MAR402 STRATEGIC MARKETING

COURSE OUTLINE

SEMESTER: FALL 2010

FACULTY MEMBER’S DETAILS

NAME: Dr. Pantelis Ioannou
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http://www.cdacollege.ac.cy/site/business-studies/index.htm

PREREQUISITE (S): BUS101 & MAR101 or MAR 201

DESCRIPTION

The course examines marketing strategy and focuses on the development of marketing strategies and management of the marketing effort. Emphasis is given on the designing of market-driven strategies, on the development of a market-focused program and on the implementation and management of market-driven strategies.

OBJECTIVES

By the end of the course, students are expected to:

- Be familiar with a strategy perspective that extends beyond the traditional focus on managing the marketing mix;
- Be able to understand and identify the issues that companies are facing in delivering and creating value;
- Acquire skills that will enable them to develop effective management processes that help organizations achieve their objectives and sustain their value creation and profits;
- Be able to understand market and industry analysis, competitive positioning and competitive advantage;
- Be able to identify the information technology needed in order to support world-class value creation;
- Be able to build problem identification, problem analysis and critical thinking skills and to use those skills to solve real business problems presented in case study analyses and in assigned course projects; and
- Develop skills to apply the theory and synthesize knowledge from other areas, necessary to prepare a marketing plan for a product or a service.

MAIN BOOK

Title: Strategic Marketing
Author(s): David W. Cravens & Nigel F. Piercy
Edition/Year: Ninth / 2009
ADDITIONAL READING AND OTHER LEARNING RESOURCES

Books

Title: Marketing Management (Analysis, Planning, Implementation and Control)
Author(s): Philip Kotler
Edition/Year: Twelfth / 2006

Title: Principles of Marketing
Author(s): Philip Kotler and Gary Armstrong
Edition/Year: Eleventh / 2006

Title: Global Marketing
Author(s): Keegan, Warren J.
Edition/Year: Third / 2003

Title: Strategic Marketing Management.
Author(s): Wilson R., Gilligan C. and Pearson D.
Edition/Year: Third / 2001

Web sites

- www.prenhall.com/kotler
- www.connectinmarketing.com
- www.cim.com.uk
- http://www.marketingteacher.com/Lessons/lesson_services_marketing.htm
- www.prenhall.com/keegan/
- http://www.businessplans.org/Market.html

Journals

- Marketing Business
- Strategic Management
- Journal of Management
- Harvard Business Review

Periodicals

- Business Week
- The Economist
- The Marketer

SCHEDULE

<table>
<thead>
<tr>
<th>WEEK</th>
<th>TOPICS</th>
<th>ACTIVITIES</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction to Strategic Marketing: Market Driven Strategy: Market Orientation, Capabilities, Creating Value for Customers, Becoming Market-Driven.</td>
<td>Discussion Questions</td>
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<tr>
<td></td>
<td>Case Study: “The New</td>
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<table>
<thead>
<tr>
<th>Chapter</th>
<th>Business and Marketing Strategies:</th>
<th>Directions!</th>
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<tbody>
<tr>
<td>2</td>
<td><strong>Situation Analysis:</strong> Market vision, Structure and Analysis, Market and Strategies, Mapping Product-Markets, Describing and Analyzing End-Users, Analyzing Competition, Developing a Strategic Vision about the Future, Market Size Estimation.</td>
<td><strong>Discussion Questions</strong></td>
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<td></td>
<td><strong>Segmenting Markets:</strong> Segmentation and Market-Driven Strategy; Identifying Market Segments; Forming Segments; Micro-segmentation; Mass Customization; Variety Seeking; Selecting the Segmentation Strategy.</td>
<td><strong>Case Study:</strong> “The Legal Business”</td>
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<td>3</td>
<td><strong>Continuous Learning about Markets:</strong> Market Orientation and Organizational Learning, MIS, Marketing Research, Issues in Collecting and Using information.</td>
<td><strong>Guidelines for the Assignments and Project.</strong></td>
</tr>
<tr>
<td>4</td>
<td><strong>Designing Market-Driven Strategies:</strong> Market Targeting and Strategic Positioning: Targeting Strategies; Targeting Alternatives; Factors Influencing Targeting Decisions; Targeting in Emerging Markets, in Growth Markets, in Mature and Declining Markets and in Global Markets; The Positioning Process; The Positioning Strategy; Determining Positioning Effectiveness.</td>
<td><strong>Discussion Questions</strong></td>
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<td>5</td>
<td><strong>Relationship Strategies:</strong> Value-Enhancing Opportunities; Environmental Turbulence and Diversity; Skill and Resource Gaps; Customer-Supplier Relationships; Distribution Channel Relationships; End-User Customer Relationships; Strategic Alliances; Joint Ventures; Internal Partnering; Effective Relationships Between Organizations; Strategic Role of Government.</td>
<td><strong>Case Study:</strong> “WGP Industries Ltd”.</td>
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<td></td>
<td><strong>Planning for New Products:</strong> Steps in New Product Planning; Idea Generation; Screening, Evaluation and Business Analysis; Product and Process Development; Developing Marketing Strategy and Market Testing; Commercialization; Technology Push Processes; Platform Products; Process-Intensive Products;</td>
<td><strong>Assignment</strong></td>
</tr>
<tr>
<td>Chapters 7 and 8</td>
<td>6</td>
<td><strong>Market Focused Program Development:</strong> Strategic Brand Management: Managing the Product Portfolio; Tracking Product Performance; Product Life-Cycle Analysis; Product Matrix Analysis; Brand Positioning Analysis; Strategies for Improving Product Performance; Product Mix Modifications; Brand Equity; Brand Identification Strategy; Managing Brand Systems.</td>
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<td>7</td>
<td><strong>Managing Value-Chain Relationships:</strong> Strategic Role of Distribution; Channel of Distribution Strategy; Managing the Channel; International Distribution Patterns; Factors Affecting International Channel Selection; Strategic Alliances.</td>
<td>Discussion Questions</td>
</tr>
<tr>
<td>8</td>
<td><strong>Revision, Mid-term Examination.</strong></td>
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</table>
| 9 | **Pricing Strategy:** Strategic Role of Price; Customer Price Sensitivity; Cost Analysis; Competitor Analysis; Legal and Ethical Considerations; Selecting the Pricing Strategy; Determining Specific Prices and Policies.  
**Promotion, Advertising and Sales Promotion Strategies:** Developing Promotion Strategy; Communications Objectives; The Role of the Promotion-Mix Components; Budgeting Approaches; Integrating the Promotion Strategy Components; Media/Programming Strategy; Measuring the Effectiveness of Advertising; Sales Promotion Activities; Developing the Sales Promotion Strategy. | Discussion Questions | Case Study: "Pentagon Balloons Ltd.” |---|---|
| 10 | **Sales Force and Direct Marketing Strategies:** Defining the Selling Process; Designing the Sales Organization; Managing the Sales Force; Sales Force Evaluation and Control; Considerations in the Use of Direct Marketing; Direct Marketing Methods; Direct Marketing Strategy. | Discussion Questions | Case Study: "RTJ Engineering Ltd". |---|---|
| 11 | **Implementing and Managing Market-Driven Strategies:** Designing Market-Driven Organizations: Organizational Change; Hybrid, Process-Type Structures; Partnering with Other Organizations; Traditional Designs; New Forms of Marketing Organizations; Organizing the Sales Force; Organizing Global Marketing Strategies; Coordination and | Discussion Questions | Case Study: “The Wet Shave Market” |---|---|
Communication in Global Organizations.

Chapter 14

12 Marketing Strategy Implementation and Control: The Marketing Plan; Implementing the Plan; Strategic Evaluation and Control; Selecting Performance Criteria and Measures; Obtaining and Analyzing Information; Opportunities and Performance Gaps; Determining; Deciding about Corrective Actions.

Discussion Questions

Case Study: "Anderson Marine Construction Ltd".

Deliver the Final Project

Chapter 15

13 Project Presentations, Revision

Business Studies Grading System:

<table>
<thead>
<tr>
<th>% Grade</th>
<th>Grade</th>
<th>Grade Meaning</th>
<th>Grade Points per Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A</td>
<td>Excellent</td>
<td>4.00</td>
</tr>
<tr>
<td>80-89</td>
<td>B+</td>
<td>Very Good</td>
<td>3.50</td>
</tr>
<tr>
<td>75-79</td>
<td>B</td>
<td>Good</td>
<td>3.00</td>
</tr>
<tr>
<td>65-74</td>
<td>C+</td>
<td>Above Average</td>
<td>2.50</td>
</tr>
<tr>
<td>60-64</td>
<td>C</td>
<td>Average</td>
<td>2.00</td>
</tr>
<tr>
<td>55-59</td>
<td>D+</td>
<td>Below Average</td>
<td>1.50</td>
</tr>
<tr>
<td>50-54</td>
<td>D</td>
<td>Poor</td>
<td>1.00</td>
</tr>
<tr>
<td>Below 50</td>
<td>F</td>
<td>Failure</td>
<td>0.00</td>
</tr>
</tbody>
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ASSESSMENT

Class Participation/Tests: 5%
Assignments: 15%
Mid-term examination: 30%
Final examination: 50%

Assignments: The students will be assigned to carry out a theoretical research in the existing literature over the topics covered in the course outline, or to carry out an exercise using the Internet. The faculty member will determine the character of the assignment. The students are requested to deliver their assignments on an individual or group basis and on time. Although collaboration among the students for the preparation of the assignments is encouraged, students should avoid copying. Presentations and discussions over the assignments will follow.

Mid-term examination: The mid-term examination will be of one and a half hours. It will mostly be essay questions and/or multiple-choice questions.

Final Examination: The final examination will be of two and a half hours. It will be comprehensive and it will test the students on the material covered during the semester.

NOTES:
- Class attendance and participation in class discussion is expected and absences will affect your final grade.
• The due dates for assignments are non-negotiable and late work will be penalized.
• All assignments are to be professional in appearance and type.

OTHER INFORMATION

Class attendance: Students are expected to attend the classes regularly and be punctual.

Humane matters: Inform your faculty member for any un-expectancies that may occur, thus not allowing you to carry out your responsibilities.

Library: You are advised to visit regularly the library of our College and read articles published in academic journals. Do not hesitate to ask the librarian to inform you about the facilities offered by our library and how you will use them in a productive way. I recommend you studying regularly among others, articles of your interest, published in international journals.