College of Commerce
Division of Economic and Financial Studies
Business Department

MKTG303:
Marketing Strategy:
Analysis and Decisions

UNIT OUTLINE
First Semester, 2006

Lectures: Thursdays 2-5pm E7B T2 and
Thursdays 6-9pm E7B 263

Unit Convenor: David Gray

Prerequisites: MKTG202; MKTG203

Students in this unit should read the Unit Outline carefully at the beginning of the semester. It contains important information about the unit. If anything in it is unclear, please consult the teaching staff for this unit.

- This is a single semester (half-year) 3-credit point unit. The number of credit points a unit is worth is determined by the number of hours 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.

- 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 and consumer behaviour

TEACHING STAFF

- Lecturer: David Gray
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  Room: E4A639
  Consultation time: 11am-12pm Thursdays (other times available by appointment)

David Gray is a lecturer in Marketing in the Department of Business. David received a Master of Commerce (Economics Honours) degree from University of New South Wales in 1977. He has pursued a business career in marketing and management training holding many senior marketing management positions since that time. David has extensive experience in proposal writing, training, marketing and sales, the management of professional service, finance and insurance businesses. Product knowledge spans professional services, finance, insurance, manufacturing and building materials. From 2002-2005 David undertook a PhD in marketing at the University of New South Wales and is now awaiting feedback from his examiners. Until recently he taught Marketing at the University of New South Wales in the Master of Commerce program and Strategic Marketing Management to undergraduates.

CLASSES

- Lectures will be held in E7B T2 on Thursday from 2.00pm– 5.00pm and on Thursday evening from 6.00 to 9.00pm in E7B 263. The unit timetable can be found on the University web site at: http://www.timetables.mq.edu.au/

- 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.

- The web page for this unit can be found at: http://online.mq.edu.au.

LEARNING OBJECTIVES AND OUTCOMES

- The overall objectives of the course are:

    o to introduce a method of strategic thinking and a set of practical tools and concepts that will enable you to develop, evaluate and implement innovative strategies; and
    o to provide theories, frameworks and examples relating to the management of critical aspects of strategic marketing activity.

- The learning outcomes of this unit 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.

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills - critical thinking, independent work, teamwork, writing skills, and problem-solving skills. in a range of areas.

TEACHING AND LEARNING STRATEGY

- 13 seminars of three hours each plus one online lesson. The teaching and learning process will comprise of lectures, case studies, group exercises, and discussions. Students are expected to participate in class discussion; read in advance the relevant chapter of the text book; follow current developments in the business sector

The subject structure consists of four parts.

Part 1 – Understanding the nature and scope of strategic marketing management
Part 1 (Weeks 1-4) will lay the foundations for the remainder of the course. It will outline the key issues and realities being faced by strategic marketers, and set out the theoretical and managerial perspectives adopted in this course for addressing them.

Part 2 – Developing Innovative Strategies (Weeks 5-7)

Core concepts and tools will be reviewed during lectures, and will be applied to organisations during the case study analysis. This 'learning by doing' approach should ensure a deeper understanding of what is involved in developing innovative strategies. Other important tools and frameworks will be introduced during this stage, and it is expected that you quickly learn the mechanics of these frameworks so that they can practice applying them (the difficult part) throughout the course.

Part 3 – Managing Strategic Marketing Activities (Weeks 8-13)

The third part of the course will focus on developing and implementing key aspects of marketing strategy. This will cover topics such as branding, product development and commercialization, marketing communications, pricing and distribution.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Prescribed text
  - Cravens, D.W., Piercy, N.F. 2006, *Strategic Marketing*, (eighth Edition), McGraw Hill.
  - Healy, G. 2004, Strategic Marketing Analysis, Thomson

- Additional texts - available at the library

  - Aaker, D 2000, *Strategic Market Management* 6th Edition, Wiley and Sons
  - Davis, J and DeVinney, T (1997), *Essence of Corporate Strategy*, Sydney: Allen & Unwin.
  - Grant, R. M. (2002) *Contemporary Strategy Analysis: Concept, Techniques, Applications*. (4th Edition). Blackwell Publishing
  - Guiltinan, J., Paul, G.W., Madden, T.J. 1997, *Marketing Management: Strategies and Programs* 6th Edition, McGraw–Hall, USA
  - Hamel, G. (2000), *Leading the Revolution*, Boston: Harvard Business School Press
  - Jain, S.C. 2004, *Marketing: Planning and Strategy*, 7th Edition, Thomson
  - Kotler, P 2003, *Marketing Management*, 11th Edition, Prentice Hall.
  - Lambin, J (1997), *Strategic Marketing Management*, London: McGraw-Hill
  - Lehman, D., Winer, R. *Analysis for Marketing Planning* 5th Edition, McGraw-Hill, USA, 1997.
  - Markides, C. (1999), *All the right moves: A guide to crafting breakthrough strategy*, Boston: Harvard Business School Press
  - Walker, O.C., Mullins, J.W., Boyd, H.W. Larreche, J.C. 2006, *Marketing Strategy-A Decision-Focussed Approach,* Fourth Edition, Irwin McGraw–Hill Irwin
  - Whitwell, G., Lukas, B., Doyle, P. 2003, *Marketing Management: A Strategic, Value-based Approach,* Milton, QLD: John Wiley & Sons.

SUPPLEMENTARY REFERENCES

Achrol, Ravi S. (1991), "Evolution of the Marketing Organization: New forms for Turbulent Environments," *Journal of Marketing*, 55, (October), 77-93.

Ailawadi, Kusum L., Donald R. Lehmann, and Scott A. Neslin (2001), "Market Response to a Major Change in the Marketing Mix: Learning from Proctor and Gamble's Value Pricing Strategy," *Journal of Marketing*, 65 (January), 44-61.

Bayus, Barry, "Are Product Life Cycles Really Getting Shorter?" (1994), *Journal of Product Innovation Management*, 11, 300-308.

Cadeaux, Jack M. (1997), "Counter-revolutionary Forces in the Information Revolution: Entrepreneurial Action, Information Intensity and Market Transformation," *European Journal of Marketing*, 31, 11/12, 768-785.

Day, George, Allan Shocker, and Rajendra Srivastava (1979), "Customer-Oriented Approaches to Identifying Product Markets," *Journal of Marketing*, Fall, 8-19.

Day, G.S. 1999, "Creating a Market Driven Organisation", *Sloan Management Review*, Fall , 11-21.

Day, G.S. 2000, "Managing Market Relationships", *Journal of the Academy of Marketing Science*, 28(1), 24-30.

Dickson, Peter R. (1992), "Toward a General Theory of Competitive Rationality," *Journal of Marketing*, 56 (January), 69-83.

Glazer, Rashi (1991) "Marketing in an Information-Intensive Environment: Strategic Implications of Knowledge as an Asset," *Journal of Marketing*, 55 (October), 1-19.

Hamel, Gary and C. K. Prahalad (1991), 'Corporate Imagination and Expeditionary Marketing," *Harvard Business Review*, (July-August), 81-92.

Hunt, S.D., Morgan, R.M. 1995, "The comparative advantage theory of competition," *Journal of Marketing*, 59(2), 1-15

Kohli, A.K., Jaworski, B.J. 1990, "Market Orientation: The construct, research propositions, and managerial implications*", Journal of Marketing*; New York, 54,(2), 1-18.

Kohli, A.K., Jaworski, B.J. 1993, "Market orientation: Antecedents and consequences", *Journal of Marketing,* 57, (3), 53-81.

Lambkin, Mary and George Day (1989), "Evolutionary Processes in Competitive Markets: Beyond the Product Life Cycle," *Journal of Marketing*, 53, 3 (July), 4-20.

Leeflang, Peter S. H. and Dick R. Wittink (2001), "Explaining Competitive Reaction Effects," *International Journal of Research in Marketing*," 18, 119-137.

Massy, Frank and Barton Weitz (1977) "A Normative Theory of Market Segmentation," in Franco Nicosia and Yoram Wind, (eds.), *Behavioral Models for Market Analysis: Foundations for Marketing Action*, Hinsdale, Illinois: Dryden.

McKee Daryl, P. Varadarajan, and W. Pride (1989), "Strategic Adaptability and Firm Performance: A Market-Contingent Perspective," *Journal of Marketing*, 53, (July), 21-35.

Narver, J.C., Slater, S.F. 1990, "The Effect of a Market Orientation on Business Profitability", *Journal of Marketing*; New York, 54,(4), 20-35.

Narver, J.C., Slater, S.F., Tietje, B. 1998, "Creating a market orientation", *Journal of Market Focused Management*, 2,(3), 241-255.

Porter, M. E. (Ed.) 1980 and 1998, *Competitive Strategy: Techniques for Analysing Industries and Competitors*, Free Press, New York.

Slater, S., Narver, J. 1995, "Market Orientation and the Learning Organisation," *Journal of Marketing*, 59(3), 63-74.

Webster, F.E. 1992, "The changing role of marketing in the corporation", *Journal of Marketing*, 56, (October), 1-17.

Marketing and Strategy Academic journals	Academic Journals for Assignment Task One
Journal of Marketing	Australian Journal of Management
Journal of Marketing Research	Harvard Business Review
International Journal of Research in Marketing	Sloan Management Review
Journal of the Academy of Marketing Science	Business Horizons
Australasian Marketing Journal	Academy of Management Journal
Business Strategy Review	Journal of Management Studies
Marketing Intelligence and Planning	Academy of Management Review
Long Range Planning	Strategic Management Journal
Industrial Marketing Management	Organisation Studies
Journal of Business Research	Strategic Change
Marketing Management	Academy of Management Executive
European Journal of Marketing	Personnel Management
Other publications	Psychological Review
The Economist	California Management Review
Fortune	Journal of Change Management
Business Review Weekly	
B&T Weekly	
Australian Financial Review	
The Australian	
Sydney Morning Herald	
Marketing Magazine	

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

- Statement of the rationale for the modes of assessment (that is, how do the assessment tasks fulfil and evaluate the stated learning outcomes of the unit).

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

Individual Assessment Tasks		
• Assessment 1 – Intervention Strategies	Due Date Week 9 – 11th May	20%
• Assessment 2- Final Examination	Date TBA	45%
Group Assessment Tasks		
• Assessment 3- In–class participation and Case Study Analysis	See Program Outline p.12-14	10%
• Assessment 4 – Strategic Marketing Plan	Due Date : Week 13 – 9th June	25%

Individual Assessment Tasks

1. **Assessment Task One: Individual Assignment Marketing Strategy Intervention and Implementation – 20 Marks (20%) Limit 2500 Words Due Week 9**

When marketing plan performance does not meet planned expectations marketing practitioners have used a range of *structural* and *behavioural* intervention strategies to improve performance such as "exiting from a product/service market, new product planning, changing the target market strategy, adjusting marketing strategy, or improving efficiency", (Cravens and Piercy, 2006, p444).

"Recent research underlies the influence of two sets of factors on marketing strategy implementation: *structural issues*, including the company's marketing functions, control systems, and policy guidelines, and *behavioural* issues, concerning marketing managers' skills in bargaining and negotiation, resource allocation, and developing informal organisational arrangements." (Cravens and Piercy, 2006, p427).

Develop a framework for discussing the meaning, role, importance of and the context in which they could be effectively use regarding the various types of *behavioural intervention strategies* (e.g. service quality and customer retention programs, change management, business coaching, mentoring, team building, skills development programs, communication and negotiation strategies, employee motivation programs, internal marketing programs, setting of performance standards and KPIs, use of problem solving techniques and continuous improvement programs, use of reward and incentive programs, development of effective organisation design and structure, use of CRM programs) which could be used assist marketing practitioners in correcting adverse marketing plan performance. Examples of implementation problems include: customer complaints, customer service problems, customer-supplier disputes, poor morale, poor inter-functional co-ordination, loss of trust between customer/supplier, loss of shared values, poorly defined objectives, strategies, etc

Use the databases in the library to help you select relevant academic peer reviewed journal articles and other references related to the intervention strategies. Searching the literature will lead you identify references from the disciplines of psychology, organisation and management and marketing. Useful analogies with respect to the development of intervention program models can be obtained by considering health issues such as smoking, HIV and mental health.

2. **Assessment Task Two - Final Examination 45 Marks (45%)**

There will be a three-hour examination that is worth 4**5% 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. The University Examination period in Semester 1, 2006 is from 14 June to 30 June.

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/APSCons.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 Macquarie 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 that is the final day of the official examination period.

Group Assessment Tasks

3. **Assessment Task Three: In- Class Participation Case Study in Groups of 4 or 5 - 10 Marks (10%). Limit -1000 Words.**

Each group is required to submit a short report [Times Roman, 12 point font one and a half spacing, 2.5cm margins] of the case assigned to them (maximum 1000 words excluding tables, figures and appendices). Each report must have a cover page with the title of the case, date of presentation, names of the group members, student numbers, and lecture time. Students must keep a copy of their report.

On the assigned lecture day one or more groups may be selected to present their case analysis using PowerPoint or transparencies during the lecture. Other students will be selected to comment and ask questions. You must therefore be ready to present your case analysis and understand the key issues in the case. Your presentation should be between 5-10 minutes in length. Multiple members of the group should be involved in the presentation.

All students not due to submit their case on the scheduled day must individually submit a written one page analysis of the case as part of your participation mark on the day the case presentations are scheduled. Late submissions will not be accepted.

Due on week 4: Case Study - The Tilba Cheese Factory (Healy 2004, pp195-198, questions 1-8)

Due on week 6: Case Study Wi-Fi (Case 2-1) Cravens and Piercy 2006, pp148-152
1. Define the product-market within which wireless networks are positioned.
2. Analyse the wireless network market, forecast the future directions of the market, and identify the possible consequences.
3. Indicate possible variables that may be useful in segmenting the wireless networks market
4. Discuss the innovation challenges confronting companies competing in the wireless network market.

Due on week 8: Case Study Cisco Systems Inc (Case 3-4) Cravens and Piercy 2006, pp158-263
1. Evaluate Cisco's value chain relationship initiatives with suppliers and resellers.
2. Discuss the changes made in Cisco's product strategies beginning in 2001.
3. Suggest how Cisco's management can utilize cross-functional relationships to improve the performance of the business.
4. Analyse the feasibility of top management's growth target of 20% per year.
5. Evaluate Cisco's financial performance in late 2003

Due on week 9: Case Study Planet Starbucks (Case 4-1) Cravens and Piercy 2006, pp1380-384.

1. Identify and discuss Starbucks' distinctive capabilities.
2. To what extent has Starbucks created new market space?
3. Discuss the relevance of market segmentation to Starbucks
4. Evaluate Starbucks' brand leveraging initiatives
5. Evaluate Starbucks' global growth strategies and revenue projections.

Due on week 10: Case Study Dura-plast Inc (Case 6-8) Cravens and Piercy 2006, pp534-545

1. What are keys to success in the granulator industry?
2. What changes are occurring among customers in the plastics industry?
3. In what ways does DPI distribute products to their customers? What are the advantages and disadvantages of these alternatives?
4. In what ways does DP do business differently in their different global markets? Why do you think this is so? What are the pros and cons of their decentralized strategy?
5. How important is the Techno Plastics account to DPI?
6. What has DPI done well in its relationship with Techno Plastics? How has DP been able to obtain commitment from Techno Plastics?
7. What changes (if any) would you make with respect to DPI's global account management strategy? Why?

Due on week 11: Case Study L'Oreal Nederland B.V. (Case 6-14) Cravens and Piercy 2006, pp589-596

1. How do consumers perceive these new products?
2. How are the products viewed in relation to currently offered products, including L'Oréal's brands?
3. What are the pros and cons of introducing one or both product lines including issues of cannibalisation?
4. If the products are introduced, what should be the marketing mix for their introduction including pricing issues?
5. Finally, will the retail trade want to stock the product lines?

Due on week 12: Case Study Pfizer Animal Health Products (Case 6-6) Cravens and Piercy 2006, pp508-515

1. Evaluate the trends affecting the ranching industry.
2. To what degree is a high quality/premium price position a strength or a liability during an industry downturn? What are the various ways Pfizer could handle this situation?
3. Evaluate the various dimensions of Pfizer's marketing strategy. What makes sense and what doesn't? Why or why not?
4. Would Pfizer benefit from a relationship marketing focus? How would their marketing strategy in (3) above need to be modified with such a focus?
5. To what degree should a supplier go to ensure the livelihood of its customers?

4. <u>**Assessment Task Four: Strategic Marketing Plan – In Groups of 4 (four) or 5 (five) - 25 Marks (25%) - Limit 3000 Words Due in Week 13**</u>

<u>**Guidelines for Preparing the Strategic Marketing Plan**</u>

The length of the main report [excluding table of contents, figures, tables and appendices] must not exceed 3000 words.

Select an organisation or industry of your choice that markets a product or service. This should preferably be a public Company in which significant information will be available from public sources. If you choose a large company it would be preferable to select one division of the company to make the project manageable. 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 product or service. These can be business to business or consumer products or services or a mixture of these.

I. *Executive Summary* (maximum 400 words) and introduction provides a brief overview of the report and in addition briefly describes the product(s) or service(s). Describe its basic features and benefits, its target market, the assortment on offer.

II. *Situation Analysis* - 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 an 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.

III. *Marketing Objectives* - 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 <u>what</u> is expected <u>when</u>. Use the SMART formula. The object should specify the end results expected. Objectives should also be included for the following program components (1) product, (2) price, (3) distribution, (4) promotion (sales force, advertising, sales promotion and public relations).

IV. *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.

V. *Marketing Strategy(ies)* - Develop an **<u>overall marketing strategy</u>** 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.

VI. *Marketing Mix Strategy for each market target.*
- <u>Product strategy</u> – 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.

VII. ***Coordination*** with other business functions – Indicate other departments/functions that have responsibilities for implementing the marketing plan.

VIII. ***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).

IX. ***Contingency Plans*** – Indicate how your plans should be modified if events should occur that are different from those assumed in the plan.

PLAGIARISM

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 Undergraduate 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. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a 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.

For an explanation of the policy see
http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc or
http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc.

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can accessed at http://www.student.mq.edu.au.

COURSE OUTLINE

Week No. Lecture Date	Topic	Readings/ Case Study
Week 1 2 March	**Introduction and Overview Subject Outline** Strategic Role of Marketing	Cravens and Piercy 2006 Chap 1, "Market Driven Strategy" Vargo S.L., Lusch, R.F. 2004, "Evolving to a New Dominant Logic for Marketing", *Journal of Marketing*, 68(1), 1-17.
Week 2 9 March	**Strategic Decisions: Marketing Implications of Corporate Strategy decisions.** • Corporate Scope- Defining the Firm's Mission. • Corporate Objectives • Enhancing Shareholder Value. • Corporate growth strategies.	Cravens and Piercy 2006 Chap 2, "Corporate, business and Marketing Strategy" Whitwell, G., Lukas, B., Doyle, P. 2003, Chap 2 "The shareholder value approach" and Chapter 3, "Value drivers".

Week 3 16 March	**Business Strategies and Their Marketing Implications** • The concept of strategic fit and strategic decisions at the business unit level • The underlying dimensions of alternative business strategies • Marketing implications of different business strategies.	Walker, Mullins, Boyd, and Larreche, 2006 Chap 3, "Business Strategies and Their Marketing Implications"
Week 4 23 March	**Environmental Analysis** • Identifying attractive markets • Industry analysis and competitive advantage • Industry Analysis and Competitive Advantage.	Healy, G. 2004, Chap 2, "SWOT", Chap 3, "Portfolio Models", Chap 5, "five forces". Walker, Mullins, Boyd, and Larreche, Ch 4, "Understanding Market Opportunities" **Case Study: The Tilba Cheese Factory (Healy pp195-198: Questions 1-8)**
Week 5 30 March	**Measuring Market Opportunities** • Market Knowledge Systems • Marketing research: Strategic decision making • What questions do marketers need to ask when conducting marketing research	Cravens and Piercy 2006 Chap 3, "Markets and Competitive Space" and Chap 5, "Capabilities for Continuous Learning about Markets" Walker, Mullins, Boyd, and Larreche, 2006 Chap 5 "Measuring Market Opportunities: Forecasting and Market Knowledge"
Week 6 6 April	**Targeting Attractive Market Segments** • The segmentation process • Defining market segments • Innovative segmentation • Targeting strategies	Cravens and Piercy 2006 Chap 4, "Strategic Market Segmentation" Walker, Mullins, Boyd, and Larreche, 2006 Chap 6, "Targeting Attractive Market Segments" **Case Study Wi-Fi (Case 2-1) Cravens and Piercy 2006, pp148-152**
Week 7 13 April	**Differentiation and Positioning Decisions.** • Physical versus perceptual product positioning • The positioning process • Targeting in different market environments	Cravens and Piercy 2006 Chap 6, "Market Targeting and Strategic Positioning" Healy, G. 2004, Chap 8, "Competitive market positions and related strategies" Anderson and Narus, "Business Marketing: Understand What Customers Value" *HBR*, 1998 **Interim Group Marketing Project Due**
	Break	

Week 8 4 May	**Strategic Relationships and Planning for New Products** - Rationale for Inter-organisational relationships - Types of organisational relationships - Developing effective relationships between organisations - The new product planning and development process	Cravens and Piercy 2006 Chap 7 "Strategic Relationships" and Chap 8 "Planning for New Products" Healy, G. 2004, Chap 9, "Strategic Alliances and Networks" **Case Study Cisco Systems Inc (Case 3-4) Cravens and Piercy 2006, pp158-263**
Week 9 11 May	**Strategic Brand Management** - Challenges in Building strong - Strategic Brand analysis - Managing Products/Brands	Cravens and Piercy 2006 Chap 9 "Strategic Brand Management". Healy, G. 2004, Chap 7, "Value through brand equity and value adding" **Case Study Planet Starbucks (Case 4-1) Cravens and Piercy 2006, pp1380-384.** **Assessment Task One "Intervention Strategies" Due at start of lecture**
Week 10 18 May	**Value Chain Strategy** - Strategic role of distribution - Channel of distribution strategy - Managing the channel	Cravens and Piercy 2006 Chap 10 "Value Chain Strategy". **Case Study Dura-plast Inc (Case 6-8) Cravens and Piercy 2006, pp534-545**
Week 11 25 May	**Pricing Strategy and Management** - Strategic role of price - Analysing the Pricing Situation - Selecting the Pricing Strategy - Determining Specific Prices and Policies	Cravens and Piercy 2006 Chap 11 "Pricing Strategy and Management". Whitwell, G., Lukas, B., Doyle, P. 2003, Chap 8 "Prices". **Case Study L'Oreal Nederland B.V. (Case 6-14) Cravens and Piercy 2006, pp589-596**
Week 12 1 June	**Integrated Marketing Communications Strategies** - Promotion Strategy - Advertising Strategy - Sales Promotion Strategy - Sales Force, internet and direct marketing strategies	Cravens and Piercy 2006 Chap 12 "Promotion, Advertising and Sales Promotion Strategies" and Chap 13 "Sales Force, Internet, and Direct Marketing Strategies". **Case Study Pfizer Animal Health Products (Case 6-6) Cravens and Piercy 2006, pp508-515**
Week 13 8 June	**Implementing and Managing Market Driven Strategies and Course Summary**	Cravens and Piercy 2006 Chap 14 "Designing Market-Driven

• Organisational design • The Marketing Plan • Implementing the Plan • Strategic Evaluation and Control • Setting Standards of performance • Specifying and obtaining feedback data • Taking corrective action.	Organisations" and Chap 15 "Marketing Strategy Implementation and Control". **Group Strategic Marketing Plan** **Due at start of lecture**

MKTG303 Marketing Strategy: Analysis and Decisions

Macquarie University - Department of Business

MKTG303 MARKETING STRATEGY S1 2006

GROUP MARKETING PROJECT GROUP FORMATION

Please complete all areas of this below.

STUDENTS TO COMPLETE

Assignment Study Members: Name, ID and Email   **Date: _____**

1. _____ **ID_____ Email_____**

2. _____ **ID_____ Email _____**

3. _____ **ID_____ Email _____**

4. _____ **ID_____ Email _____**

5. _____ **ID_____ Email _____**

Primary Contact for this Group	**Group No**
Name: _____ **Phone Number:**_____ **Email Address:**	

Lecture Time	**Classroom Location**	

Group Project Company Name	Group No
Type of Product or Service	

Day and Time of Group Meetings to be Held		

Group Case Study	Week No	

MKTG303 Marketing Strategy: Analysis and Decisions
Macquarie University - Department of Business

MKTG303 MARKETING STRATEGY S1 2006

GROUP MARKETING PROJECT GROUP INTERIM REPORT

Interim Report - Due Week 7 (Hand in at Start of lecture)

Project Name (i.e. Type of Product or service):	Group No:

Name of Company:

Project Members:
6. _____ ID_____ Signature_____
7. _____ ID_____ Signature_____
8. _____ ID_____ Signature_____
9. _____ ID_____ Signature_____
10. _____ ID_____ Signature_____

What is so interesting/appealing about this company

What kind of research have you conducted so far (i.e. primary data (i.e. interviews, surveys, etc), secondary data (, i.e. journals, articles, databases, statistics, etc). Describe!

What have you learnt from this exercise so far?	
What kinds of difficulties have you encountered in completing project?	**How have you overcome these difficulties?**

Outline your marketing report structure and Group member responsibilities (i.e. s short paragraph on each section out lining your basic approach)

Structure   **Responsibility**

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

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