

MACQUARIE UNIVERSITY



MKTG303
MARKETING STRATEGY:
ANALYSIS AND DECISIONS

UNIT OUTLINE
SEMESTER 1, 2004

Unit Coordinator
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Business Resource Centre
Faculty of Business & Economic Studies
MACQUARIE UNIVERSITY

Macquarie University
MKTG303 –Marketing Strategy

Course Outline

Course Objective:

This subject provides an analytical overview of marketing strategy in the broader context of corporate and business unit strategy. It builds on the general marketing knowledge students have gained in market research, consumer behaviour and marketing management.

Learning Outcomes:

The aim of the subject is to develop 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 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.
- (4) Understand marketing investment decisions and choices.

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 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, writing skills, 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.
- Participate in Case Study analysis and discussion.
- Complete the two assignments (individual case study and a group assignment).
- Complete a final exam (with a mark of 50% or better).
- **Satisfactory assignment work and attendance may be used to determine a marginal grade.**

Lectures:

Lectures will be held on Thursday from 2.00pm– 5.00pm in E7B T2 and on Thursday evening from 6.00 to 9.00pm in E7B 263.

Textbook:

Available at the University Co-op Bookshop. You will need to purchase or have access to the title throughout the semester:

Orville C. Walker, Harper W. Boyd and Jean Claude Larreche, *Marketing Strategy-A Decision-Focussed Approach, Fourth Edition*, Irwin McGraw –Hill, 2003

Marketing Strategy Case Book (MKTG 303)

References:

Donald Lehman and Russell Winer, *Analysis for Marketing Planning 5th Edition*, McGraw Hill, USA, 1997.

Joseph Guiltinan, Gordon Paul, and Thomas Madden, *Marketing Management: Strategies and Programs 6th Edition*, Prentice –Hall, USA, 1997

Jean-Jacques Lambin, *Strategic Marketing Management*, McGraw Hill, U.K, 1997.

David W. Cravens, Bill Merrilees and Rhett H. Walker, *Strategic Marketing Management for the Pacific Regions*, McGraw Hill Australia Pty Limited, 2000

Workload:

This is a single semester (half-year) 3-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.

Unit Staff:

Course Coordinator – Zeynep Roberts
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Evening Lecturer – Tim Inall
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Consultation Time: 11am -12 noons Thursday – (Room 335)

2002 Weekly Program of Lecture Topics and Readings

Week No. Lecture Date	Topic	Readings/ Case Study
Week 1 4 March	Introduction and Overview Subject Outline Strategic Role of Marketing	Walker, Boyd, and Larreche, Chapter 1, "Market Oriented Perspective Underlie Successful Corporate, Business, and Marketing Strategy."
Week 2 11 March	Strategic Decisions: Marketing Implications of Corporate Strategy decisions. <ul style="list-style-type: none"> • Corporate Scope- Defining the Firm's Mission. • Corporate Objectives • Enhancing Shareholder Value. • Corporate growth strategies. 	Walker, Boyd, and Larreche, Ch 2, "Corporate Strategy Decisions and Their Marketing Implications". R. McKenna, "Marketing is Everything", <i>HBR</i> , Jan-Feb 1991.
Week 3 18 March	Business Strategies and Their Marketing Implications <ul style="list-style-type: none"> • The concept of strategic fit • Strategic decisions at the business unit level • The underlying dimensions of alternative business strategies • Marketing implications of different business strategies. • Strategic adaptability. 	Walker, Boyd, and Larreche, Ch 3, "Business Strategies and Their Marketing Implications" B. Shapiro, V. Rangan, T. Moriarty, "Manage Customers for Profits (Not Just Sales)", <i>HBR</i> , Sep-Oct 1987.,
Week 4 25 March	Environmental Analysis <ul style="list-style-type: none"> • Identifying attractive markets • Industry analysis and competitive advantage • Industry Analysis and Competitive Advantage. 	Walker, Boyd, and Larreche, Ch 4&5, "Identifying Attractive Markets, " Industry Analysis and Competitive Advantage" <u>Case Study: Absolute Vodka</u>
Week 5 1 April	Measuring Market Opportunities <ul style="list-style-type: none"> • Market Knowledge Systems • Marketing research: Strategic decision making • What questions do marketers need to ask when conducting marketing research 	Walker, Boyd, and Larreche, Ch 6, "Measuring Market Opportunities" W. Barnett, "Four Steps to Forecast Total Market Demand" <i>HBR</i> , Jul-Aug 1988.

Week No. Lecture Date	Topic	Readings/ Case Study
Week 6 29 April	Targeting Attractive Market Segments <ul style="list-style-type: none"> • The segmentation process • Defining market segments • Innovative segmentation • Targeting strategies 	Walker, Boyd, and Larreche, Ch 7, "Targeting Attractive Market Segments" B.P. Shapiro, T.V. Bonoma, "How to Segment Industrial Markets", <i>HBR</i> , May-Jun 1984 <u>Case Study: Goodyear: The Aquatred launch</u>
Week 7 6 May	Differentiation and Positioning Decisions. <ul style="list-style-type: none"> • Physical versus perceptual product positioning • The positioning process • Branding strategy 	Walker, Boyd, and Larreche, Ch 8, "Differentiation and Positioning". P. Doyle, Marketing in the New Millennium", <i>European Journal of Marketing</i> , vol 49, 1994, pp29-39.
Week 8 13 May	Formulating marketing strategies for new markets <ul style="list-style-type: none"> • Market entry strategies: Is it better to be a pioneer or a follower? • Strategic Marketing programs for Pioneers • Follower strategies • Strategies for new products and services. 	Walker, Boyd, and Larreche, Ch 9, "Marketing Strategies for New Market Entries" J.C.Anderson, J.A.Narus "Business Marketing: Understand What Customers Value" <i>HBR</i> , 1998 <u>Case Study: Citibank: launching the Credit Card in Asia Pacific</u>
Week 9 20 May	Formulating marketing strategies in high growth, highly competitive markets. <ul style="list-style-type: none"> • Opportunities and risks in growth markets • Share growth strategies • Marketing objectives for share leaders • Marketing strategies in growth markets. 	Walker, Boyd, and Larreche, Ch 10, "Strategies for Growth Markets" <u>Case Study: Gillette Safety Razor Division: Cassette project</u>

Week No. Lecture Date	Topic	Readings/ Case Study
Week 10 27 May	Formulating Marketing Strategies in declining and mature markets <ul style="list-style-type: none"> • Strategic choices in mature markets • Strategies for maintaining competitive advantage • Strategies for maintaining current market share • Strategies for extending volume growth • Customer Satisfaction and Loyalty 	Walker, Boyd, and Larreche, Ch 11, "Strategies for Mature and Declining Markets" <u>Case Study: MCI Vision</u>
Week 11 3 June	Marketing Strategies for the New - Economy <ul style="list-style-type: none"> • The inherent advantages and disadvantages of the new- economy for marketers • Developing a new- economy strategy: a decision framework. 	Walker, Boyd, and Larreche, Ch 12, " Marketing Strategies for the new Economy" <u>Case Study: Dell Computer Corp.</u>
Week 12 10 June	Marketing Planning and Implementation <ul style="list-style-type: none"> • Organisational structures • Recent trends in organisational design • Marketing Plans: Implementing marketing actions 	Walker, Boyd, and Larreche, Ch 13, "Organising and Planning for effective Implementation" <u>Case Study: Benetton</u>
Week 13 17 June	Measuring and Delivering Marketing performance <ul style="list-style-type: none"> • Setting Standards of performance • Specifying and obtaining feedback data • Taking corrective action. 	Walker, Boyd, and Larreche, Ch 14, "Organising and Planning for effective Implementation"

In-Semester Assessment

All assignment tasks are compulsory. You will need to complete three assignment **assessment tasks** and pass a **final examination** to satisfy the course requirements.

Assessment 1 – Case Study Analysis	Due Date: (see table below)	Mark: 15%
Assessment 2 – Strategic Marketing plan	Due Date : 3 June	Mark: 25%
Assessment 3- In –class Participation	See weekly program p.4-6	Mark: 10%
Assessment 4- Final Examination	Date tba	Mark : 50%

1. Assessment Task ONE: In - depth Case Study Analysis

This is an individual case analysis

Select **one** of the following cases: for your analysis from the cases provided in your study kit.

- **Case Study: Absolute Vodka** (Due Date : Week 4 – 25 March)
- **Case Study: Citibank** (Due Date: Week 8 – 13 May)
- **Case Study: MCI Vision** (Due Date : Week 10 - 27 May)
- *(ONLY ANALYSE ONE CASE of your choice **do not** submit an analysis on all three cases)*

Once the case has been discussed during the lecture no late submissions will be accepted.

Mark: 15%

Word limit - 2000 words

Assessment 1 – Case Study Analysis Guidelines

1. Define the business problem or the key issues for the business.
2. Make a clear statement of Corporate, SBU (if relevant to case) and marketing objectives. These objectives may not have been formally stated in the case write-up, you need to utilise the information in the case to construct performance oriented objectives. The marketing objectives should cover areas of product, price, distribution and communication objectives.
3. The second part of the analysis is to analyse the internal and external environmental factors (**Situation Analysis**) that will have impact on the organisations marketing strategies. This is an important part of any strategic marketing analysis. It is also most prone to deficiencies. The situation Analysis must be diagnostic. It must not simply repeat facts from the case write-up. Situation analysis can be both quantitative and qualitative and there may be a variety of situational factors and dimensions to consider. These could include:

- Competitive, economic, technological, regulatory, cultural factors impacting on business decisions.
- Market characteristics (especially; market size, market growth, geographic location of customers or suppliers, buyer behaviour etc.)
- Organisations resources, capabilities, core competencies, and competitive advantage.
- Portfolio Analysis
- Channel member behaviour (power relationships, power base, attitudes between channel members)
- Competitor Analysis.

The situation analysis must be developed with a view of using the information to construct effective business and marketing strategies. Therefore the information needs to be selective and appropriate. Analysis that does not guide decision-making is superfluous. You can supplement the case information with information you obtain from other sources. However you must ensure that these sources are dated to prior to the time of the case situation and the information is public and not confidential. All sources must be properly referenced.

4. This section will present and evaluate two distinct Marketing Strategy Plans. Each of these plans must be complete in all relevant elements and both reasonable and feasible. The plans must present strategic solutions for the organisation in order for the organisation to meet its business and marketing objectives, (see case book for further guidelines on case analysis).
5. You must recommend one of the plans you have evaluated. Justify your recommendations by how you believe its advantages outweigh its disadvantages. Develop a coherent and logical argument. Note trade-offs and limitations to your recommendations.

2. Assessment Task TWO: Strategic Marketing Plan

Due Date: – Week 11 – 3 June

Mark: 25 %

Word Limit – 3000.

This is a group assignment. You will be allocated in to groups of three or four people.

Guidelines for Strategic Marketing Plan

Select an organisation or industry of your choice that markets a product or service. You may decide to choose a particular industry and identify a gap for a new product concept (hypothetical or real) or prepare a marketing plan for an existing products or services. These can be business to business or consumer products or services or a mixture of these.

1. Briefly describe the product(s) or service(s). Describe its basic features and benefits, its target market, the assortment on offer.
2. Develop a comprehensive and focussed Situation Analysis evaluating both the internal and external environmental factors that are likely to impact on the industry and on the products and services of your organisation. This is perhaps the most important part of the analysis for marketing strategy decisions as it enables to **measure the size of the market opportunity** and provide information to support the strategies outlined in the Marketing Plan. The situational factors to consider could 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. **State clear and explicit business and marketing objectives** based on the size of the market opportunity and expected return on investment. An objective is a quantified goal identifying what is expected when. It specifies the end results expected. Objectives should also be included for the following program components (1) product, (2) price, (3) distribution, (4) promotion (salesforce, advertising, sales promotion and public relations).
4. **Positioning Statement** – Write statements that describe how you want each market target to perceive the 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.

5. **Develop an overall marketing strategy for the organisation and the product(s), focussing on how the organisation can achieve its stated marketing objectives. You may have more than one strategic option. Clearly evaluate your options and build a concise argument for your strategy selection, using data collected to justify the best option.**
6. **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.
7. **Coordination with other business functions** – Indicate other departments/functions that have responsibilities for implementing the marketing plan.
8. **Estimate of sales forecasts and budgets** – 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).
9. **Contingency Plans** – Indicate how your plans should be modified if events should occur that are different from those assumed in the plan.

3. Assessment Task Three: In- Class Participation

Due Date: (see page 4)

Mark: 10 %

Word Limit – 200

You are to prepare one page analysis for each of the cases outlined in your casebook. Three students will be selected randomly to present their case analysis during the lecture, other students will be selected to comment and ask questions. (See, page 4 for due dates). You must therefore be ready to present your case analysis and understand the key issues in the case.

If you are not selected to present your case, you must submit your written presentation as part of your participation mark on the day the case presentations are scheduled. **Late submissions will not be accepted. If you are submitting a full case analysis as outlined in assessment task two, you do not need to prepare a two page analysis on the same case.**

The Case Analysis should focus on:

1. What are the key issues and problems in the case?
2. How does the marketing theory apply to the case situation?
3. What are the relevant marketing strategy
4. Solutions to key marketing or business problems outlined in the case?

4. Final Examamination

There will be a three-hour examination that is worth **50% of the assessment** for the course. You must obtain a pass (50% or greater) in this examination, regardless of the marks you achieve in the assignment, to pass the subject.

All students are expected to sit for the final examination at the scheduled time.

The exam will incorporate theoretical concepts with case study application studied in class.

Assignment Assessment Requirements

- All assignments are to be typed in a 12-point font, double-spaced with 2.5-cm margins.
- 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 in the top right hand corner of the front cover of each assignment.**
- Staple your assignment in the top left-hand corner. **Do not put the report in a binder or individual pages in separate plastic holders.** Make sure that your name and SID are clearly legible without opening the report.
- Any assignment received after the due date will lose 10 marks. No assignment will be accepted after two weeks after the due date, that is, you will receive a Fail grade for the assignment. If you have a professional authorisation form, a new assignment will be given to you.
- 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 Zeynep Roberts, the Unit Convenor, at least three 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.
- 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 essay must be your own work. Plagiarism is a serious offence.

Plagiarism

The Academic Senate in September 1992 adopted the following definition of plagiarism.

Plagiarism involves using the work of another person and presenting it as one's own. Any of the following acts constitutes plagiarism unless the source of each quotation or piece of borrowed material is clearly acknowledged:

- Copying out part(s) of any document or audio-visual material (including computer-based material);
- Using or extracting another person's concepts, experimental results, or conclusions;
- Summarising another person's work;
- In an assignment where there was collaborative preparatory work, submitting substantially the same final version of any material as another student.

Encouraging or assisting another person to commit plagiarism is a form of improper collusion and may attract the same penalties that apply to plagiarism.

The Dangers of Plagiarism and how to avoid it:

The integrity of learning and scholarship depends on a code of conduct governing good practice and acceptable academic behaviour. One of the most important elements of good practice involves acknowledging carefully the people whose ideas we have used, borrowed, or developed. All students and scholars are bound by these rules because all scholarly work depends in one way or another on the work of others.

Therefore, there is nothing wrong in a student using the work of others as a basis for their own work, nor is it evidence of inadequacy on the student's part, provided they do not attempt to pass off someone else's work as their own.

To maintain good academic practice, so that a student may be given credit for their own efforts, and so that their own contribution can be properly appreciated and evaluated, they should acknowledge their sources and they should ALWAYS:

- State clearly in the appropriate form where they found the material on which they have based their work, using the system of reference specified by the Division in which their assignment was set;
- Acknowledge the people whose concepts, experiments, or results their students have extracted, developed, or summarised, even if they put these ideas into their own words;
- Avoid excessive copying of passages by another author, even where the Source is acknowledged. Find another form of words to show that the student has thought about the material and understood it, but stating clearly where they found the ideas.

If a student uses the work of another person without clearly stating or acknowledging their source, the result is falsely claiming that material as their own work and committing an act of PLAGIARISM.

This is a very serious violation of good practice and an offence for which a student will be penalised.

A STUDENT WILL BE GUILTY OF PLAGIARISM if they do any of the following in an assignment, or in any piece of work which is to be assessed, without clearly acknowledging their source(s) for each quotation or piece of borrowed material:

- Copy out part(s) of any document or audio-visual material, including computer-based material;
- Use or extract someone else's concepts or experimental results or conclusions, even if they put them in your own words;
- Copy out or take ideas from the work of another student, even if they put the borrowed material in their own words;
- Submit substantially the same final version of any material as a fellow student. On occasions, a student may be encouraged to prepare their work with someone else, but the final form of the assignment must be their own independent endeavour.

Special Consideration

You are expected to attend scheduled examinations with the other students completing this unit. If extraordinary circumstances prevent you from attending the scheduled examination or affect your performance in an examination, you may wish to lodge a request for special consideration.

Any such requests must be lodged on the appropriate form. If there are medical circumstances you wish to be taken into account when considering your request, the medical information must be lodged on the attached Professional Authority Form. **No other form of medical certificate will be recognised.**

Supplementary Examinations

The academic staff managing this unit may, **at their discretion**, decide that, in the light of the circumstances set out in a request for special consideration, the appropriate way to assess your performance in this unit is to invite you to sit a supplementary examination. *(It is not automatic that you will receive a supplementary examination if you have missed an examination due to medical reasons or misadventure. Students need to have an adequate performance in other assessment components to be considered for a supplementary examination.)*

Support Services for Overseas Students

The University Counselling and Health Services has appointed a counsellor specifically to assist students from overseas countries and those who speak English as their second language. She is particularly expert in assisting with difficulties which involve adjustment to University life or to Australian custom, personal difficulties or the skills of studying, of reading, learning and remembering, or organising and motivating study, or of facing the examinations. Much of the work with students is conducted on an individual basis in a confidential setting. However, each semester groups are conducted to assist students in study skills, stress management and preparation for returning to the home country.

MACQUARIE UNIVERSITY

Professional Authority Form

This form must be completed by a professional authority.

Students at Macquarie University are able to apply for special consideration if they are unable to attend an examination or if they consider that their examination preparation or overall performance in a unit of study has been affected by unavoidable disruption or misadventure. Special consideration may also be granted if a student is forced to leave the examination room early due to illness or unavoidable disruption and believes that his/her examination performance has been affected. In most circumstances documentary evidence is required before special consideration will be granted and your assistance in providing information on the student's illness or misadventure would be appreciated. The information you provide will allow the University to make a fair decision about the student's academic performance and will only be used to assess the student's request for special consideration. If special consideration is requested on non-medical grounds, appropriate supporting documentation must be provided, e.g. statutory declarations by independent witnesses, police reports, or statements from sufficiently senior officials in the place of employment. **Photocopies of documents will not be accepted unless they have been certified by a member of the Registrar's staff.**

Professional Use Only

Student's Name: _____ ID Number: _____

Date of Consultation: _____

Date/s of illness or misadventure: From: _____ To: _____

Please tick the box which best describes the student's illness or misadventure

In my opinion the effect of the illness or misadventure on the above day/s was (or will be):

Negligible () mild () moderate () severe ()

Was the student suffering from symptoms of the illness or misadventure on the date of the consultation?
Yes/No

Please provide details of misadventure or illness including symptoms and the way in which the circumstances are likely to affect exam performance. Is the illness or misadventure related to or as a result of a pre-existing condition? Give details below.

Name and Title: _____

Profession: _____

Provider Number: _____

Signature: _____

Phone number/s: _____



Stamp or seal of Professional Authority
(or attach letterhead)

**DO NOT REMOVE
THE STAPLES**