
MSc Marketing Strategic planning and marketing

Module code: MNM14

Academic year: 2011-2012

Module tutors: Paurav Shukla and Matthew Wood

p.shukla@bton.ac.uk OR Matthew.Wood@brighton.ac.uk

Website: www.pauravshukla.com

Rationale

The present day strategic orientation to marketing has evolved through multiple stages. In strategic marketing the dynamism can only be maintained by proactive approach to strategic thinking. This calls for using systems and methods, which can enhance the responsiveness of the firm to its stakeholders. The crux of effective marketing action is contingent upon continuous and real-time planning, analysis, implementation and control. The hallmark of strategic marketing, therefore, is proactive and future oriented strategic stance. This module attempts to sensitize participants towards the proactive thinking, dynamism and action orientation of strategic marketing. It will provide insights into the models and methods employed by organizations worldwide to generate sustainable competitive advantage. This module examines key theories within the field of marketing management. Issues such as analysing marketing opportunities, developing marketing strategies, enhancing marketing decision making process, managing and delivering marketing programmes will be analysed from various organisational perspectives.

Module Aims

The aim of this module is to provide participants with a systematic understanding of knowledge relating to the body of management theory and practice known as 'marketing management' with regard to a focus on strategic perspective.

Learning outcomes

On completion of the module participants will be better able to:

Subject specific:

- Identify the key marketing success factors for an organization.
- Develop sustainable marketing strategies utilizing relevant theories of competitive advantage and effectively evaluate product portfolios and match brands to targeted segments.
- Prepare marketing plans that effectively link strategies with tactics.
- Recognize the importance of working within organizational and functional constraints.
- Ensure plans are effectively implemented.

Cognitive:

- Utilize complex marketing software tools for planning activities.
- Clearly communicate ideas based on critical analyses and interpretation both in writing and orally.
- Justify and defend with rigour demands on scarce resources.
- Effectively liaise with colleagues in other functional areas.

Teaching and learning strategies

The theories, models and concepts of the subject area will be introduced, and participants will be required to apply these in order to consolidate learning. A combination of lectures, individual or small group work and plenary discussions will be used. Participants will be encouraged to undertake comparative analyses in order to broaden perspectives.

Obligation of participants

Class sessions will be devoted to probing, extending and applying the material in the readings and the cases. It is the participants' responsibility to be prepared for each session as detailed in the course outline. A participant will benefit from belonging to a "study group" that meets and prepares for each session before class. Participants are expected to contribute to class discussions. To do well, they should actively participate in presentations and class discussions, which means making well supported, cogent comments and criticisms about the concepts and analyses that are being presented.

Participants are required:

- To read the appropriate reading materials for each session.
- To prepare any exercises given.
- To join a group for the course work.
- To participate in the preparation of the reports.
- To attend the lectures.

Session plan

Week	Session Topic
1	Marketing objectives and strategy: The customer led business
	Preparation for class discussion week 1 Cases in marketing Reading to underpin the session: chapter 1, 2 Doyle; Chapter 1, 2 West et al. Varadrajana, R. (2010), "Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises", Journal of the Academy of Marketing Science, 38, 119-140. Levitt, T. (1960), "Marketing Myopia," Harvard Business Review, 38 (July-August), 173-81. Shukla, P. (2006), "Pitfalls of traditional marketing", International Conference on Marketing in the Age of Convergence, Indian Institute of Management Kozikode, India.
2	Segmentation, targeting, positioning and the marketing mix
	Preparation for class discussion week 2 Quiz: Test your marketing quotient Case: The pink pound Reading to underpin the session: chapter 3 Doyle; Chapter 5, 6 West et al. Dibb, Sally (1998), Market Segmentation: Strategies for success, Marketing Intelligence and Planning; 16(7), 394-406. MacMillan, IC, and McGrath, RG (1997), Discovering New Points of Differentiation, Harvard Business Review, 75(4), July-August, 133-145.
3	Strategic marketing planning
	Preparation for class discussion week 3 Case: BA's new Club World: Fighting the niche carriers Reading to underpin the session: chapter 4 Doyle; chapter 3, 4 West et al. Darrell Rigby (2001), Moving upward in a downturn, Harvard Business Review, May-June, 99-105.

	Piercy, N. and W. Giles (1990), "The Logic of Being Illogical in Strategic Marketing Planning," <i>Journal of Services Marketing</i> , 4 (3), 27-37.
4	Market dynamics and competitive strategy
	<p>Preparation for class discussion week 4 Case: Samsung Electronics</p> <p>Reading to underpin the session: chapter 5 Doyle; chapter 3, 4 and 6 West et al.</p> <p>Fahey, L. (2003), Competitor scenarios, <i>Strategy and Leadership</i>; 31(1), 32 – 44.</p> <p>Mahajan, V., S. Sharma, and R. D. Buzzell (1993), "Assessing the Impact of Competitive Entry on Market Expansion and Incumbent Sales," <i>Journal of Marketing</i>, 57 (3), 39-52.</p>
5	Product and brand strategy
	<p>Preparation for class discussion week 5 Case: Eastman Kodak company: Funtime film</p> <p>Reading to underpin the session: chapter 6, 7 Doyle; chapter 7, 8 West et al.</p> <p>Aaker, D. and Joachimsthaler, E. (2000), The Brand Relationship Spectrum, <i>California Management Review</i> 42(4), 8-23.</p> <p>Holt, D. B. (2002), "Why Do Brands Cause Trouble? A Dialectical Theory of Consumer Culture and Branding," <i>Journal of Consumer Research</i>, 29 (1), 70-90.</p> <p>Takeuchi, H. and I. Nonaka (1986), "The new new product development game," <i>Harvard Business Review</i>, 64 (1), 137-46.</p>
6	Pricing strategy and policy
	<p>Preparation for class discussion week 6 Case: Virgin Mobile USA: Pricing for the very first time</p> <p>Reading to underpin the session: chapter 8 Doyle; chapter 10 West et al.</p> <p>Rao Akshay; Bergen Mark E.; Davis Scott (2000), How to fight a price war?, <i>Harvard Business Review</i>, 78 (Mar – Apr), 107-16.</p> <p>Krishnan, T. V., F. M. Bass, and D. C. Jain (1999), "Optimal Pricing Strategy for New Products," <i>Management Science</i>, 45 (12), 1650-63.</p>
7	Communications strategy
	<p>Preparation for class discussion week 7 Case: Boots: Hair-care sales promotion</p> <p>Reading to underpin the session: chapter 9 Doyle; chapter 11 West et al.</p> <p>Elsbach, Kimberly (2003), How to pitch a brilliant idea, <i>Harvard Business Review</i>, 81 (September), 117-23.</p> <p>Kalra, A. and R. C. Goodstein (1998), "The Impact of Advertising Positioning Strategies on Consumer Price Sensitivity," <i>Journal of Marketing Research</i>, 35 (2), 210-24.</p>

8	Managing marketing channels & review of the module
	<p>Preparation for class discussion week 8 Case: Photo-wars</p> <p>Reading to underpin the session: chapter 10 Doyle.</p> <p>Fuller, J. B., J. O'Connor, and R. Rawlinson (1993), "Tailored logistics: the next advantage," Harvard Business Review, 71 (3), 87-98.</p> <p>Schoenbachler, D. D. and G. L. Gordon (2002), "Multi-channel shopping: understanding what drives channel choice," Journal of Consumer Marketing, 19 (1), 42-53.</p>
9	Retail wars presentations

Books:

The latest editions of

- Aaker, D.A. and D. McLoughlin, Strategic Market Management (European ed.). Chichester: Wiley.
- Doyle P. Marketing Management and Strategy, Prentice-Hall Europe 3rd Edition.
- Doyle, P. *Value Based Marketing*. John Wiley & Sons.
- Hooley, G., Saunders, J. and Piercy, N. Marketing Strategy and Competitive Positioning, FT-Prentice Hall, 3rd Ed.
- Kotler, P& K. Keller. *Marketing Management*. Prentice-Hall.
- Kotler, P. *Kotler on Marketing: How to Create, Win & Dominate Markets*. Free Press.
- McDonald, M.H.B., *Marketing Plans: How to prepare them, How to use them*. Butterworth-Heinemann.
- Piercy N. *Market-Led Strategic Change: Transforming the process of going to market*, Butterworth Heinemann, 3rd Edition.
- Rao, V. and Steckel, J. *Analysis for Strategic Marketing*, Addison-Wesley.
- West, D. C., J. B. Ford, and E. Ibrahim, Strategic marketing: creating competitive advantage: Oxford University Press.

Relevant Journals

- The Journal of Marketing
- International Journal of Research in Marketing
- The European Journal of Marketing
- Harvard Business Review
- International Marketing review
- International Journal of Advertising
- Journal of Marketing Management
- Journal of Business Research
- Journal of Consumer Research

Along with the assigned readings, you are encouraged to regularly read strategy-related items in the Financial Times, Wall Street Journal and articles in Business Week, Fortune, Forbes, and other publications.

Assessment

The module will be assessed by the following means

- 1) Group Coursework (70%) – 6000 words
- 2) Group Presentation (30%)

N.B.: If the module leader is provided with evidence that a certain member of the group is not putting enough efforts towards the presentation and coursework, the module leader is entitled to change that specific group member's marks.

Other articles of interest

Marketing objectives and strategy: An introduction

- Urban, G. L. (2004), "The emerging era of customer advocacy," MIT Sloan Management Review, 45 (2), 77-82.
- Grönroos, C. (1997), "Keynote paper: From marketing mix to relationship marketing—towards a paradigm shift in marketing," Management Decision, 35 (4), 322-39.
- Morgan, R. M. and S. Hunt (1999), "Relationship-Based Competitive Advantage The Role of Relationship Marketing in Marketing Strategy," Journal of Business Research, 46 (3), 281-90.
- Rust, R. T., K. N. Lemon, and V. A. Zeithaml (2004), "Return on Marketing: Using Customer Equity to Focus Marketing Strategy," Journal of Marketing, 68 (1), 109-27.

Strategy and the customer led business

- Conduit, J. and F. T. Mavondo (2001), "How critical is internal customer orientation to market orientation?," Journal of Business Research, 51 (1), 11-24.
- Yau, O. H. M., P. R. McFetridge, R. P. M. Chow, J. S. Y. Lee, L. Y. M. Sin, and A. C. B. Tse (2000), "Is relationship marketing for everyone?," European Journal of Marketing, 34 (9/10), 1111-27.
- Zhu, Z. and C. Nakata (2007), "Reexamining the Link Between Customer Orientation and Business Performance: The Role of Information Systems," The Journal of Marketing Theory and Practice, 15 (3), 187-203.

Segmentation, targeting, positioning and the marketing mix.

- Hassan, S. S. and S. H. Craft (2005), "Linking global market segmentation decisions with strategic positioning options," Journal of Consumer Marketing, 22 (2), 81-89.
- Shukla, Paurav (2004), "An Empirical Study Measuring Prospects of Benefit Segmentation in Cyberspace," NMIMS Management Review, XV (II), 1-6.
- Wright, M. (1996), "The dubious assumptions of segmentation and targeting," Management Decision, 34 (1), 18-24.
- Peppers, D., M. Rogers, and B. Dorf (1999), "Is your company ready for one-to-one marketing?," Harvard Business Review, 77 (1), 151-60.

Strategic market planning

- Jackson, S. (2007), "Market share is not enough: why strategic market positioning works," Journal of Business Strategy, 28 (1), 18-25.
- Stone, M., N. Woodcock, and M. Wilson (1996), "Managing the change from marketing planning to customer relationship management," Long Range Planning, 29 (5), 675-83.
- Kumar, V., R. Venkatesan, and W. Reinartz (2006), "Knowing what to sell, when, and to whom," Harvard Business Review, 84 (3), 131-7.

Market dynamics and competitive strategy

- Rhee, M. and S. Mehra (2006), "Aligning operations, marketing, and competitive strategies to enhance performance: An empirical test in the retail banking industry," Omega, 34 (5), 505-15.
- Montgomery, D. B., M. C. Moore, and J. E. Urbany (2005), "Reasoning About Competitive Reactions: Evidence from Executives," Marketing Science, 24 (1), 138-49.
- Ailawadi, K. L., P. K. Kopalle, and S. A. Neslin (2005), "Predicting Competitive Response to a Major Policy Change: Combining Game-Theoretic and Empirical Analyses," Marketing Science, 24 (1), 12-24.

Consumer behaviour

- Gao, T., M. J. Sirgy, and M. M. Bird (2005), "Reducing buyer decision-making uncertainty in organizational purchasing: can supplier trust, commitment, and dependence help?," Journal of Business Research, 58 (4), 397-405.

- Huh, Y. E. and S. H. Kim (2008), "Do early adopters upgrade early? Role of post-adoption behavior in the purchase of next-generation products," *Journal of Business Research*, 61 (1), 40-46.
- Johnston, W. J. and J. E. Lewin (1996), "Organizational buying behavior: Toward an
- Uncles, M., A. Ehrenberg, and K. Hammond (1995), "Patterns of Buyer Behavior: Regularities, Models, and Extensions," *Marketing Science*, 14 (3), 71-78.

Product and brand strategy

- Keller, K. L. (1993), "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity," *Journal of Marketing*, 57 (1), 1-22.
- Dowling, G. R. and M. Uncles (1997), "Do Customer Loyalty Programs Really Work?," *Sloan Management Review*, 38 (4), 71-82.
- Spreng, R. A., S. B. MacKenzie, and R. W. Olshavsky (1996), "A Reexamination of the Determinants of Consumer Satisfaction," *Journal of Marketing*, 60 (3), 15-32.
- Drucker, P. F. (1998), "The Discipline of Innovation," *Harvard Business Review*, 76 (6), 149-57.

Pricing strategy and policy

- Mantrala, M. K., P. B. Seetharaman, R. Kaul, S. Gopalakrishna, and A. Stam (2006), "Optimal Pricing Strategies for an Automotive Aftermarket Retailer," *Journal of Marketing Research*, 43 (4), 588.
- Dixit, A., K. Braunsberger, G. M. Zinkhan, and Y. Pan (2005), "Information technology-enhanced pricing strategies: managerial and public policy implications," *Journal of Business Research*, 58 (9), 1169-77.
- Lancioni, R. A. (2005), "A strategic approach to industrial product pricing: The pricing plan," *Industrial Marketing Management*, 34 (2), 177-83.

Communications strategy

- Bult, J. R. and T. Wansbeek (1995), "Optimal Selection for Direct Mail," *Marketing Science*, 14 (4), 378-94.
- Balasubramanian, S. (1998), "Mail versus Mall: A Strategic Analysis of Competition between Direct Marketers and Conventional Retailers," *Marketing Science*, 17 (3), 181-95.
- Chandon, P., B. Wansink, and G. Laurent (2000), "A Benefit Congruency Framework of Sales Promotion Effectiveness," *Journal of Marketing*, 64 (4), 65-81.
- Mela, C. F., S. Gupta, and D. R. Lehmann (1997), "The Long-Term Impact of Promotion and Advertising on Consumer Brand Choice," *Journal of Marketing Research*, 34 (2), 248-61.

Logistics strategy

- Chu, J., P. K. Chintagunta, and N. J. Vilcassim (2007), "Assessing the economic value of distribution channels: An application to the personal computer industry," *Journal of marketing research*, 44 (1), 29-41.
- Ahmadi, R. and B. R. Yang (2000), "Parallel Imports: Challenges from Unauthorized Distribution Channels," *Marketing Science*, 19 (3), 279-94.
- Rangan, V. K., M. A. J. Menezes, and E. P. Maier (1992), "Channel Selection for New Industrial Products: A Framework, Method, and Application," *Journal of Marketing*, 56 (3), 69-82.