



**College of Commerce
Division of Economic and Financial Studies
Department of Business**

**MKTG303
MARKETING STRATEGY:
ANALYSIS AND DECISIONS**

***UNIT OUTLINE
Semester 1, 2008***

Seminar 1: Tuesday 4-7pm	Room 345 W6B
Seminar 2: Wednesday 11am-2pm	Room 320 W6B
Seminar 3: Thursday 2-5pm	Room 133 E6A
Seminar 4: Thursday 6-9pm	Room 118 E5A

Unit Convenor: Dr 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.

UNIT OUTLINE

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1. Teaching staff

a. Convenor: Dr David Gray

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Consultation time: 3.00pm-5.00pm Wednesday (Other times available by appointment)

Dr David Gray is a senior lecturer in Marketing in the Department of Business. David has a Master of Commerce (Economics Honours) degree from University of New South Wales and a PhD in Marketing from the University of New South Wales. 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.

b. Lecturer: Ms Tahlia Phillips

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Consultation time: 12.00pm -1.00pm Thursdays (Other times available by appointment)

Tahlia Phillips is a lecturer in Marketing in the Department of Business. She has a Bachelor of Business (Major in Marketing) from Swinburne University and holds a Master of Commerce Degree in Marketing from Macquarie University. Tahlia has pursued a career in marketing, holding various senior marketing roles with blue chip organizations and she currently directs a marketing agency that provides end to end marketing solutions for many blue chip organizations.

1.1 Communication with Staff and Blackboard

Students can communicate with the lecturer during their classes or during the advised consultation times specified above or by appointment. All lecture notes will be provided by Blackboard as defined below.

This course will have a Blackboard site. You can access this at: <http://learn.mq.edu.au>

Blackboard is a critical resource for the course and will be used as follows:

- All lecture notes, in the form of PowerPoint and/or PDF files, will be posted under the 'Lecture Overheads' icon usually 24 hours before the actual lecture (no hard copies of the notes will be distributed at lectures);

- Any course announcements will be made on the 'Home Page' or in the 'Discussion Board'. Please check this regularly;
- The 'Discussion Board' can also be used by you to communicate with other class members (note that the authors of all messages will be identified); and Links to useful web sites will also be posted on the course Home Page.
- Note that the 'Discussion Board' is not to be relied upon as a means of communicating with the lecturer/tutor (email should be used).

2. Information About This Course

2.1 Seminar Classes

- Students will attend one of four seminar classes held on Tuesday or Wednesday or Thursday at the following locations

Seminar 1: Tuesday 4-7pm	Room 345 W6B
Seminar 2: Wednesday 11am-2pm	Room 320 W6B
Seminar 3: Thursday 2-5pm	Room 133 E6A
Seminar 4: Thursday 6-9pm	Room 118 E5A

- Each seminar will be of 3 hours duration and is limited to approximately 50 students
- 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 seminars (at least 80% attendance is required).
 - Complete the two group assignments (Case study and a Group Marketing Strategy Project)
 - Successfully pass the two individual assignments (Theory plus-What's in the Media) plus the final exam (with a combined mark of 50% or better for the).
 - Have satisfactory assignment work and attendance may be used to determine a marginal grade.

2.2 Units of Credit

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.

2.3 Relationship of this course to other course offerings

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. Topics include: Strategic Decisions: Marketing Implications of Corporate Strategy decisions; Environmental Analysis; Measuring Market Opportunities; Targeting Attractive Market Segments; Differentiation and Positioning Decisions; Strategic Relationships and Planning for New Products; Strategic Brand Management; Value Chain Strategy; Pricing Strategy and Management; Integrated Marketing Communications Strategies; Implementing and Managing Market Driven Strategies. Prerequisites for this course are Marketing Research MKTG 202 and Consumer Behaviour MKTG203.

2.4 Approach to learning and teaching

Generally, seminars will involve formal presentation by the lecturer, together with discussion of selected videos. The formal seminars will be combined with discussion of assigned text readings and cases. In a number of places, text and lecture presentations will consider formal models for depicting processes of strategic marketing. All students should expect to gain some practice in applying such models, when appropriate, in assigned cases. Students must also expect to prepare assignments and presentations in a clear and logical manner, particularly in the context of the major project.

3. Course Aims and Outcomes

3.1. Course Aims

The overall objectives of the course are:

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

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.

3.2. Learning Outcomes

The learning outcomes of this unit are to develop knowledge and skills that enable students to:

1. Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces

2. Assess market opportunities by analysing customers, competitors, collaborators, and other external forces in relation to the firm's relative strengths and weaknesses
3. Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;
4. Design effective marketing strategies to maximize a company's chances of surviving successfully by thriving in its relevant markets and developing a strategic and sustainable competitive advantage;
5. Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

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.

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 of your recommendations.

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3.3. Teaching and Learning Strategy

13 seminars of three hours each. 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.

4. Student responsibilities and conduct

4.1. Workload

It is expected that you will spend at least **twelve hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

Marketing is a very broad field. Often, we will be covering in one or two class sessions a topic that many people spend their lives trying to understand and master. Clearly, we will not have time to cover the nitty-gritty details of every topic. As such, *it is critical that students do the readings for each day before you come to class*. In class, we will go beyond the readings to highlight critical aspects of each topic. If you have not done the readings or case preparation for the day, you will not get much out of the lecture and discussion and your participation will suffer.

4.2. General Class Behaviour, Honour Code and Marketing Group Interaction

All aspects of MKTG303 are conducted in accord with the following honour code:

1. You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, coming in late to class, is not acceptable and students may be asked to leave the class.
2. As a courtesy to other class members, please come on time and please do not leave before the end of class. University regulations indicate that if students attend less than eighty per cent (80%) of scheduled classes they may be refused final assessment. Past experience indicates that it is difficult to do well in this course if you do not attend class on a regular basis. To provide an accurate measure of class attendance a class roll will be taken.
3. As would be expected, all work must be performed independently by each student or, where appropriate, by the members of the student's Project Group

- working together. The sharing of information between Project Groups is not acceptable.
4. The use of materials from other courses or from previous sessions– lecture notes, case analyses, problem solutions, or whatever – is also not acceptable.
 5. As on a jet airplane during takeoff, no electronic devices of any kind should be used during class. This includes MP3 players, cell phones, Palm Pilots, and portable radios or televisions. It especially includes laptops. To repeat: Please do not take out, open up, turn on, or play with a laptop computer or any other electronic device during this class.

4.3. Keeping informed

You should take note of all announcements made in lectures or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information.

5. Learning Assessment

5.1. Assessment Details

The course offers the student the opportunity to demonstrate his or her understanding of the material and ability to apply the concepts of marketing and related fields. All assignment tasks are compulsory. You will need to complete two group assessments (i.e. the Group Marketing Strategy Project and the Group Case Study) and three individual assessment items: i.e. the Marketing Theory Individual Assessment, What’s in The Media and pass a final examination to satisfy the course requirements. Note: To pass this course you must obtain a pass in the combined individual assessments, regardless of the marks you achieve in the two Group Assignments.

Individual Assessment Tasks		
Assessment 1 – Theory: either (a) Marketing Strategy Implementation or (b) Marketing Strategy Models, Tools and Techniques	Due Date Week 8 – Friday 2 nd May 3000 words	20%
Assessment 2 - What’s in the Media	Presented in Class - See Program Outline p23-24 --2 pages	5%
Assessment 3- Final Examination	Date TBA	40%
Group Assessment Tasks		
Assessment 4 – Strategic Marketing Plan	Due Date : a. PowerPoint Presentations Weeks 11/12 (10.0%) b. Final Report due 6 th June – 3000 words (10.0%)	20%
Assessment 5- Case studies	a. Case Write-Up (7.5%) b. Case PowerPoint Presentation (7.5%) See Group Program Outline p.23-24	15%
	Total	100%

Grades will be awarded according to the normal grading scheme:

GRADE	High Distinction	Distinction	Credit	Pass	Pass Conceded	Fail
%	85-100	75-84	65-74	50-64	45-49	0-44

5.2. 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>

5.3. Individual Assessment Tasks

Students have the option of completing either: (a) – Marketing Strategy Implementation or (b) – Marketing Strategy Tools and Techniques plus (c) What’s in the Media

a) Position Paper - Marketing Strategy Implementation – (20%) Limit 3000 Words +- 10% - Due Week 8 Friday 2nd May

Sometimes marketing plans don’t work and marketing practitioners will have to intervene to adapt their strategies to improve performance and to achieve organisational goals.

“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).

The requirements of the assignment are to prepare a position paper addressing the kinds of structural/behavioural barriers which can interfere with goal achievement during the marketing plan implementation process and the kinds of intervention strategies which could be used to minimise or eliminate these barriers.

The position paper should be in the form of a literature review. Literature reviews need to summarize and evaluate the literature and then present revisions to existing theory and suggest future research streams. When you are preparing a literature review, keep the following guidelines in mind:

1. Clearly define the boundaries of the literature review (i.e. what is covered and what is not).
2. Avoid a study-by-study summary of findings. A good literature review should be an integrated discussion of key issues.
3. Organize the literature review around the key issues and clearly state what we know and don't know.
4. Be certain to include both early work as well as the most recent work. Your reading should include relevant academic peer reviewed journal articles and other references (not Wikipedia or general internet reference sites). A list of additional reference articles will be provided on Blackboard.
5. Attempt to explain inconsistencies in the literature.
6. Where appropriate, discuss how methodological perspectives and limitations explain the inconsistencies and alternative perspectives in the literature. Be balanced in your presentation of alternative perspectives.
7. In addition to the reference section, include a bibliography of readings in the subject area.

In preparing this position paper you are to consider examples of intervention barriers in any of the following retail/service industry contexts: Restaurants (e.g. Chinese, Thai etc); Fast Food chains (e.g. Chicken, Hamburgers, Pizza); Supermarkets (e.g. Woolworth's, Coles, Aldi); Retail Fashion (e.g. Giordano, Esprit, Just Jeans); Record Stores (e.g. Sanity, HMV); Retail Electronics (e.g. PowerHouse, Tandy, Harvey Norman); Coffee Shops (e.g. Gloria Jean's, Starbucks); Health Food, fitness centres; Accounting/legal services/architects/real estate agents

Some of the typical barriers which arise during the implementation of marketing plans (structural and/ or behavioural) are for example 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.

Some of the typical Intervention Strategies used to address these implementation barriers are for example service quality and customer retention programs, change management, business coaching and mentoring, team building, training and 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.

You may use the following articles available on Blackboard to help you: Gray, D, “Conceptual Approaches to Behavioural Intervention Strategies in a Customer/Supplier Partnering Marketing Context” available on Blackboard. Also for the kind of quality of writing and referencing expected for this assignment please have a look at the following example:

Zarco, J., Ruíz, M., Benito, G. 2006, “Performance Measurement System (PMS) Integration into New Product Innovation: A Literature Review and Conceptual Framework”, Vol 2006 no. 9 Available: [http:// www.amsreview.org/articles / zarco09-2006.pdf](http://www.amsreview.org/articles/zarco09-2006.pdf)

All assignments must be referenced using the Harvard (author, date) method. Failure to follow this method will result in marks being deducted.

Your position paper is to be typed using Times Roman, 12 point font single spacing, and 2.5cm margins. Assignments are to be submitted using the ERIC Group Cover Sheet. 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, your SID and your seminar leader are clearly legible without opening the report. A soft copy of the assignment is to be emailed to your seminar leader by the due date. Any assignment received after the due date unless due to illness (i.e. need medical certificate) will lose 3 marks per day.

b) Marketing Strategy Models, Tools and Techniques -- (20%) Limit 3000 Words +- 10% - Due Week 8 Friday 2nd May

As an alternative to the Marketing Strategy Implementation Position Paper above students can prepare a position paper outlining the range of ‘marketing models, tools and techniques’ available to assist marketing practitioners as they both develop and put their marketing strategies into practice.

“A model can be defined as an instrument that serves as an aid in searching, screening, analysing, selecting, and implementing a course of action”. Jain, S.C. 2004, “*Marketing Planning and Strategy*”, 7th Edition, Thompson Custom Publishing; p 300.

Requirements

- i. Write a position paper using the Cravens and Piercy/Kerin and Peterson texts as a guide, identify, research and critique **three** marketing models, tools or techniques used in marketing Strategy and include for each concept:
 - a. Definition: define the concept
 - b. Aims and objectives behind using the concept

- c. Requirements: Under what conditions and environmental context favours its usage
 - d. Discuss measurement and control issues
 - e. Strengths
 - f. Limitations
 - g. Provide examples of how the concept has been appropriately used/misused
 - h. References and sources of information
- ii. Your research into each concept should cover relevant marketing/strategy textbooks (i.e. not only Cravens and Piercy), journal articles and other references (not Wikipedia or general internet reference sites).
 - iii. Each concept must be given equal weight in your paper (i.e. 1000 words each). Your position paper is to be typed using Times Roman, 12 point font single spacing, and 2.5cm margins.
 - iv. Use diagrams, charts, formulas where appropriate
 - v. You can select only one model, tool or technique from any one chapter (e.g. Cravens and Piercy) outlined below:

- I. MARKETING STRATEGY OVERVIEW
 - A. Market-Driven Strategy Chapter 1
 - B. Business and Marketing Strategies Chapter 2
- II. SITUATION ANALYSIS
 - A. Understanding Markets and Competition Chapter 3
 - B. Segmenting Markets - Chapter 4
 - C. Capabilities Chapter 5
- III. DESIGNING MARKET-DRIVEN STRATEGIES
 - A. Market Targeting and Positioning Chapter 6
 - B. Relationship Strategies Chapter 7
 - C. Planning for New Products Chapter 8
- IV DEVELOPING THE MARKETING PROGRAM
 - A. Strategic Brand Management Chapter 9
 - B. Managing Value Chain Relationships –Distribution Chap 10
 - C. Pricing Strategy Chapter 11
 - D. Promotion and Advertising Strategies Chapter 12
 - E. Sales Force and Internet Strategies Chapter 13
- V. MANAGING MARKETING STRATEGY
 - A. Organisational Structure Chapter 14
 - B. Implementation and Control Chapter 15

- vi. Your position paper is to be typed using Times Roman, 12 point font single spacing, and 2.5cm margins.
- vii. Each position paper must use the ERIC Individual Cover Assignment form and ensure that each student signs the second page of the Cover Sheet and indicate their seminar leader. Students must keep a copy of their report.
- viii. Do not put the position paper in a binder or individual pages in separate plastic holders. Make sure that your name, your SID and your seminar leader are clearly legible without opening the report.
- ix. A soft copy of the assignment is to be emailed to your seminar leader by the due date. Any assignment received after the due date will lose 5 marks.

- x. All assignments must be referenced using the Harvard (author, date) method. Failure to follow this method will result in marks being deducted.
- xi. **Plagiarism** - Remember the essay must be your own work. Plagiarism is a serious offence. We will be watching. Your group assignment must therefore be submitted to Blackboard <http://learn.mq.edu.au>. Once in Blackboard, students then click on the Plagiarism icon, which will take you to the Turnitin anti-plagiarism site. Submission to Turnitin must be as a Word document (i.e. not PDF, PowerPoint, etc). It is very important that each group submits their major project once only. If the report is submitted twice (such as by two different group members), then both copies will be diagnosed as being 100% plagiarized. Students must use their Macquarie University email address as their Turnitin username. The class password will be provided before the assignment is due.
- xii. You will lose marks for poor presentation.

The Position Paper will be judged in terms of the following criteria:

1. **Addressing Concept Questions and Issues**
 - Concept questions clearly and completely addressed?
 - Adequate background information and support provided?
2. **Analysis and Application of relevant concepts and frameworks**
 - Appropriate external material presented?
 - Evidence of additional relevant research?
 - Creativity, insight and imagination shown at arriving at concept critique
3. **Presentation Professionalism**
 - Well organized and presented (Visuals etc)?
 - Appropriate referencing, attention to spelling, etc

c) What's in the Media (5%)

In the first seminar students will be assigned a week when they are asked to bring to class an article or topic that has been discussed in the media (radio, TV, newspaper, magazine, internet) in the last week or so that relates to marketing strategy, preferably related to the topics being covered in that week's seminar. The issues need not relate to the Australian market. All business these days involves international dimensions and students come from many different nations and cultural backgrounds. So you are encouraged to draw on your own background to identify relevant issues and problems, so long as they can be related to the study and practice of marketing strategy.

Each student is required to *present orally a brief summary (2-3 mins)* and to show how it relates to the material covered in the course. For example it may illustrate a particular marketing problem facing firms, the way in which one or more aspects of marketing strategy are developing in a particular industry, the way consumer demand is changing and what it means for business, etc. It is up to you to show its relevance.

Requirements: Students are required to *hand in a copy of the relevant article, or summary of a broadcast from a website, radio program* together with a *maximum typed two page commentary* [Times Roman, 12 point font single spacing, 2.5cm margins] on its relevance and importance to the study and practice of marketing strategy.

Students will be assessed in terms of:

- The organisation and timing of the presentation
- How well it is linked to issues discussed in the course
- Significance and educational value of the issue(s) illustrated
- The student interest generated in it by the presentation

d) Final Examination 40 Marks (40%)

There will be a three-hour examination that is worth 40% of the assessment for the course. All students are expected to sit for the final examination at the scheduled time. The exam will incorporate theoretical concepts with case study application(s) studied in class. 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.

5.4. Group Assessment Tasks

a. Group Marketing Strategy Plan – 20%

i. Written Final Report – Worth 10.0% Due Friday 6th June 2008

Criteria for company selection are as follows:

An Australian Company considering the development of a new product (good or service) that they are currently not providing which is significantly

different from their existing products (which will require a significantly different marketing strategy). You are given the chance to select a product or service of your choice (as a group) in a selected domestic Australian market. The group will develop a marketing strategy for entry/expansion into the market and the strategies used within the new market.

Your Marketing Strategy must be able to demonstrate 1) how your product/service will achieve a strategic competitive advantage in the marketplace and 2) how marketing theory covered during the course has been incorporated into your Report (citing appropriate references using the Harvard Referencing System).

The organisation of your report should be as follows:

The length of the final report [excluding table of contents, figures, tables and appendices] must not exceed 3000 words +/- 10%. Final Report due Friday 6th June. Please ensure that your report is run through a spelling checker and a grammar checker before final submission. You are to assume that you are presenting this report to the Board of Directors and it must be word perfect and professional. Your report must be emailed to both your seminar leader and submitted to the Turnitin anti-plagiarism site.

- 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 and potential sales and profitability. You must entice the readers of your report to read on.

- II. ***Situation Analysis*** - Develop a 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.Your group must be able to show the implications of your SWOT analysis on the development of your strategies for this product.

- 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 what is expected

when. Use the SMART formula (i.e. specific, measurable, achievable, relevant and time bound). The objectives 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 and Positioning Map*** – Write statements that describe how you want each targeted segment to perceive the products or services relative to competition. State the core concept used to position the product (brand) in the 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. Develop a positioning map for your product and compare the positioning of your competitors.

V. **Marketing Strategy(ies)** - Develop an overall marketing strategy(ies) for the product(s)/service(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. (e.g. six basic strategies can be the starting point for your own custom strategy - Cost Leader with Product Life Cycle Focus; Differentiation with Product Life Cycle Focus; Broad Cost Leader; Broad Differentiation; Niche Cost Leader (Low Technology); Niche Differentiator (High Technology) or Porter's Generic Strategies.

VI. ***Marketing Mix Strategy for each target market.***

- **Product strategy** – Identify the key features and benefits the product offers to meet consumer needs. Provide photos showing mock-up or prototype of the product. 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 (i.e. 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 and strategic alliances 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. As part of the promotion strategy your group is to develop a one page layout for a newspaper/magazine advertisement designed to help launch your new product.

- VII. **Coordination** with other business functions – Indicate what other departments/functions and their 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. You must be able to justify the basis of your forecasts using various forecasting techniques. **You must prepare a detailed budget** showing 3 year forecast revenues, cost of production (operation), marketing expenses, net profit.
- IX. **Contingency Plans** – Indicate how your plans should be modified if events should occur that are different from those assumed in the plan.

Additional Report Requirements

- **Submission to ERIC** - Assignments are to be submitted using the ERIC Group Cover Sheet. 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.
- **Email Copy to Seminar Leader** -A soft copy of the assignment is to be emailed to your seminar leader by the due date. Any assignment received after the due date will lose 5 marks.
- **Use Harvard Referencing** - All assignments must be referenced using the Harvard (author, date) method. Failure to follow this method will result in marks being deducted.
- **Plagiarism** - Remember the essay must be your own work. Plagiarism is a serious offence. We will be watching. Your group assignment must therefore be submitted to Blackboard <http://learn.mq.edu.au>. Once in Blackboard, students then click on the Plagiarism icon, which will take you to the Turnitin anti-plagiarism site. Submission to Turnitin must be as a Word document (i.e. not PDF, PowerPoint, etc). It is very important that each group submits their major project once only. If the report is submitted twice (such as by two different group members), then both copies will be diagnosed as being 100% plagiarized. Students must use their Macquarie University email address as their Turnitin username. The class password will be provided before the assignment is due.

Written Report Assessment Criteria	% Weighting
Executive Summary	5.0
Situation Analysis (Not required if enrolled in MKTG302)	10.0
Marketing Objectives	10.0
Positioning Statement	5.0
Marketing Strategy(ies) including Product strategy/Price Strategy/Distribution Strategy/Promotion Strategy	40.0
Coordination	5.0
Estimate of sales forecasts and budgets	10.0
Contingency Plans	5.0
Expression (spelling, syntax, grammar and presentation of report)	10.0
Total Score = 15.0%	100.0

ii. **PowerPoint Group Presentation Summary – Worth 10.0%**

During Week 11 and Week 12 each project group will prepare and present in class a concise PowerPoint Presentation Summary of their Group Report (Maximum 15 minutes including questions). **Your Group’s presentation must clearly demonstrate how your product/service strategies will achieve a strategic competitive advantage for your chosen product/service.** A soft copy of your presentation is to be emailed to your seminar leader the day before your presentation is due and **five marks will be automatically deducted for non-compliance.**

All members of the group are expected to participate in the PowerPoint presentation and each group member will be marked for the quality of their individual presentation. The individual presentation mark is worth 5.0 marks. Thus 5.0 marks for the group presentation plus 5.0 marks for each individual’s presentation.

Your PowerPoint presentation will be assessed using the following criteria:

- Audience engagement (interaction with the class/entertainment)
- Expression (spelling, syntax, grammar)
- Description (accurate, coherent, unambiguous)
- Argument (valid, logical, reasonable)
- Relevance and Depth (with respect to each question)
- Research(demonstration of effective use of relevant literature)

b. **Group Assessment Task Two: Case Study Assignments - 15 Marks (15%)**

- i. The cases facilitate the discussion of marketing problems in real situations. You should read these cases carefully and come to class prepared to provide constructive input as the class works together to address the issues of the case.
- ii. Students are asked to form teams to prepare for the cases. The target size is four people. Three is viable but more than four or less than three is strongly

discouraged. Each group will be assigned one case: Case will be written up and presented by the group.

- iii. **Case Write-Up: 7.5%**- Each group will be allocated a case study in Seminar 1. Questions for each case are also posted on Blackboard. Each case write-up should consist of maximum five (5) pages excluding tables and figures and should address the questions that will be distributed on Blackboard.

Your reports must be handed in at the start of the class in which the case will be discussed and emailed to your seminar leader at-least 24 hours before the beginning of class. These cases will be graded.

Some additional recommendations:

- a. Your write-up can be a mixture of bullet point form and essay style [Times Roman, 12 point font one and a half spacing, 2.5cm margins]
- b. Separately answer each question. Use headings to highlight which questions you are answering.
- c. Start with the most obvious points and then work from there. Do not omit the obvious points.
- d. Seminar leaders are more interested in the quality of your analysis than the accuracy of your conclusions. Make sure that you give both the pros and the cons of each alternative.
- e. Read the relevant week's lecture notes before writing your analysis.
- f. Structure your answers using sub-headings if necessary to make it clear that you have used an analytical approach to reach your answers. The grader will be treating (apparently) random lists of issues with caution.
- g. Each report must use the ERIC Group Cover Assignment form and ensure that each student signs the second page of the Cover Sheet. Students must keep a copy of their report.

A common remark made by students after the case discussions is that their group talked about most of the important points but ran out of space in which to write them all down. This is symptomatic. The role of the course is to help you to identify which of the details hidden in the myriad of facts comprising each case are most relevant. The page constraint forces you to reveal to us what aspects you think are relevant.

- iv. **Case Study Group PowerPoint Presentation: 7.5%** - In addition to the case write-up written Each group will present in class a concise PowerPoint presentation summary of their Case Study Report (Maximum 15 minutes including questions). A soft copy of your presentation is to be emailed to your seminar leader the day before your presentation is due and 5 marks will be automatically deducted for non-compliance.

All members of the group must participate in the PowerPoint presentation and each group member will be marked for the quality of their individual presentation. **The individual presentation mark is worth 3.75 marks plus another 3.75 marks for the overall presentation.** The Case Report and Presentations will be judged in terms of the following criteria:

1. **Addressing Case Questions and Issues**
 - a. Case questions clearly and completely addressed?
 - b. Adequate background information and support provided?
2. **Analysis and Application of relevant concepts and frameworks**
 - a. Appropriate external material presented?
 - b. Evidence of additional relevant research?
 - c. Creativity, insight and imagination shown at arriving at case solutions
3. **Presentation and Engaging Audience**
 - a. Well organized and presented (Visuals etc)?
 - b. Effectively engaged the class in a relevant activity?

Students who are not part of the presenting group should be aware that it is in their interest to turn up to the presentations, as the topics are designed to further improve the quality of your major marketing plan (worth 20%).

For all group assignments members of each team will be required to prepare 'peer group evaluations' on other members of the team [format provided on Blackboard]. These will be taken into account in awarding the individual marks for the project. Each group must hand the lecturer an envelope with a member contribution sheet from each student at the beginning of class in the week the group assessment is due. The outside of the envelope must have the student group name, product/service name and country clearly written. For reasons of confidentiality, each student can place their member evaluation sheet in the envelope in front of the lecturer. Marks for group assessments will not be released until the lecturer has received a group member evaluation sheet from either each group or from each group member.

6. Academic Honesty and 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.

7. Student Resources

7.1 Course resources/Prescribed Texts

Prescribed text

- MKTG303 Strategic Marketing Custom Textbook, ISBN 9780070181427, RRP Price \$119.95 (available from Bookshop)

- Kerin, R.A., Peterson, R.A 2007 “*Strategic Marketing Problems: Cases and Comments*” (11th Edition), Pearson Education

Additional References - available at the library

- Aaker, D., Mills, M. 2005, *Strategic Market Management* Pacific Rim 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., Kevin Lane Keller 2006, *Marketing Management*, 12th 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.
- 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.
- Porter, M. E. (Ed.) 1980 and 1998, *Competitive Strategy: Techniques for Analysing Industries and Competitors*, Free Press, New York.
- Webster, F.E. 1992, "The changing role of marketing in the corporation", *Journal of Marketing*, 56, (October), 1-17.

It will be assumed that you will have read the chapters assigned each week prior to attending lectures. The text covers some of the basic material and provides numerous examples. There will also be a small number of additional readings from other sources that will be provided to you via Blackboard.

Other journals and publications of interest include the following:

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

7.2 Student Support Services

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

8. Course Outline

Week No. Lecture Date	Topic	Readings/ Case Study
Week 1 25 February	Introduction Course Assessment Overview Subject Outline Strategic Role of Marketing Enhancing Shareholder Value.	Cravens and Piercy 2006 Chap 1, "Market Driven Strategy" Whitwell, G., Lukas, B., Doyle, P. 2003, Chap 2 "The shareholder value approach" and Chapter 3, "Value drivers". Vargo S.L., Lusch, R.F. 2004, "Evolving to a New Dominant Logic for Marketing", <i>Journal of Marketing</i> , 68(1), 1-17.
Week 2 3 March	Strategic Decisions: Marketing Implications of Corporate Strategy decisions. <ul style="list-style-type: none"> • Corporate Scope- Defining the Firm's Mission/Objectives • Corporate growth strategies • Implementation Assignment 	Cravens and Piercy 2006 Chap 2, "Corporate, business and Marketing Strategy" Case Study Discussion: McKinsey & Co – Case 1-3 Cravens pp 65-70
Week 3 10 March	Business Strategies and Their Marketing Implications <ul style="list-style-type: none"> • Strategic fit and strategic decisions at the business unit level • The underlying dimensions of alternative business strategies 	Walker, Mullins, Boyd, and Larreche, 2006 Chap 3, "Business Strategies and Their Marketing Implications" Case Study Discussion: Zenith Pet Foods; Kerin and Peterson pp80-90
Week 4 17 March	Environmental Analysis <ul style="list-style-type: none"> • Identifying attractive markets • Industry analysis and competitive advantage 	Walker, Mullins, Boyd, and Larreche, Ch 4, "Understanding Market Opportunities" Case Study Presentation: Groups 1-2 Duncan Industries; Kerin and Peterson pp109-117
Week 5 24 March	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 	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" Case Study Discussion: Jones Blair Company: Kerin and Peterson pp99-108
Week 6 31 March	Targeting Attractive Market Segments <ul style="list-style-type: none"> • 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 Presentation: Groups 3-4 Dr Pepper/Seven Up: Kerin and Peterson pp157-176

Week 7 7 April	Differentiation and Positioning Decisions. <ul style="list-style-type: none"> Physical versus perceptual product positioning The positioning process Targeting in different market environments 	Cravens and Piercy 2006, Chap 6, "Market Targeting and Strategic Positioning" "Business Marketing: Understand What Customers Value" <i>HBR</i> , 1998 Case Study Presentation: Groups 5-6 Frito-Lays Dips: Kerin and Peterson pp118-129
Mid Session Break 14th April -27th April		
Week 8 28 April	Strategic Relationships and Planning for New Products <ul style="list-style-type: none"> 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" and CRM (page 497 custom notes) Case Study Presentation: Groups 7-8 Keurig at Home: Kerin and Peterson pp613-629 Individual Assessment Task One "Marketing Theory" Due Friday 2nd May
Week 9 5 May	Strategic Brand Management <ul style="list-style-type: none"> Challenges in Building strong Strategic Brand analysis Managing Products/Brands 	Cravens and Piercy 2006 Chap 9 "Strategic Brand Management". Case Study Presentation: Groups 9-10 (including What's in the Media) Cadbury Beverages: Kerin and Peterson pp290-304
Week 10 12 May	Value Chain Strategy <ul style="list-style-type: none"> Strategic role of distribution Channel of distribution strategy Managing the channel 	Cravens and Piercy 2006 Chap 10 "Value Chain Strategy". Case Study Presentation: Groups 11-12 Goodyear Tire: Kerin and Peterson pp399-410
Week 11 19 May	Pricing Strategy and Management <ul style="list-style-type: none"> 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". Also reference: Whitwell, G., Lukas, B., Doyle, P. 2003, Chap 8 "Prices". Group Marketing Strategy Presentation for Groups 1-6
Week 12 26 May	Integrated Marketing Communications Strategies <ul style="list-style-type: none"> Promotion /Advertising Strategy Sales Force, internet and direct marketing strategies Course and exam review 	Cravens and Piercy 2006 Chap 12 "Promotion, Advertising and Sales Promotion Strategies" and Chap 13 "Sales Force, Internet, and Direct Marketing Strategies". Group Strategy Presentation for Groups 7-12
Week 13 2 June	Implementing and Managing Market Driven Strategies and Course Summary <ul style="list-style-type: none"> Organisational design/Marketing Plan Implementation Specifying and obtaining feedback data/Taking corrective action. 	Cravens and Piercy 2006 Chap 14 "Designing Market-Driven Organisations" (page 416 custom notes) and Chap 15 "Marketing Strategy Implementation and Control". (page 445 custom notes) Final Group Strategic Marketing Plan Report Due Friday 6th June

9. Case Study Case Questions

Groups 1-2

Duncan Industries; Kerin and Peterson pp109-117.

The questions are:

1. What factors have contributed to Duncan Industries success to date?
2. Which opportunity, greater penetration of the US market or entering Europe would you recommend Duncan pursue?
3. If Duncan was entering the European market, what entry strategy would you recommend? Why?
4. What approach should Duncan take for the next year?

Groups 3-4

Dr Pepper; Kerin and Peterson pp157-176.

The questions are:

1. How would you characterise the carbonated soft drink industry in the United States?
2. How would you characterise the Dr Pepper/Seven Up, Inc and Squirt competitive situation in the US carbonated soft drink industry?
3. Given your assessment of the competitive situation, what are the pros and cons of (a) continuing the present market targeting and positioning strategy and (b) adopting the recommendation made by Foote, Cone and Belding?
4. Might another market targeting and positioning approach be developed, which may or may not include elements of the current and recommended strategy? What would this strategy look like? How does it compare with the current and recommended approaches and why is it preferable?

Groups 5-6

Frito-Lays Dips: Kerin and Peterson pp118-129.

The questions are:

1. How would you characterize the dip category in general?
2. How might the dip category be segmented?
3. What is Frito-Lay's competitive position within the segments it pursues?
4. What sales volume and market share(s) will be required of the dip line to preserve its profit contribution given budgeted promotion expenses?
5. What are the pros and cons of focusing attention on the "chip dip" segment?
6. What are the pros/cons of focusing attention on the "vegetable dip" segment?

Groups 7-8

Keurig at Home: Kerin and Peterson pp613-629

The questions are:

1. Should Keurig use a single K-Cup for all markets or should it launch the Keurig Cup in the at-home market and continue to use the K-Cup in the commercial market?
2. What price for the brewer and for the portion pack (K-Cup/Keurig-Cup) do you recommend? Under your pricing strategy, how profitable are coffee sales for Keurig? How do coffee profits affect the brewer price?
3. Analyse Keurig's Marketing Plan and launch strategy. Is the current plan sound? What suggestions would you offer?

Groups 9-10

Cadbury Beverages: Kerin and Peterson pp290-304

The questions are:

1. How would you characterise the carbonated soft drink industry in the United States?
2. How would you describe changes in the orange category during the period 1985-1989? What can be learned from these changes?
3. What is Cadbury Beverages relative competitive position in the US soft drink industry? In the orange category?
4. Based on your assessment of the soft drink industry, the orange -flavoured category, and the competitive situation of Cadbury Beverages and Orange CRUSH, what is your recommendation for positioning orange CRUSH?
5. What objectives should be set for the CRUSH advertising and promotion program? What strategy(ies) should be pursued?
6. How much should be spent for advertising and promotion to relaunch orange CRUSH?
7. Prepare a proforma income statement similar in form to that shown in Exhibit 3 in the case including a forecast of total dollar sales, total expenses, and finally , a pre-tax cash profit for orange CRUSH.

Groups 11-12

Goodyear Tire: Kerin and Peterson pp399-410

The questions are:

1. How would you characterize the competitive environment in the tire industry in 1991?
2. What is Goodyear's relative competitive position within the tire industry?
3. Does it make strategic sense for Goodyear to broaden its distribution beyond company-owned and franchised tire retailers as a matter of channel policy? Why?
4. What are the strategic implications of broadened distribution of Goodyear-brand passenger tires through Sears Auto Centres?
5. What effect, if any, does the number of brands and specific brands sold through Sears have on the distribution decision? Why?
6. Should Goodyear broaden its distribution through Sears Auto Centres? If yes, what brands or models should it sell through Sears?