

Business Seminar – Theoretical Classes

Marketing

Marketing, February 27th, 2025

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Speaker – Francisco Barreto

Bachelor's and a Master's Degree in Economics by Nova SBE

Francisco started working in 2009 in MEO, a brand created and owned by Portugal Telecom, now Altice – the largest Telco in Portugal at the time – as a Pay TV Product Manager.

The great preponderance of Sports Pay TV Channels in the TV-by-subscription business – as SPORT TV, BTV, among others – led to a close professional involvement with SL Benfica, which brought a new career opportunity in 2016, when he moved to the Portuguese club's Marketing & Sales department to play the role of Marketing Manager for the club's business areas (Sponsorship, Ticketing, Membership & Loyalty, Merchandising, Events, Football and Football Academy).

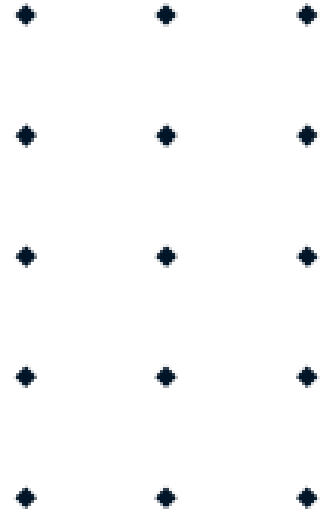
In 2023 Francisco became the Marketing Director of Placard.pt, - betting site where he is responsible for the whole Marketing Strategy and Operation, role that he keeps playing up until today.



Agenda – Marketing – Business Seminar

Learning Objectives

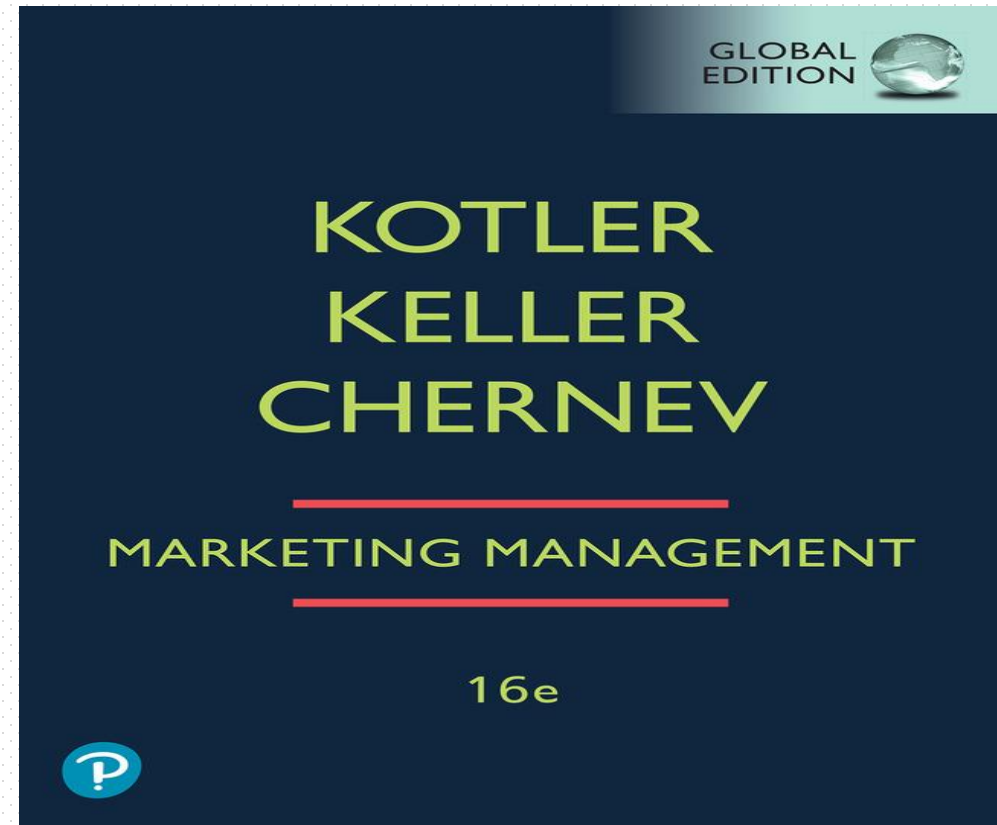
1. What is Marketing
2. Marketing Planning
3. Consumer needs
4. Marketing Research
5. Competitors Research
6. Product Life Cycle
7. Distribution
8. Promotion
9. Purchase decision



Business Seminar Marketing Topic

Book Recommended:

Full reference: Kotler, Keller and
Chernev (2022) Marketing
Management. Pearson. 16th Ed)



Marketing Topic

- Words that come`s to your mind when you think about ...marketing...

. Importance of digital marketing in business nowadays....



1. What is Marketing all About?

What is it?

Marketing

**What does
it do?**

1. What is Marketing all About?

What is it?

*Marketing refers to all activities a company does to **promote and sell products or services to consumers.***

What does it do?

*Marketing seeks to **match products to customers needs,** ensuring all actions required to **draw, satisfy and maintain relationships** with these customers.*

"The purpose of a business is to create and keep a customer" - Theodore Levitt

1. What is Marketing all About?

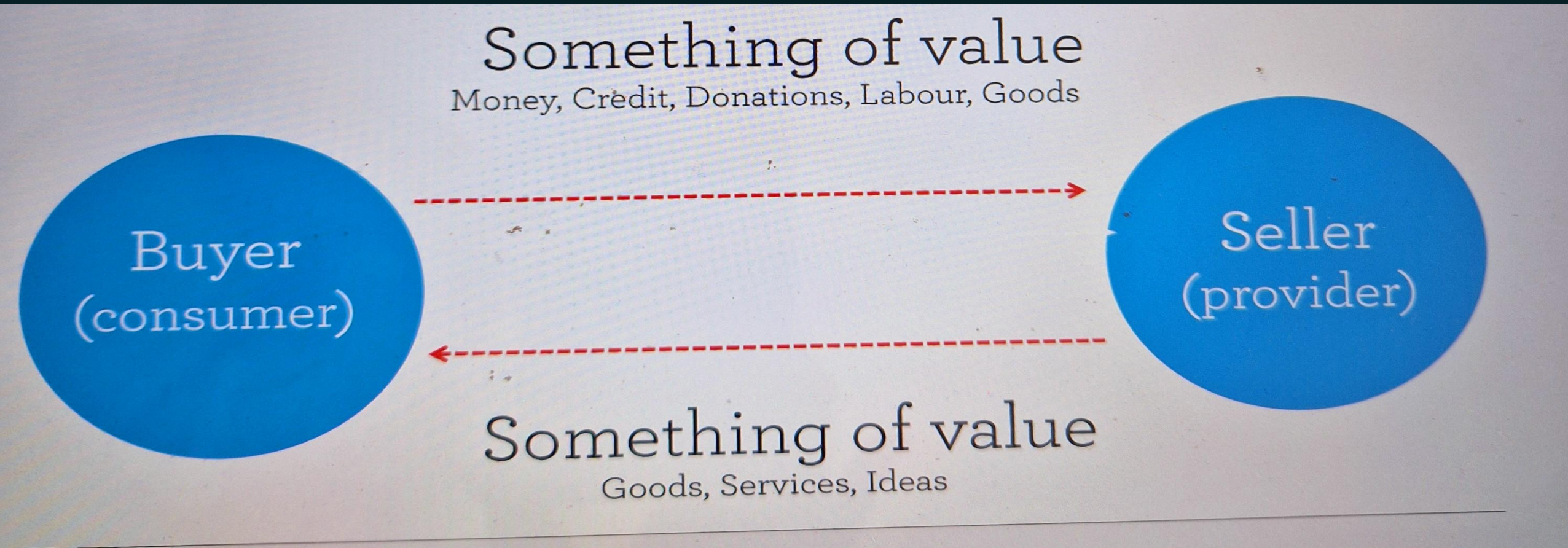
- Marketing is the process by which companies create value for **customers and society**, resulting in strong customer relationships that capture value from the customers in return, while creating value for society.

- DEFINITION BY KOTLER, BOWEN AND BALOGLU (2021)



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1. Something of Value



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1.1. What is value – Consumer Perspective

What is value from the
Consumer point of
view...???



What is value? Consumer Perspective

Value = Benefits vs Costs

How can we increase value for the consumer when he/she compares our offer with alternative offers?



Perceived Value: Compared to
Alternatives'
=
Perceived Benefits: Tangible and
Intangible

Vs
Perceived cost: price + other
Financial and Non-Financial Costs



#Myth 1#

1.2. Destroying Myths in Marketing....



1.2. Destroying Myths in Marketing...

#Myth 1#

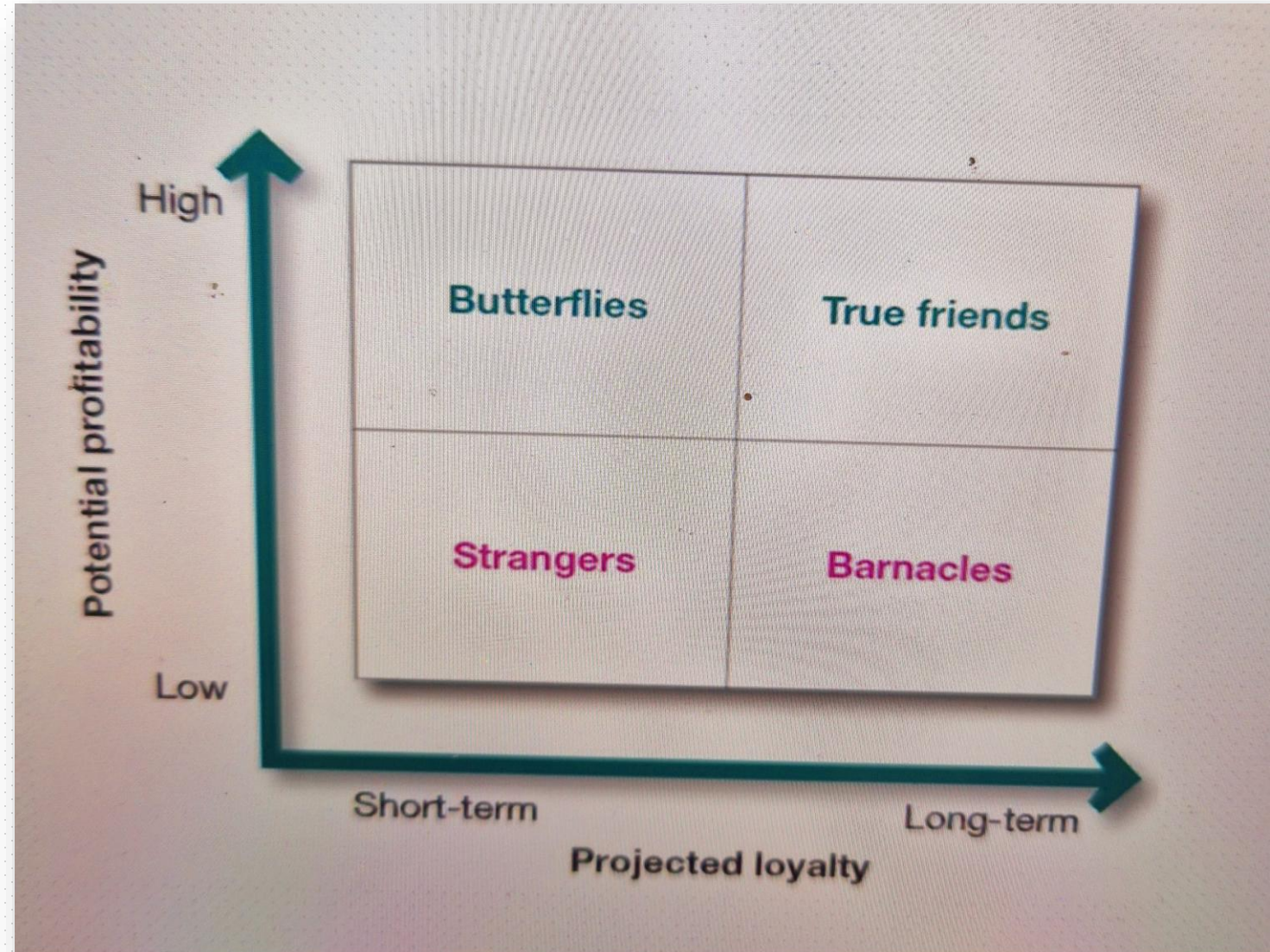
There are “no bad customers?”



1.1. Destroying Myths in Marketing...

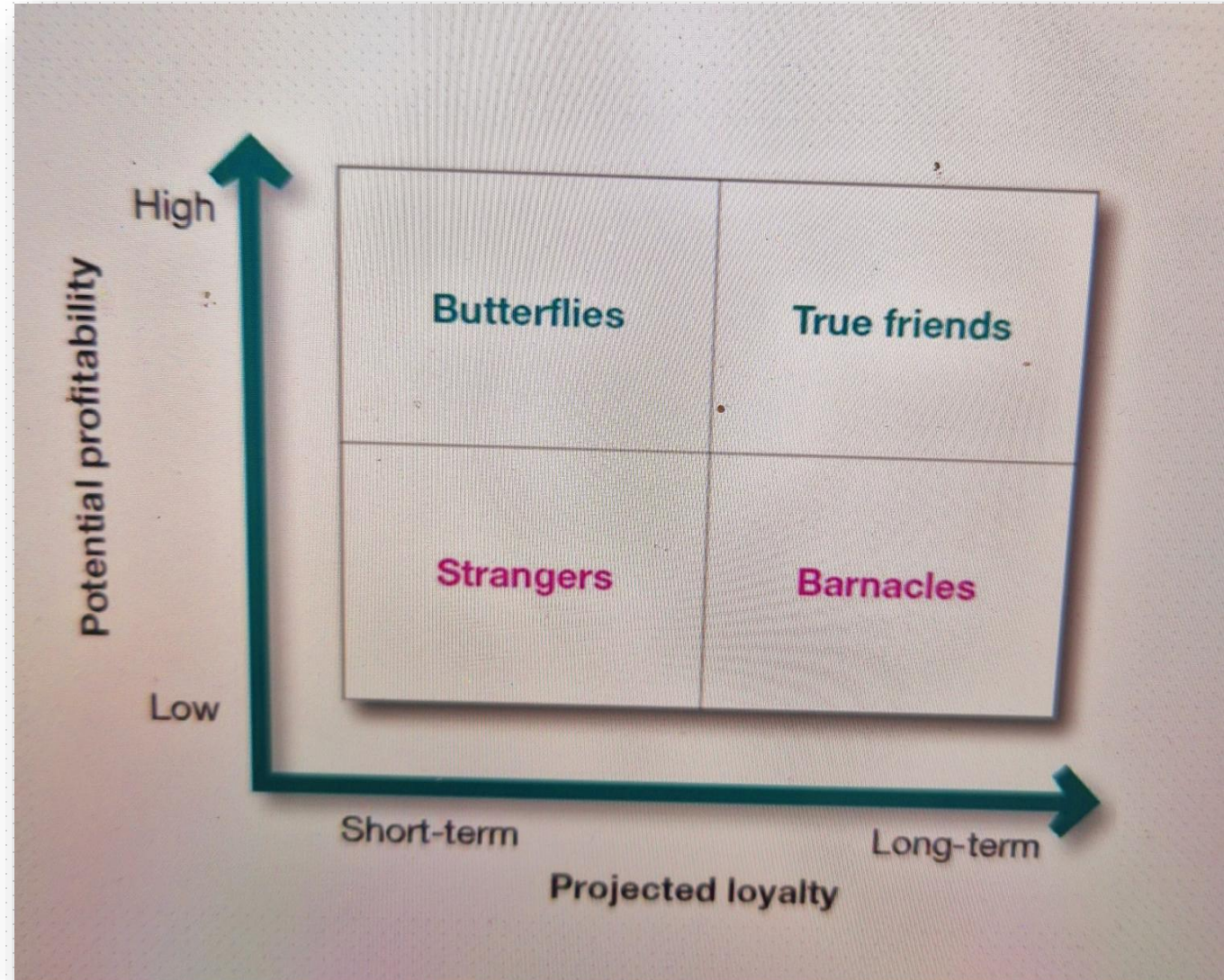
Yes, they exist!!!

You should focus on
“Good Customers”
(“True Friends”)!



1.1. Four different types of customers...

- Strangers: low loyalty and profitability.
- Barnacles: high loyalty, low profitability.
- Butterflies: low loyalty, high profitability.
- **True Friends**: high loyalty, high profitability.



1.1. Destroying Myths in Marketing...

#Myth 2#

To have success is
enough to have the
**best product in the
World?**



Destroying Myths in Marketing...



The Organization **should be oriented** not to the product...

...But oriented to the market...

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1.3. Main Concepts in Marketing

What should have an organization, so we can say...

This Organization have Marketing Strategy!!!

3 main ideas...

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1.3. Marketing Strategy

1. Customer Orientation

«Consumer satisfaction...

2. Competition Orientation

Competitive situation in the organization evolution...

3. Inter-Functional Coordination - Knowledge about

(1) Customer and Competitors is disseminated internally to all staff in all departments and all levels.

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1.3. Customer-Centric Organization

Characteristics of Customer-Centric Organizations

“When the companies
prioritizes, the needs,
preferences,
experiences of its
customers”

LOW CUSTOMER-CENTRICITY	HIGH CUSTOMER-CENTRICITY
Product driven	Market driven
Mass market focused	Customer focused
Process oriented	Outcome oriented
Reacting to competitors	Making competitors irrelevant
Price driven	Value driven
Hierarchical organization	Teamwork

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1.3. Customer-Centric Organizations

“The consumers
always know what
they want???”



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1.3. Main Concepts in Marketing

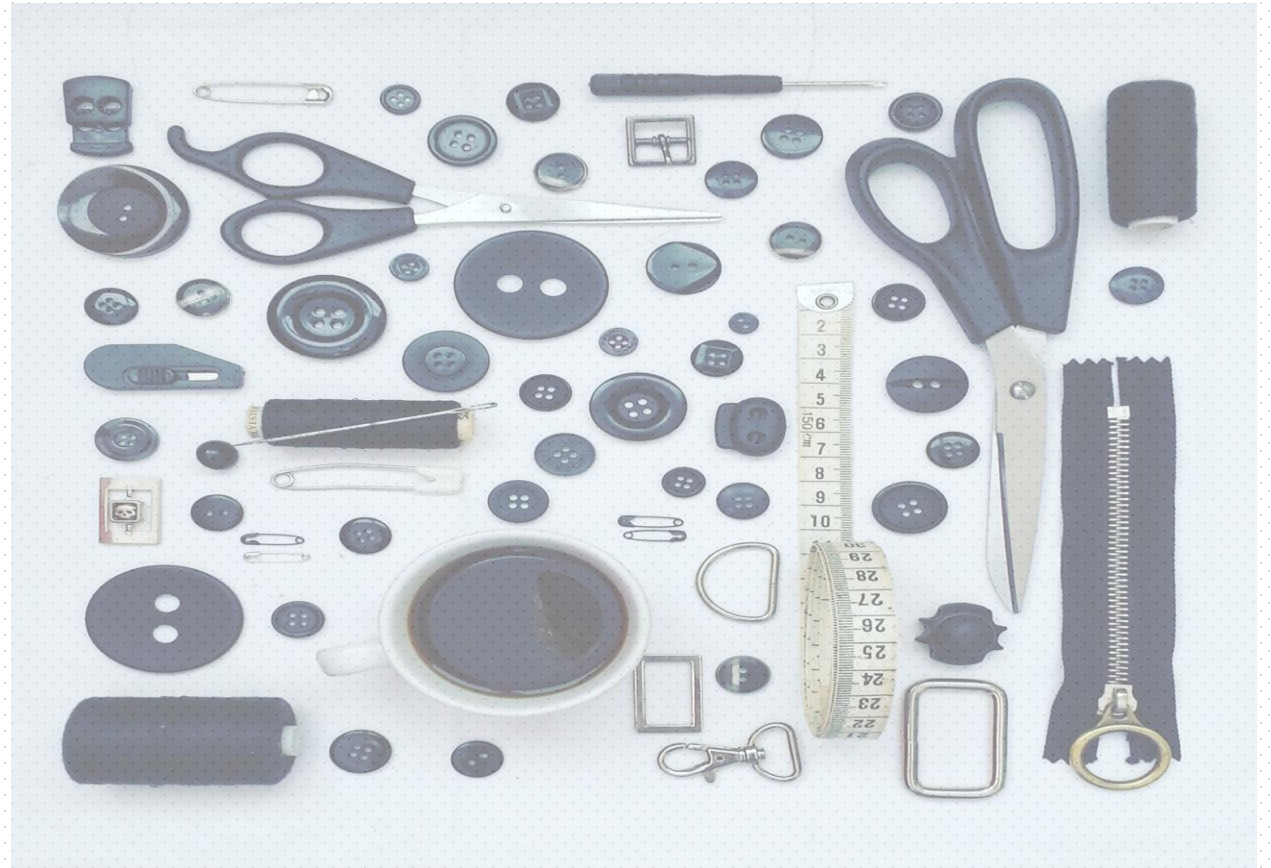
“It’s hard, to design products by focus groups. A lot of times, people don’t know what they want until **you show it to them.**”
Steve Jobs



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1.3. Marketing Planning

“What is the **role** of
Marketing in the
Organization
(Marketing Planning) ?



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“Marketing is the discipline of Management that **“Look out before looking into” the organization**”

- It is the **bridge between organization** and its surroundings (market, micro actors and forces macro)



2. Marketing Planning

To do that is necessary to plan.....

Planning Answers To:

A) Where are we (ANALYSIS)? -Situation Analysis - organization (internal) and surrounding (external); Eg: SWOT

B) Where do we want to go? Vision, Mission and Objectives

2.A.) WHERE ARE WE (ANALYSIS)?

Situation Analysis

Organization (internal)

and surrounding (external); Eg: SWOT



2.B.) WHERE DO WE WANT TO GO?

Vision + Mission + Objectives

Quantitative objectives - sales volume,
profit per unit, share of market

Qualitative - level of customer
satisfaction, perception of brand value

2.B) Vision and Mission: IKEA???



2.B) Example of Vision and Mission: IKEA

our vision
**TO CREATE A
BETTER
EVERYDAY LIFE
FOR THE MANY
PEOPLE**



Mission statement

- Ikea's mission is to offer a wide range of home furnishing items of good design and function, excellent quality and durability, at prices so low that the majority of people can afford to buy them (IKEA 1994). The company targets the customer who is looking for value and is willing to do a little bit of work serving themselves, transporting the items home and assembling the furniture for a better price. The typical Ikea customer is young low to middle income family.

2. Marketing Planning

Planning Answers To:

c) **How Will get there (STRATEGY)?** Marketing Strategy has 3 steps:

i) What **market segments** are there?

ii) Which one/Which ones should I choose as **target market(s)**?

iii) What should be my **position**?

d) **What should be done (TACTICS)?** Implementation of the Marketing Mix (4 Ps for goods or 7 Ps for services) to deliver, capture and communicate value;

e) **What will we need? (Resources):** 3Ms - **Men, Minute, Money** + technological Forecasts, budget and task allocation;

f) **How do we know if it works? (Control).** Review performance against objectives

Marketing 7P's



2. C) HOW WILL WE GET THEIR STRATEGY?

Marketing Strategy has 3 Steps:

SEGMENTATION - Identification of market segments

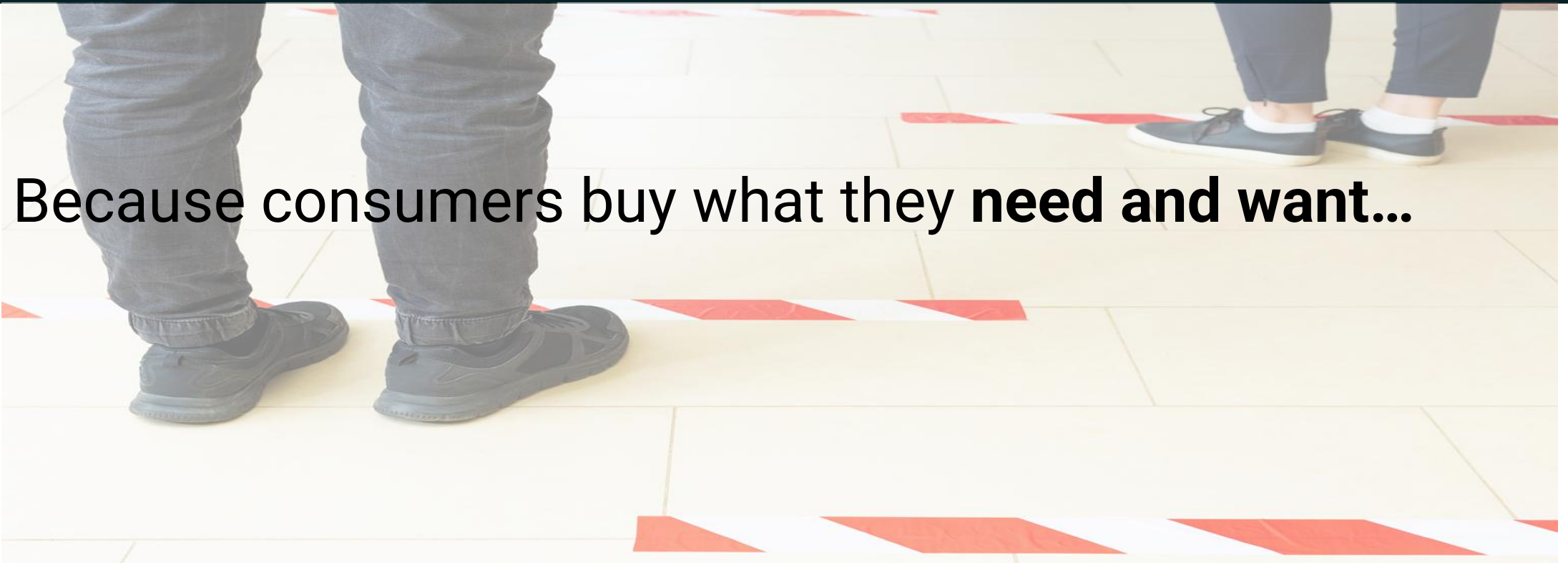
TARGETING - Choice of target market(s)

POSITIONING - Positioning the offer in the mind of the customer target audience

2.C. Why Segmentation, Targeting and Positioning are important?



2.C. Why Segmentation, Targeting and Positioning are important?



Because consumers buy what they **need and want...**

2.C. Business Seminar Marketing

Imagine that you are
Marketing Director of an
airline company...

What are the **two main
needs** that the consumers
have when they travel?



2.C. What are the **two main** needs that the consumers have when they travel?

It depends....

1. Different types of consumers have **different types of needs**
(necessary to group them with similar **characteristics**)
2. Different categories of consumers are different in **price sensitivity**



2.C. Why Segmentation, Targeting and Positioning are important?

...Because **every consumer is different**,
and because it **doesn't make economic sense develop a marketing mix for each consumer (ideal!!!)**,

...

2.C. Why Segmentation, Targeting and Positioning are important?

...

...we group them by similar characteristics because they respond in a similar way (similar to the same marketing stimuli)

2.C. Marketing Mix



2.d.. Marketing Strategy: 3 Steps



Business Seminar Marketing Segmentation

How to Segment Consumers?

- 1.
- 2.
- 3.
- 4.
- 5.

How to Segment Consumers

EXHIBIT 4 Major Segmentation Variables for Consumer Markets

Geographic	Country, region, city, urban/rural, climate
Demographics	Age, income, gender, generation, marital status, family size, occupation, education, ethnicity, religion
Psychographics	Lifestyle, personality, activities, interests, opinions
Behavioral	Usage rate, loyalty, product knowledge, involvement, purchase occasion, buying stage
Benefits Sought	Convenience, value, safety, status

How to Segment Consumers

EXHIBIT 3 Common Segmentation Variables

Variable Type	Example	Segment Defined
Demographic	Coke Zero	Age: young
	Zipcar	Age: under 25
	Marriott Courtyard	Business traveler
Geographic	Zipcar	City dwellers and college students
Psychographic/lifestyle	Zipcar	Environmentally concerned
	Ikea	Value-oriented
Benefit sought	"Bugs" Burger Bug Killers	Pest elimination (not control)
	Outotec	High performance
Usage	Marriott Residence	Long stay

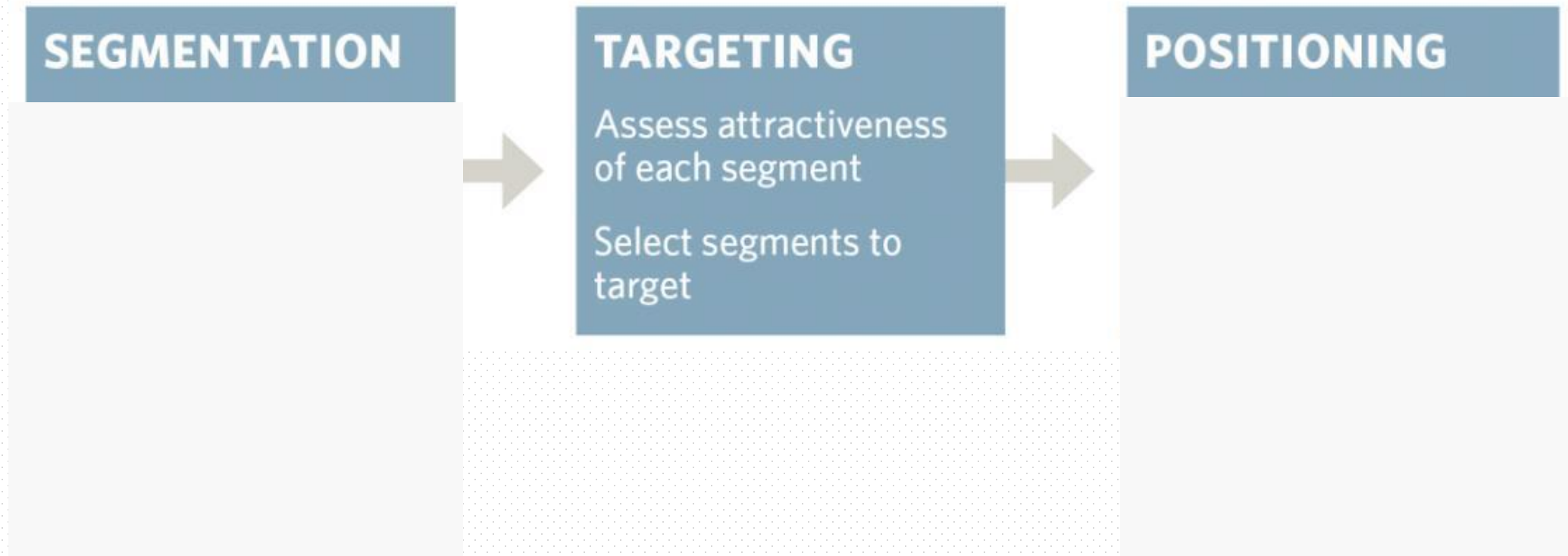
Business Seminar Marketing Bases for Segmentation

EXHIBIT 6 Bases for Segmentation



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Targeting



Business Seminar Marketing Targeting

How to Select Segments to Target...

Mass-Marketing Approach



Appealing to the **largest number of customers** via broad distribution and mass communication.
Examples ???

Mass Customization (One-to-One Marketing)



Immense amount of data collected and able to **reach customers in real time** through the internet.
Examples???

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Target Market Selection...



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Targeting



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Positioning

Defining value proposition for target segments
Develop an action plan...

...always includes the **differentiation**: Process of creating a competitive advantage by **creating attributes unique to the brand.**

Business Seminar Marketing Targeting and Positioning Examples



Targeting Example?

Positioning Example?

Business Seminar Marketing Targeting and Positioning Examples



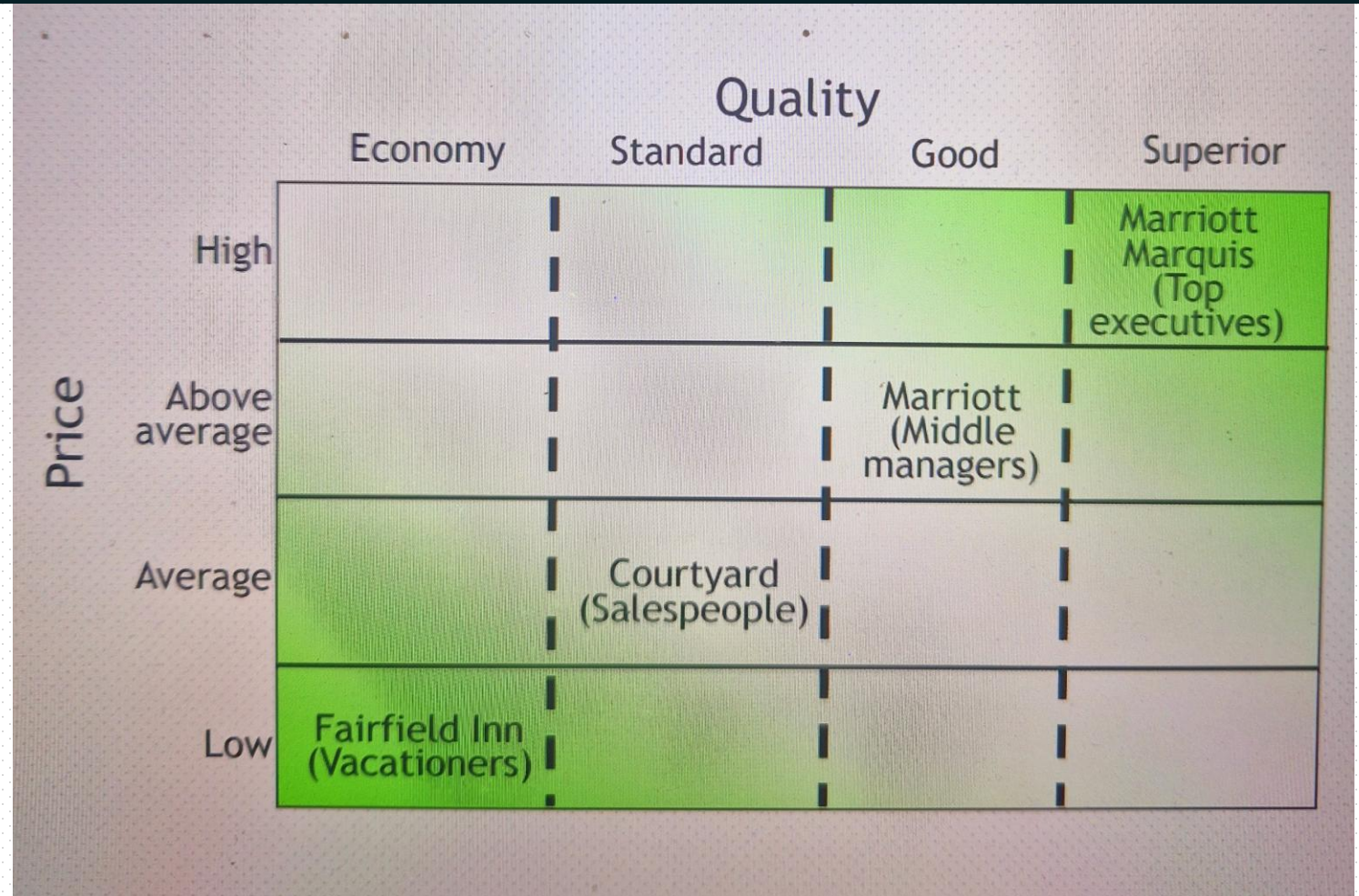
Targeting Example?
“Mass market
Strategy”

Positioning Example?
“We make making **women**
feel confident in the skin
they are in”

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Positioning

Positioning of Different Brands (Portfolio)

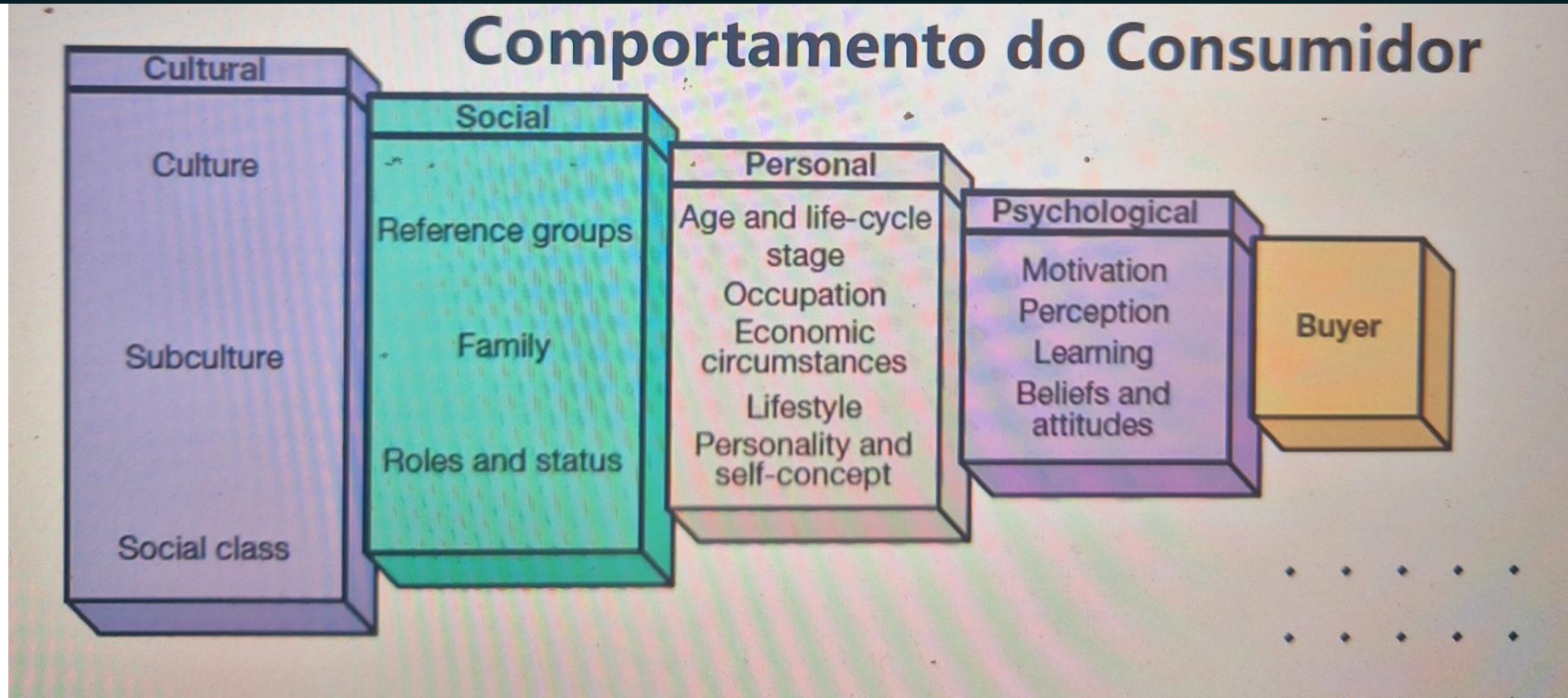


3. Factors that Influence Consumer Behavior

Factors that influence
Consumer
Behavior...???



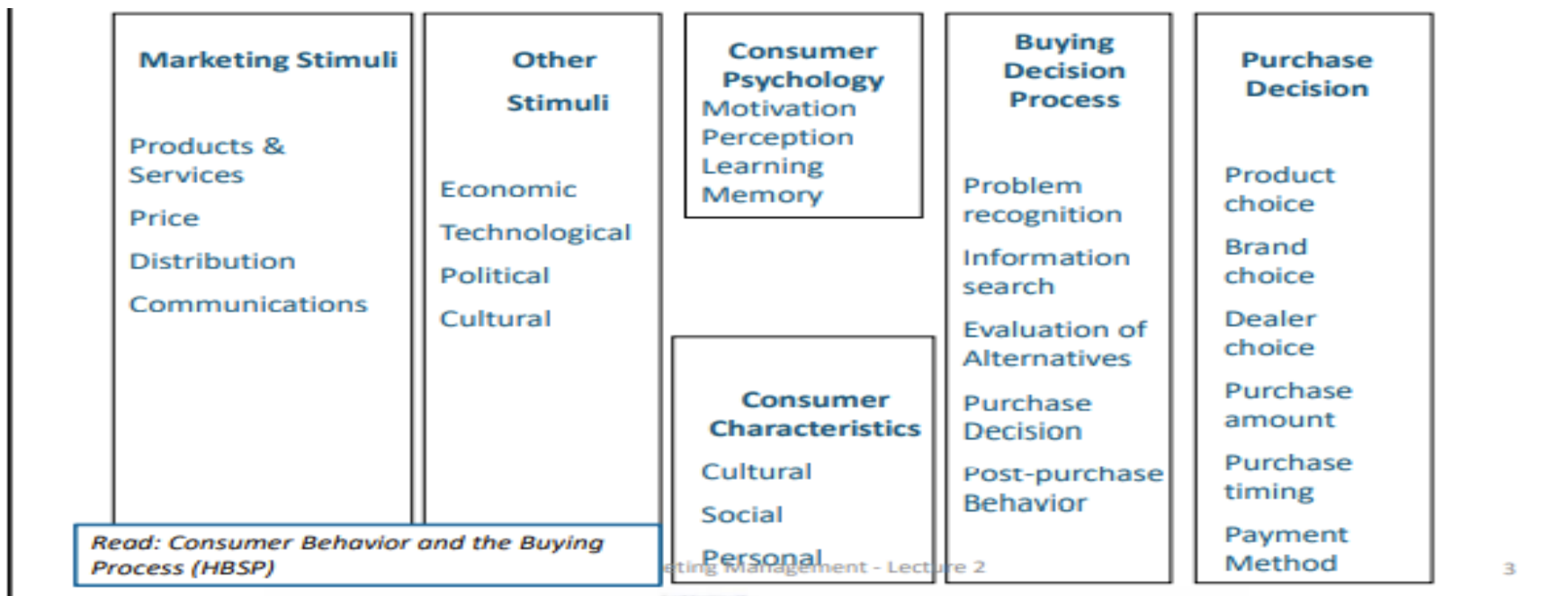
3. Factors that Influence Consumer Behavior



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3. Factors that Influence Consumer Behavior

Model of Consumer Behavior



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.Factors that Influence Consumer Behavior

Key Psychological Concepts and Ideas for Marketing

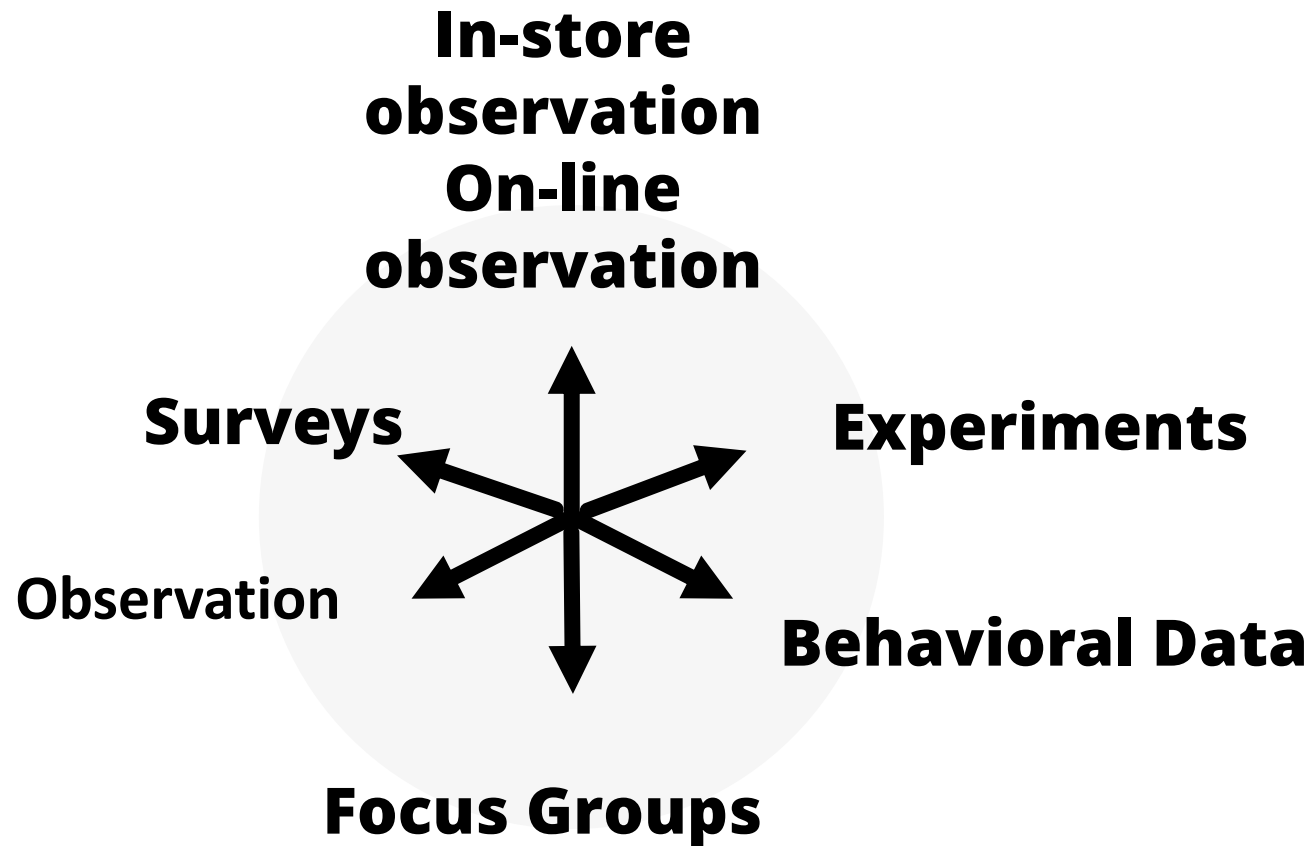
- Motivation (reasons behind behavior)
- Perception (human vision of stimuli)
- Learning and Memory (brain functioning)
- Attitudes (predisposition for behavior)
- Decisions (simplification, pruning and heuristics)
- Involvement (high or low)

Motivation

- Freud
 - Psychological forces are largely unconscious and a person cannot fully understand their own motivations
 - Laddering techniques
 - In-depth interviews – projective techniques
- Maslow
 - Hierarchy of Needs
- Herzberg
 - Dissatisfiers versus satisfiers (eg. warranty)

4. Marketing Research

Research Approaches - Measure Information



In summary...

4. Marketing Research



- » Marketing research is useful to **understand attitudes and anticipate perception**, preferences and behavior of current and potential consumers
- » There exists a great deal of internal information – **requires statistical analysis**
- » We learn a great deal just **by talking to customers and users**

It is critical to process that information qualitatively and quantitatively

5.Competitor Analysis

Michael Porter
Five Forces Model



» **Future Goals:** what drives the competitor

» **Assumptions:** held about itself and the industry

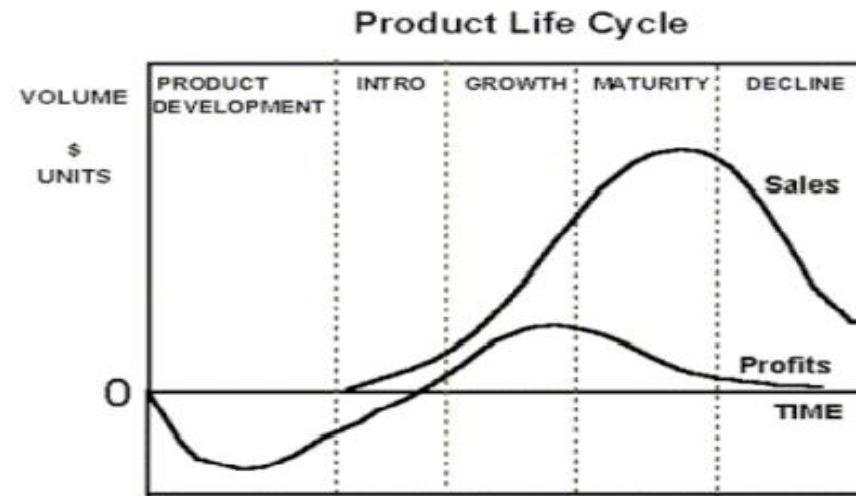
» **Current Strategy:** how the business is currently

» **Capabilities:** both strengths and weaknesses(SWOT analysis for all relevant competitors)

» **Competitor´s** response profile

6.Product Life Cycle

PLC – Sales and Profit



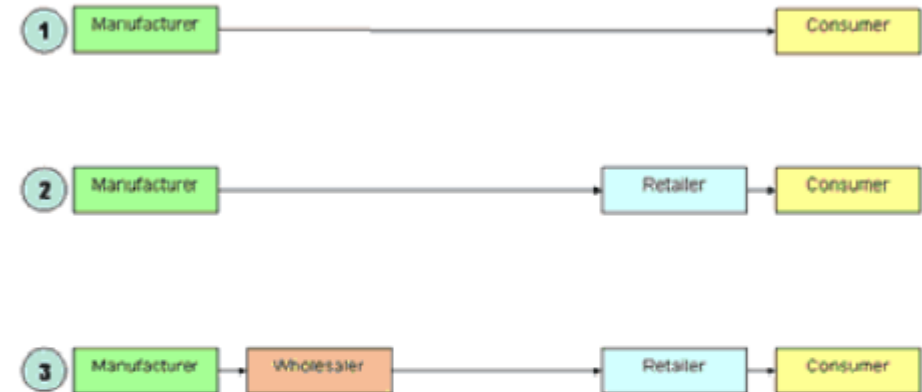
7. Distribution

Channel Levels

- 0-Level (Direct Distribution/Sales Channels) :
Manufacturer – Consumer
- 1-Level: Manufacturer – Retailer – Consumer
- 2-Level: Manufacturer – Wholesaler – Retailer – Consumer

Note: wholesalers: who buys in small lots from manufacturers, importers and sells to retailers

Levels



8. Marketing Promotion

Promotion Platforms:

- Advertising
- Sales promotions
- Events and Experiences
- Direct Marketing
- Word-of-mouth marketing
- Digital Marketing

Digital and Interactive Marketing:

- Web-sites
- Search ads
- Display ads
- E-mail
- Buzz and Viral Marketing

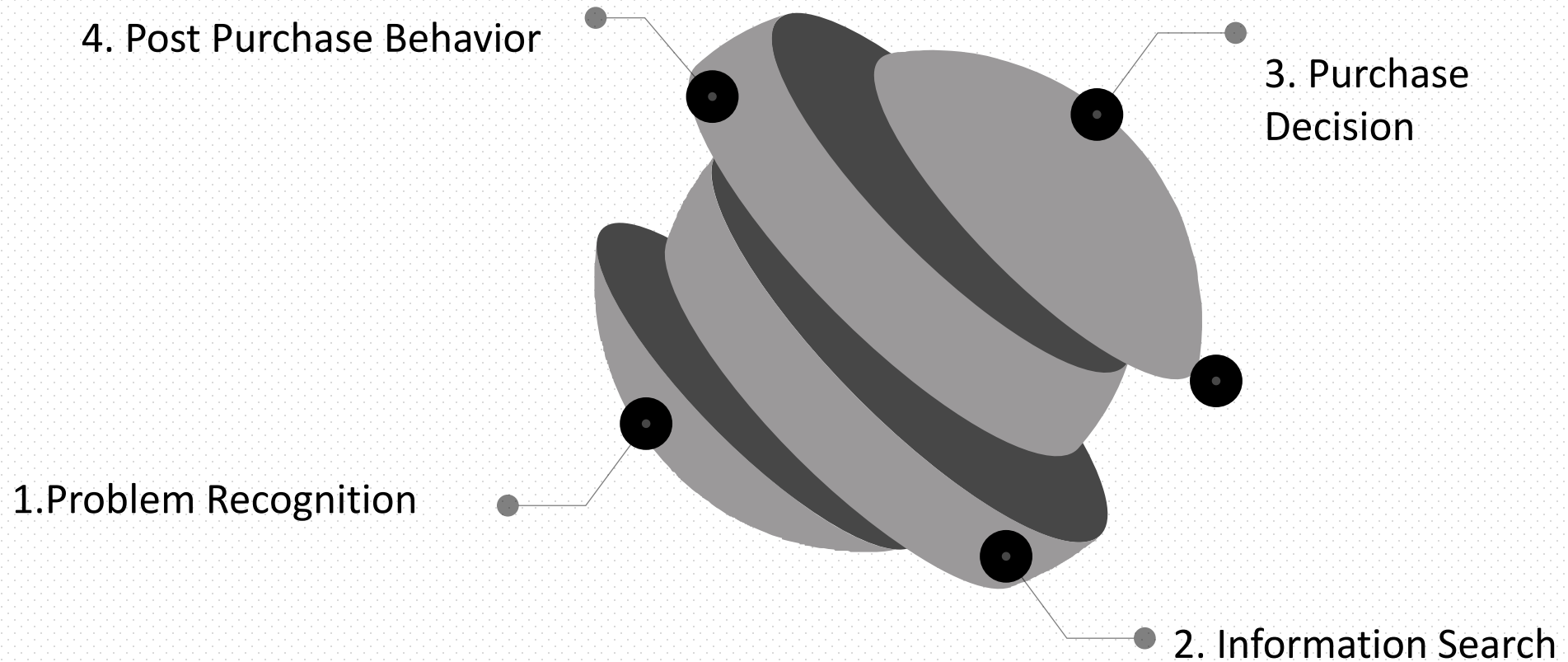
Digital and Interactive Marketing:

In general attractive because:

- Fast
- Personalization
- Adaptative

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9. Purchase Decision Buying



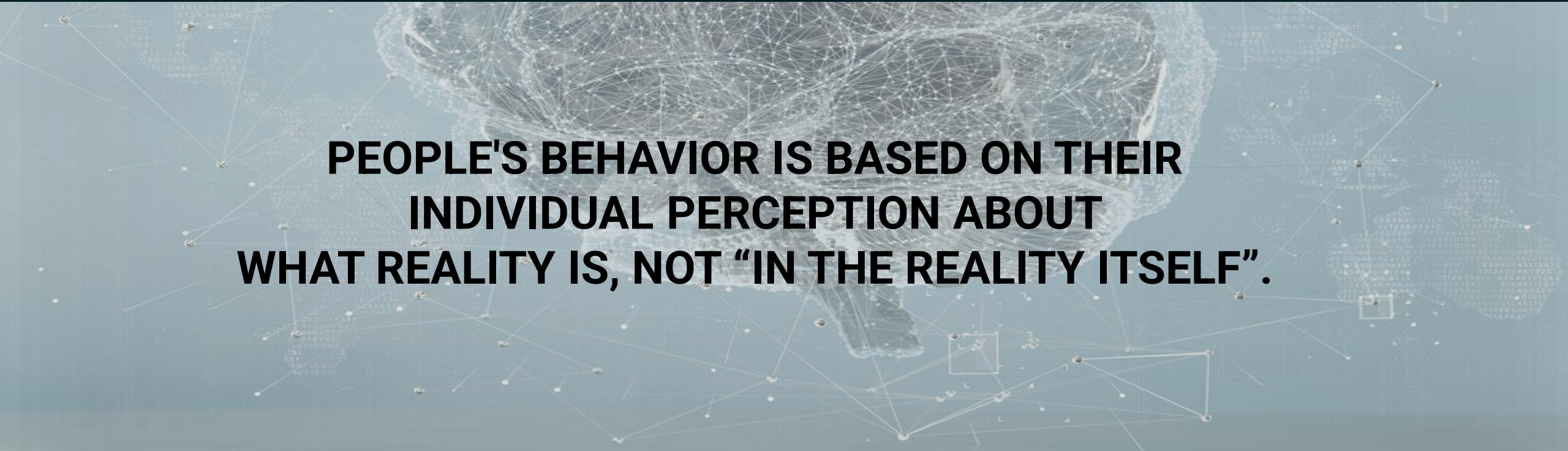
9.1. Six Roles of The Consumer During the purchase decision...buying

- **User** – The person who uses or consumes the product or service.
- **Payer** – The individual who purchases the product, which may be different from the user (e.g., parents buying toys for their children).
- **Buyer** – The person who makes the purchasing decision and completes the transaction.
- **Influencer** – Someone who affects the buyer's decision, such as friends, celebrities, or online reviewers.
- **Decision-Maker** – The person who has the authority to choose which product or service to purchase.
- **Gatekeeper** is a person or system that controls access to something, whether it's information, resources, or decision-making.



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9.2. What is the reality?



**PEOPLE'S BEHAVIOR IS BASED ON THEIR
INDIVIDUAL PERCEPTION ABOUT
WHAT REALITY IS, NOT “IN THE REALITY ITSELF”.**

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Marketing

This perception depends on individual characteristics:

- a) Personality,
- b) Brain as well as external features such as:
- c) Culture and Social Norms

Marketing???



FOR FURTHER READING

Berthon, Pierre R., Leyland F. Pitt, Kirk Plangger, and Daniel Shapiro. “Marketing Meets Web 2.0, Social Media, and Creative Consumers: Implications for International Marketing Strategy.” *Business Horizons* 55 (May–June 2012): 261–272.

Dawar, Niraj. “When Marketing Is Strategy.” *Harvard Business Review* 91 (December 2012): 100–108. Fournier, Susan, and Lara Lee. “Getting Brand Communities Right.” *Harvard Business Review* 87 (April 2009): 105–111.

Kotler, Philip, and Kevin Lane Keller. *Marketing Management*, 14th ed. (Upper Saddle River, NJ: Prentice-Hall, 2014).

McGovern, Gail G., David Court, John A. Quelch, and Blair Crawford. “Bringing Customers into the Boardroom.” *Harvard Business Review* 82 (November 2004): 70–80.

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