

行銷管理

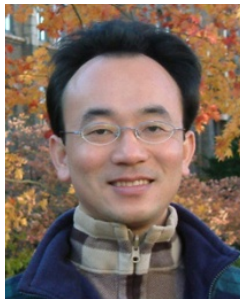
Marketing Management

Introduction to Marketing Management

1062MM3A01

TLMXB3A (M0142)

Tue 2 (9:10-10:00) B702; Thu 7,8 (14:10-16:00) B608



Min-Yuh Day

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2018-02-27; 2018-03-01



淡江大學106學年度第2學期

課程教學計畫表

Spring 2018 (2018.02.26 - 2018.06.30)

- 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3A (TLMXB3A)(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 (09:10-10:00) B702
週四 7, 8 (14:10-16:00) B608

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	2018/02/27, 03/01	Introduction to Marketing Management
2	2018/03/06, 03/08	Defining Marketing for the New Realities, Developing Marketing Strategies and Plans (Nike) (Ch1, pp.52-54)
3	2018/03/13, 03/15	Collecting Information and Forecasting Demand, Conducting Marketing Research (Microsoft) (Ch3, pp.116-117)
4	2018/03/20, 03/22	Creating Long-term Loyalty Relationships, Analyzing Consumer Markets (Disney) (Ch6, pp.206-207)
5	2018/03/27, 03/29	Analyzing Business Markets, Tapping into Global Markets (Accenture) (Ch7, pp.235-236)

課程大綱 (Syllabus)

週次 (Week)	日期 (Date)	內容 (Subject/Topics)
6	2018/04/03, 04/05	Off-campus study (教學行政觀摩日)
7	2018/04/10, 04/12	Identifying Market Segments and Targets, Crafting the Brand Positioning (HSBC) (Ch9, pp.292-293)
8	2018/04/17, 04/19	Creating Brand Equity, Addressing Competition and Driving Growth (McDonald's) (Ch11, pp.353-354)
9	2018/04/24, 04/26	Midterm Report (期中報告)
10	2018/05/01, 05/03	Midterm Exam Week (期中考試週)

課程大綱 (Syllabus)

週次 (Week)	日期 (Date)	內容 (Subject/Topics)
11	2018/05/08, 05/10	Setting Product Strategy, Designing and Managing Services (Toyota) (Ch13, pp.418-419)
12	2018/05/15, 05/17	Introducing New Market Offerings, Developing Pricing Strategies and Programs (Salesforce.com) (Ch15, pp.481)
13	2018/05/22, 05/24	Delivering Value: Designing and Managing Integrated Marketing Channels (Zara) (Ch18, pp.574)
14	2018/05/29, 05/31	Communicating Value: Designing and Managing Integrated Marketing Communications (Evian) (Ch20, pp. 632-633)

課程大綱 (Syllabus)

週次 (Week)	日期 (Date)	內容 (Subject/Topics)
15	2018/06/05, 06/07	Managing a Holistic Marketing Organization for the Long Run (Starbucks) (Ch23, pp.706-707)
16	2018/06/12, 06/14	Final Report I (期末報告 I)
17	2018/06/19, 06/21	Final Report II (期末報告 II)
18	2018/06/26, 06/28	Final Exam Week (期末考試週)

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：40.0 % (課堂參與及報告討論表現)

教材課本與參考書籍

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

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. 請同學於上課前
先繳交行銷管理個案研究問題書面報告。
4. 上課時間地點：
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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

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

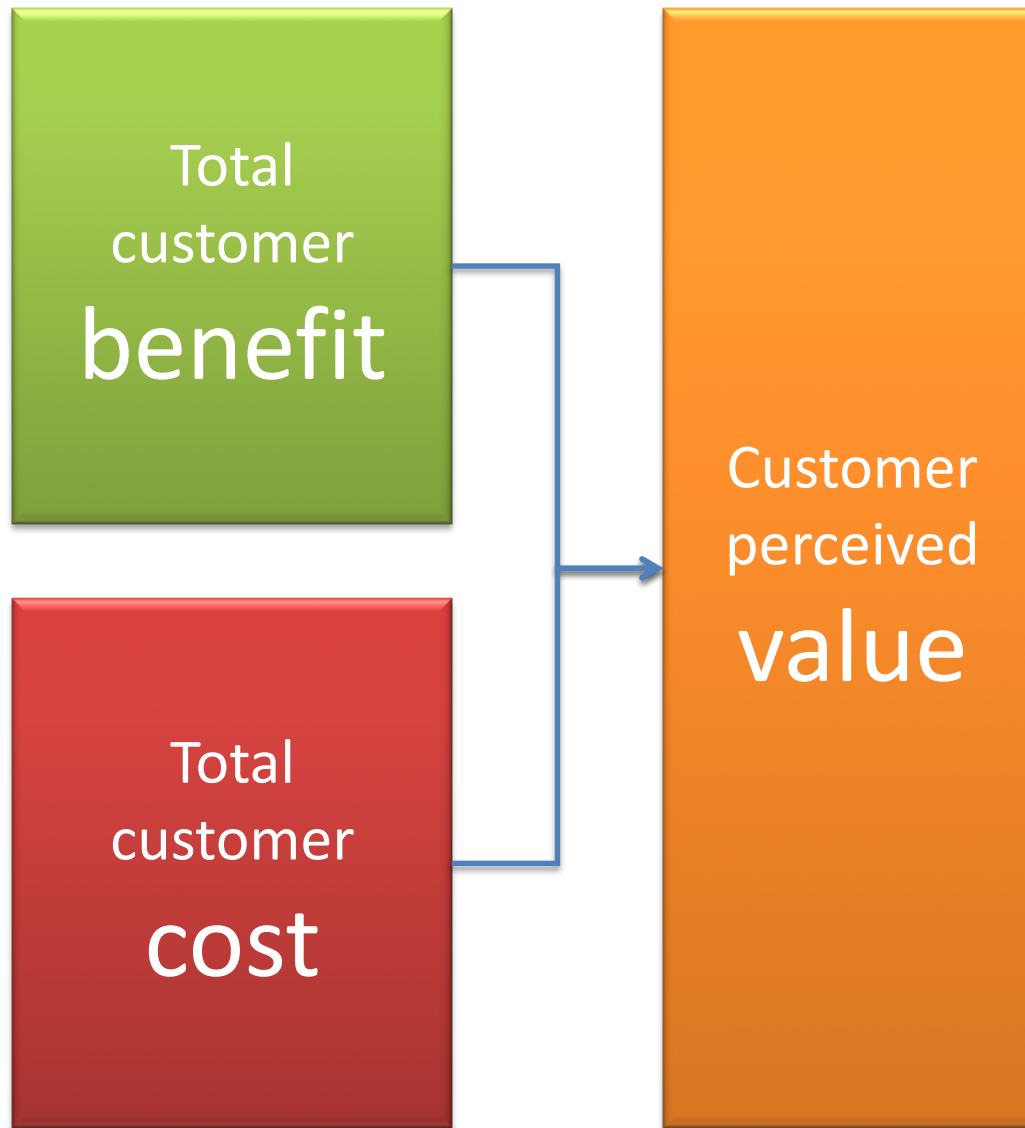
Customer Value

Value

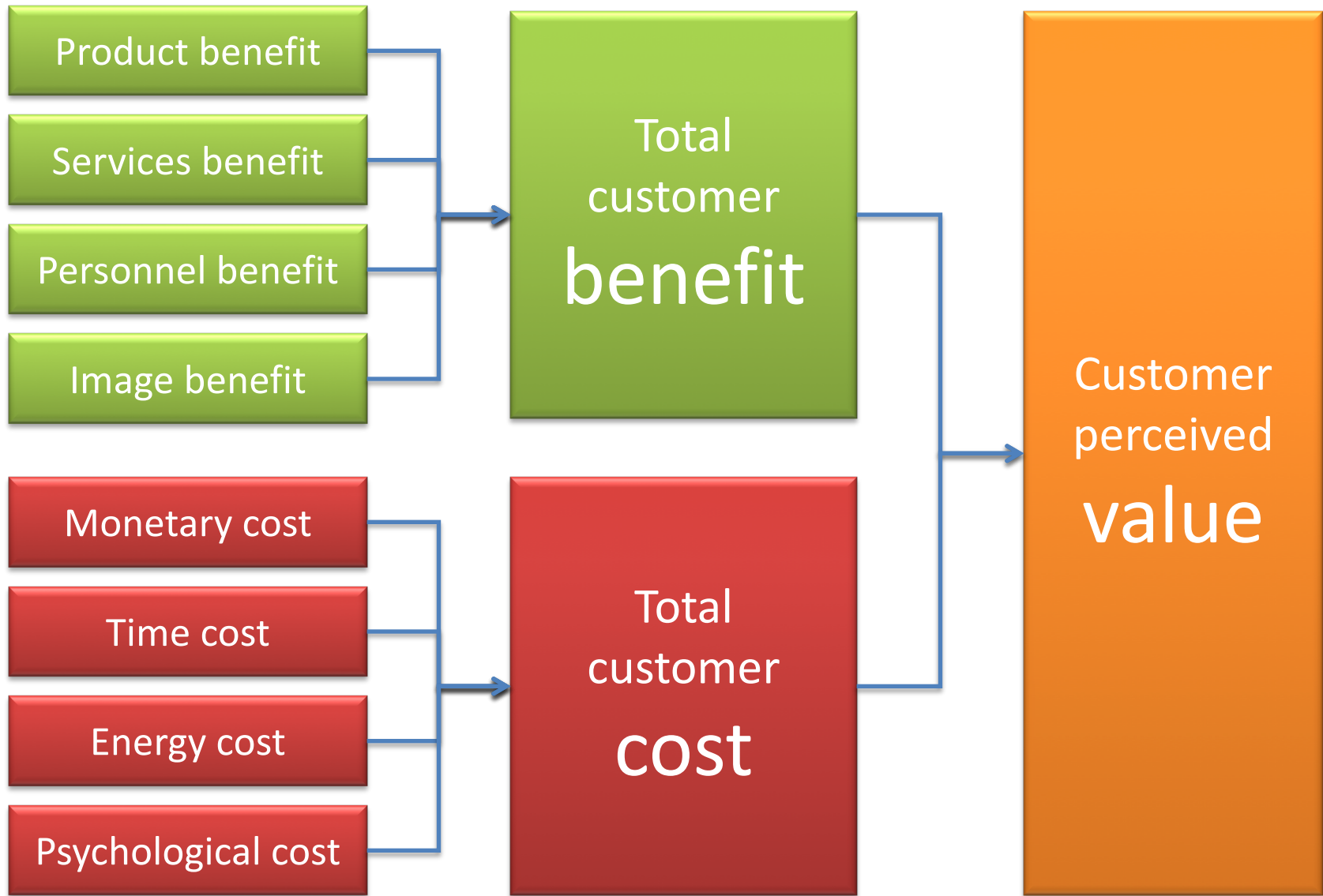
the sum of the
tangible and
intangible

benefits and costs

Value

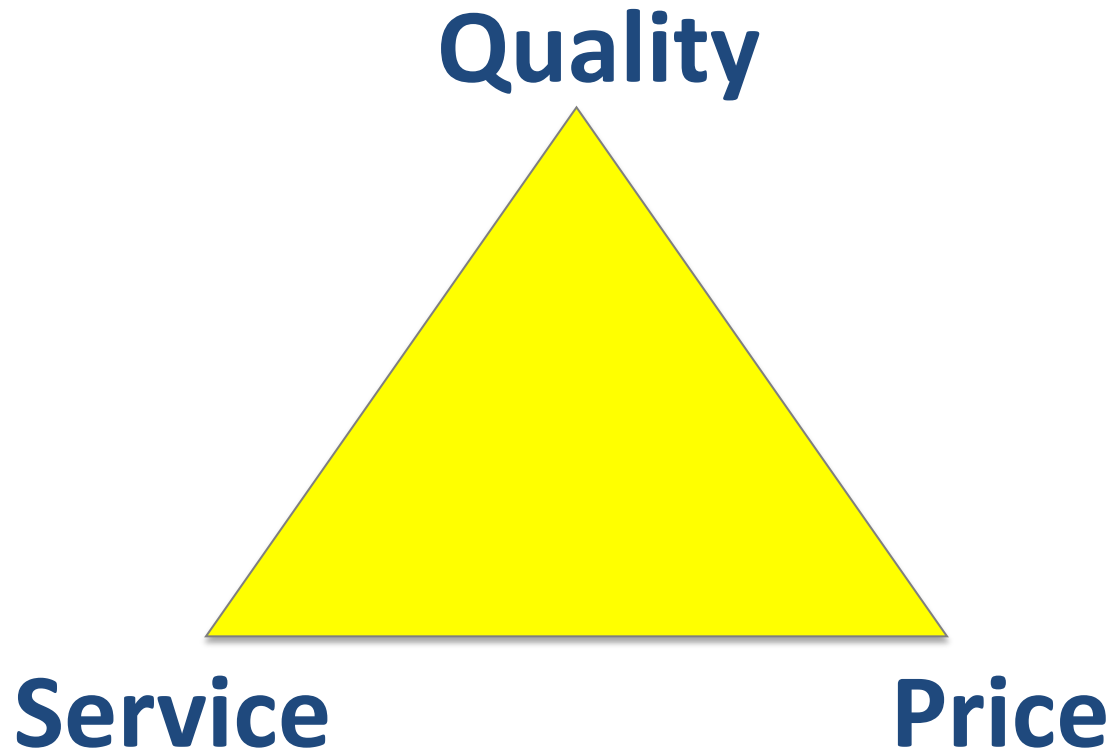


Customer Perceived Value



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

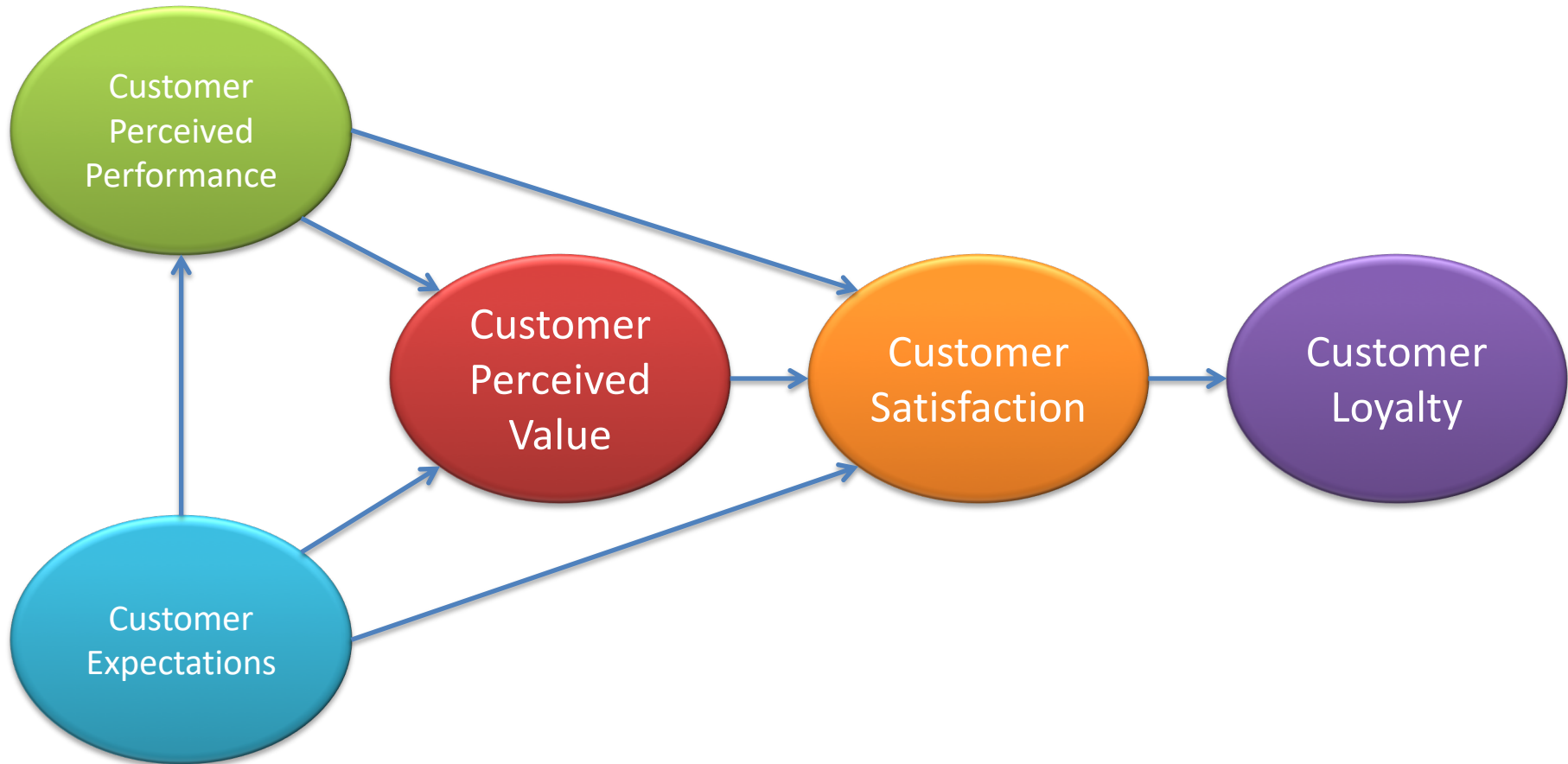
despite situational influences and

marketing efforts having the

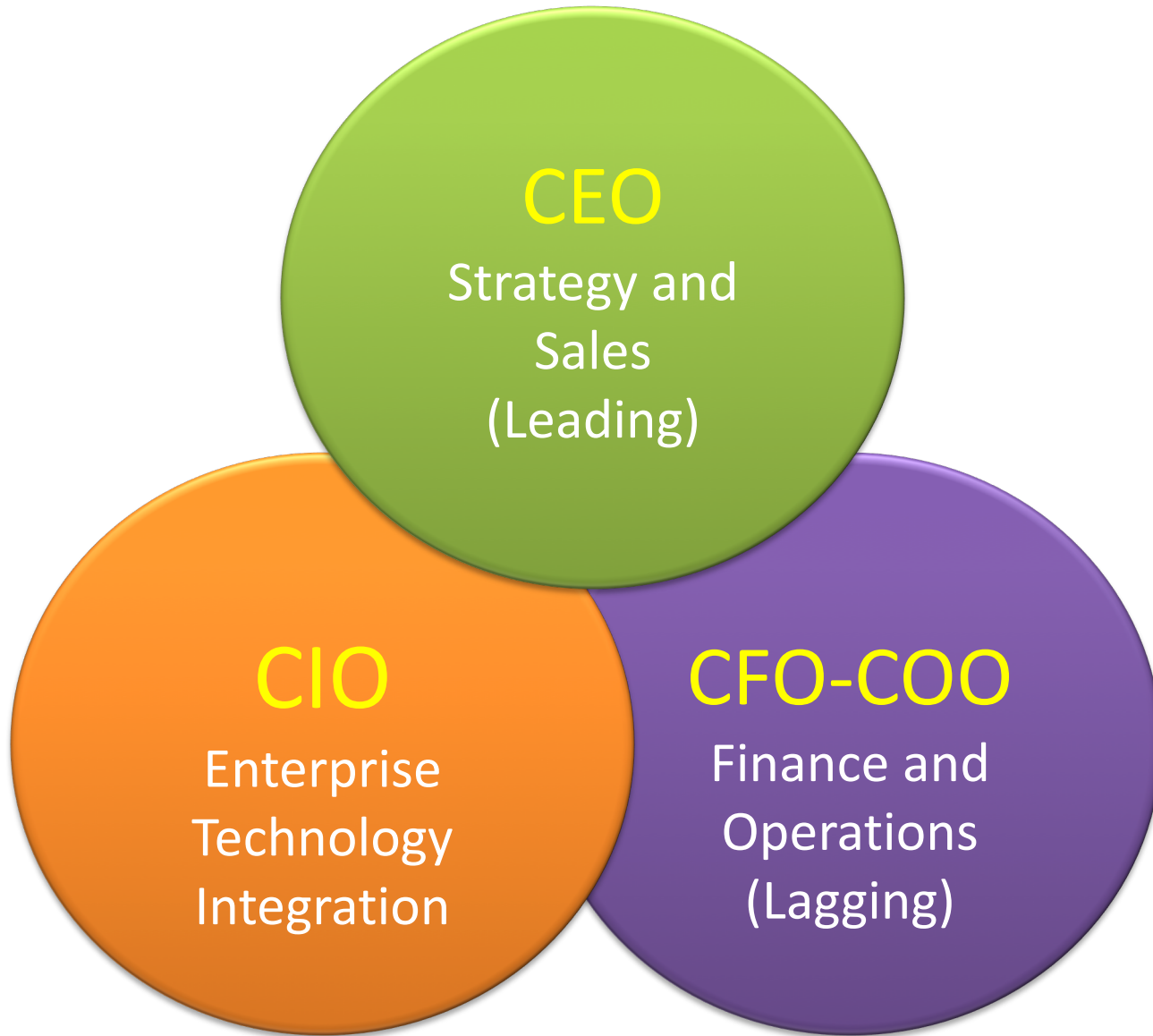
potential to cause switching

behavior.”

Customer Perceived Value, Customer Satisfaction, and Loyalty



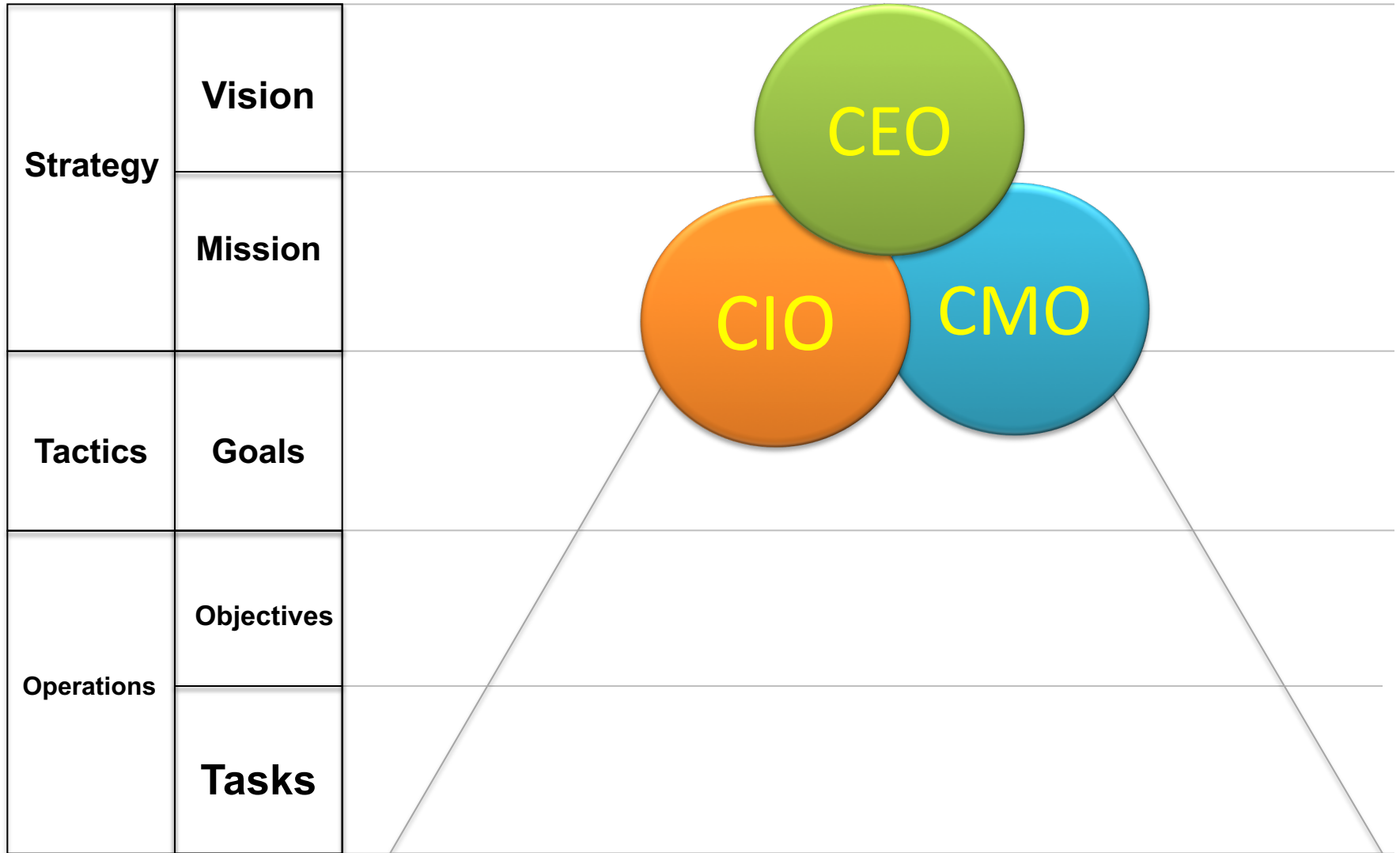
CEO CIO CFO



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:

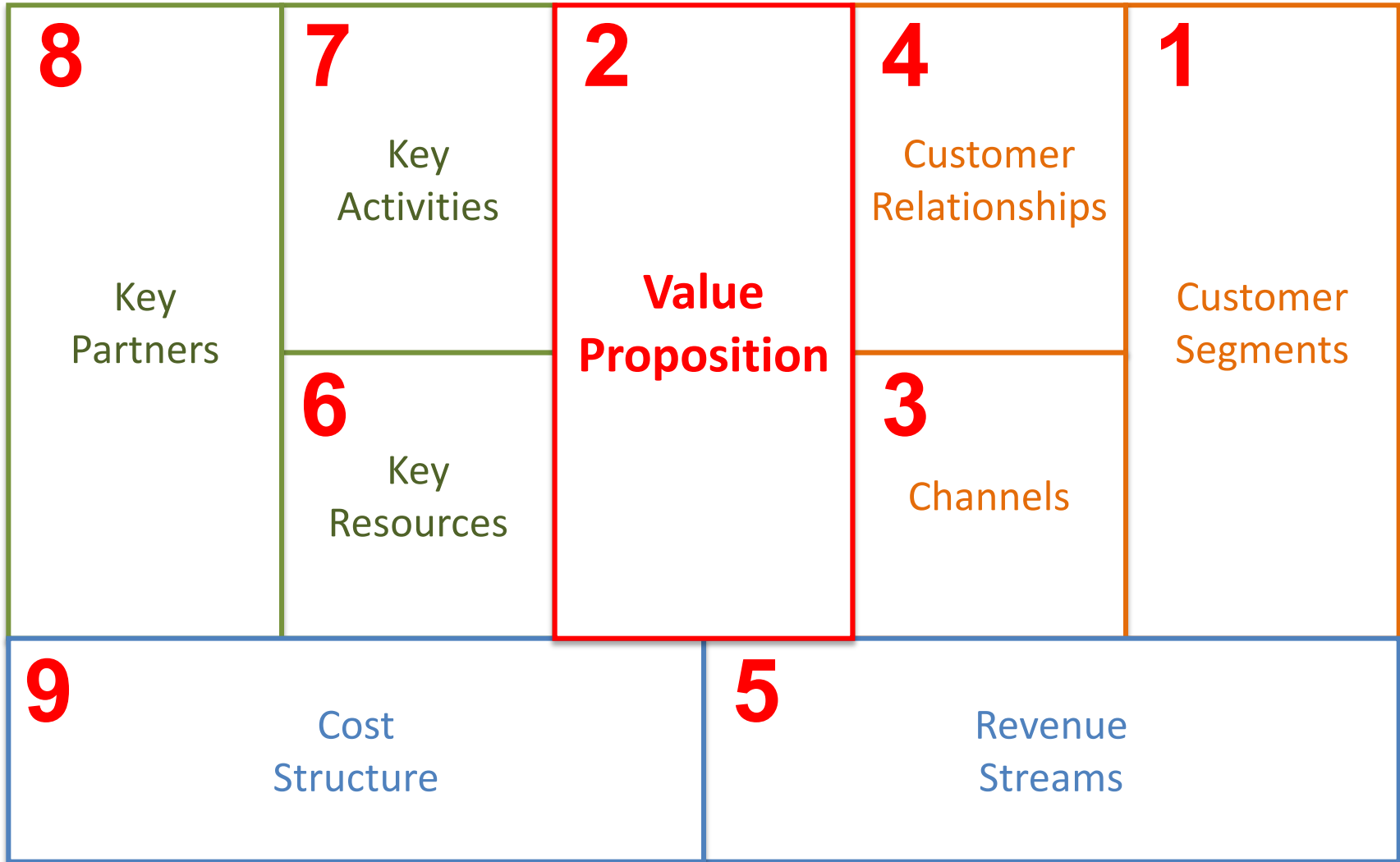
Nike

(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

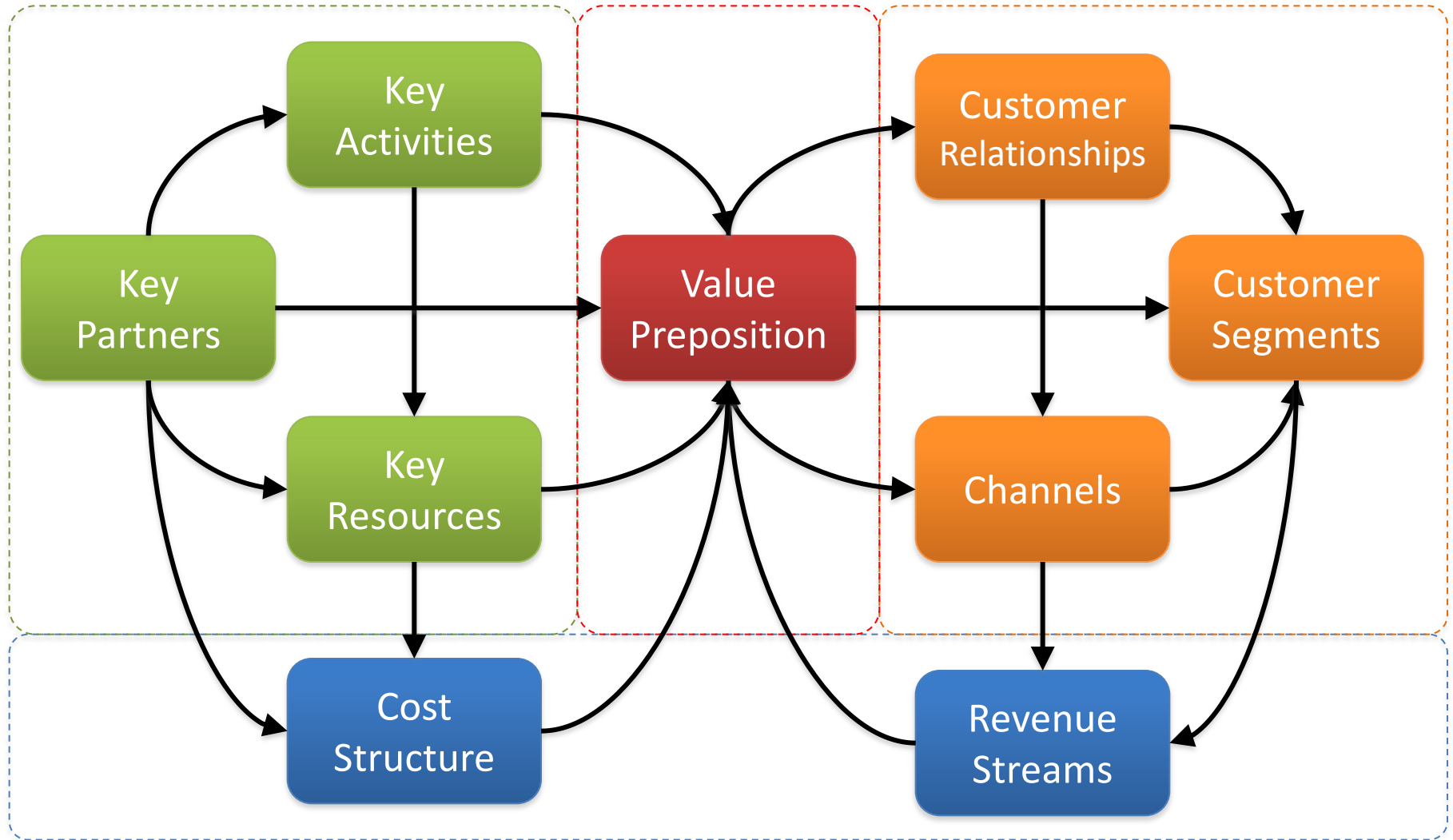
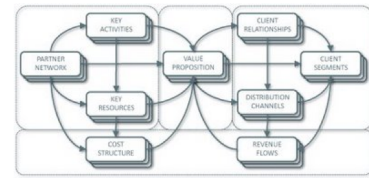
Business Model



Definition of Business Model

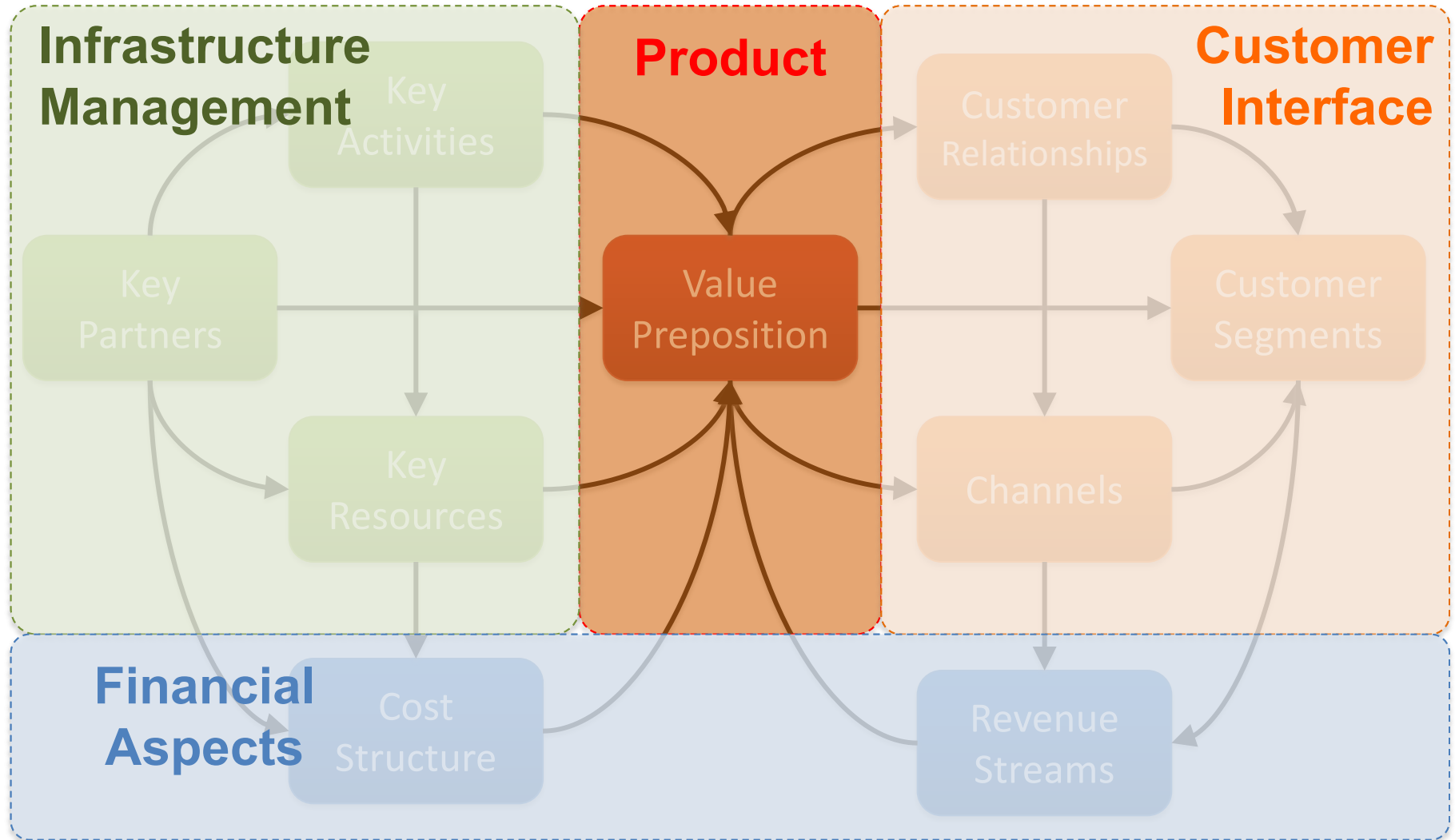
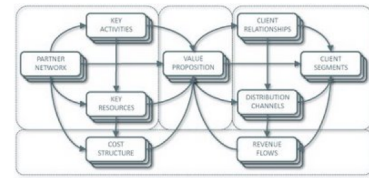
A business model
describes the rationale of
how an organization
creates, delivers, and captures
value.

Business Model Canvas



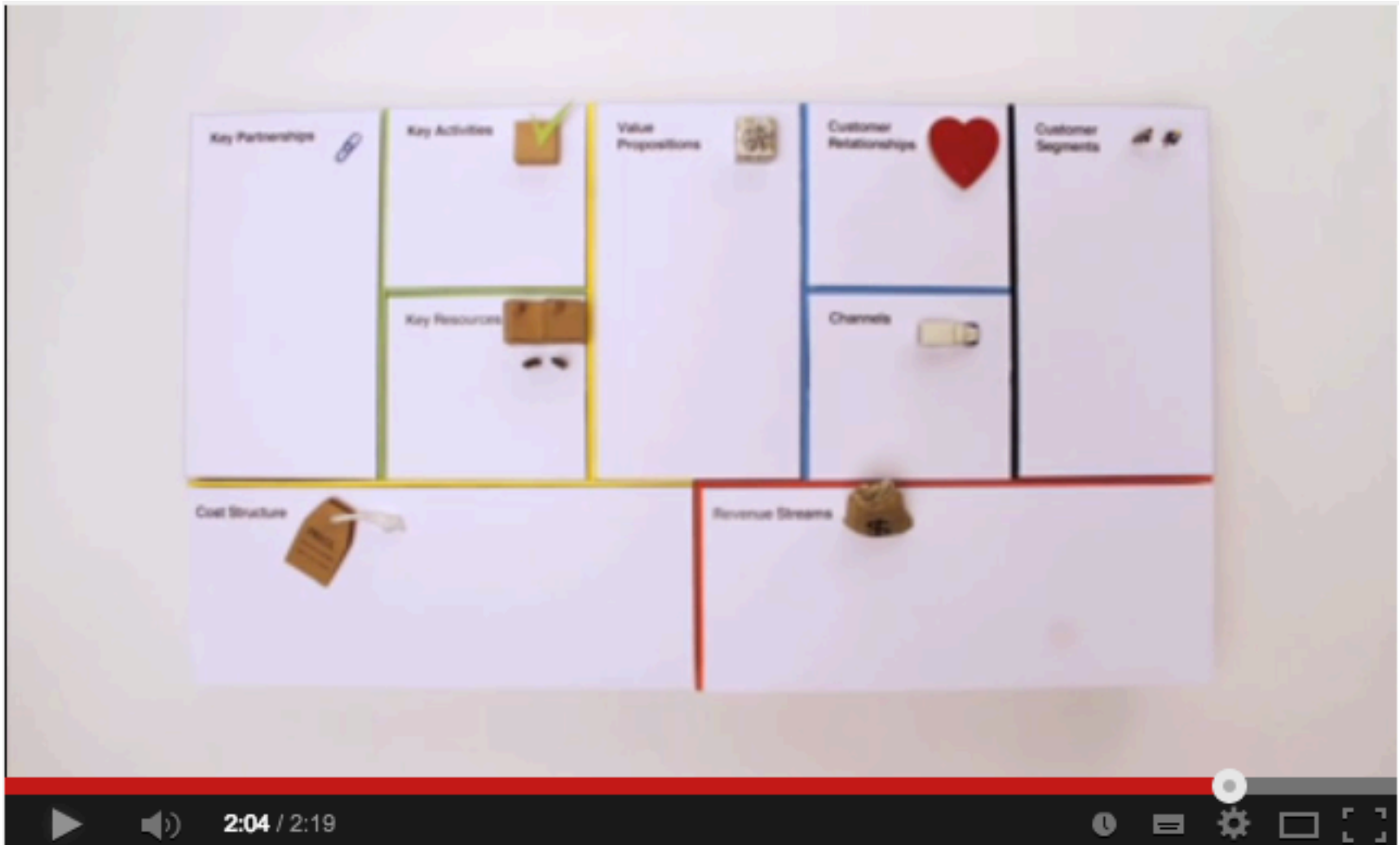
Source: http://nonlinearthinking.typepad.com/nonlinear_thinking/2008/07/the-business-model-canvas.html
<https://www.youtube.com/watch?v=QoAOzMTLP5s>

Business Model Canvas

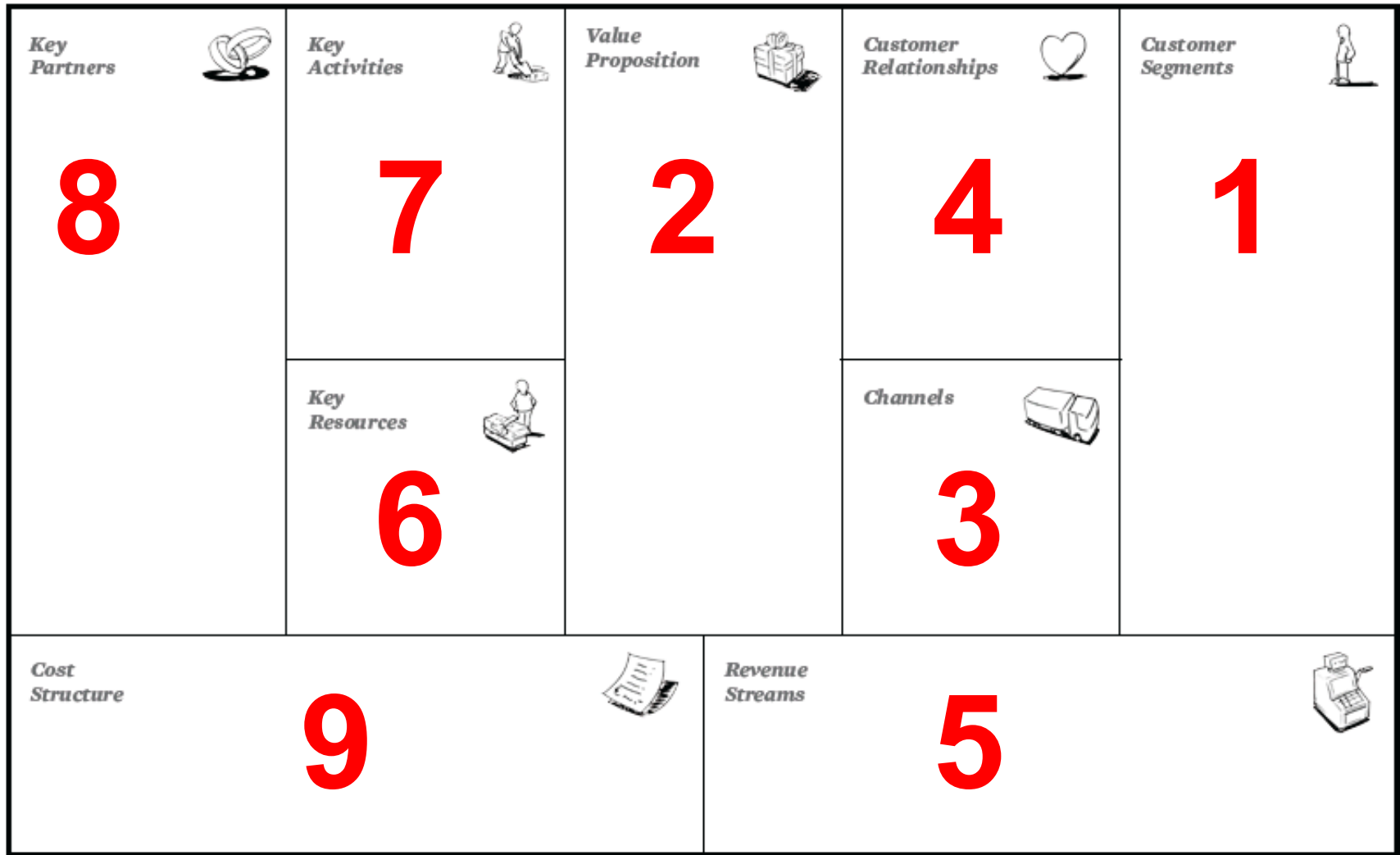


Source: http://nonlinearthinking.typepad.com/nonlinear_thinking/2008/07/the-business-model-canvas.html
<https://www.youtube.com/watch?v=QoAOzMTLP5s>

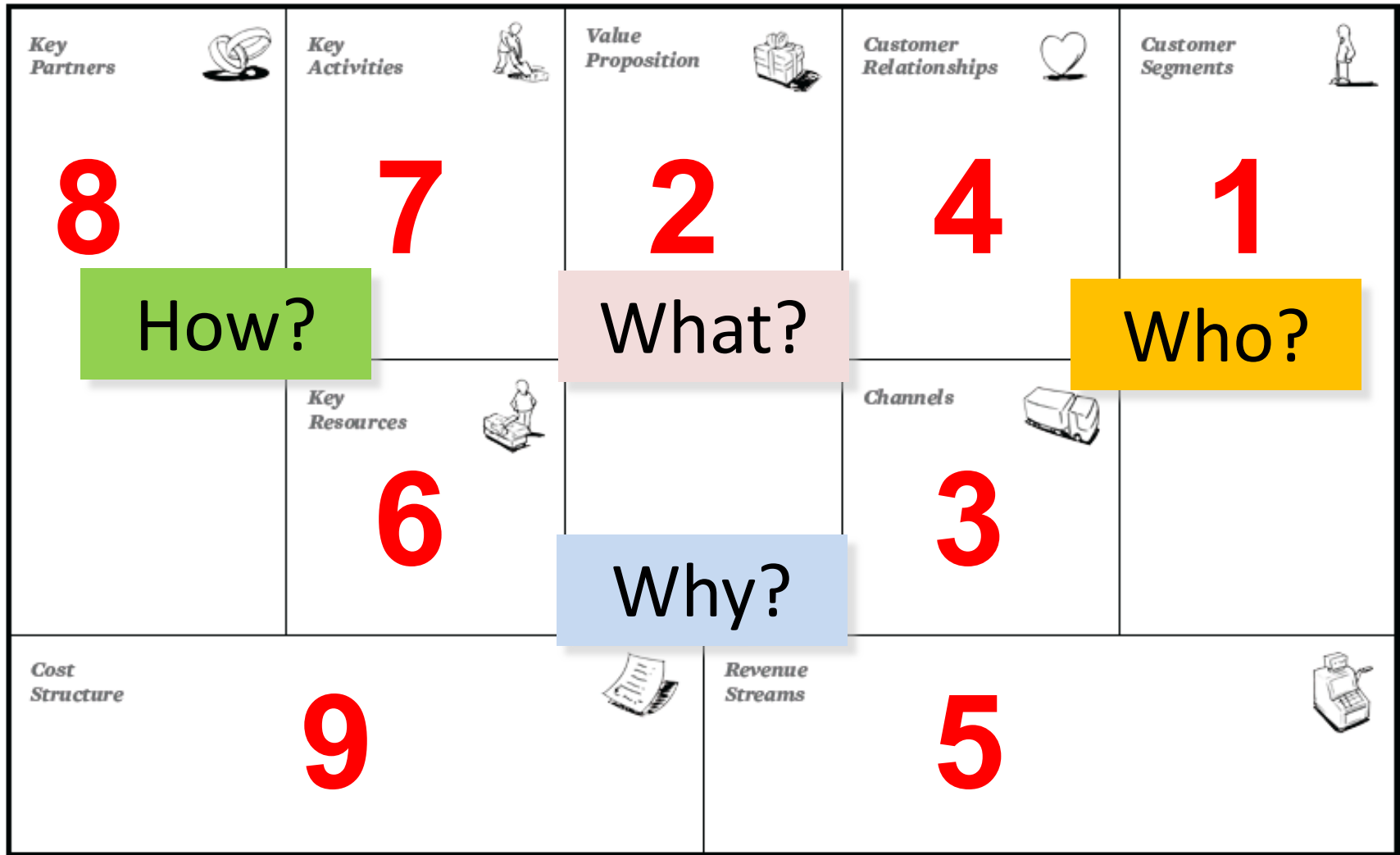
Business Model Canvas Explained



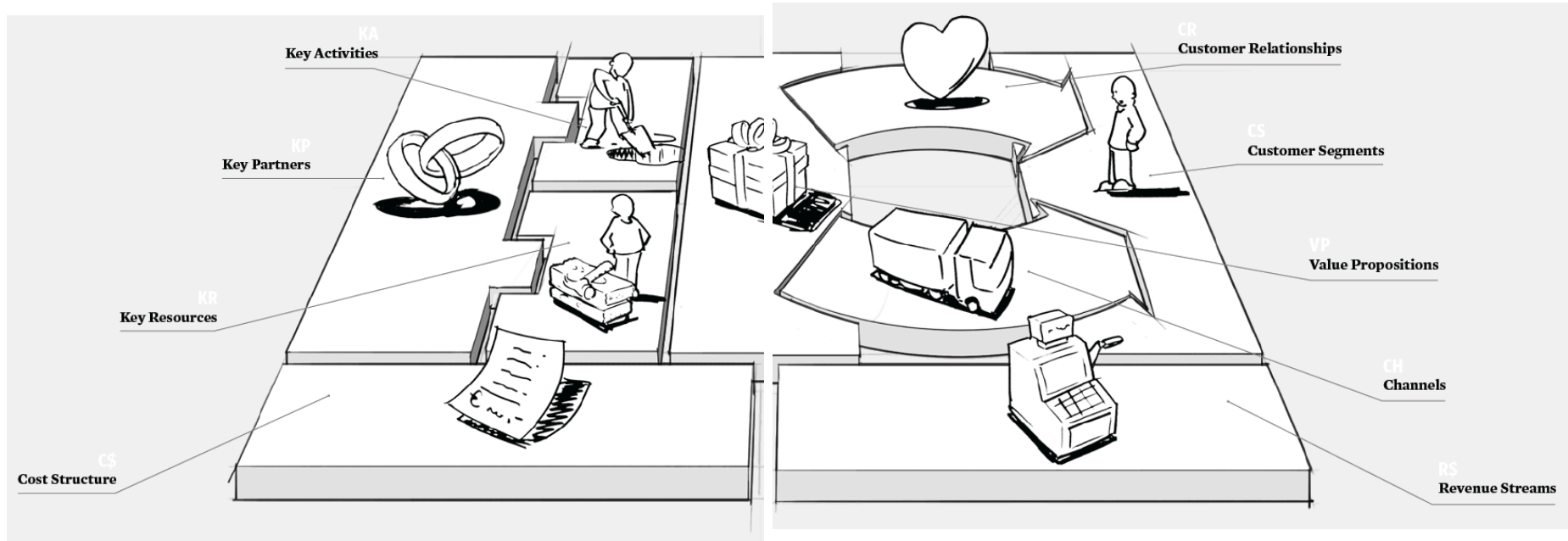
The 9 Building Blocks of Business Model



The 9 Building Blocks of Business Model

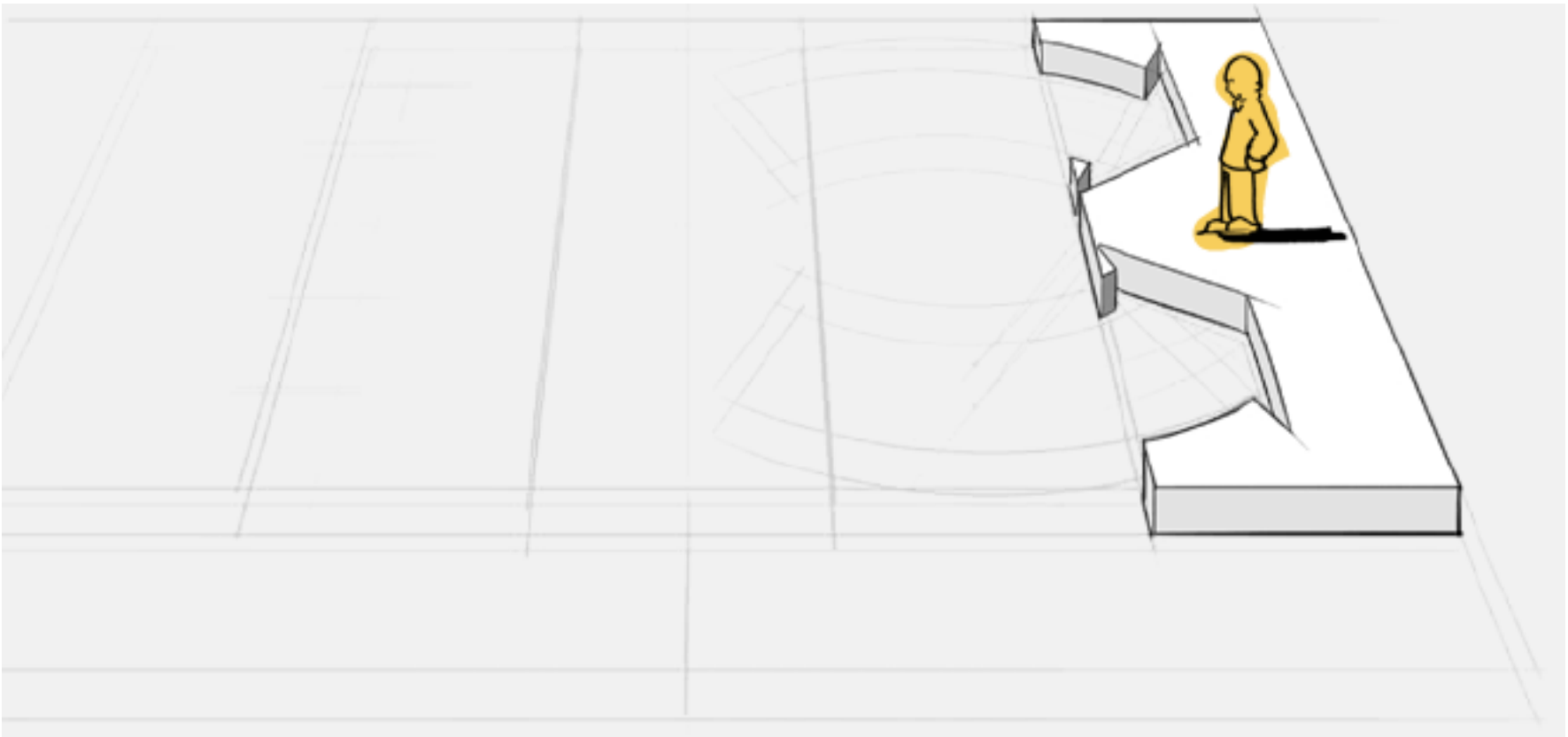


The 9 Building Blocks of Business Model



1. Customer Segments

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



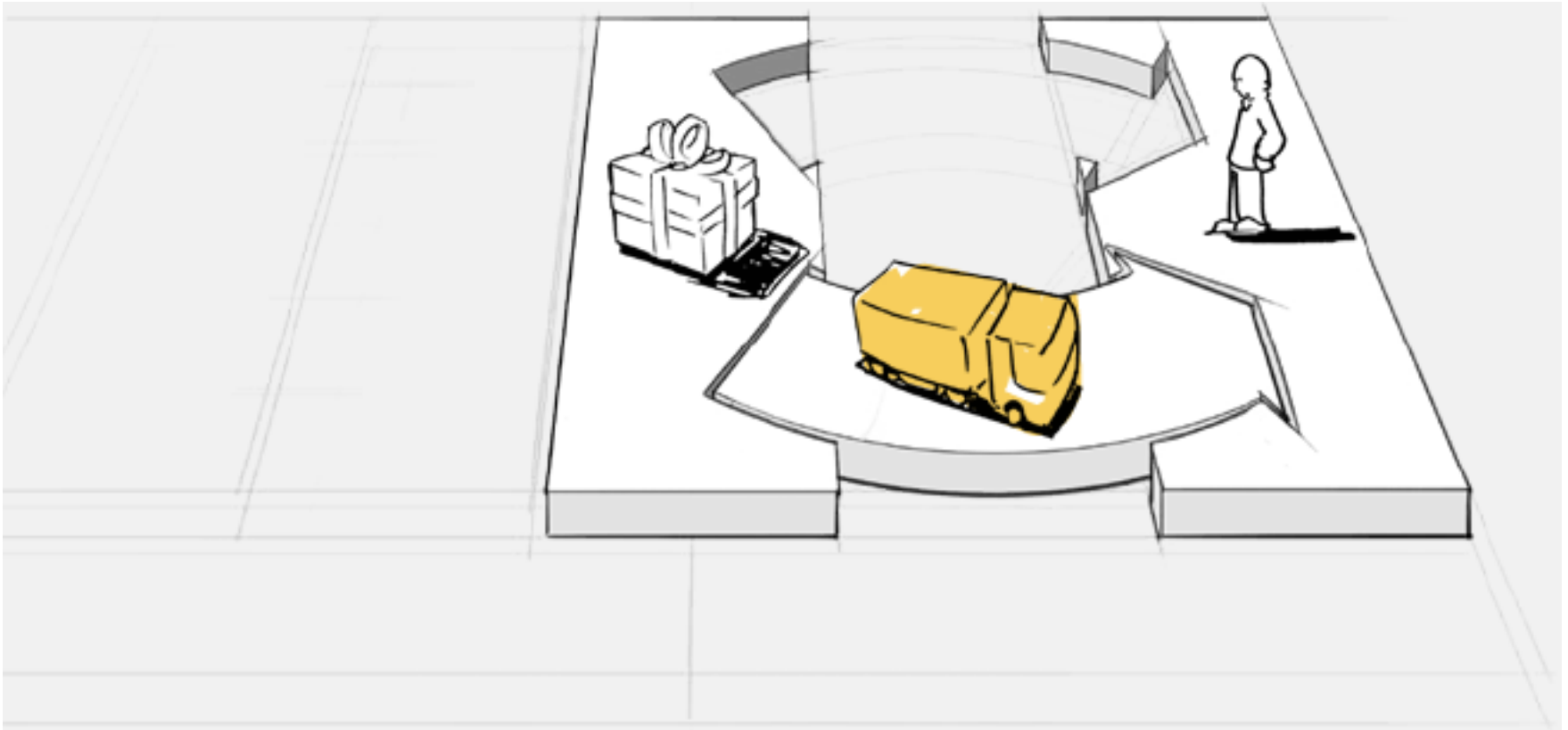
2. Value Propositions

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



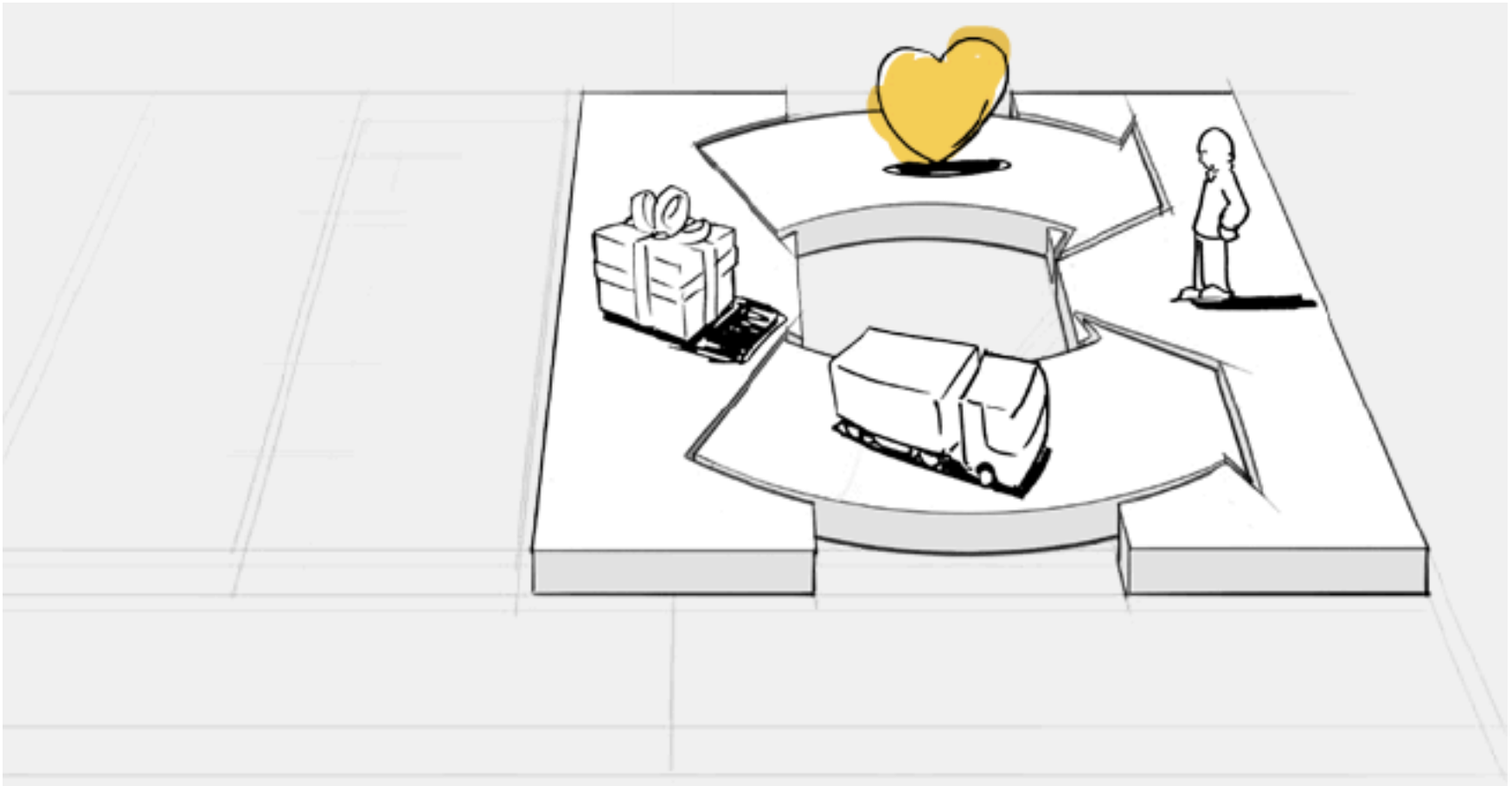
3. Channels

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



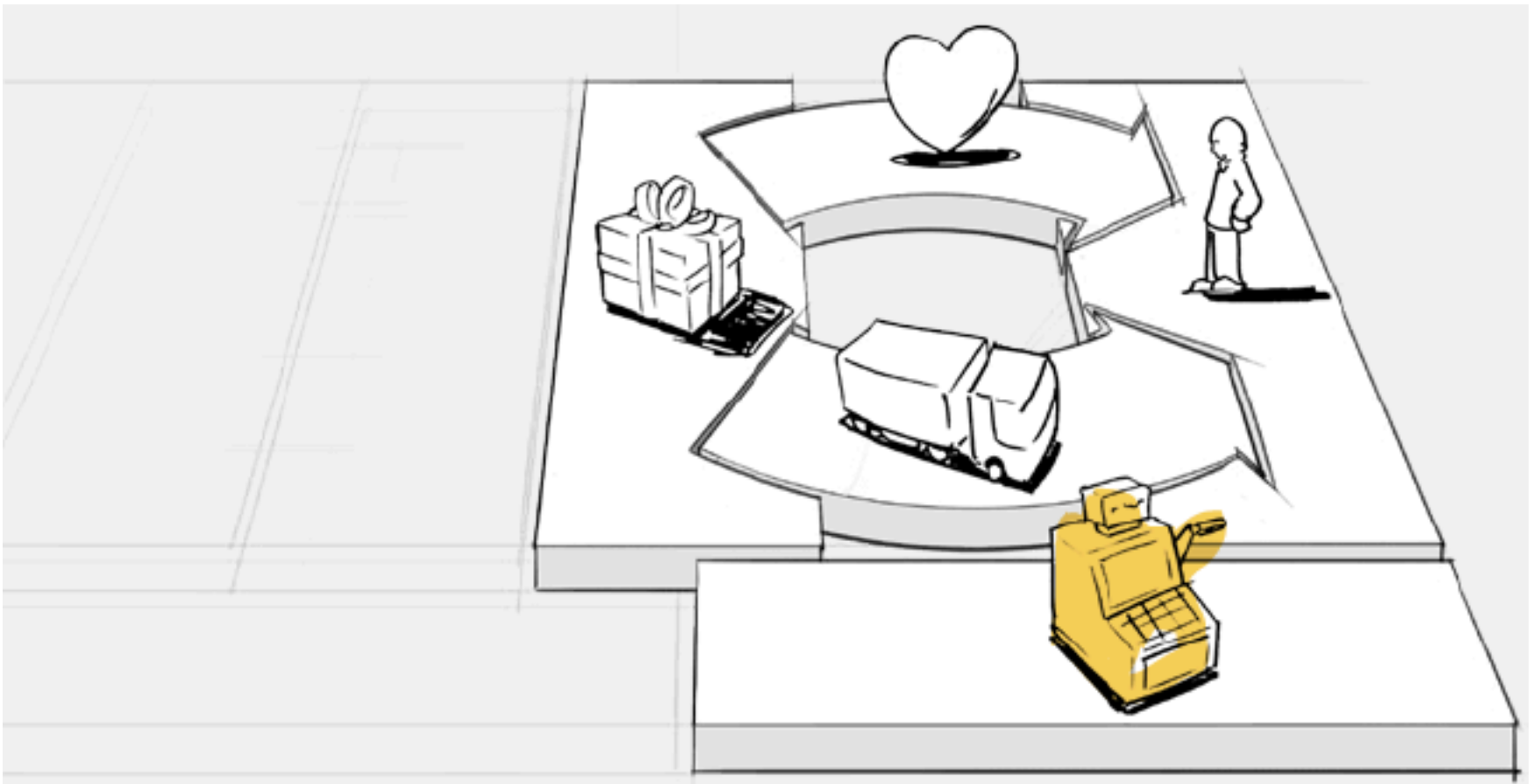
4. Customer Relationships

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



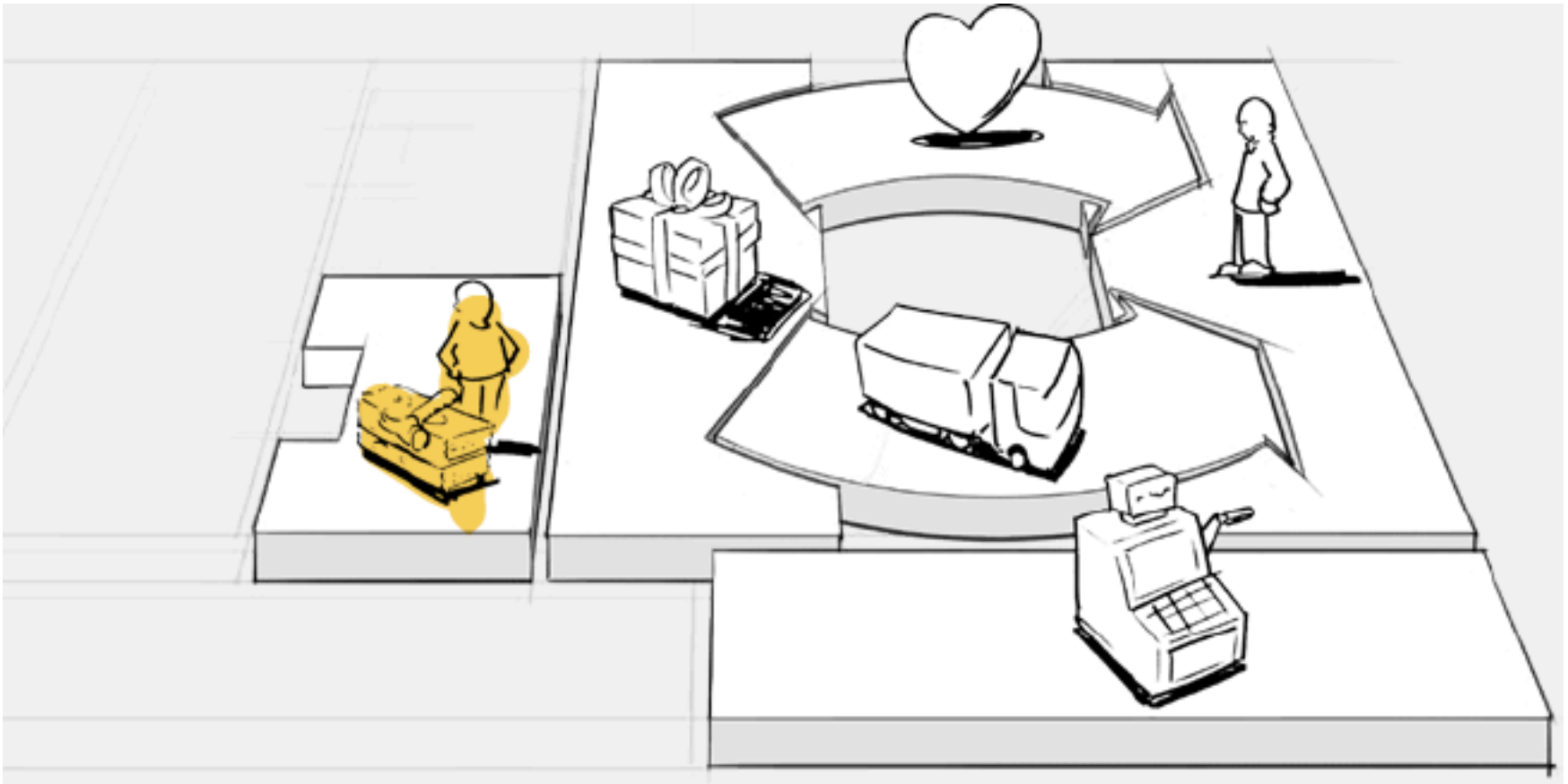
5. Revenue Streams

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



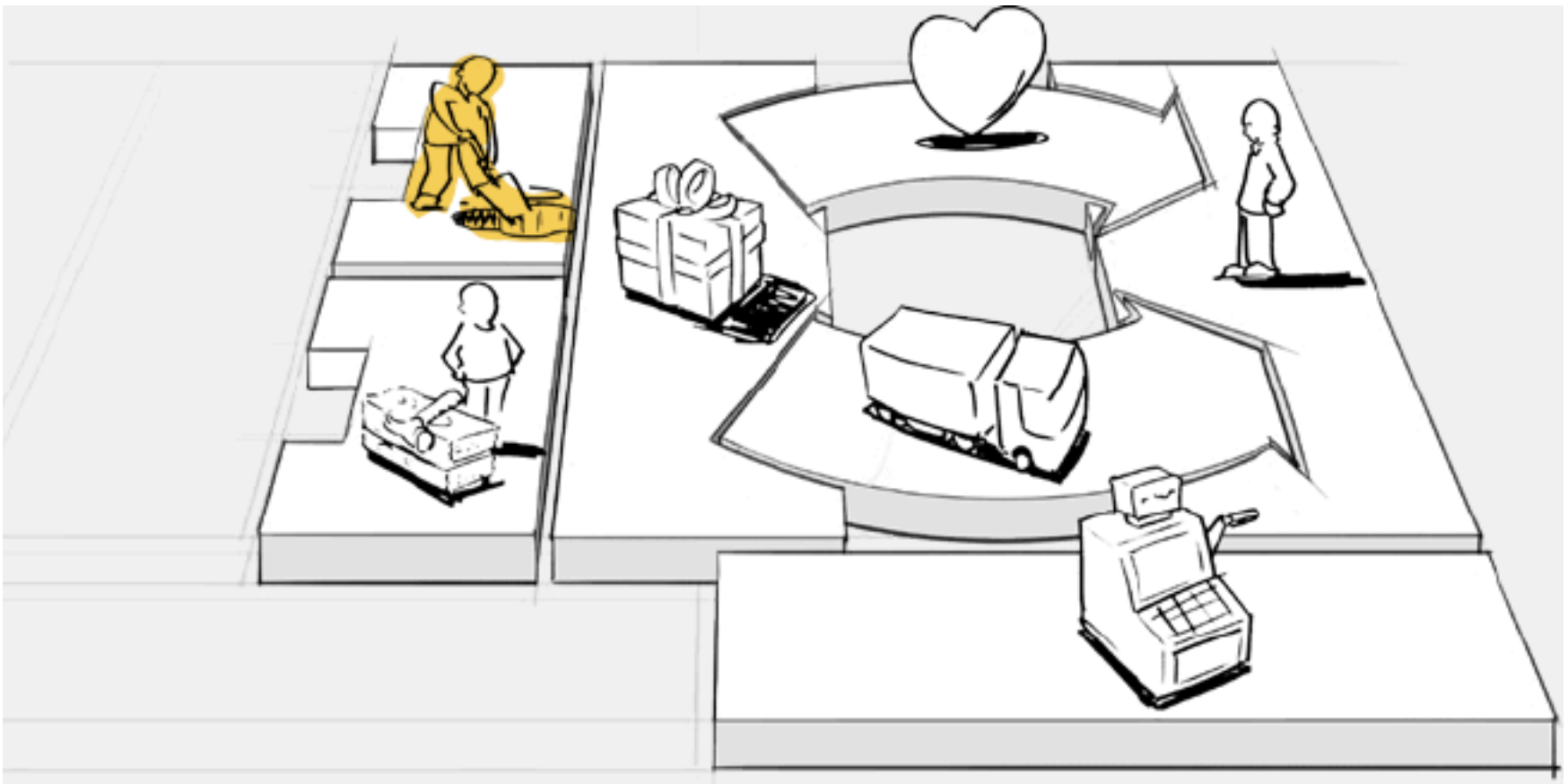
6. Key Resources

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



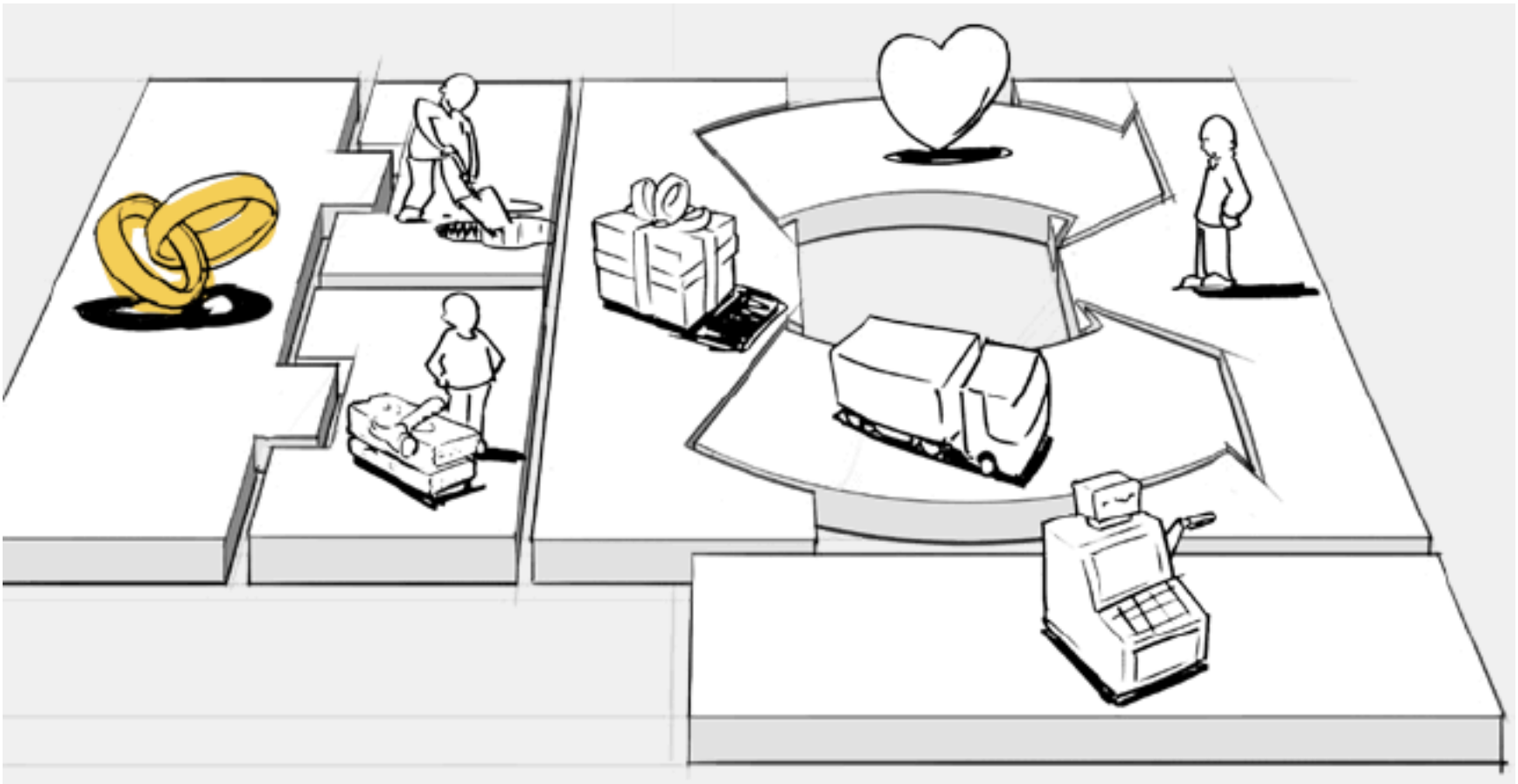
7. Key Activities

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



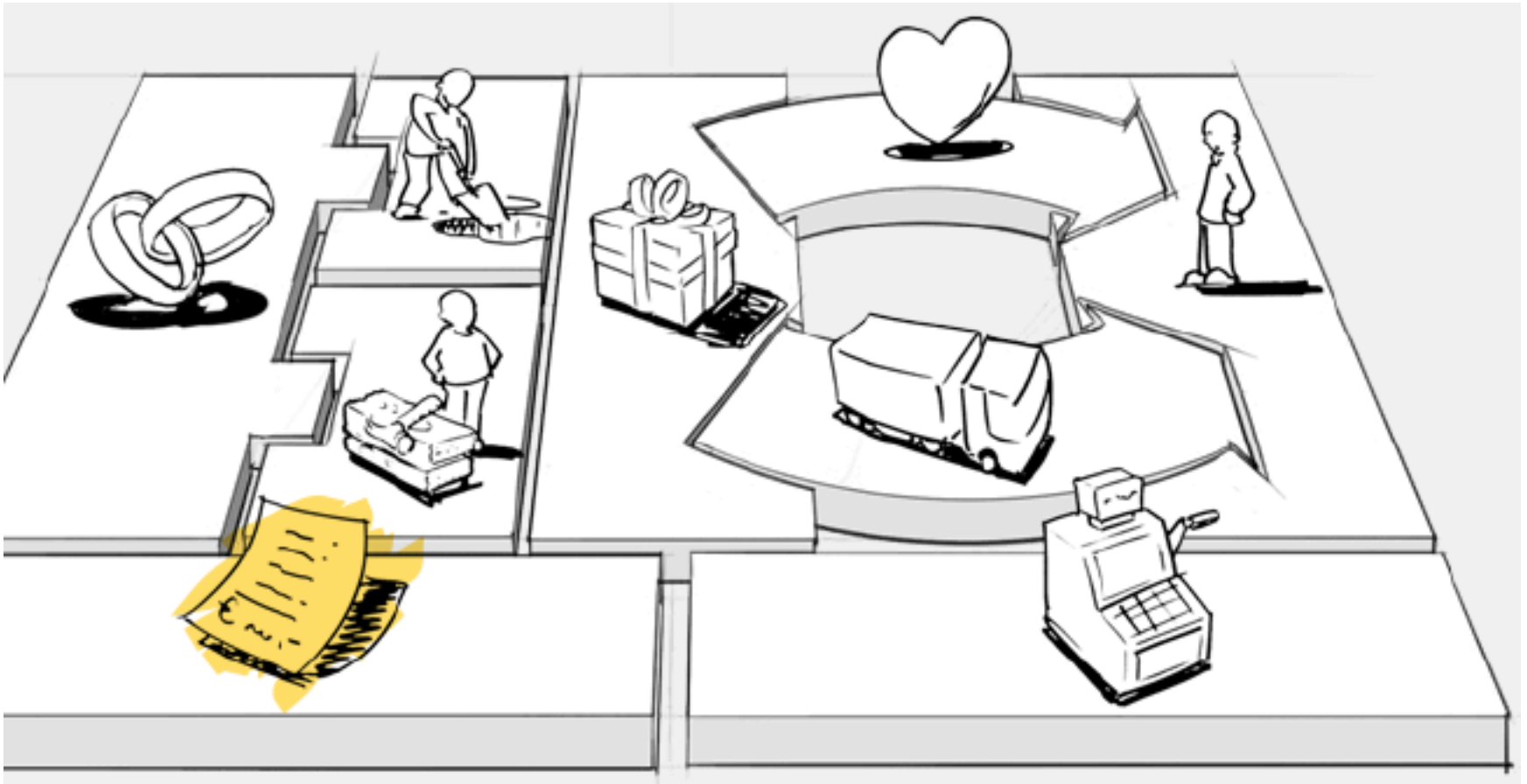
8. Key Partnerships

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

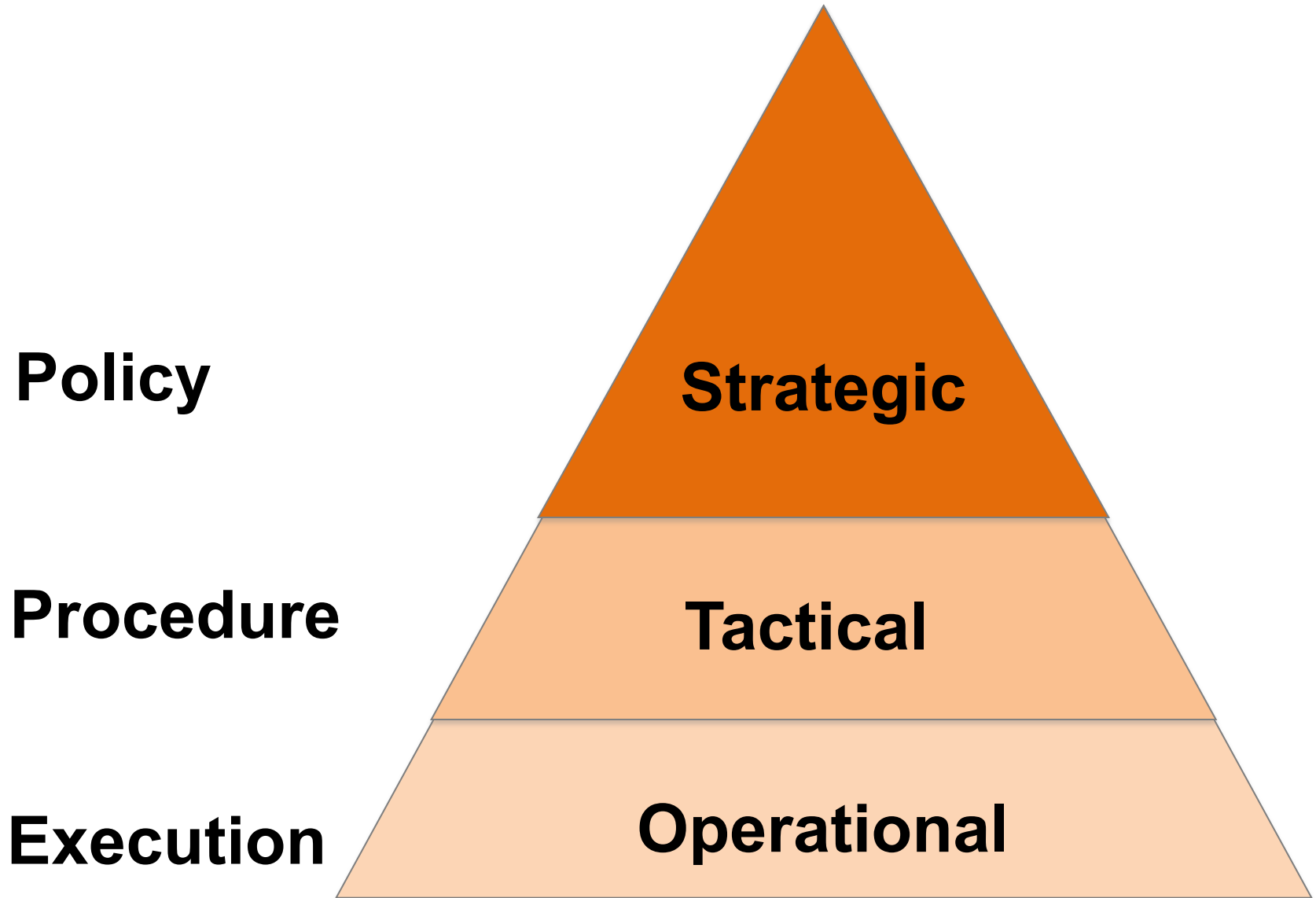
- The business model elements result in the cost structure.

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



Strategy

Plans

Tactics

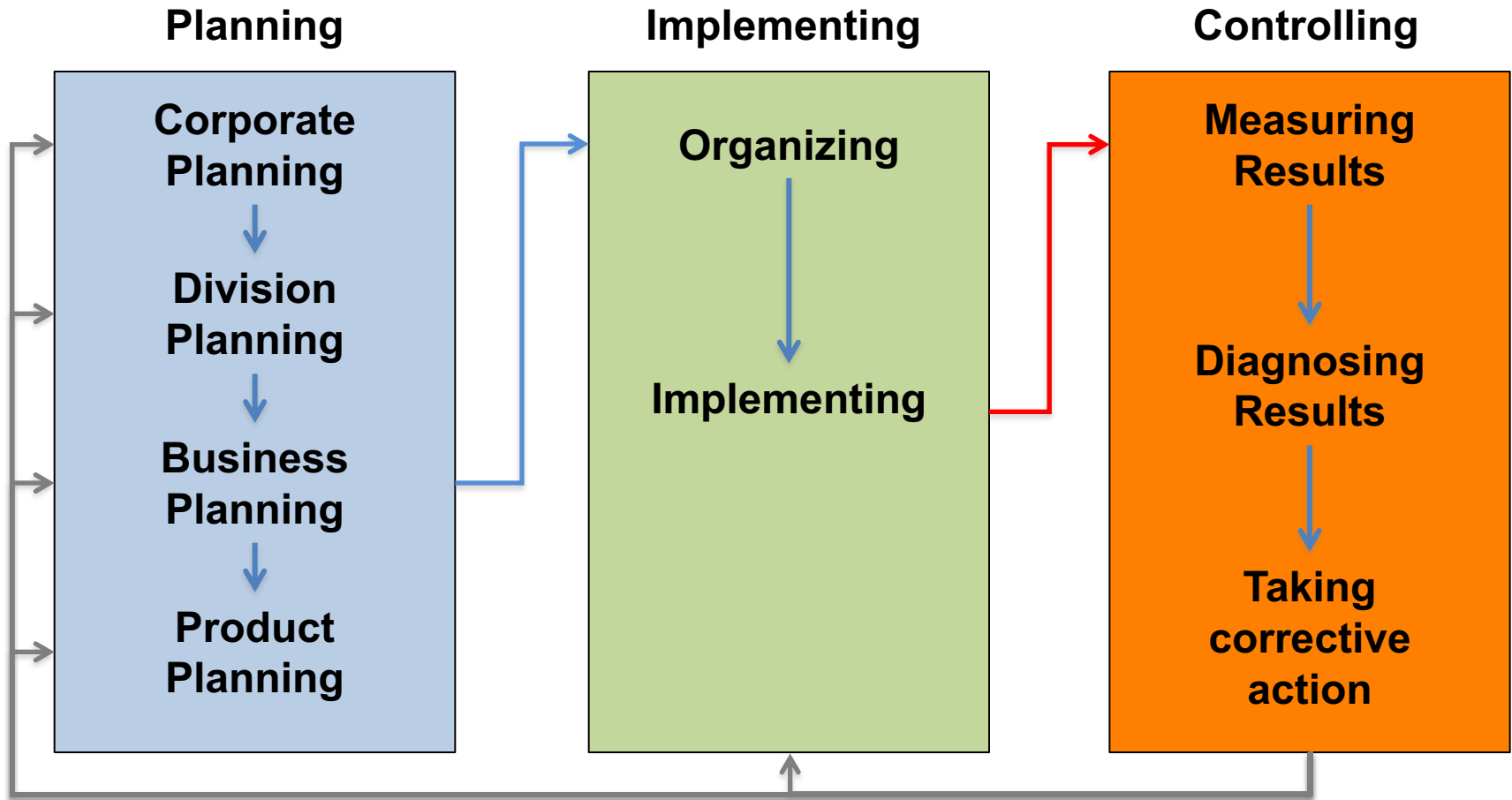
Strategy > Plans > Tactics

- 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



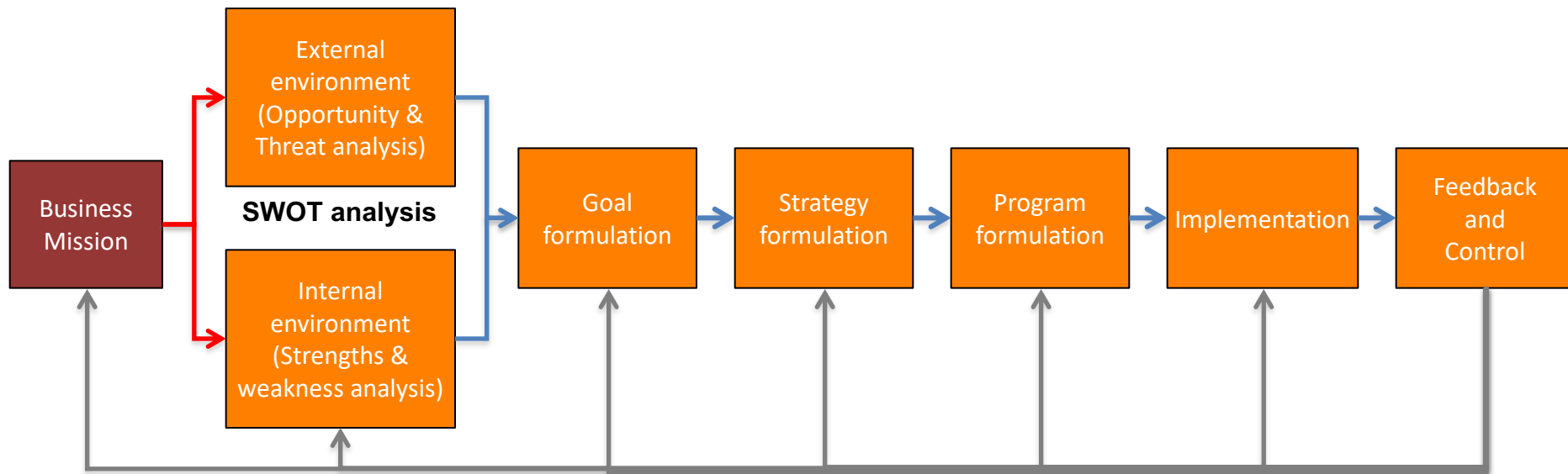
Marketing Plan

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

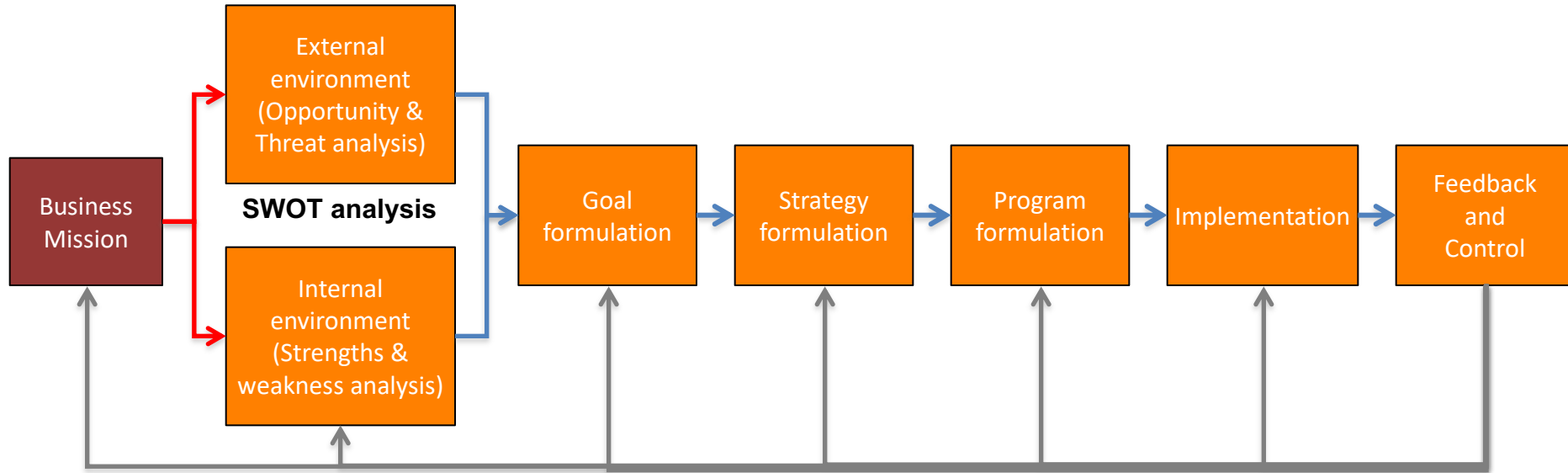
Marketing Plan

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

Business Unit Strategic-Planning Process



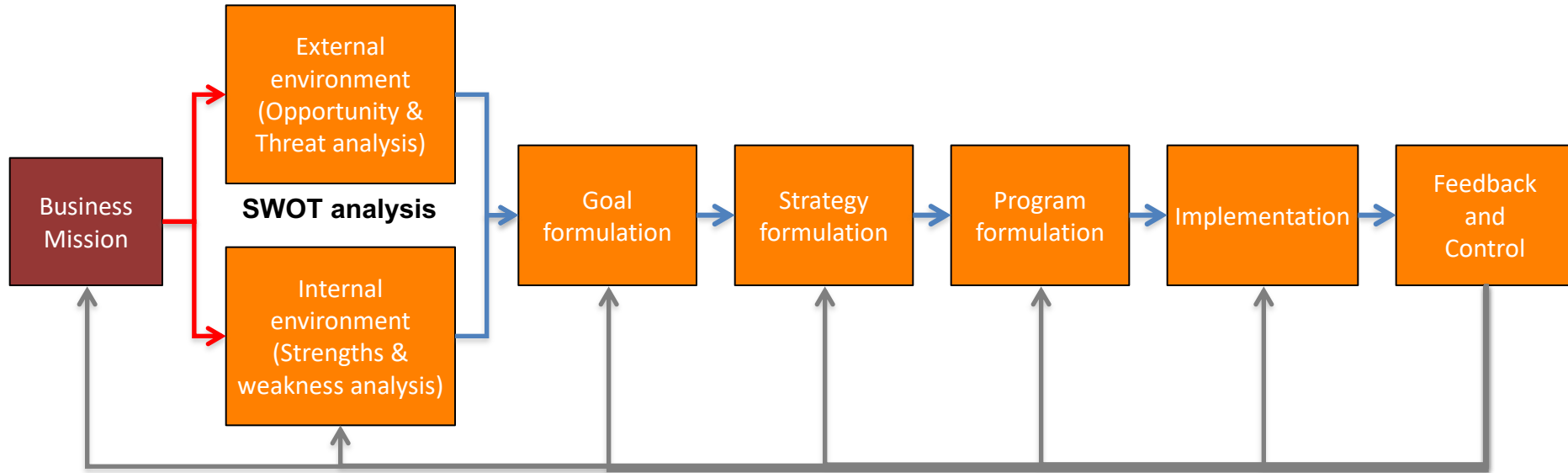
Business Unit Strategic-Planning Process



1

Business
Mission

Business Unit Strategic-Planning Process



2

External environment
(Opportunity & Threat analysis)

SWOT analysis

Internal environment
(Strengths & weakness analysis)

```
graph LR; BM[Business Mission] --> SWOT[SWOT analysis]; subgraph SWOT; EE[External environment (Opportunity & Threat analysis)]; IE[Internal environment (Strengths & weakness analysis)]; end; SWOT --> GF[Goal formulation]; GF --> SF[Strategy formulation]; SF --> PF[Program formulation]; PF --> IM[Implementation]; IM --> FC[Feedback and Control]; FC --> BM;
```

Goal formulation

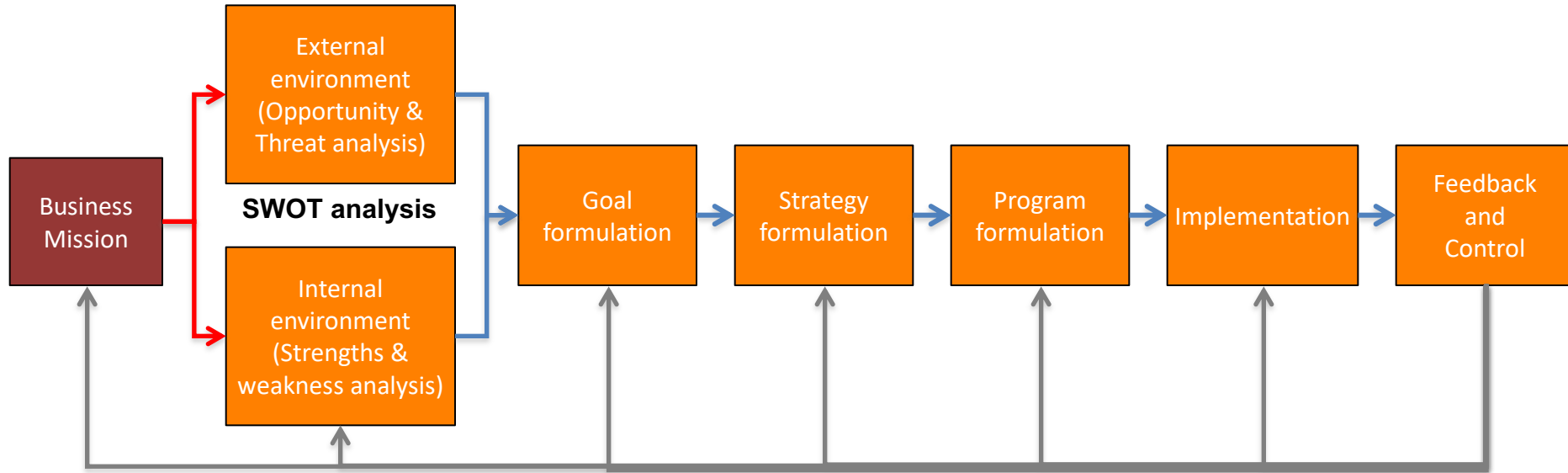
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graph LR; BM[Business Mission] --> SWOT[SWOT analysis]; subgraph SWOT; EE[External environment (Opportunity & Threat analysis)]; IE[Internal environment (Strengths & weakness analysis)]; end; SWOT --> GF[Goal formulation]; GF --> SF[Strategy formulation]; SF --> PF[Program formulation]; PF --> IM[Implementation]; IM --> FC[Feedback and Control]; FC --> BM;
```

Strategy formulation

```
graph LR; BM[Business Mission] --> SWOT[SWOT analysis]; subgraph SWOT_analysis [SWOT analysis]; EE[External environment (Opportunity & Threat analysis)]; IE[Internal environment (Strengths & weakness analysis)]; end; SWOT --> GF[Goal formulation]; GF --> SF[Strategy formulation]; SF --> PF[Program formulation]; PF --> IM[Implementation]; IM --> FC[Feedback and Control]; FC --> BM;
```

Program formulation

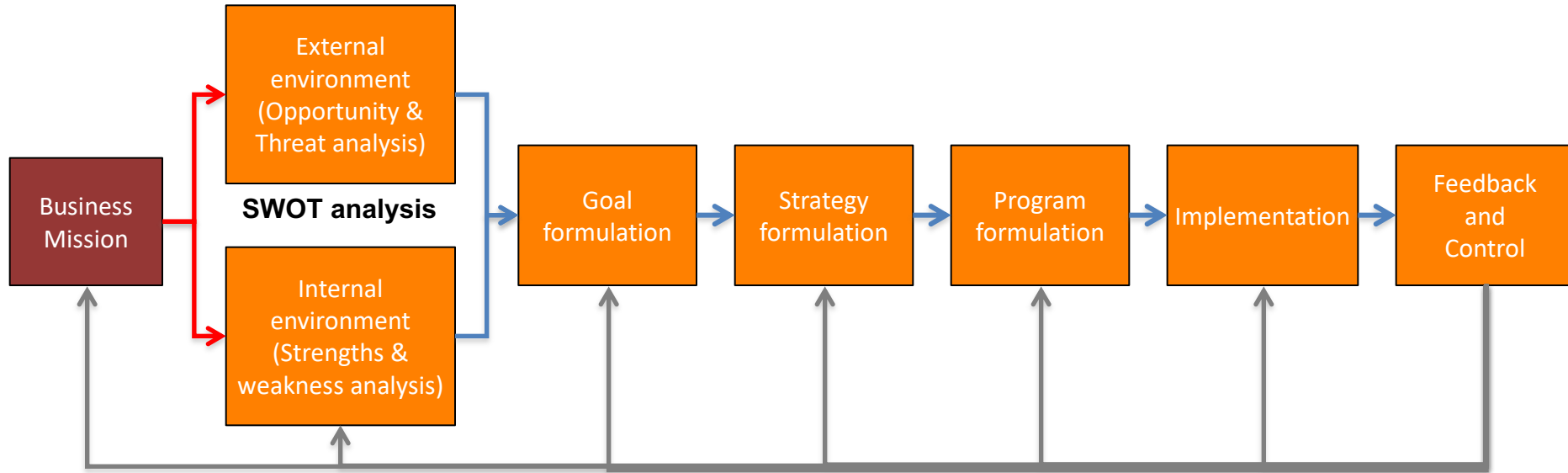
Business Unit Strategic-Planning Process



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

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?

修課應注意事項

1. 請同學於行銷管理個案討論前
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週四 Thu 7, 8 (14:10-16:00) B608

Contact Information

戴敏育 博士 (Min-Yuh Day, Ph.D.)

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