行销管理
Marketing Management

Introduction to Marketing Management

1072MM3A01
TLMXB3A (M0142)
Tue 3, 4 (10:10-12:00) B602; Thu 8 (15:10-16:00) B508

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http://mail.tku.edu.tw/myday/
2019/02/19, 02/21
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 3, 4 (10:10-12:00) B602  
週四 8 (15:10-16:00) B508
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.
<table>
<thead>
<tr>
<th>週次 (Week)</th>
<th>日期 (Date)</th>
<th>內容 (Subject/Topics)</th>
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<tr>
<td>1</td>
<td>2019/02/19, 02/21</td>
<td>Introduction to Marketing Management</td>
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<tr>
<td>2</td>
<td>2019/02/26</td>
<td>Defining Marketing for the New Realities, Developing Marketing Strategies and Plans (Nike) (Ch1, pp.52-54)</td>
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<td>Collecting Information and Forecasting Demand, Conducting Marketing Research (Microsoft) (Ch3, pp.116-117)</td>
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<td>Creating Long-term Loyalty Relationships, Analyzing Consumer Markets (Disney) (Ch6, pp.206-207)</td>
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<td>Analyzing Business Markets, Tapping into Global Markets (Accenture) (Ch7, pp.235-236)</td>
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<td>2019/03/26, 03/28</td>
<td>Identifying Market Segments and Targets, Crafting the Brand Positioning (HSBC) (Ch9, pp.292-293)</td>
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<td>2019/04/02, 04/04</td>
<td>Off-campus study (教學行政觀摩日)</td>
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<td>8</td>
<td>2019/04/09, 04/11</td>
<td>Creating Brand Equity, Addressing Competition and Driving Growth (McDonald's) (Ch11, pp.353-354)</td>
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<td>2019/04/16, 04/18</td>
<td>Midterm Report (期中報告)</td>
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<td>10</td>
<td>2019/04/23, 04/25</td>
<td>Midterm Exam Week (期中考試週)</td>
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<td>週次 (Week)</td>
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<td>2019/04/30, 05/02</td>
<td>Setting Product Strategy, Designing and Managing Services (Toyota) (Ch13, pp.418-419)</td>
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<td>12</td>
<td>2019/05/07, 05/09</td>
<td>Introducing New Market Offerings, Developing Pricing Strategies and Programs (Salesforce.com) (Ch15, pp.481)</td>
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<td>2019/05/14, 05/16</td>
<td>Delivering Value: Designing and Managing Integrated Marketing Channels (Zara) (Ch18, pp.574)</td>
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<td>14</td>
<td>2019/05/21, 05/23</td>
<td>Communicating Value: Designing and Managing Integrated Marketing Communications (Evian) (Ch20, pp.632-633)</td>
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週次 (Week) 日期 (Date) 內容 (Subject/Topics)
15 2019/05/28, 05/30 Managing a Holistic Marketing Organization for the Long Run (Starbucks) (Ch23, pp.706-707)
16 2019/06/04, 06/06 Final Report I (期末報告 I)
17 2019/06/11, 06/13 Final Report II (期末報告 II)
18 2019/06/18, 06/20 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)

• 參考書籍 (References)
  – 徐世同、楊景傅譯 (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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   週四 8  (15:10-16:00) B508
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

Part 1. Understanding Marketing Management

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

Part 2. Capturing Marketing Insights

3. Collecting Information and Forecasting Demand

4. Conducting Marketing Research
Part 3. Connecting with Customers

5. Creating Long-term Loyalty Relationships
6. Analyzing Consumer Markets
7. Analyzing Business Markets
8. Tapping into Global Markets

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

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
21. Managing Digital Communications: Online, Social Media, and Mobile
22. Managing Personal Communications: Direct and Database Marketing and Personal Selling

Part 8. Conducting Marketing Responsibly for Long-term Success

23. Managing a Holistic Marketing Organization for the Long Run

Marketing Management and Information Systems
Fundamental MIS Concepts

1. Business Challenges
2. Business Solutions
3. Information System
4. Organization
5. Technology
6. Management

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 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

Total customer benefit

Customer perceived value

Total customer cost

Customer Perceived Value

Product benefit
Services benefit
Personnel benefit
Image benefit

Total customer benefit

Monetary cost
Time cost
Energy cost
Psychological cost

Total customer cost

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

Customer Perceived Performance → Customer Perceived Value → Customer Satisfaction → Customer Loyalty

Customer Expectations

CEO CIO CFO

CEO
Strategy and Sales (Leading)

CIO
Enterprise Technology Integration

CFO-COO
Finance and Operations (Lagging)

Adapted from: [http://www.argowiki.com/index.php?title=The_Relationship_Between_the_CEO_and_CIO](http://www.argowiki.com/index.php?title=The_Relationship_Between_the_CEO_and_CIO)
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)
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

Key Partners
Key Activities
Key Resources
Value Proposition
Customer Relationships
Channels
Customer Segments
Cost Structure
Revenue Streams

Definition of Business Model

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

Business Model Canvas

https://www.youtube.com/watch?v=QoAOzMTLP5s
Business Model Canvas Explained

Source: http://www.youtube.com/watch?v=QoAOzMTLP5s
# The 9 Building Blocks of Business Model

![Diagram of the 9 Building Blocks of Business Model]

1. Customer Segments
2. Customer Relationships
3. Channels
4. Key Resources
5. Revenue Streams
6. Key Activities
7. Value Proposition
8. Key Partners
9. Cost Structure

<table>
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<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Proposition</th>
<th>Customer Relationships</th>
<th>Customer Segments</th>
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<tr>
<td>How?</td>
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<td>What?</td>
<td></td>
<td>Who?</td>
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<tr>
<td>Key Resources</td>
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<td>Channels</td>
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<td>Why?</td>
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<td>Cost Structure</td>
<td>Revenue Streams</td>
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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

Policy
Procedure
Execution

Strategic
Tactical
Operational

Strategy vs. Tactics

<table>
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<tr>
<th>Strategy</th>
<th>Tactics</th>
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<tr>
<td>Planning</td>
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<td>Large Scale</td>
<td>Smaller Scale</td>
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<td>How</td>
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<td>Difficult to Copy</td>
<td>Easy to Copy</td>
</tr>
<tr>
<td>Long Time Frame</td>
<td>Short Time Frame</td>
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</table>

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

Planning
- Corporate Planning
  - Division Planning
    - Business Planning
      - Product Planning

Implementing
- Organizing
  - Implementing

Controlling
- Measuring Results
  - Diagnosing Results
    - Taking corrective action

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.

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

Business Unit Strategic-Planning Process

- Business Mission
- SWOT analysis
  - External environment (Opportunity & Threat analysis)
  - Internal environment (Strengths & weakness analysis)
- Goal formulation
- Strategy formulation
- Program formulation
- Implementation
- Feedback and Control

Business Unit Strategic-Planning Process

1. Business Mission

- External environment (Opportunity & Threat analysis)
- Internal environment (Strengths & weakness analysis)
- SWOT analysis

- Goal formulation
- Strategy formulation
- Program formulation
- Implementation
- Feedback and Control

Business Unit Strategic-Planning Process

1. External environment (Opportunity & Threat analysis)
2. SWOT analysis
3. Internal environment (Strengths & weakness analysis)
4. Goal formulation
5. Strategy formulation
6. Program formulation
7. Implementation
8. Feedback and Control

Business Unit Strategic-Planning Process

External environment (Opportunity & Threat analysis)

Internal environment (Strengths & weakness analysis)

Goal formulation

Strategy formulation

Program formulation

Implementation

Feedback and Control

Business Unit Strategic-Planning Process

SWOT analysis

Business Mission

External environment (Opportunity & Threat analysis)

Internal environment (Strengths & weakness analysis)

Goal formulation

Strategy formulation

Program formulation

Implementation

Feedback and Control

Business Unit Strategic-Planning Process

- External environment (Opportunity & Threat analysis)
- Internal environment (Strengths & weakness analysis)
- SWOT analysis
- Goal formulation
- Strategy formulation
- Program formulation
- Implementation
- Feedback and Control

5 Program formulation

Business Unit Strategic-Planning Process

External environment (Opportunity & Threat analysis)

Internal environment (Strengths & weakness analysis)

SWOT analysis

Goal formulation

Strategy formulation

Program formulation

Implementation

Feedback and Control

6

Implementation

Business Unit Strategic-Planning Process

- **SWOT analysis**
  - External environment (Opportunity & Threat analysis)
  - Internal environment (Strengths & weakness analysis)

- **Goal formulation**
- **Strategy formulation**
- **Program formulation**
- **Implementation**
- **Feedback and Control**

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

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

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

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

4.0 Marketing Tactics

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

5.0 Financials

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

6.0 Controls

- 6.1 Implementation
- 6.2 Marketing Organization
- 6.3 Contingency Planning

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
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Marketing Case Study 1: Nike
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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，
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Contact Information

戴敏育 博士 (Min-Yuh Day, Ph.D.)

專任助理教授
淡江大學 資訊管理學系

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