




Week & date	Topic & Indicative Content
<p>Week 01 September 4,5, and 6</p>	<div data-bbox="427 156 1249 1106"> <p>Introduction class. What is a business strategy? The course contains an overview of entrepreneurial thinking and the balance between the hard & soft skills entrepreneurs should have to run the business successfully and implement the business strategies. The course has a couple of modules: 1. Management section and Corporate governance. 2. Marketing section, 4Ps, 3. Research section 4. Finance. 5. Entrepreneurial Hard Skills: NPV, 6. Entrepreneurial Soft Skills: making speeches</p> <p>Corporate Governance as an element of Business strategies of MNCs and listed companies.</p> <p>TOOLS from Corporate Governance Aim and objectives Introduction Disclosure and corporate governance</p>  </div> <div data-bbox="1261 156 2085 1106"> <p>WHAT IS BUSINESS STRATEGY & WHY IS IT IMPORTANT?</p>  <p>Mechanisms of Governance</p> <ol style="list-style-type: none"> 1) Ownership <ul style="list-style-type: none"> • Large owners • Shareholder activism • Takeovers 2) Boards 3) Incentive system (pay) 4) Informal governance <ul style="list-style-type: none"> • Social norms • Reputation and trust • Codes 5) Regulation <ul style="list-style-type: none"> • Company law 6) Stakeholder pressure <ul style="list-style-type: none"> • Credit monitoring • Auditors • Analysts • Competition  </div> <p>Questions: Task 1: Please watch the company's annual meeting. Do you consider such events useful for shareholders? Why? Task 2: Please, visit the company's website, download its annual report (2022), and read the section "Corporate Governance". Illustrate how one of the mechanisms of CG has been implemented in the company:</p>
<p>Week 02 September 11,12, and 13</p>	<p>Marketing</p> <ul style="list-style-type: none"> • Define marketing • Identify evidence of marketing in everyday life • Demonstrate a clear understanding of the marketing concept • Describe the role of marketing in building and managing customer relationships • Describe how different types of organizations, such as non-profits, consumer product (B2C) firms and business-to-business (B2B) organizations, use marketing • Explain how marketing creates value for the consumer, the company, and society

	3 Outcomes	Short Title	Full Learning Outcome
	1.0	Marketing Role	Explain the role of marketing in organizations and society and how it impacts individuals
	1.1	Marketing Defined	Define marketing <ul style="list-style-type: none"> Explain how the marketplace addresses customer wants and needs by creating opportunities for the exchange of products, services and experiences Describe the role marketing plays in facilitating the exchange of value
	1.2	Marketing in Action	Identify evidence of marketing in everyday life <ul style="list-style-type: none"> Recognize marketing activities in daily life Explain the differences between marketing, advertising, branding, and sales
	1.3	The Marketing Concept	Demonstrate a clear understanding of the marketing concept <ul style="list-style-type: none"> Define the production concept, the product concept, the selling concept and the marketing concept
	1.4	Marketing and Customer Relationships	Describe the role of marketing in building and managing customer relationships <ul style="list-style-type: none"> Define the concept of customer lifetime value Explain why customer relationship-building is a central purpose of marketing
	1.5	How Organizations Use Marketing	Describe how different types of organizations, such as non-profits, consumer product (B–C) firms and business-to-business (B–B) organizations, use marketing <ul style="list-style-type: none"> Explain the difference between a customer and a consumer Define different types of organizations including B2C, B2B and nonprofit organizations Provide examples of how each type of organization uses marketing
	1.6	Value of Marketing	Explain how marketing creates value for the consumer, the company, and society <ul style="list-style-type: none"> Explain the benefits consumers derive from marketing activity Explain the benefits companies and organizations derive from marketing activity Explain the benefits society derives from marketing activity
<p>Here are two popular and widely accepted definitions of marketing. The first is the definition preferred by the UK’s Chartered Institute of Marketing (CIM), while the second is that offered by the American Marketing Association (AMA):</p> <p>(1) Marketing is the management process responsible for identifying, anticipating, and satisfying customer requirements profitably. (CIM, 2001)</p> <p>(2) Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (AMA, 2007)</p>			
Week 03 September 18,19, and 20	Product Marketing Learning Outcomes • Explain what a product is and the importance of products in the marketing mix • Discuss the product life cycle and its implications for entrepreneurship • Explain product portfolio management and how it relates to the organization’s business strategy and tactics • Define the process for creating new products • Identify the challenges associated with creating a successful new product Four Levels of the Product		
Week 04 September 25,26, and 27			

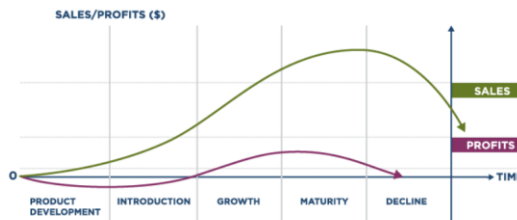


CHARACTERISTICS THAT DISTINGUISH GOODS FROM SERVICES																																		
PURE GOODS PRODUCTS					PURE SERVICE PRODUCTS																													
																																		
Salt					Computer					Fast-Food Restaurant					Clothes					Airlines					Teaching					Investment Advice				
Tangible					Intangible																													
Low Customer Involvement					High Customer Involvement																													
Low Quality-Control Problems					High Quality-Control Problems																													
Easy to Evaluate					Hard to Evaluate																													
Inventories					No Inventories																													
No Time Criteria					Strict Time Criteria																													
Low Importance of Contact Points					High Importance of Contact Points																													

Products and Services Goods vs. Services

Characteristics of Service Products • Intangible • Simultaneous Production and Consumption • Little Standardization • High Buyer Involvement

Stages of the Product Life Cycle (PLC)



The five stages of the PLC are:

- Product development
- Market introduction
- Growth
- Maturity
- Decline

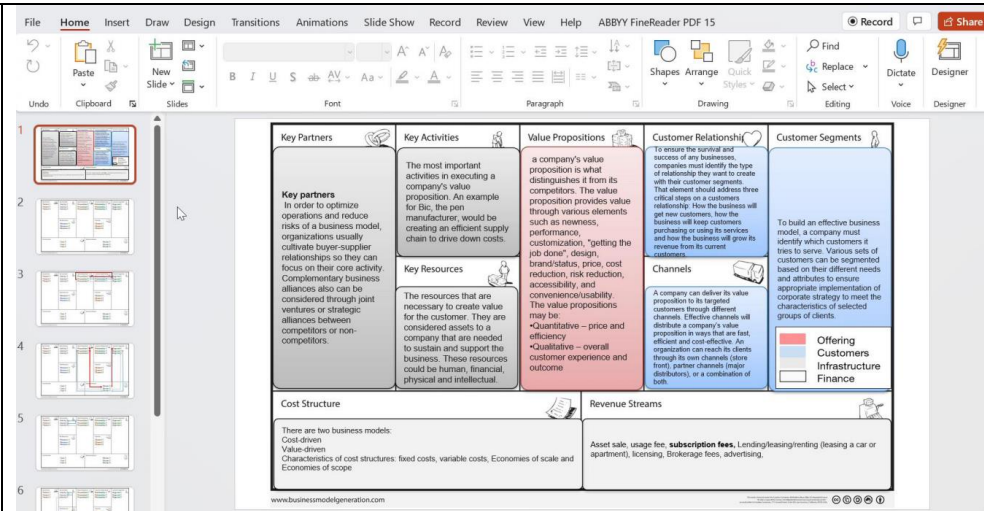
Overview of the New-Product Development Process



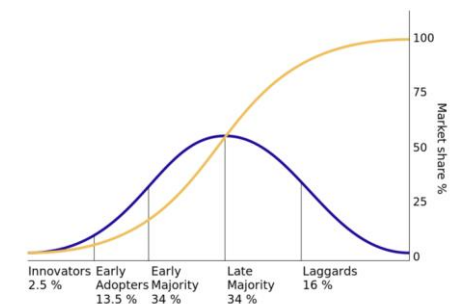
There are probably as many varieties of new-product development systems as there are types of companies, but most of them share the same basic steps or stages—they are just executed in different ways. Below, we have divided the process into eight stages, grouped into three phases; subsequent slides will discuss these phases in greater detail.

New-Product Development Process: Phases and Stages

Phase I: Generating and Screening Ideas	Phase II: Developing New Products	Phase III: Commercializing New Products
Stage 1: Generating New Product Ideas	Stage 4: Business Case Analysis	Stage 6: Test Marketing
Stage 2: Screening Product Ideas	Stage 5: Technical and Marketing Development	Stage 7: Launch
Stage 3: Concept Development and Testing		Stage 8: Evaluation



Diffusion of Innovation



Week 05
No classes

Week 06
October 9, 10,
and 11

Segmentation and Targeting

Why determine market segments and target customers?

Learning Outcomes • Explain the purpose of segmentation and targeting in marketing • Describe common segmentation approaches • Explain the process of selecting an appropriate segmentation approach and deciding which customer segments to target for marketing activities • Explain how targeting influences each element of the marketing mix

Other behavioral bases for market segmentation include the following:

- User status
- Purchase occasion
- Loyalty
- Readiness



Source: <https://pixabay.com/photos/airport-airplane-aircraft-ty-3511342/>

Targeting Strategies and the Marketing Mix

Mass Marketing, Differentiated Marketing, Niche Marketing, Micromarketing

Custom M&M candies! Wow!



Two major segmentation strategies: a concentration strategy or a multisegment strategy. • In the concentration strategy, a company chooses to focus its marketing efforts on only one market segment • In the multisegment strategy, a company focuses its marketing efforts on two or more distinct market segments

Week 07
October 16,17

Marketing Strategy

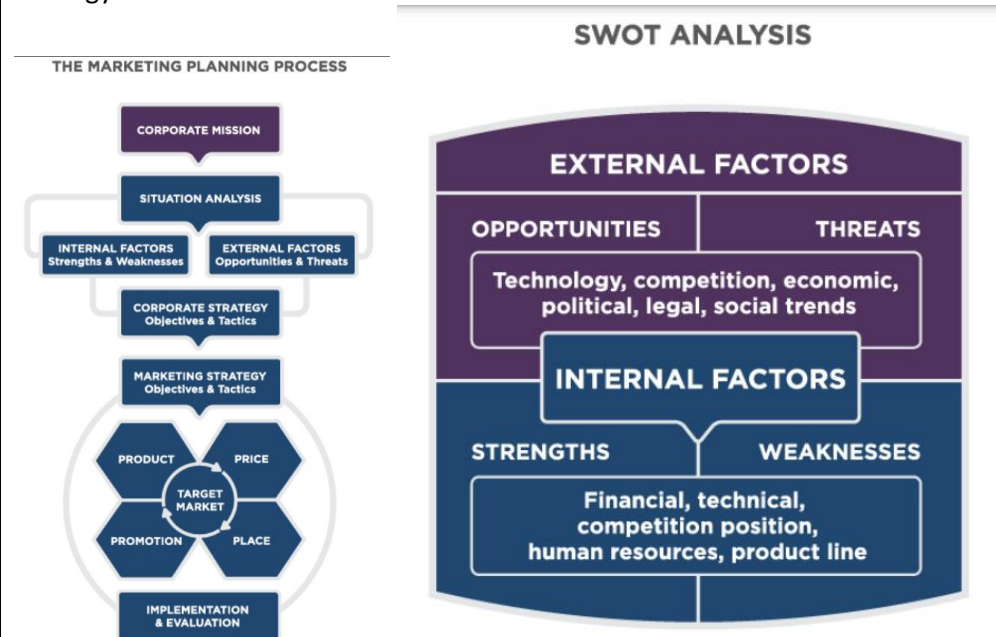
Top 20 Major reasons startups fail:

Note: You may notice that the percentages in this equal far greater than 100%. This is because there are often multiple reasons a startup failed.
Source: <https://www.cbinsights.com/research/startup-failure-reasons-top>

1. No Market Need (42%)
2. Ran Out of Cash (29%)
3. Not the Right Team (23%)
4. Get Outcompeted (19%)
5. Pricing/Cost Issues (18%)
6. Poor Product (17%)
7. Need/Lack Business Model (17%)
8. Poor Marketing (14%)
9. Ignore Customers (14%)
10. Product Mis-Timed (13%)
11. Lose Focus (13%)
12. Disharmony on Team/Investors (13%)
13. Pivot gone bad (10%)
14. Lack Passion (9%)
15. Bad Location (9%)
16. No Financing/Investor Interest (8%)
17. Legal Challenges (8%)
18. Don't Use Network/Advisors (8%)
19. Burn Out (8%)
20. Failure to Pivot (7%)

Learning Outcomes • Evaluate how marketing strategies align with corporate strategies • Explain the inputs and components of a marketing strategy • Show how common analytic tools are used to inform the organization's strategy • Give examples of corporate strategies • Explain how the development and maintenance of customer relationships are an essential part of an organization's marketing strategy

Strategy and Tactics

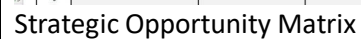


SWOT Analysis Example

TOWS Matrix for PowerPoint



Boston Colbuslting group matrix and the excel template



		PRODUCTS	
		CURRENT	NEW
MARKETS	CURRENT	MARKET PENETRATION STRATEGY	PRODUCT DEVELOPMENT STRATEGY
	NEW	MARKET DEVELOPMENT STRATEGY	DIVERSIFICATION STRATEGY

4 GROWTH STRATEGIES

1. Market penetration: focus on current products and current markets with the goal of increasing market share
2. Market development: use existing products to capture new markets
3. Product development: create new products that can be sold in existing markets
4. Diversification: create completely new opportunities by developing new products that will be introduced in new markets

Customer-Relationship Strategies

Week 09
October 30,31

Ethics and Social Responsibility

Ethics and Social Responsibility	Apply principles of ethics and social responsibility in marketing
Ethical Marketing Issues	Describe the types of ethical and social responsibility issues that marketing must address
Regulatory Laws	Explain the laws that regulate marketing
B2B and B2C Marketer Ethical Dilemmas	Explain how ethical dilemmas in B2B marketing differ from those in consumer marketing
Ensuring Ethical Marketing and Sales	Describe measures companies take to ensure ethical behavior
Social Responsibility Marketing Impact	Explain how demonstrating corporate social responsibility can impact marketing

Defining Ethics



0:30

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The American Marketing Association commits itself to promoting the highest standard of professional ethical norms and values for its members (practitioners, academics, and students). **Norms** are established standards of conduct that are expected and maintained by society and/or professional organizations. **Values** represent the collective conception of what communities find desirable, important, and morally proper. Values also serve as the criteria for evaluating our own personal actions and the actions of others. As marketers, we recognize that we not only serve our organizations but also act as stewards of society in creating, facilitating, and executing the transactions that are part of the greater economy. In this role, marketers are expected to embrace the highest professional ethical norms and the ethical values implied by our responsibility toward multiple stakeholders (e.g., customers, employees, investors, peers, channel members, regulators and the host community).

The History of Consumer Protection

Product Liability

There are three types of product defects that incur product liability: • design defects, • manufacturing defects, and • defects in marketing.

Privacy Laws

Managing Customer Data

Basic, fundamental security recommendations

1. Start with security: only collect customer data when necessary; be transparent; and treat the data with extreme care.
2. Control and restrict access to sensitive data.
3. Require strong, secure passwords and authentication; protect access to sensitive data
月亮代表我的心=Yldbwdx
爱我别走如果你说你不爱我=Awbzrgnsnbai
4. Store sensitive personal information securely and protect it during transmission: use best-in-class security technology.
5. Segment your network and monitor who's trying to get in and out
6. Secure remote access to your network: put sensible access limits in place.
7. Apply sound security practices when developing new products; train engineers in security and test for common vulnerabilities.
8. Make sure your service providers implement reasonable security measures: write security into contracts and verify compliance.
9. Establish procedures to keep your security current and address vulnerabilities that may arise; heed credible security warnings.
10. Secure paper, physical media, and devices—not all data are stored digitally.



Protecting Privacy Online

Ethics in B2B Marketing

Gifts and Bribes

	<p>Three Dimensions of Evaluating Gifts: • Content • Context • Culture</p> <p>The five factors, which are nicely aligned with the topics of this module, are given below, each with a brief video description of how the companies show compliance. 1. Ethics and Compliance Program 2. Corporate Citizenship and Responsibility 3. Culture of Ethics 4. Governance 5. Leadership, Innovation, and Reputation</p>										
<p>Week 10 November 06,07</p>	<p>Marketing Information and Research. Consumer Behaviour.</p> <table> <tr> <td>Consumer Behavior</td><td>Use information about consumer behavior to inform marketing strategy and tactics</td></tr> <tr> <td>Buying Process Stages</td><td>Describe the stages of the buying process</td></tr> <tr> <td>Low-Involvement vs High-Involvement Products</td><td>Explain the different buying processes for low-involvement and high-involvement products</td></tr> <tr> <td>Factors Influencing Consumer Decisions</td><td> <p>Describe the major factors that influence consumer purchasing decisions</p> <ul style="list-style-type: none"> • Describe situational factors that influence what and when consumers buy • Describe personal factors that influence what and when consumers buy, including demographics, life stage and lifestyle • Describe psychological factors that influence what and when consumers buy, including motivation, perceptions, beliefs and learning <ul style="list-style-type: none"> ◦ Explain motivation and Maslow's hierarchy of needs as it pertains to marketing • Describe social factors that influence what and when consumers buy, including culture, subculture, social class, family, and reference groups <ul style="list-style-type: none"> ◦ Discuss the impact of culture on marketing in different countries </td></tr> <tr> <td>B2B Purchasing Decisions</td><td> <p>Explain the B2B buying process and key factors influencing B2B purchasing decisions</p> <ul style="list-style-type: none"> • Explain the B2B purchasing decision process • Describe factors influencing B2B purchasing decisions • Differentiate between B2C and B2B purchasing decisions </td></tr> </table>	Consumer Behavior	Use information about consumer behavior to inform marketing strategy and tactics	Buying Process Stages	Describe the stages of the buying process	Low-Involvement vs High-Involvement Products	Explain the different buying processes for low-involvement and high-involvement products	Factors Influencing Consumer Decisions	<p>Describe the major factors that influence consumer purchasing decisions</p> <ul style="list-style-type: none"> • Describe situational factors that influence what and when consumers buy • Describe personal factors that influence what and when consumers buy, including demographics, life stage and lifestyle • Describe psychological factors that influence what and when consumers buy, including motivation, perceptions, beliefs and learning <ul style="list-style-type: none"> ◦ Explain motivation and Maslow's hierarchy of needs as it pertains to marketing • Describe social factors that influence what and when consumers buy, including culture, subculture, social class, family, and reference groups <ul style="list-style-type: none"> ◦ Discuss the impact of culture on marketing in different countries 	B2B Purchasing Decisions	<p>Explain the B2B buying process and key factors influencing B2B purchasing decisions</p> <ul style="list-style-type: none"> • Explain the B2B purchasing decision process • Describe factors influencing B2B purchasing decisions • Differentiate between B2C and B2B purchasing decisions
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<p>Week 12 November 20,21, and 22</p>	-										
<p>Week 13 November 27, 28, and 29</p>	-										
<p>Week 14 December 4,5, 6</p>	-										
<p>Week 15 December 11,12, and 13</p>	-										
<p>Week 16,17 December 18,19,20, 27,28,29</p>	-										

Week 18 January 4,5,6	Review of the studied materials
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