1. COURSE STAFF

   Lecturer: Mathew Chylinski
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           Consultation: Tuesday 1pm – 3pm

1.1 Communication with Staff
The above office hours are only a suggestion of the time when I am likely to be in the office. However, I am generally available to answer questions or inquiries. You can email or call me on the phone; alternatively you can see me in person. If you’re thinking of dropping by my office it’s always a good idea to bounce me an email first.

2. INFORMATION ABOUT THE COURSE

2.1 Teaching times and Locations
The seminar for this course takes place on Mondays, 6pm to 9pm. It includes a lecture in Library Room 1039, and a tutorial for 1.5h after the lecture. Do your best to turn-up to the lectures and I promise I will do likewise ☺.

2.2 Units of Credit
Marketing Management is worth 6 OUC.

2.3 Relationship of this course to other course offerings
Marketing Management (MARK5801) is a disciplinary core subject offered under the Master of Commerce program. It builds on the basics marketing and consumer behaviour concepts of MARK5800. This course takes a strategic perspective on market competition and strives to apply the marketing management concepts within that strategic framework. Although the course is designed primarily with a marketing focus, it may be of interest to students seeking a major in other disciplines (e.g.: economics, management, accounting, or finance) who have a particular interest in management and strategic market competition.

2.4 Approach to learning and teaching
Marketing Management is designed to challenge you, encourage you to think for yourselves and even take responsibility for your own learning. The course is delivered in a seminar form, where mutual discussion, analysis and application of key concepts and recent research findings are crucial to development of a deeper understanding of strategic market competition. To obtain full benefits from this course, I suggest you extend yourself... beyond your comfort zone. That means pro-actively participate in the discussions and the seminars.
3. COURSE AIMS AND OUTCOMES

3.1 Course Aims
The aim of MARK5801 Marketing Management is to develop an appreciation and understanding of the more advanced aspects of marketing management. The course is relevant to those of you who want to understand a market strategic competition from a managerial point of view. The aim is to prepare you for a future role as marketing managers, consultants or advisors. The goal is to improve your ability to understand, critically analyse, and apply current research in marketing to concrete management problems.

3.2 Student Learning Outcomes
By the end of the course you should be able to:

- Understand and critically discuss the main concepts involved in strategic marketing management.
- Apply those concepts to concrete marketing problems.
- Improve your decision making strategies.

3.3 Teaching Strategies
The general approach to teaching in Marketing Management will take the form of a series of seminars divided into lectures and tutorials. The seminar approach is designed to get you talking and me providing the context for your discussions. However, in each seminar we will make sure we cover the following components:

1. In the first part of each seminar I will give a lecture outlining the main theoretical concepts in Marketing Management. This will set the context for your own presentations.
2. You will present in the tutorials. The presentations will be based on recent case studies set for each week. These will be done in groups. Each week a group of students will analyse a case study and present their solution to a specific marketing problem faced by the company in the case study. Presenters will provide us with their understanding of the substantive concepts, and the creative application of those concepts to marketing management. The success of the presentations will partly depend on the level of discussion you are able to generate in class.
3. You are all expected to take part in the seminar discussions. This means making constructive comments, statements and asking relevant questions. You have to prepare for each tutorial discussion by summarising the case studies (1 page summary for each case study) and writing down a set of questions, discussion points, and solutions to the marketing problems in the case study.
4. STUDENT RESPONSIBILITIES AND CONDUCT

For information on your responsibilities regarding workload, general conduct and behaviour, and keeping informed, please refer to the School of Marketing’s website.

4.1 Attendance
Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment. ...And I will be extremely displeased if you go AWOL on me too.

5. LEARNING ASSESSMENT

5.1 Formal Requirements
In order to pass this course, you must:

- achieve a composite mark of at least 50; and
- achieve at least 50% from the individual component of assessment (see below).

If you do not pass the individual component, then you will receive a UF grade. Tough I know, but what doesn't kill you only makes you stronger. ☺

5.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Component</th>
<th>Component Weighting</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Presentation</td>
<td>10%</td>
<td>TBD</td>
</tr>
<tr>
<td>Case Write up</td>
<td>10%</td>
<td>TBD</td>
</tr>
<tr>
<td>Major Project (marketing plan)</td>
<td>30%</td>
<td>04/06/07</td>
</tr>
<tr>
<td>Tutorial Participation*</td>
<td>10%</td>
<td>N/A</td>
</tr>
<tr>
<td>Research Participation/Article Review^</td>
<td>5%</td>
<td>04/06/07</td>
</tr>
<tr>
<td>Final Exam*</td>
<td>35%</td>
<td>TBA</td>
</tr>
</tbody>
</table>

100%

*You have to pass this component to pass the subject!
^You have the choice of participating in a faculty research project or doing a literature review on an allocated topic.
GROUP ASSESSMENT (GROUPS OF THREE TO FIVE):
Case Presentation (10%) [aka the apprentice]
Refer to the case studies and the discussion topics set for each week. The aim of the case presentation is for you to present solution to a specific marketing problem described in the case study. You should think of your presentation as a presentation to the board of directors on the future course of action and the strategic direction for your company. As such, you have to convince the board of directors (i.e.: myself and few ‘chosen’ students each week) the merits of your strategy. However, your focus should also be on the application of the marketing management and marketing strategy concepts to the given marketing problem. This means that you not only have to present your marketing strategy for the company, but also justify why you have chosen a specific course of action in terms of the theoretical concepts from the lectures and your readings. You should integrate all the information into a consistent argument. The quality of your argument will be the major determinant of your presentation mark. Assessment of the presentation will also depend on your presentation style and the level of discussion that you are able to generate during and following the presentation. Hence you will need make the presentation interesting and plan for and encourage discussion during and after the presentation.

Case Write up. (10%) [1500 words]
The case write up should be no longer than 1500 words, and should include a copy of the presentation slides in the appendix. The topic of the write up is the same as that of your presentation. It is the report to the board of directors outlining your situational analysis, and the proposed strategic direction for the company in your selected case study. However, I strongly discourage you from just reading the report during the presentation [I know, hard to believe but it does happen]. The difference between the presentation and the report is that of focus. The presentation is a summary. It only needs to go into the main aspects of your analysis and strategy, while making the delivery creative and interesting [i.e.: keep the class awake 😋]. On the other hand, the case write up needs to have more analytical detail and explanation behind your strategy.

Major Project. (30%) [3000 words]
Your mission is to select a company, and a product, for which you will construct a marketing plan. A typical marketing plan includes a situation analysis, a statement of competitive positioning, and clearly defined strategy that links the company’s strengths and ambitions with marketing opportunities. This should be followed by a set of action plans. A guide to writing a marketing plan can be found in Reed, P. (2003). Strategic Marketing Planning. Thompson, Melbourne. The marketing plan represents the applied demonstration of your understanding of the underlying marketing management and marketing strategy concepts. Hence, unlike the case write ups, the marketing plan does not need to explicitly refer to the theory from the lectures or the readings. However, it must still show that you understand and are using the theory in a rational and scientific away.

Writing style: The report should be no longer than 3000 words excluding the appendices. It should start with an executive summary and include a table of contents. Clear headings and sub-headings should break up the report into distinct but logically related sections. Paragraphs (rather than point form) should be concise and focused on describing the marketing strategy and its application.
**INDIVIDUAL ASSESSMENT:**

**Tutorial Participation** (10%)  
**Downside risk:**  
Everyone is expected to read *all* the case studies set for each week *prior* to the seminar. You will have to produce a short (max one page) *analysis* of each case study. These will demonstrate how you *apply concepts* from the course to the cases. You will analyze the market situation faced by the company. Based on your analysis you need to explore a set of strategic marketing options for the company, calibrate their likely effectiveness, and propose a marketing strategy. Evaluate your proposed strategy in reference to concepts and theory discussed in the course.

*A single failure to produce the summaries (without a good reason) will earn you a big fat zero for participation. I call this my anti-procrastination incentive scheme or “anti-PIS” for short.*

I will collect all of the relevant summaries at the end of each seminar.

**Upside risk:**  
Participation marks above zero will be awarded based on individual contribution to discussions during the semester. This means making intelligent comments, asking relevant questions, and providing arguments related to the discussion topics.

**Research Participation** (5%)  
You have a choice of participating in a faculty run research project when such a project becomes available. Available research projects will be announced in class together with a list of randomly drawn student ID numbers selected for the project. When your ID number is selected and you decide to participate you will receive 5% credit in the course as incentive for taking part in the research project.

Alternatively, if you decide not to participate in the research project you will hand in a two page review of one academic article that relates to the topic of lecture 1 (Marketing concept and marketing’s role in the organization). The article may be one of the papers provided as part of the readings in week 1. The article review should critically discuss the main findings and arguments put forward in the article.

**Final Exam** (35%)  
I will advise you on the structure of the final exam later in the semester. The provisional exam timetable does not come out before the last couple of weeks of the session; hence we will not now the date and the location of the final exam until much later in the session.

One thing that I can tell you at this stage is that the exam will be 3 hours long, and is likely to include a case study (one that is somewhat shorter to those you analyse in class ☺). This means that by doing the tutorial case summaries and participating in the discussions you are already training for the final exam.
5.3 Assignment Submission Procedure
Assignments are to be submitted on or before the due date at the seminar, or by lodging in the marked essay box located on the 3rd floor, John Goodsell building.

5.4 Late Submission
Information about late submission of assignments, including penalties, is available on the School of Marketing’s website:


5.5 Special Consideration and Supplementary examinations
Details relating to procedures for special consideration and supplementary exams can be found at:

http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=Current_SpecialConsideration

NOTE: You only have 3 days from the due date of the assessment/exam in which to lodge a special consideration form.

5.6 Assignment Format
Each assignment length excludes appendices and references. However, all appendices must be relevant to the assignment and clearly referenced in the main body of the assignment. Each assignment should have a title page with each group member’s name and student number. Sub-headings and a table of contents are welcomed.

Extra readings are also encouraged. I want evidence that you had thought about, researched and analysed each of the topics. The higher pedagogical goals of demonstrated understanding and insight will guide assessment of the assignments. This means that you must infuse your own ideas and construct own arguments, rather than simply repeat what you read in the articles, books or the lecture notes.

5.7 Research Participation
The faculty at the UNSW School of Marketing, in addition to their teaching interests, are actively engaged in pursuing original research interests that push the boundaries of the Marketing discipline. Such research has implications for improved understanding of consumers, management practices, corporate organisation, and social policy directives. The established findings of academic research are the core basis of teaching and knowledge dissemination at the University. Being part of the university culture students are encouraged to explore the research environment at UNSW and experience the process of knowledge generation by participating in faculty administered research projects. These projects will likely relate closely to the topics studied in the course and represent the cutting edge of research in the topic area.
Participation in the faculty administered research projects is encouraged, but is not compulsory. Students who choose to participate in a faculty run research project are entitled to 5% credit in the course. To receive the 5% credit students must return a research participation receipt, signed by both the student and the research invigilator, to their tutor in the enrolled tutorial. The receipt acts as a record of a student’s participation in the research project.

Students should not participate in more that one research project in any one semester. Students who choose not to participate in a research project earn the 5% credit by doing a piece of assessment, which is the standard requirement in the course.
6. Academic Honesty and Plagiarism

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see:

www.my.unsw.edu.au/student/atoz/Plagiarism

Plagiarism is the presentation of the thoughts or work of another as one’s own.* Examples include:

- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person’s assignment without appropriate acknowledgement;
- paraphrasing another person’s work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does not amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:

www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle

† Adapted with kind permission from the University of Melbourne.
7. STUDENT RESOURCES

7.1 Course Resources

➢ The textbook:

➢ Case studies:
You will need to purchase the following case studies from Harvard Business Online. Follow the link and do a keyword search for each title.
http://harvardbusinessonline.hbsp.harvard.edu/b02/en/cases/cases_home.jhtml
  - Case titles: 1. XM Satellite Radio (A); 2. Sunday Communications Ltd. 3. Samsung China; 4. Hong Kong Land Holdings; 5. FastLane Technologies; 6. Dell· New Horizons; 7. Real Madrid Club de Futbol;

➢ Additional useful textbook readings:

➢ Additional article readings are listed in the course schedule. Most of the articles should be conveniently located on the “My Course” library web-page. Any that might be missing you will have to hunt down yourselves; which means you get to find out where the library is.

7.2 Other Resources, Support and Information

The University and the Faculty provide a wide range of support services for students, including:
  - Learning and study support; Counselling support; Library training and support services; Disability support services.

In addition, it is important that all students are familiar with University and Faculty policies and procedures in relation to such issues as:
  - Examination procedures and advice concerning illness or misadventure; Supplementary Examinations; Occupational Health and Safety policies and expectations.

For information and links relating to the above services, please see [note School web pages where this information is presented.](http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm)

8. CONTINUAL COURSE IMPROVEMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW’s Course and Teaching Evaluation and Improvement (CATEI) Process ([http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm](http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm)) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students.
9. COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture</th>
<th>Readings</th>
<th>Tutorial</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Review of key concepts: Strategic marketing and economic concepts.</td>
<td>Text: Ch1</td>
<td>Discussion: Focus: Admin (Groups, presentations)</td>
</tr>
<tr>
<td>4</td>
<td>Internal analysis (company)</td>
<td>Text: Ch3, Ch6</td>
<td>Presentation 1 Case Study: <em>XM SATELLITE RADIO</em></td>
</tr>
<tr>
<td>5</td>
<td>External analysis (consumers)</td>
<td>Text: Ch7, Ch12</td>
<td>Presentation 2 Case Study: <em>SUNDAY COMMUNICATIONS</em></td>
</tr>
<tr>
<td>6</td>
<td>External analysis (environment)</td>
<td>Text: Ch5, Ch8, Ch10</td>
<td>Presentation 3 Case Study: <em>SAMSUNG CHINA</em></td>
</tr>
<tr>
<td>7</td>
<td>Easter Monday</td>
<td>No lecture</td>
<td>No Tutorial</td>
</tr>
<tr>
<td>16/4</td>
<td>Mid-Session Break</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Opportunities and threats</td>
<td>Text: Ch12, Ch13</td>
<td>Presentation 4 Case Study: <em>HONG KONG LAND HOLDINGS</em></td>
</tr>
<tr>
<td>8</td>
<td>Marketing options</td>
<td>Text: Ch14</td>
<td>Presentation 5 Case Study: <em>FASTLANE TECHNOLOGIES</em></td>
</tr>
<tr>
<td>9</td>
<td>Sources of competitive advantage</td>
<td>Text: Ch15, Ch16, Ch167</td>
<td>Presentation 6 Case Study: <em>DELL--NEW HORIZONS</em></td>
</tr>
<tr>
<td>11</td>
<td>Implementing/Review</td>
<td>Text: Ch19</td>
<td>Guest Lecturer / Revision</td>
</tr>
<tr>
<td>12</td>
<td>No Lecture</td>
<td>Project Completion</td>
<td>No Tutorials</td>
</tr>
<tr>
<td>13</td>
<td>No Lecture</td>
<td>Project Completion</td>
<td>No Tutorials</td>
</tr>
</tbody>
</table>

1 The textbook chapter readings are an indication only. I suggest you read all the chapters in the textbook.
10. Case Studies for Each Seminar

Week 2

Administration: Get into Groups
Form a group of 3 to 5 members and choose a case study topic and the week in which you will present it. Choose your group members wisely. Group work forms a major part of assessment in this course. However, management of group dynamics is your responsibility. Keep in mind that assignment of clear responsibilities as well as development of consistent group norms, such as regular meetings, communication, and division of labour, are essential for cohesive group performance.

Nevertheless, we will have peer evaluation of individual contribution to group work at the end of the semester. Hence, how your group peers assess your performance within the group will influence the marks that you receive at the end.

Week 3

Marketing Plan:

Prepare a mini marketing plan for a product of your choice. In your plan make sure to include the following components:

1. Corporate objectives,
2. Competitive and situation analysis,
3. Target market analysis,
4. Strategy (positioning)
5. Action plans, and controls.

Guide to Case Study Analysis: The Business Model of Ebay.com

Handouts:

- Read the handout called Mastering Case Study Analysis. Discuss the recommended approach.
- Read the exemplary case study summary for Ebay.com. Analyse the structure of the summary and how this approach can be used to relate the case study to the theoretical concepts in the course.
WEEK 4

CASE STUDY: XM SATELLITE RADIO
XM Satellite Radio is a radically new way to listen to radio. Management must develop a marketing strategy to launch the firm and the category. A crucial aspect of the strategy is to determine which of two business models the company will pursue. Should it focus predominantly on charging customers a monthly subscription fee or on selling advertising time to advertisers? This decision is closely related to target market selection and to the choice of optimal price points for subscription fees and radio receivers. Market research commissioned by XM provides rich insights into these issues. In addition, XM management needs to figure out how to establish partnerships with the leading electronics manufacturers. A consideration of its market share and channel presence are essential to XM’s ultimate success integrating satellite radio into home and car audio systems. As it formulates its plan, XM needs to take into account the competitive landscape, primarily comprised of broadcast radio (AM and FM) that has been in existence for many years and is offered for free, as well as a second satellite radio provider (Sirius).

Analyse the strategic issues facing XM Satellite Radio and outline how these issues relate to the competitive environment in which XM Satellite Radio must develop its marketing strategy. Discuss, justifying your recommendations, how XM Satellite Radio can resolve the strategic challenges it faces in order to successfully launch its innovative service and why?

WEEK 5

CASE STUDY: SUNDAY COMMUNICATIONS LTD.
SUNDAY Communications was one of six mobile phone service providers facing fierce competition in a small market of 6.7 million population in Hong Kong. The company had pursued an aggressive marketing and branding strategy since its establishment in 1994. However, after six years, it was still struggling to make a profit. With the imminent granting of 3G licenses in early 2001, the company is hard pressed to formulate a viable strategy that will enable it to capitalize on its brand image and reposition itself in the mobile phone industry.

Evaluate the effectiveness of SUNDAY’s strategy in a competitive marketplace, where pricing, service quality, and brand loyalty are significant tools for competitiveness. Suggest how SUNDAY can best implement a strategy that takes account of the new developments in the market.
**WEEK 6**

**CASE STUDY: SAMSUNG CHINA: THE INTRODUCTION OF COLOUR TV**

Chung Yong, president of Samsung China Headquarters (SCH), was considering a recent meeting with the SCH marketing director responsible for developing a marketing strategy for the entire China market. The topic at the meeting was the marketing strategy for colour TV, which had been chosen as the flagship product for the China market. Samsung had to decide whether it should focus on the low- or high-end market segment (or both), and whether to import or produce locally.

Analyse the influence of internal and external factors relevant to the successful introduction of colour televisions into China considered by Samsung. Specifically, discuss the relevance of political and government factors that could influence the marketing strategy in this emerging market. Recommend a desired positioning that Samsung should pursue. Justifying your recommendations and discuss the key success factors required for entry into the China market.

**WEEK 7**

**CASE STUDY: HONGKONG LAND HOLDINGS LTD.: STRATEGIC REPOSITIONING**

Hongkong Land Holdings Ltd. (HKL), the property arm of the Jardine Matheson Group, is a leading property investment, management, and development company with a major portfolio in Hong Kong and other property and infrastructure interests in Asia. In early 2000, HKL was faced with significant changes in its business environment in the Central District in Hong Kong, where it was the leading landlord of Grade A retail and office real estate. It had commissioned a report from consultants to inform the company on developments in the Grade A retail and office markets and the influence it might have on the company's operations. One of the major issues was how to reposition the company's aging properties to achieve optimal returns in a competitive market.

Analyse the threats and opportunities facing Hongkong Land Holdings Ltd in their real-estate market. Outline the main marketing initiatives and the strategic options faced by Hongkong Land Holdings Ltd. Provide a set of recommendations and a suitable marketing strategy that will allow Hongkong Land Holdings Ltd to remain competitive and grow its business in the future.
WEEK 8

CASE STUDY: FastLane Technologies, Inc.

FastLane Technologies was a young entrepreneurial software company that had developed a powerful language that could help organizations manage, administer, and control large enterprise networks. In late 1996 they received an infusion of capital from Newbridge Networks and Celtic House, a venture capital firm. In May 1997, the new vice president of marketing at FastLane must make his first presentation to the board of directors about his proposed marketing strategy for FastLane. The company faced a number of important issues, including whether to focus on the language itself or application tools based on the language and the most effective strategy for rapidly moving its products into a dominant position in its segment of the emerging market for Windows NT services. Developing effective channels to reach the large organizations that were its target customers was a particularly challenging issue.

Analyse the marketing situation faced by FastLane Technologies, Inc. Based on your analysis propose a positioning strategy for the company and outline the costs and benefits of your suggested positioning. Create a set of strategic marketing options for the company and calibrate their likely effectiveness.

WEEK 9

CASE STUDY: Dell—New Horizons

Founded in 1984, Dell had achieved phenomenal growth and by 2000 had topped $25 billion in sales and over $2 billion in net income. In the 4th quarter of 2000, however, the PC industry’s average 30-year growth rate crashed to a negative 10%. Dell Corp. had to make difficult decisions on how to sustain its profitability in light of its broad product portfolio—PCs, workstations, and servers on storage products for a broad cross-section of customers in the United States and worldwide. Should it stay the course or fundamentally change strategy?

Discuss the key historical factors behind the success of the Dell brand and the company’s marketing strategy. Analyse how these factors were influenced by the changing market environment and outline the strategic opportunities faced by the company. Propose a new marketing strategy for the company that will ensure continued profitability and growth.
WEEK10

CASE STUDY: REAL MADRID CLUB DE FUTBOL
In June 2004, Florentino Perez, a well-known Spanish businessman, was elected president of Real Madrid, one of the world's top soccer clubs. In his campaign, Perez had promised to turn around the club's finances, bring in world-class talent, and extend the club's brand around the world through multiple channels. As re-election looms four years later, his management team reflects on initiatives to date and challenges ahead as described in the case. Also describes the soccer industry and the trends transforming it.

Evaluate Real Madrid's brand management strategy and consider the risks and opportunities involved. Also, recommend a strategy for the future expansion of the brand worldwide.