



MACQUARIE
UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF BUSINESS
GRADUATE STUDIES OFFICE

Applied Marketing Strategy – MKTG 806

Unit Outline Semester 1 - 2010

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit.

Lecturer:

Lawrence Potter
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MKTG 806 – Applied Marketing Strategy

About this unit:

This subject provides students with the opportunity to apply the functional applications of marketing strategy in the broader commercial environment. Students will build on the general marketing knowledge gained in market research, consumer behaviour, marketing communications and marketing management. The subject culminates in a Group Project and Presentation on an existing commercial business.

Learning Outcomes:

The aim of the subject is to develop a commercial knowledge and skills that enable students to:

- (1) Critically analyse business environments both external to the firm and within the organisation;
- (2) Gain knowledge of the process by which organisations can develop a strategic initiatives and sustainable competitive advantage;
- (3) Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment; and
- (4) Develop marketing investment decisions based on marketing research, information and competition.

The focus is on a customer-oriented approach to the marketing organisation, market definition, and market segmentation, as well as an entrepreneurial approach to strategic choice. Throughout the course, the emphasis is on the application and analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.

This course will also enhance the generic skills - critical thinking, independent work, teamwork, and problem-solving skills.

Successful Completion of the Unit

In order to successfully complete the Unit you must:

- Attend and participate in the weekly lectures. If you miss more than 2 lectures you will be required to explain the reason for the absence or withdraw from the Unit.
- Complete an individual Marketing Journal.
- Complete a Marketing Report.
- Complete the Group Assignment.
- Complete the Website and e-Marketing Report.
- **Peer Assessment in the Group Assignment will determine the weighting of the overall group assignment score for each student.**

Textbook:

THIS IS A NEW TEXTBOOK. Available at the University Co-op Bookshop, you will need to purchase or have access to the title throughout the semester:

Aaker, David A; Mills Michael K; *Strategic Market Management Pacific Rim Edition*, Wiley & Sons Australian Edition 2005 (ISBN 0470805064)

Workload:

This is a single semester (half-year) 4 credit point unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend 4 hours per credit point each week on work related to the unit. Students are strongly advised to prepare their study timetable accordingly. Successful performance in the exam requires knowledge and understanding of the content of the lectures and set readings.

Teaching Staff:

Lecturer: Lawrence Potter

E-mail: lawrencep@incitemq.com.au

Individual Consultation is available by arrangement.

Assessments

All assignment tasks are compulsory. You will need to complete **ALL FOUR Assessment tasks** to satisfy the course requirements.

Assessment Task	Due Date	Mark
Assessment 1 – Marketing Journal (Individual)	Week 3	10%
Assessment 2 – Marketing Evaluation (Individual)	Week 5	10%
Assessment 3 – Group Presentation and Marketing Plan	Week 11	40%
Assessment 4 – BRIC Marketing Strategy (Individual)	Week 13	40%

THERE IS NO FINAL EXAMINATION IN THIS COURSE.

**LATE SUBMISSION OF ASSESSMENTS WILL NOT BE ACCEPTED.
HARD COPY ONLY of Assignments will be accepted.**

2010 Weekly Program of Lecture Topics and Readings

Week No. Lecture Date	Topic	Readings/Assignment Dates
Week 1 24 th February	Overview Course Outline - Introduction to Applied Marketing Strategy and the role of Marketing	
Week 2 3 rd March	Strategic Market Management - Intro to Strategy - Corporate & Business Strategies - Marketing Strategy	Readings: Chapters 4 & 5
Week 3 10 th March	Environmental Analysis - Customer Analysis	Assignment 1 DUE
Week 4 17 th March	MI Application Workshop Presentations GUEST – Ramak Salamat	Readings: Chapters 6 & 7
Week 5 24 th March	Hotels Workshop – Mark Taylor (Accor) - Differentiation - Strategy and Models - SWOT/Leverage/KBI/SCA	Readings: Chapters 8 & 9 Assignment 2 DUE
Week 6 31 st March	MI Application Workshop Presentations GUEST – Ramak Salamat	Readings: Chapters 10 & 11
MID SEMESTER BREAK		
Week 7 21 st April	Consult Sessions – Individual Groups - DRAFT Reviews of Report and Presentation	Readings: Chapters 12 & 13
Week 8 28 th April	BRIC Workshop – David Thomas	
Week 9 5 th May	Competitor & Industry Analysis - Market Characteristic Analysis - New Product Planning and Development	Readings: Chapters 14 & 15
Week 10 12 th May	Marketing in the 21 st Century Readings Workshop	
Week 11 19 th May	GROUP ASSIGNMENT Presentations	Assignment 3 DUE
Week 12 26 th May	GROUP ASSIGNMENT Presentations	
Week 13 2 nd June	Course Wrap Up and Admin.	Assignment 4 DUE

1. **Assessment Task ONE: Journal (Individual)**

Due Date: Week 4

Mark: 10%

Maximum – 4 Typed Pages (IE: 1 Page per Article)

ASSIGNMENT CRITERIA:

- 1) 4 Articles are to be submitted as part of this Journal. This is to be two articles each week from current Press. Articles to be attached to the Journal
- 2) In your assessment you are to detail:
 - a. How this situation will affect the business;
 - b. Identify the Marketing Impact points (Price, Customer Perception, Reputation, PR, Image etc)
 - c. What your Recommendations are; and
 - d. Why these recommendations are relevant.

Assessment will be based on your ability to demonstrate a line of thought in regards to cause and effect and rationale as to what and why certain actions will be more appropriate than others.

ALL REPORTS are to be submitted in class and NO EMAIL submissions will be accepted.

LATE SUBMISSIONS WILL NOT BE ACCEPTED.

MAXIMUM 5 typed A4 Pages.

2. **Assessment Task TWO: Marketing Evaluation (Individual)**

Due Date: Week 5

Mark: 10%

Select one of the hotel chains below:

Company		Company	
HYATT	www.hyatt.com	Accor	www.accorhotels.com
Marriott	www.marriott.com.au	Hilton	www1.hilton.com
Rydges	www.rydges.com	Constellation Hotels	www.constellationhotels.com.au

Your Report is to be focused on the DOMESTIC (Australia) market offer ONLY.

It is to cover the following aspects of applied marketing strategy:

- Identify the target market segments and stakeholders;
- Detail and evaluate the role that advertising plays in the hotels success within the Domestic Market;

- Make three (3) strategic marketing recommendations on improving the marketing effort; and
- WHAT you think the impact may be and whether this is relevant?

*ALL REPORTS are to be submitted in class and NO EMAIL submissions will be accepted.
LATE SUBMISSIONS WILL NOT BE ACCEPTED.
MAXIMUM 5 typed A4 Pages.*

3. Assessment Task THREE: Marketing Plan and Presentation.(Group)

Report Due Date: Week 10

Presentations: Weeks 10 and 11

Mark: 40% (subject to Peer Assessment)

ASSIGNMENT LIMIT: MAXIMUM 20 Pages - excludes cover page, table of contents and appendices.

This is a group assignment and your final mark will be determined based on peer assessment. That is if the Group receives 15/20 (75%) for the Assignment and 8/10 (80%) for the Presentation and the Student receives a 3/5 (60%) Peer Assessment, they will receive 9 for the Assignment and 4.8 for the Presentation a total of 13.8

Assessment Weightings:

1) Group Report – 80% (Due Date: Week 10)

2) Group Presentation – 20% (Presentation Dates: Weeks 11 and 12)

Guidelines for Strategic Marketing Plan

Your Group are to develop an Inbound Marketing Plan for the Assigned Accor Property. In developing the Marketing Plan you are to complete the following criteria below.

Hotel		Hotel
• Sofitel – Sydney		• Sofitel – Gold Coast
• Sofitel – Melbourne		• Sofitel – Queenstown
• Sofitel – Brisbane		

1. Remember this is to be a real business and therefore you will need to assess exactly what is happening and develop strategies that are realistic and formulated on the current and previous performance.
2. The group is to assume the role of Marketing Manager and demonstrate knowledge of the market/industry, identify relevant marketing theories and develop practical marketing strategies for the business, and clearly demonstrate how those marketing theories apply.

The Group Presentation will be to a Board Presentation and as such you will be evaluated on the whole groups' ability to present and answer questions in relation to your Marketing Plan. Each group will be allocated 40 minutes for their presentation time of which you will need to allow 10 minutes for questions in relation to the strategies presented.

Presentations will be held in Weeks 10 and 11.

Marketing Plan Structure:

You are to develop your own Marketing Plan however as a guide (ONLY) the Plan should consist of the following sections:

1. **Executive Summary** – a summary of your findings and recommendations.
2. **Current Situation and Market Overview** – an assessment as to what is currently happening. An evaluation of the internal and external environmental factors that are likely to impact on the industry and on the products and services of your organisation. The situational factors to consider may include any of the following:
 - **External environment** – Demographic, Economic, Political/Legal, Socio-cultural, Technological.
 - **Industry environment** – Market size and growth, Market Opportunity, Threat of new entrants, Power of suppliers, Power of Buyers, Product substitutes, Intensity of rivalry.
 - **Competitive environment.**
 - **Internal environment-** Organisations resources, capabilities and core competencies.
3. **Positioning Statement** – What does your business stand for what are the marketing initiatives that you will undertake to gain business. What services will you offer, what facilities are required, is space and issue? This will include identifying your key market target and defining how you want them to perceive your products or services relative to competition. State the core concept used to position the product (brand) in the eyes and mind of the targeted buyer. The positioning statement should describe: (1) What criteria or benefits the customer when buying a product along with the level of importance, (2) What we offer that differentiates our product from competition, and (3) The limitations of competitive products.
4. **Marketing Mix Strategy for each market target.**
 - **Product strategy** – Identify the key benefits the product offers to meet consumer needs. Other issues that may be addressed would be new product suggestions, adjustments in the mix of existing products, and product deletion candidates.
 - **Price strategy** – The overall pricing strategy (ie competitive, premium priced etc) should be identified along with a cost/benefit analysis if applicable. Identify what role you want price to play. What is the breakeven position based on the pricing strategy.
 - **Distribution Strategy-** Describe specific distribution strategies for each market target. Issues to be addressed are intensity of distribution (market coverage), how distribution will

- be accomplished, and assistance provided to distributors. The role of the sales force, wholesalers and distributors should also be considered.
- Promotion Strategy – Promotion strategy is used to initiate and maintain a flow of communication between company and the target market. To assist in developing the communications program, the attributes and benefits of your product or service should be identified for each market target. How the product differs from competition (competitive advantage) should be listed. Strategies should be listed for personal selling, advertising, sales promotion, and public relations activities.
5. **Develop projected Customer acquisition targets and a marketing budget** – Based on the size and potential growth of the market, estimate potential sales for the product, market share and the marketing expenditure required to achieve marketing objectives over a three year period. *(These should only be estimates, based on publicly available data from such sources as ABS or industry publications).*

GROUP PRESENTATION

This is a board presentation and needs to be approached as such. You will need to consider how you present and all team members are to present throughout the session. Each Presentation goes for 40 minutes. This will be a 30 minute presentation and 10 minutes for questions.

4. Assessment Task FOUR: BRIC Marketing Plan and Market Entry Strategy (Individual)

Report Due Date: Week 13

Mark: 40%

ASSIGNMENT LIMIT: MAXIMUM 20 Pages - excludes cover page, table of contents and appendices.

You are to select a unique Australian Product (from the list below) and develop a Marketing Plan and Market Entry Strategy for that product to enter a BRIC market.

- Food Stuffs (Perishable, Beverage, Cereal, Packaged Foods)
- Fashion
- Technology (ICT)

- Follow the structure as reviewed for Assignment 3 above..
- Make a series of recommendations in relation to improving the performance and online marketing strategy for the company.
- Balance the e-marketing strategy in relation to overall marketing effort.
- You are to prepare a relevant Marketing Entry Program for 2011.

- *Remember these are to be real business and therefore you will need to assess exactly what is happening and develop strategies that are realistic and formulated on the current and previous performance.*
- *You are to assume the role of Marketing Manager and demonstrate knowledge of the market/industry, identify relevant marketing theories and develop practical marketing strategies for the business, and clearly demonstrate how those marketing theories apply.*

General Course Notes

Assignment Assessment Requirements

- All assignments are to be typed in a 12-point font, with appropriate spacing and margins. As reports are being requested you may use either PORTRAIT or LANDSCAPE formats.
- Your assignments will be marked according to the following criteria:
 - Expression (spelling, syntax, grammar)
 - Description (accurate, coherent, unambiguous)
 - Argument (valid, logical, reasonable)
 - Relevance (with respect to the set topic)
 - Research (effective use of relevant literature)
- Assignments are to be submitted with the name of the subject and the assignment on the front cover. **Your name(s) and SID(s) are to be clearly identified on the front cover of each assignment.**
- INDIVIDUAL JOURNAL – late journals **WILL NOT** be accepted. Journals are to be submitted in person in class on the due date.
- GROUP ASSIGNMENT – the Group Assignment is to be emailed to me in a MS Word on the Monday prior to the due date with a printed bound copy submitted in class. Late assignments will not be accepted.
- Extensions of time for the submission of assignments will be granted only in special circumstances. Applications for such extension must be made in writing to Lawrence Potter, at least three (3) days before the submission date, and must include appropriate evidence to support your application. There are two possible grounds for seeking an extension (a) illness and (b) misadventure (that is, circumstances beyond the student's control, not pressure of accumulated assignments). Late assignments will be penalised, however, this does not apply when an extension of time has been granted.
- It should be noted that under no circumstances will any late assignments be accepted for grading after examined assignments have been returned to students.

- Lost assignments: All students must keep a copy of their assignment in case the submitted copy is mislaid.
- All sources must be referenced.
- If you wish to appeal against your assignment grade, you must first contact the original marker within one week of the marked assignment being returned.
- Remember the assignment must be your own work. Plagiarism is a serious offence.

The University Examination period in the First Half Year 2009 is from 1st June - 26th June 2009.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Divisions may wish to signal when the Division's Supplementaries are normally scheduled.)

You are advised that it is University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, which is the final day of the official examination period.

PLAGIARISM

Include the following statements:

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Postgraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism and the penalties if you are found guilty. Penalties may

include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

UNIVERSITY POLICY ON GRADING

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

Grade definitions

HD	High Distinction 85-100%	<i>Denotes performance which meets all unit objectives in such an exceptional way and with such marked excellence that it deserves the highest level of recognition.</i>
D	Distinction 75-84%	<i>Denotes performance which clearly deserves a very high level of recognition as an excellent achievement in the unit.</i>
Cr	Credit 65-74%	<i>Denotes performance which is substantially better than would normally be expected of competent students in the unit.</i>
P	Pass 50-64%	<i>Denotes performance which satisfies unit objectives.</i>
PC	Pass Conceded 45-49%	<i>Denotes performance which meets unit objectives only marginally.</i>
F	Fail 0-44%	<i>Denotes that a candidate has failed to complete a unit satisfactorily.</i>
FA	Fail Absent 0-44%	<i>Denotes that a candidate has failed to complete a unit satisfactorily and was absent from a compulsory final examination</i>
W	Withdrawn	<i>No grade as student withdrew with permission prior to final examination</i>
I	Incomplete	<i>Grade yet to be determined as all assessment tasks have not yet been completed</i>
IS	Incomplete Supplementary	<i>Supplementary examination approved and yet to be completed</i>