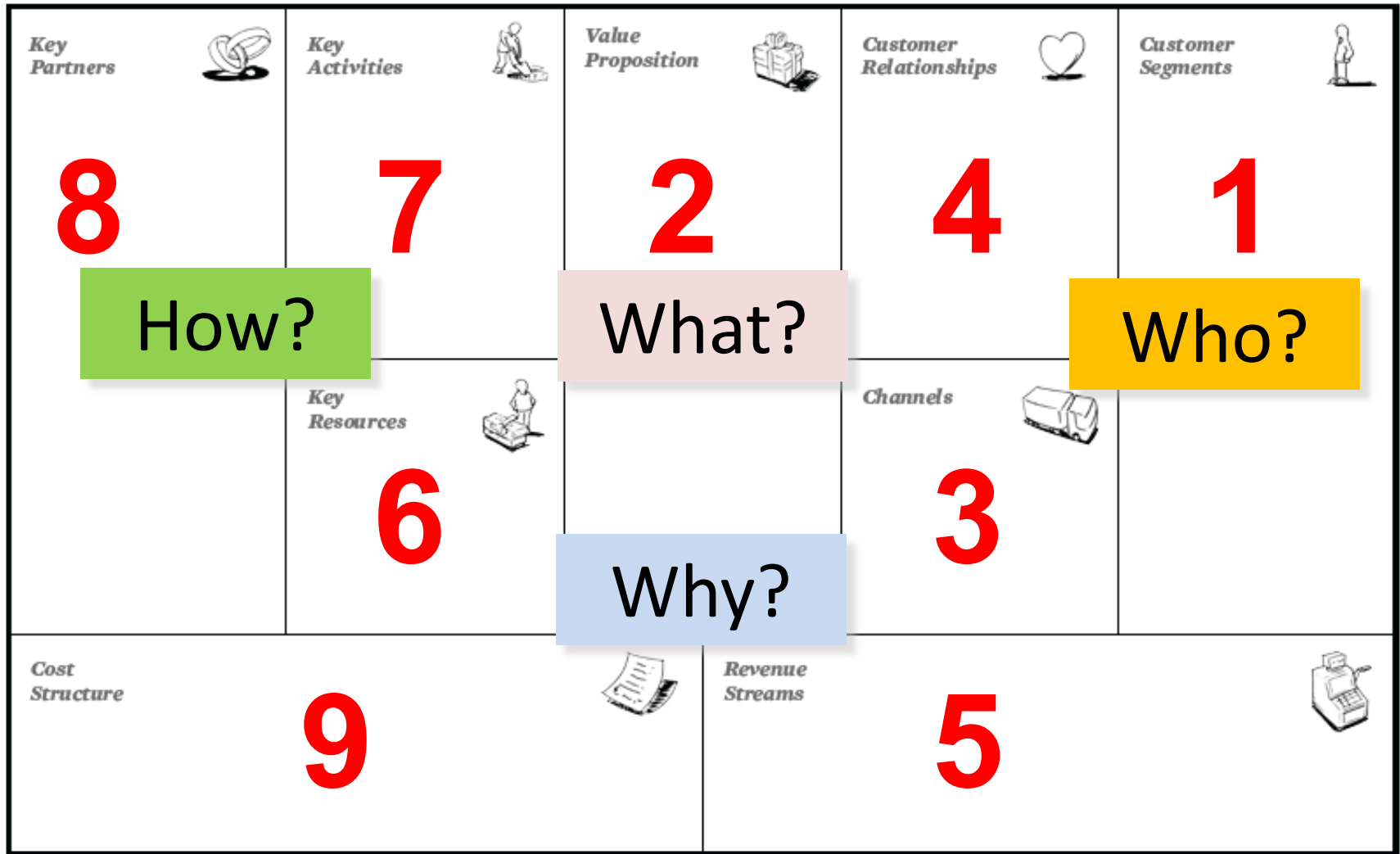
Business Model Canvas Explained



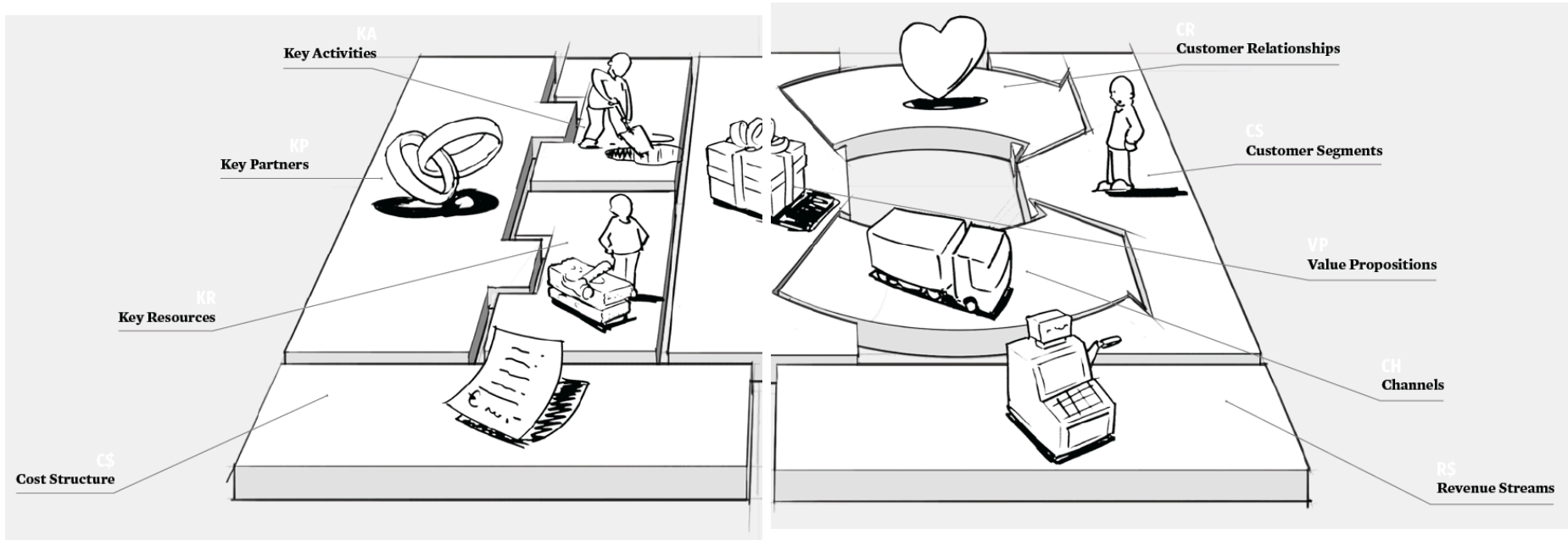
The 9 Building Blocks of Business Model



The 9 Building Blocks of Business Model

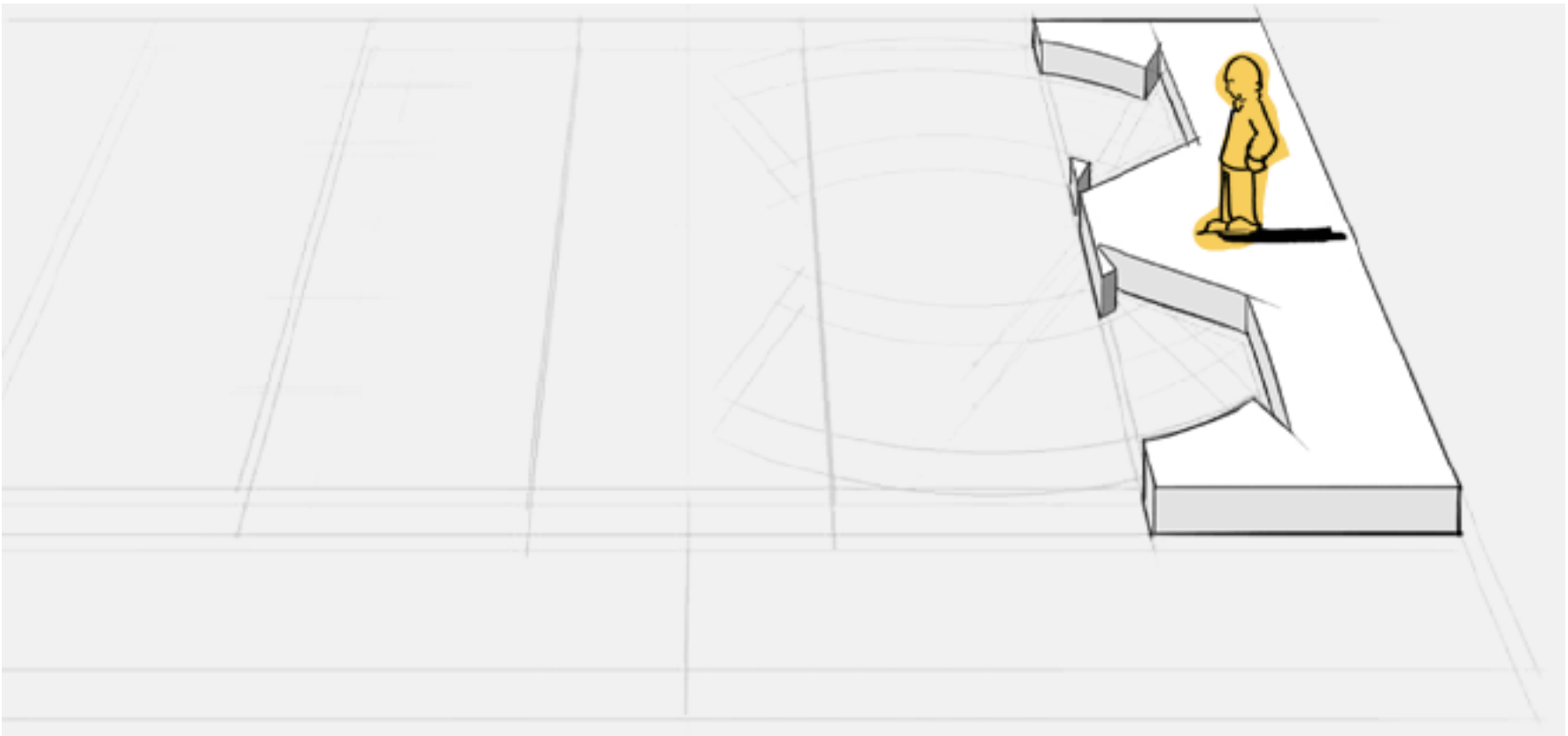


The 9 Building Blocks of Business Model



1. Customer Segments

Defines the different groups of people or organizations an enterprise aims to reach and serve



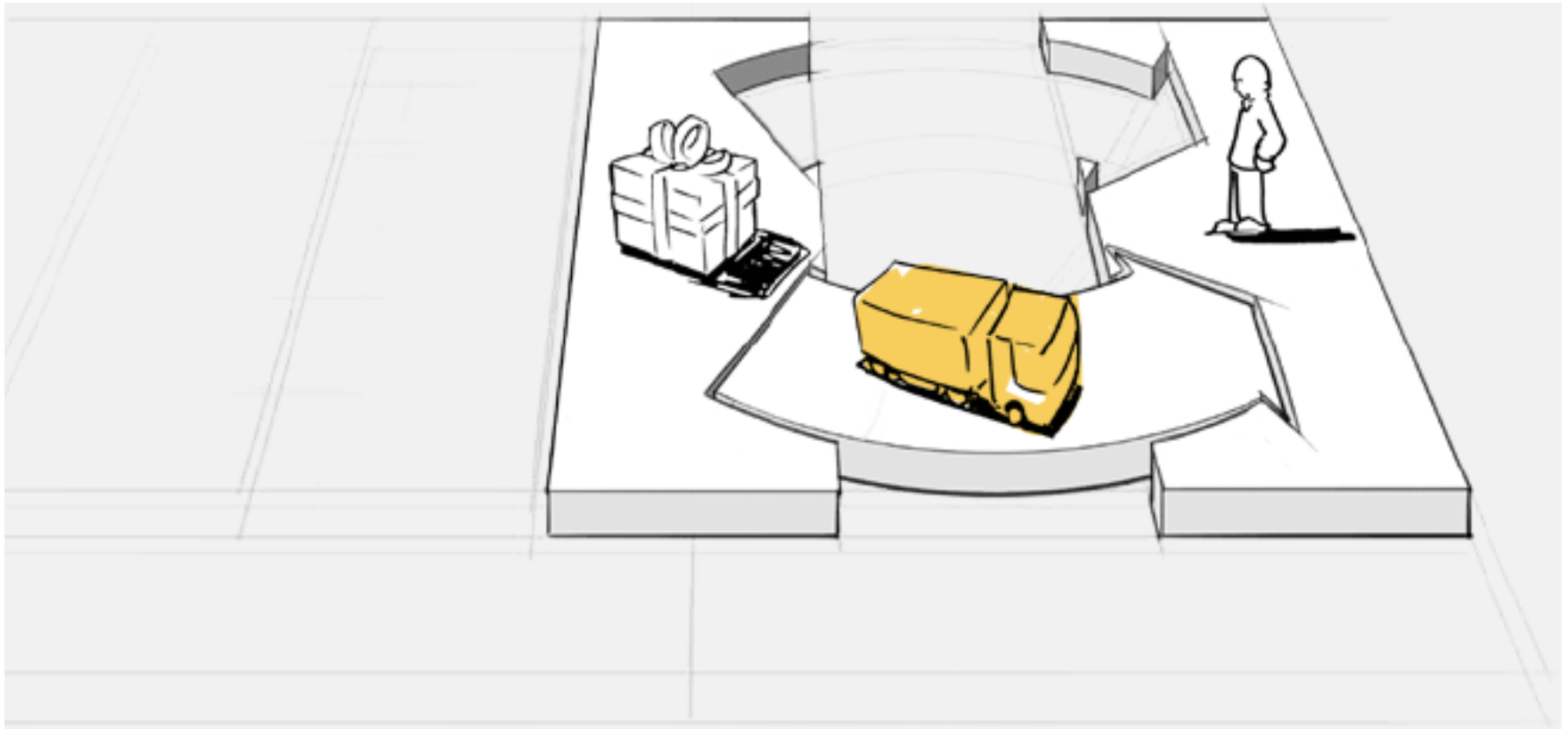
2. Value Propositions

Describes the bundle of products and services that create value for a specific Customer Segment



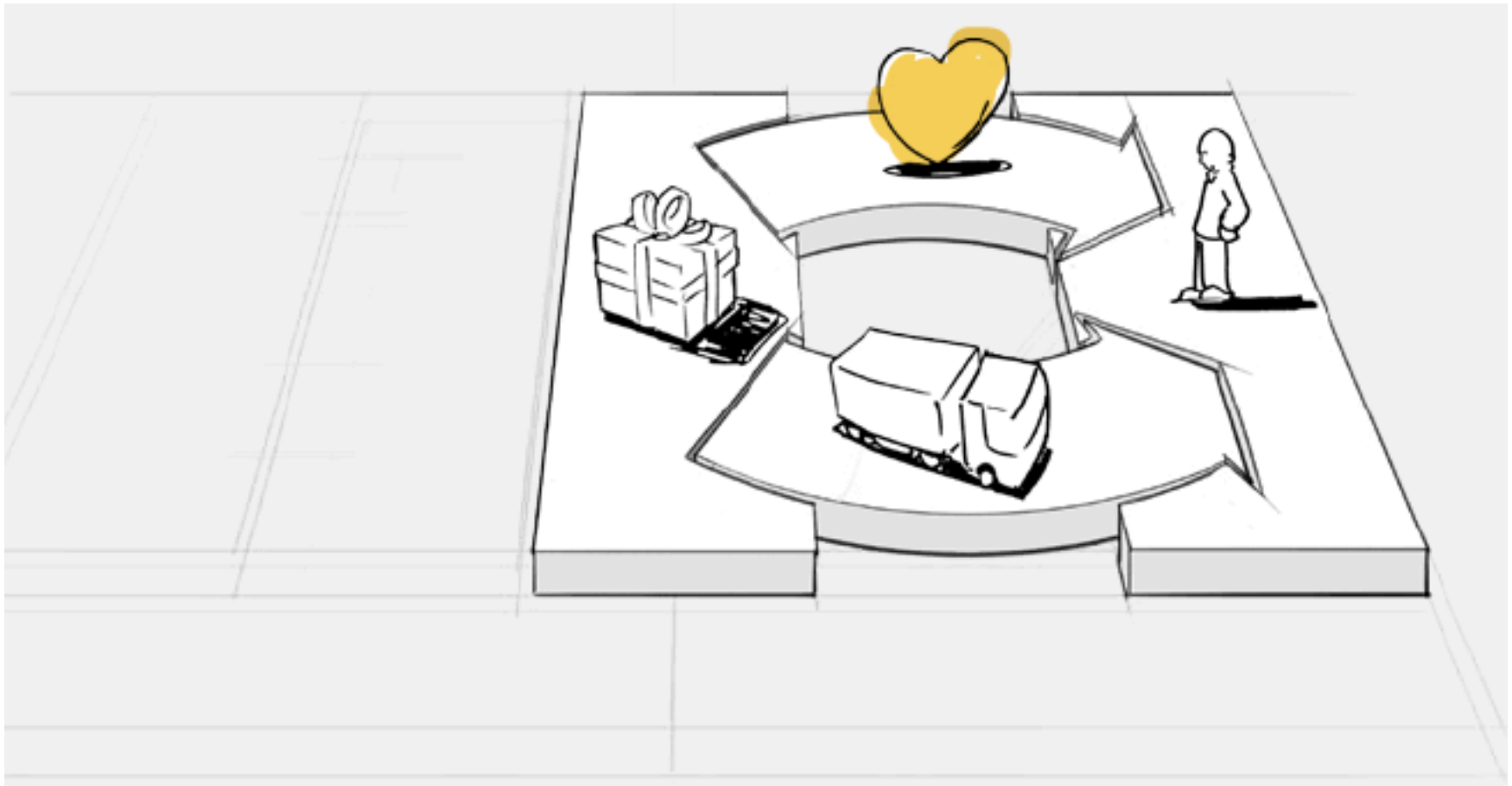
3. Channels

Describes how a company communicates with and reaches its Customer Segments to deliver a Value Proposition



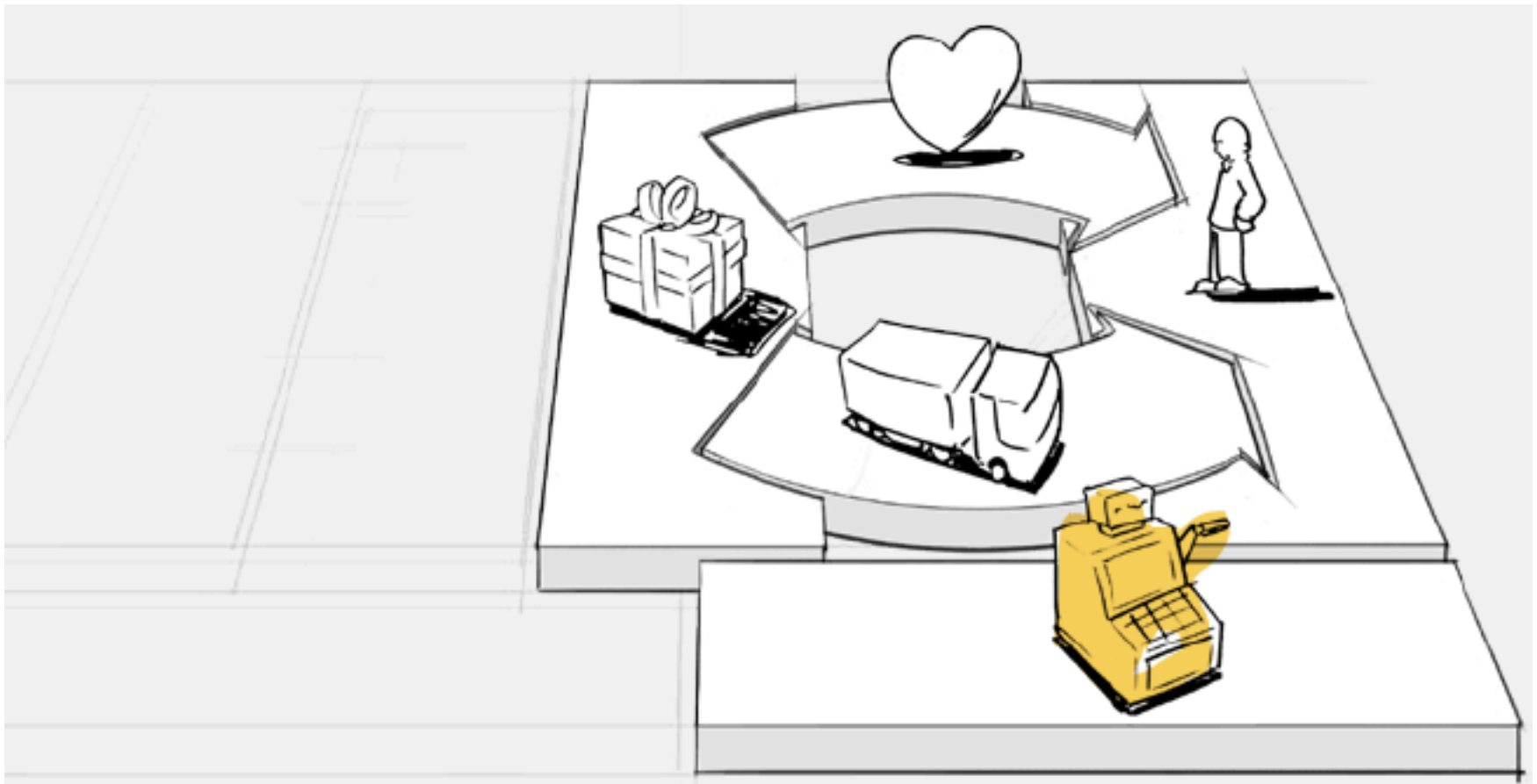
4. Customer Relationships

Describes the types of relationships a company establishes with specific Customer Segments



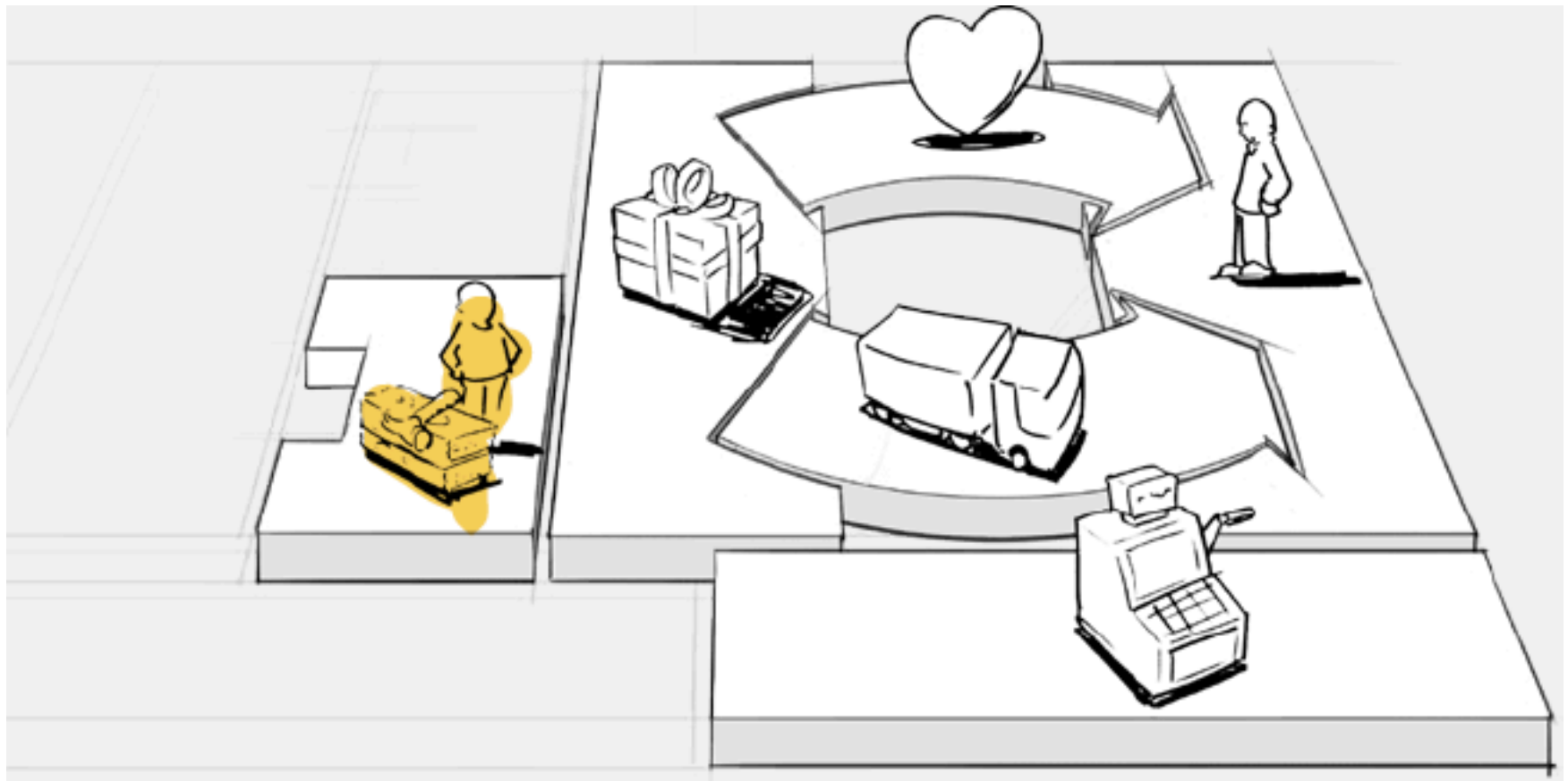
5. Revenue Streams

Represents the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings)



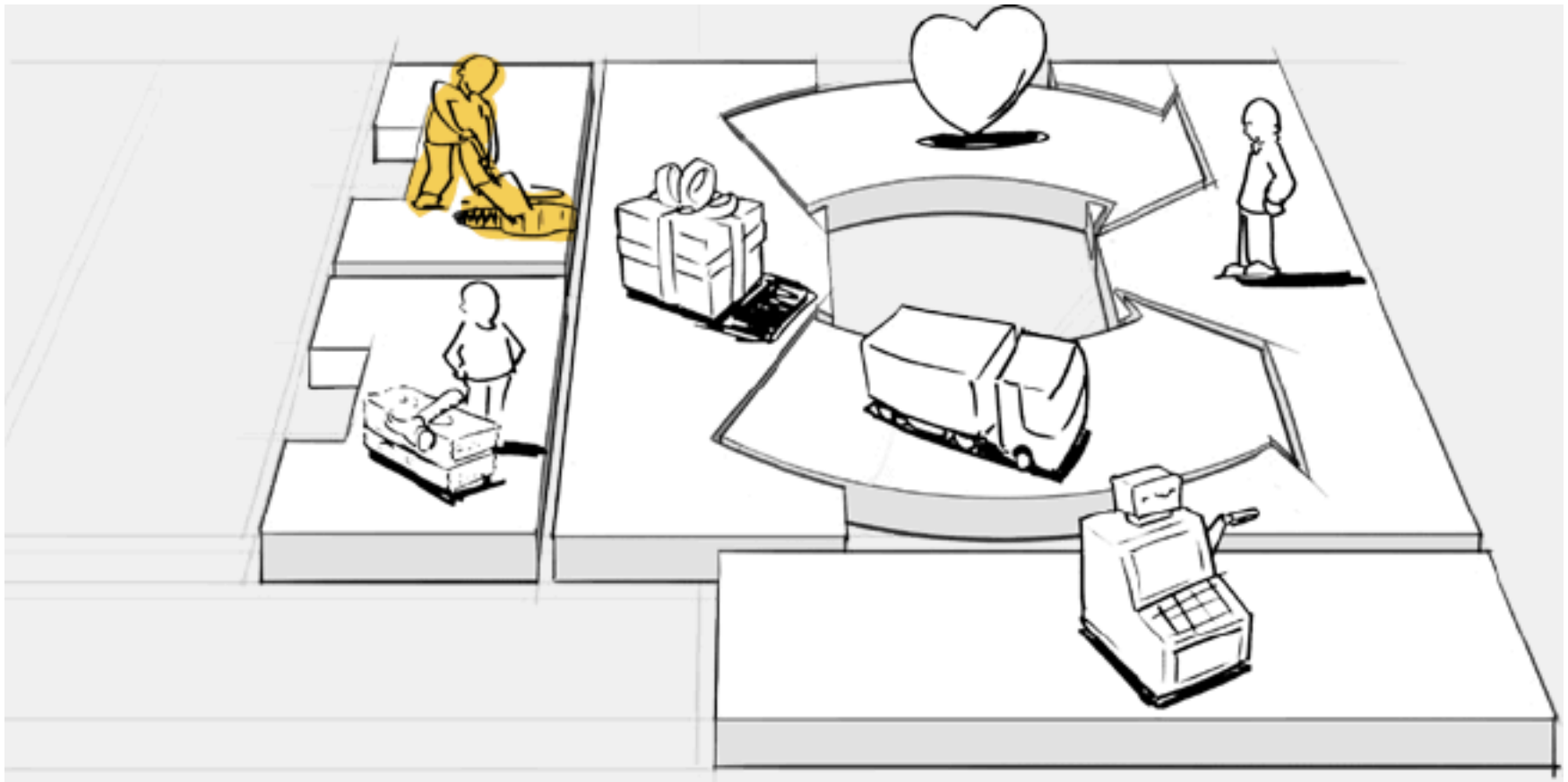
6. Key Resources

Describes the most important assets required to make a business model work



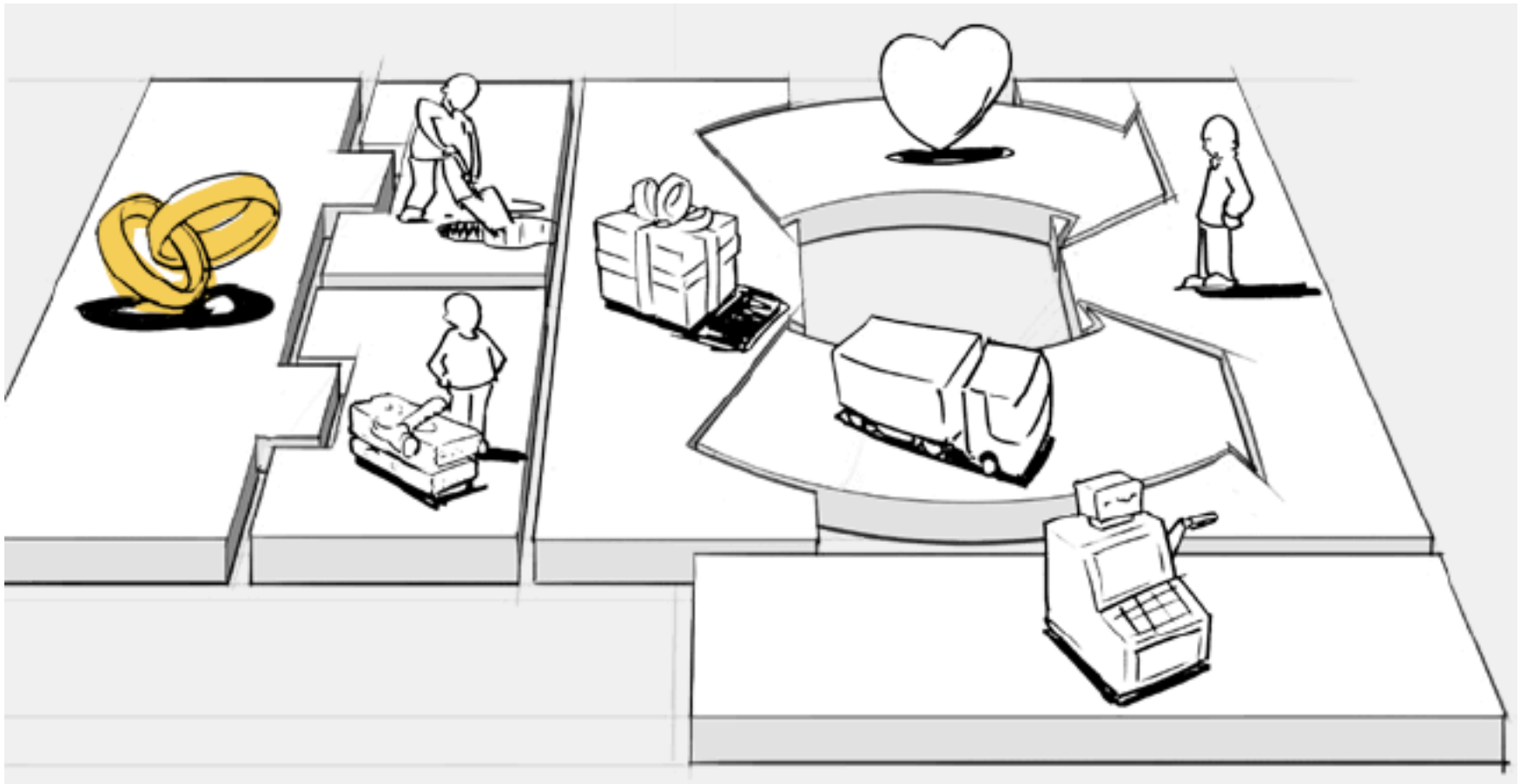
7. Key Activities

Describes the most important things a company must do to make its business model work



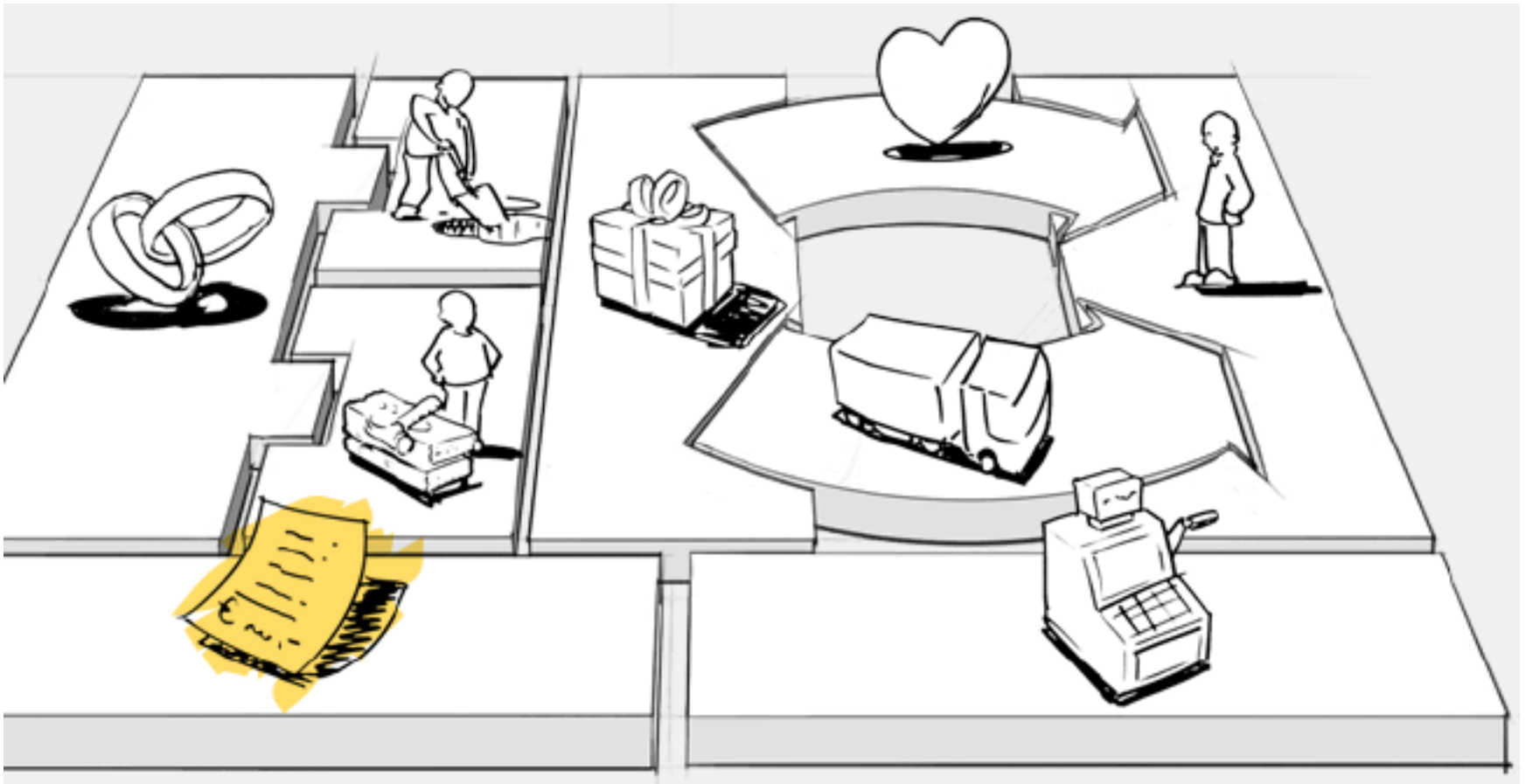
8. Key Partnerships

Describes the network of suppliers and partners that make the business model work



9. Cost Structure

Describes all costs incurred to operate a business model



The 9 Building Blocks of Business Model

1. Customer Segments

- An organization serves one or several Customer Segments.

2. Value Propositions

- It seeks to solve customer problems and satisfy customer needs with value propositions.

3. Channels

- Value propositions are delivered to customers through communication, distribution, and sales Channels.

4. Customer Relationships

- Customer relationships are established and maintained with each Customer Segment.

The 9 Building Blocks of Business Model

5. Revenue Streams

- Revenue streams result from value propositions successfully offered to customers.

6. Key Resources

- Key resources are the assets required to offer and deliver the previously described elements...

7. Key Activities

- ...by performing a number of Key Activities.

8. Key Partnerships

- Some activities are outsourced and some resources are acquired outside the enterprise.

9. Cost Structure

- The business model elements result in the cost structure.

Marketing Strategy

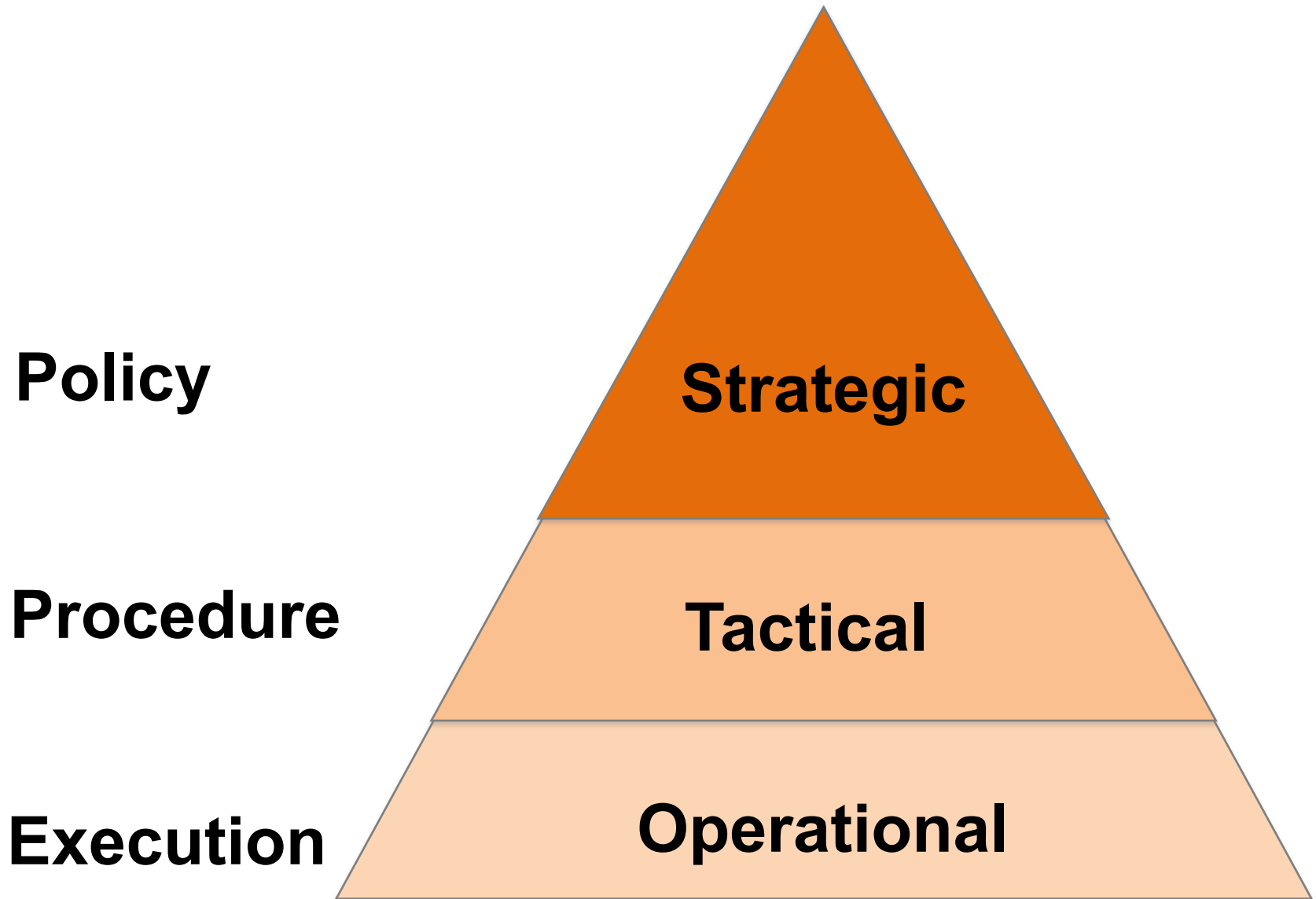
Marketing Plan

Strategy

vs.

Tactics

Strategy vs. Tactics



Strategy vs. Tactics

Strategy	Tactics
Planning	Doing
Large Scale	Smaller Scale
Why	How
Difficult to Copy	Easy to Copy
Long Time Frame	Short Time Frame

```
graph LR; A[Strategy] --> B[Plans]; B --> C[Tactics]
```

Strategy

Plans

Tactics

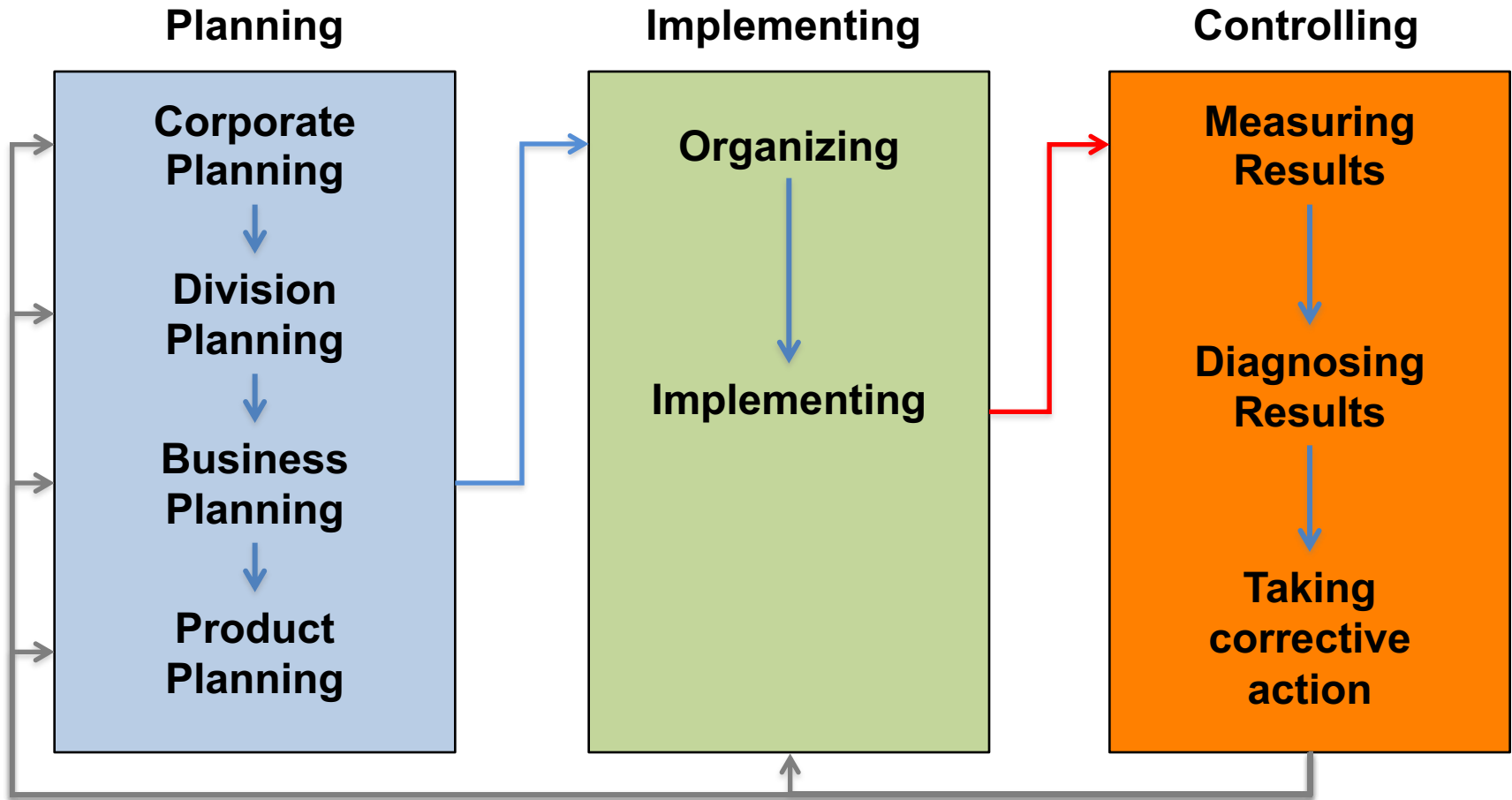
Strategy > Plans > Tactics

- Strategy involves a **blueprint** for gaining a **competitive advantage**.
- Plans are the second-level **goals** in the hierarchy.
 - A complex strategy may contain many plans.
- Tactics are the **step-by-step methods** you use to accomplish a plan.

Marketing Planning Process

1. Analyzing marketing opportunities
2. Selecting target markets
3. Designing marketing strategies
4. Developing marketing programs
5. Managing the marketing effort

The Strategic Planning, Implementation, and Control Processes



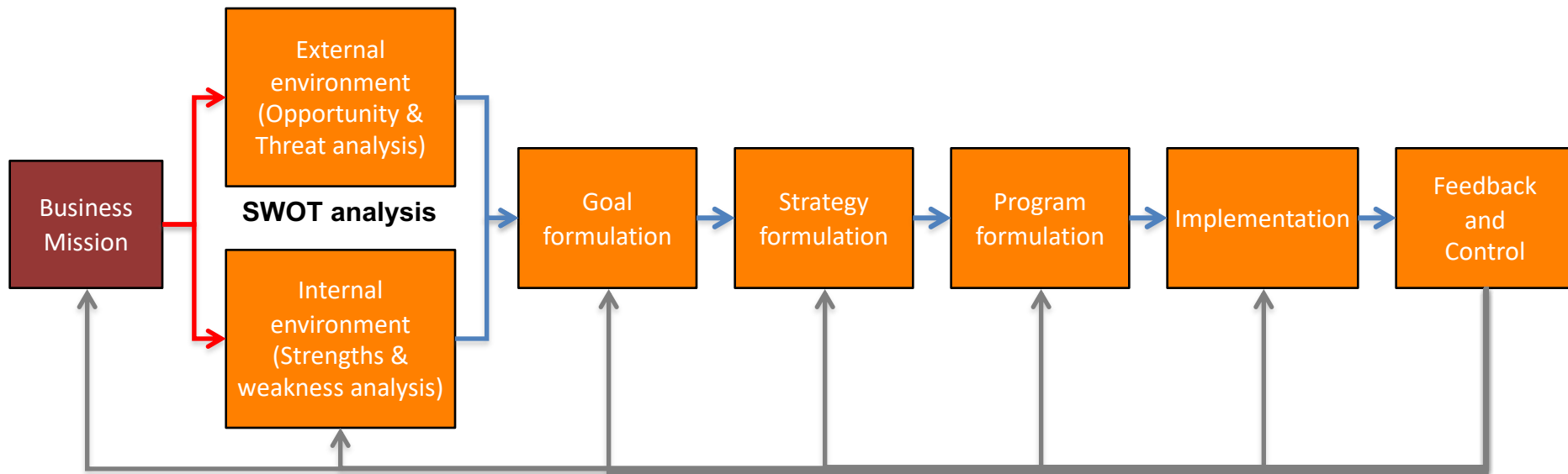
Marketing Plan

- The **strategic marketing plan** lays out the **target markets** and the firm's **value proposition**, based on an analysis of the best **market opportunities**.

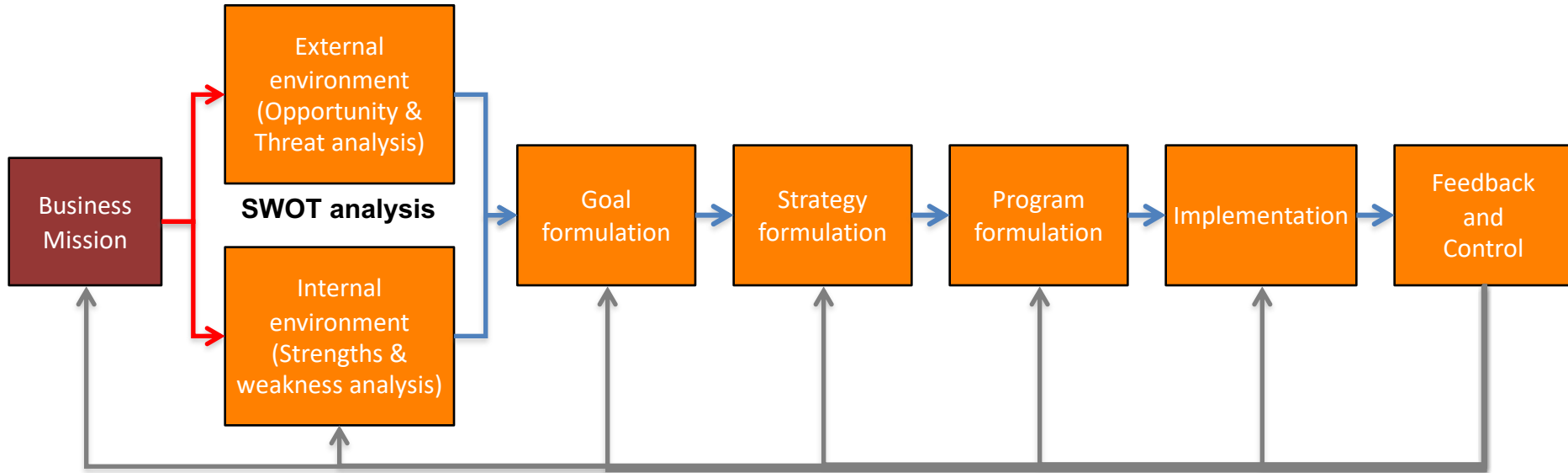
Marketing Plan

- The **tactical marketing plan** specifies the **marketing tactics**, including **product features**, **promotion**, **merchandising**, **pricing**, **sales channels**, and **service**.

Business Unit Strategic-Planning Process



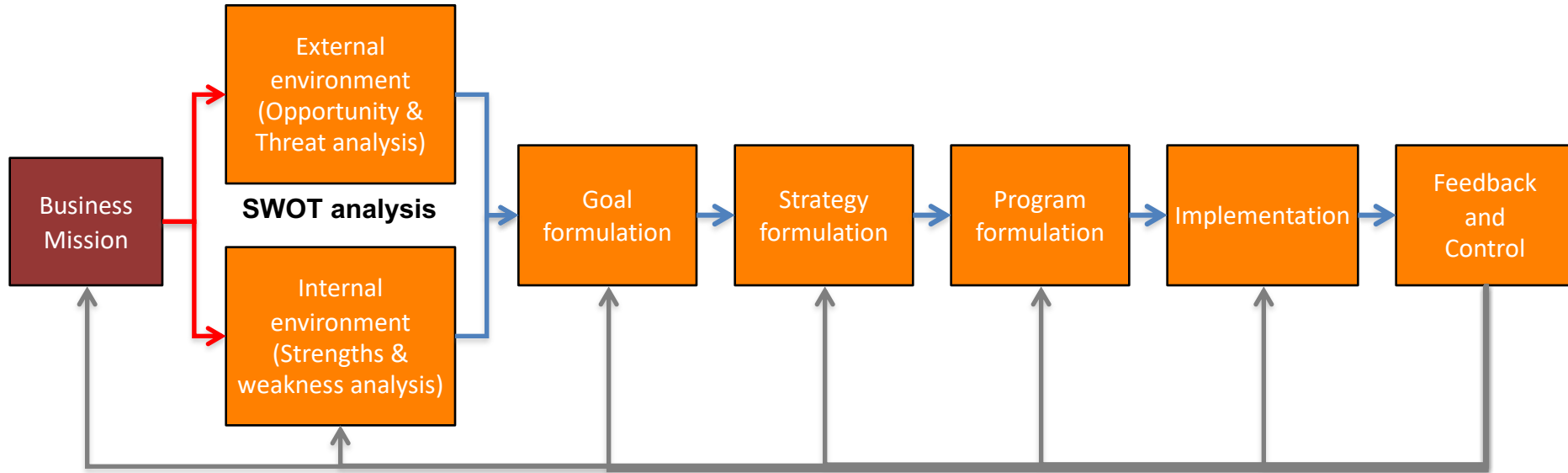
Business Unit Strategic-Planning Process



1

Business
Mission

Business Unit Strategic-Planning Process



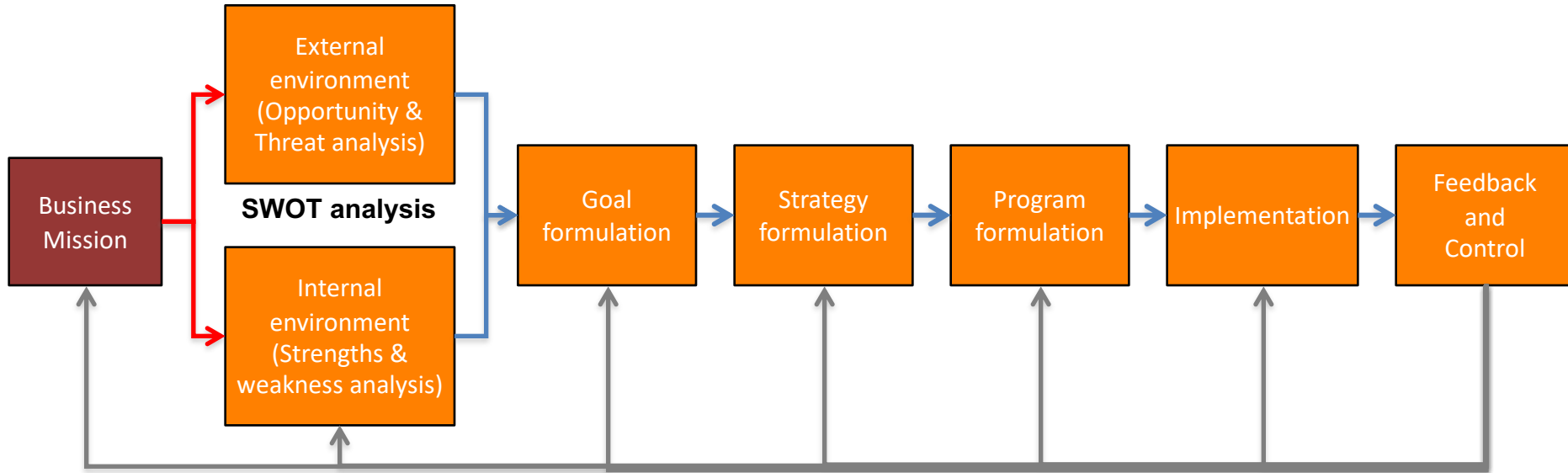
2

External environment
(Opportunity & Threat analysis)

SWOT analysis

Internal environment
(Strengths & weakness analysis)

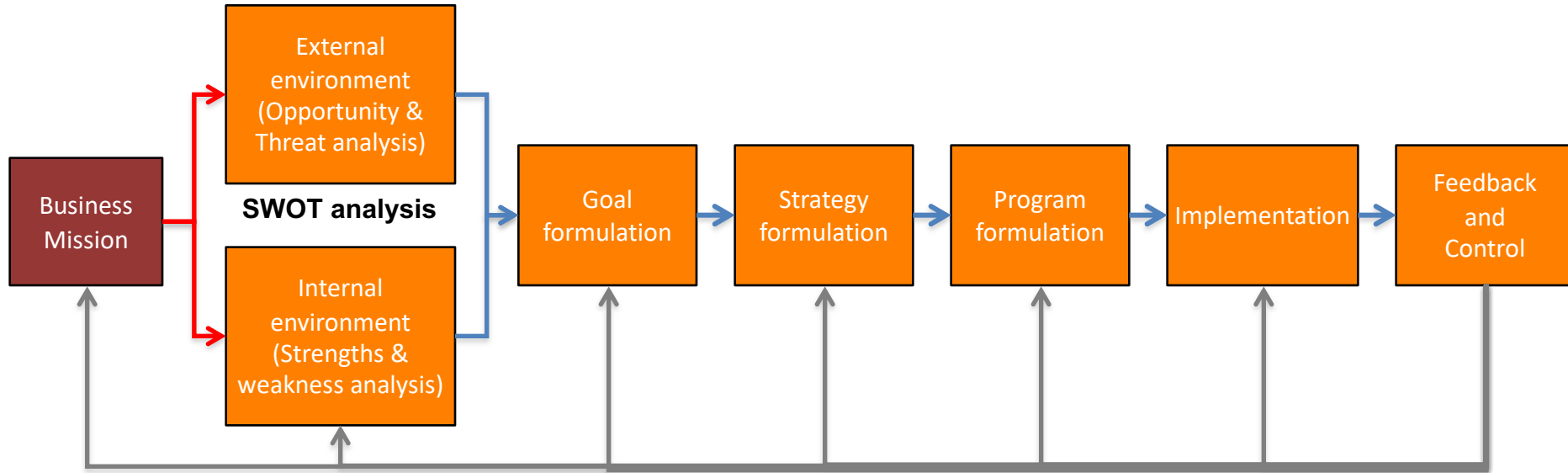
Business Unit Strategic-Planning Process



3

Goal
formulation

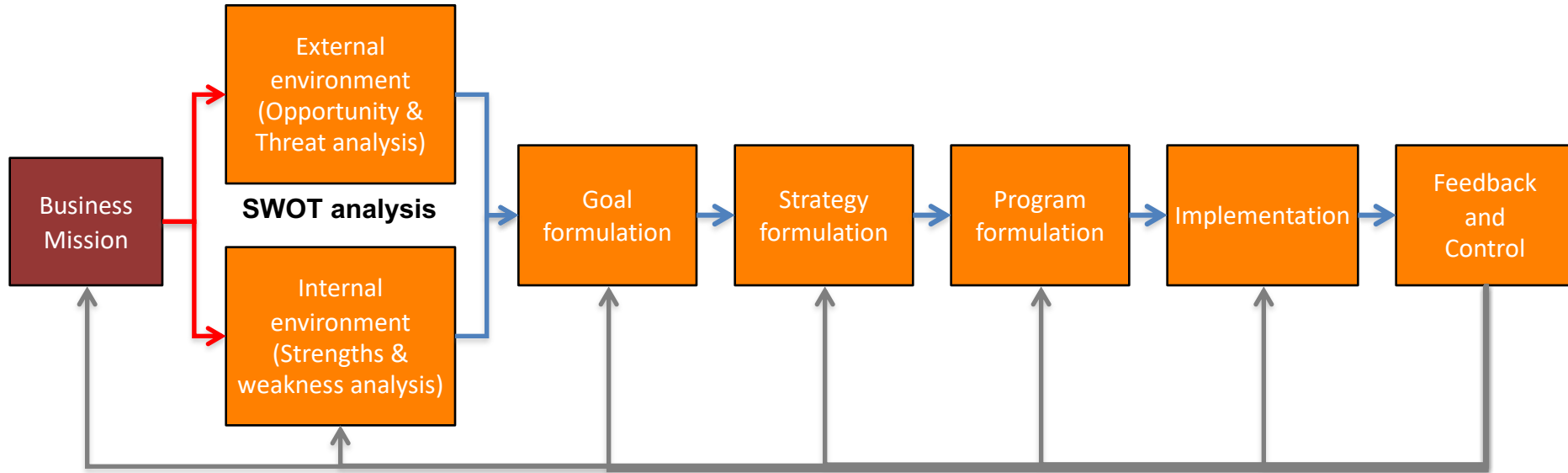
Business Unit Strategic-Planning Process



4

Strategy
formulation

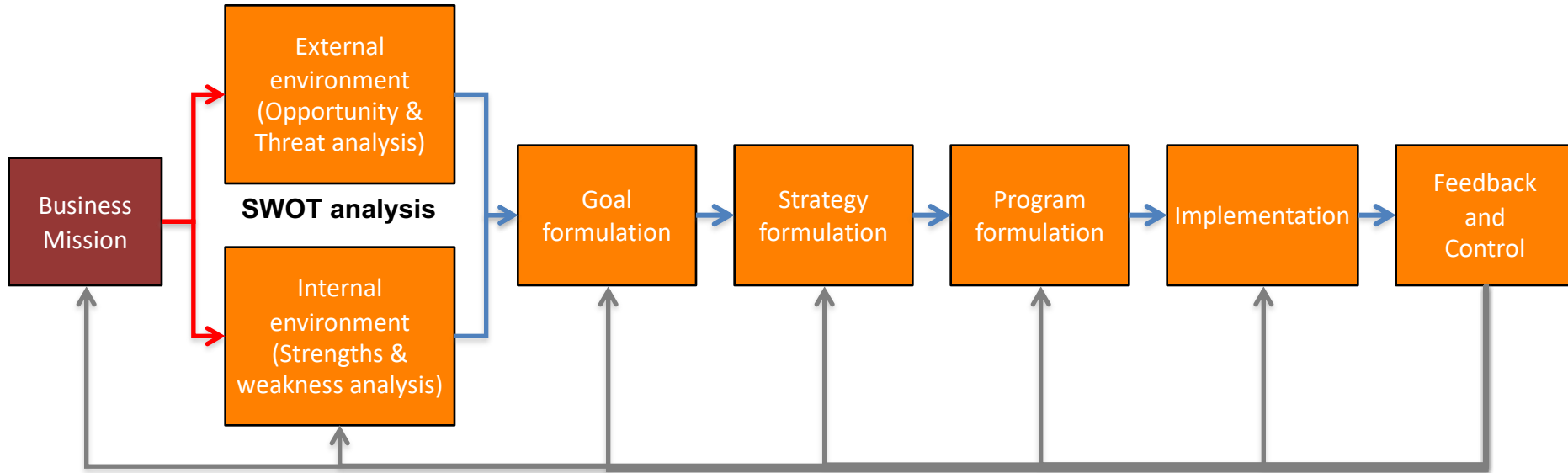
Business Unit Strategic-Planning Process



5

Program
formulation

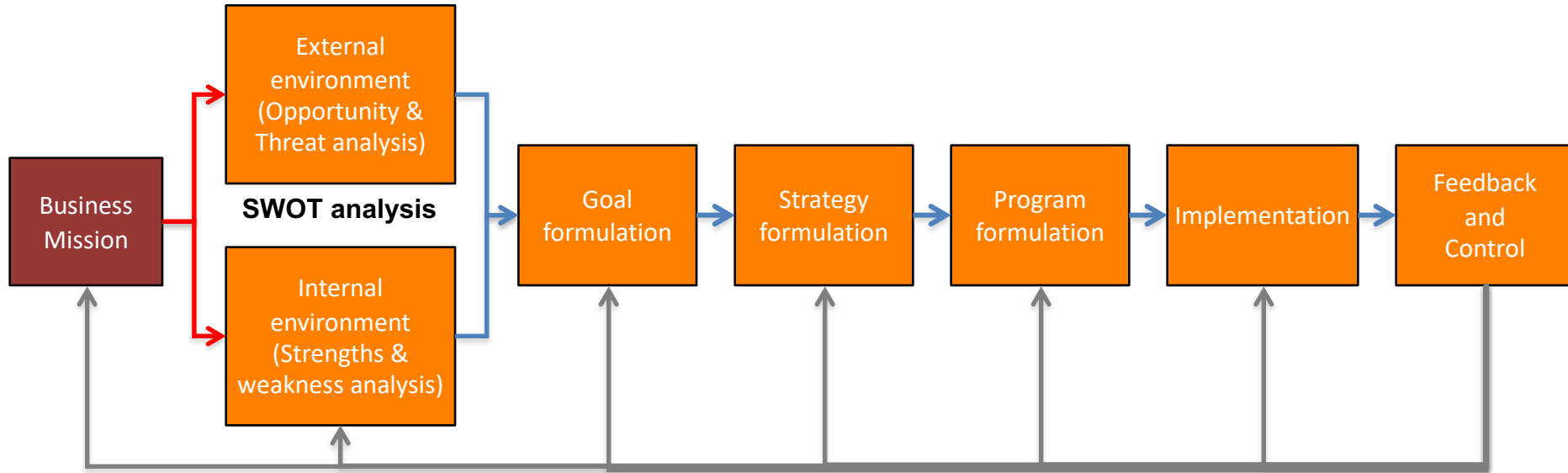
Business Unit Strategic-Planning Process



6

Implementation

Business Unit Strategic-Planning Process



7

Feedback
and
Control

Marketing Plan Contents

1. Executive summary (1.0)
2. Table of contents
3. Situation analysis (2.0) (Ch1)
4. Marketing strategy (3.0) (Ch2)
5. Marketing tactics (4.0) (Ch3)
6. Financial projections (5.0) (Ch4)
7. Implementation controls (6.0) (Ch5)

Sample Marketing Plan

- **1.0 Executive Summary**
- 2.0 Situation Analysis
- 3.0 Marketing Strategy
- 4.0 Marketing Tactics
- 5.0 Financials
- 6.0 Controls

1.0
Executive
Summary

2.0
Situation
Analysis

3.0
Marketing
Strategy

4.0
Marketing
Tactics

5.0
Financials

6.0
Controls

Sample Marketing Plan

2.0 Situation Analysis

- 2.1 Market Summary
- 2.2 SWOT Analysis
- 2.3 Competition
- 2.4 Product Offering
- 2.5 Keys to Success
- 2.6 Critical Issues

1.0
Executive
Summary

2.0
Situation
Analysis

3.0
Marketing
Strategy

4.0
Marketing
Tactics

5.0
Financials

6.0
Controls

Sample Marketing Plan

2.1 Market Summary

- 2.1.1 Market Demographics
 - Geographics
 - Demographics
 - Behavior Factors
- 2.1.2 Market Needs
- 2.1.3 Market Trends
- 2.1.4 Market Growth

1.0
Executive
Summary

2.0
Situation
Analysis

3.0
Marketing
Strategy

4.0
Marketing
Tactics

5.0
Financials

6.0
Controls

Sample Marketing Plan

3.0 Marketing Strategy

- 3.1 Mission
- 3.2 Marketing Objectives
- 3.3 Financial Objectives
- 3.4 Target Markets
- 3.5 Positioning

1.0
Executive
Summary

2.0
Situation
Analysis

3.0
Marketing
Strategy

4.0
Marketing
Tactics

5.0
Financials

6.0
Controls

Sample Marketing Plan

4.0 Marketing Tactics

- 4.1 Product
- 4.2 Pricing
- 4.3 Distribution (Place)
- 4.4 Communications (Promotion)
- 4.5 Marketing Research

1.0
Executive
Summary

2.0
Situation
Analysis

3.0
Marketing
Strategy

4.0
Marketing
Tactics

5.0
Financials

6.0
Controls

Sample Marketing Plan

5.0 Financials

- 5.1 Break-Even Analysis
- 5.2 Sales Forecast
- 5.3 Expense Forecast

1.0
Executive
Summary

2.0
Situation
Analysis

3.0
Marketing
Strategy

4.0
Marketing
Tactics

5.0
Financials

6.0
Controls

Sample Marketing Plan

6.0 Controls

- 6.1 Implementation
- 6.2 Marketing Organization
- 6.3 Contingency Planning

1.0
Executive
Summary

2.0
Situation
Analysis

3.0
Marketing
Strategy

4.0
Marketing
Tactics

5.0
Financials

6.0
Controls

Evaluating a Marketing Plan

- Is the plan **simple/succinct**?
- Is the plan **complete**?
- Is the plan **specific**?
- Is the plan **realistic**?

TSC 崇越行銷大賞

<http://marketing.topco-global.com/TopcoMKT>



Summary

- This course introduces the fundamental **theories** and **practices** of **marketing management**.
- Topics include:
 1. Understanding Marketing Management
 2. Capturing Marketing Insights
 3. Connecting with Customers
 4. Building Strong Brands
 5. Creating Value and Shaping the Market Offerings
 6. Delivering Value
 7. Communicating Value
 8. Conducting Marketing Responsibly for Long-term Success

Case Study

- Background Introduction
- **SWOT**
 - Strengths, Weaknesses, Opportunities, Threats
 - PESTLE, Five Forces, Value Chain Analysis
 - TOWS
- **STP**
 - Segmentation, Targeting, Positioning
- **4P**
 - Product, Price, Place, Promotion
- Business Model

修課應注意事項

1. 請同學於行銷管理個案討論前
應詳細研讀個案，並思考個案研究問題。
2. 請同學於上課前預習行銷管理相關理論，
以作為個案分析及擬定管理對策的依據。
3. 上課時間地點：
週二 2 (9:10-10:00) B607
週三 3, 4 (10:10-12:00) B118

Contact Information

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