

Strategic Marketing

Minor International Marketing

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Module overview

This guide gives you an overview of Strategic Marketing. More detailed information can be found on the DLWO (<https://dlwo.dem.hva.nl>)

1.1 Content

In this module students will focus on the core concepts of strategic market management:

- Definition of a business strategy
- Role of strategic marketing and market management
- External analysis
 - Customer analysis
 - Competitor analysis
 - Market/submarket analysis
 - Environmental analysis and strategic uncertainty

Internal company analysis (ca[abilities, competitive advantage)

Moving from analysis to strategy

- Searching for sustainable advantages
- Growth strategies.

1.2 Learning goals

#	You can:
1.	Define and recognize elements associated with internal /external analysis
2.	Evaluate relevant marketing strategies
3.	Explain the strategic marketing planning process
4.	Deduct outcomes of external and internal analysis in order to develop strategic marketing options in an international context
5.	Design a strategic international marketing plan
6.	Justify the choice for a particular marketing strategy
7.	Present a comprehensive marketing strategy

Appendix 1 defines the relationship of the learning goals within this module with your programme's profile competences.

1.3 Coherence with other modules

This module is part of the minor International Marketing, it assumes students have obtained prior knowledge of marketing fundamentals.



1.4 Study materials & recommended further reading

Required study materials:

Study books					
Title	Author(s)	Publisher	Year	Edition	ISBN
Strategic Market Management – Global Edition	D. Aaker, D. McLoughlin	John Wiley & Sons	2010	1st	978-0-470-68975-2

Articles (available through bib.hva.nl)

- Achrol, R.S., Kotler, P. (2012). Frontiers of the marketing paradigm in the third millennium. *Journal of the Academy of Marketing Science*, 40, 35–52.
- Brown, B., Anthony, S. D. (2011). How P&G Tripled Its Innovation Success Rate. *Harvard Business Review*. June, 125-131.
- Chakravorti, B. (2010). Finding Competitive Advantage in Adversity. *Harvard Business Review*, November, 103-108.
- Day, G.S. (2011). Closing the Marketing Capabilities Gap. *Journal of Marketing*, 75 (July), 183–195.
- Kirca, A. H., Satish J., Bearden, W.O. (2005). Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance. *Journal of Marketing*, 69 (April), 24-41.
- Kim, C.W., Mauborgne, R. (2015). Red Ocean Traps. *Harvard Business Review*, March, 68-74.
- Morgan, N. A. (2012). Marketing and business performance. *Journal of the Academy of Marketing Science*, 40, 102-119.
- Noble, C. H., Mokwa, M.P. (1999). Implementing Marketing Strategies: Developing and Testing a Managerial Theory. *Journal of Marketing*, 63 (October), 57-73.
- Ofek, E., Wathieu, L. (2010), Trends, *Harvard Business Review*. July-August, 125-131.
- Srivastava, R. K., Shervani T.A., Fahey, L.. (1998). Market-based assets and shareholder value: a framework for analysis. *The Journal of Marketing*, 62, 2-18.
- Völckner, Franziska and Henrik Sattler (2006). Drivers of Brand Extension Success. *Journal of Marketing*, 70 (April), 18-34.
- Verhoef, P. C., Leeflang, P. S. (2009). Understanding the Marketing Department's Influence within the Firm. *Journal of Marketing*, 73 (March), 14-37.
- Woodruff, R.B. (1997). Customer Value: The Next Source for Competitive Advantage. *Journal of the Academy of Marketing Science*, 25 (2), 139-153.

1.5 Questions and who to contact

Questions about the module's content and study materials can be addressed to your lecturer(s) during the lessons. **General questions about the set-up of this module** can be asked in the module's discussion forum on the DLWO. Please, check first if your question has not already been posted, otherwise it will not be answered. They will be answered within 5 working days by the module's coordinator. The consultation hours of the individual lecturers as well as their office location can be found in the lecturers' profile on the DLWO.



Set-up of this module

1.1 Teaching methodology

Lectures, discussions, cases studies, project group assignment and group coaching sessions

1.2 Assignment

Purpose

The purpose of the assignment is for students to put theory into practice: developing a relevant marketing strategy to achieve a market position

Due date: see lesson plan

Grades will be published on DLWO during exam week. Feedback is available during examreview option.

Instructions

- 1) This assignment is intended for groups with a maximum of four (4) participants.
- 2) This assignment focuses on developing a strategic market position for an existing company. For other combinations consult your lecturer.
- 3) Choose an international, listed, company (you need access to company data!).
- 4) Focus on a specific product/market combination, either existing or new (for the company).
- 5) In order to be able to develop a strategic market position: Define a strategic challenge/question/problem that the company faces in order to focus your research.
- 6) Follow the structure for researching and developing a strategic position as specified in the mandatory course literature (Aaker, 2010).
- 7) Present in 15 minutes your problem statement and the highlights of your initial results for the external analysis (see lesson plan, and instructions in class). Further research may be required.
- 8) Present in 15 minutes your initial results for the internal analysis and full SWOT (see lesson plan, and instructions in class). Further research may be required.
- 9) In order to be eligible for a grade for this assignment (“decentral exam”) the following is mandatory:
 - I. A final presentation (presentation 3, see course plan) by all group members during an allocated timeslot of 20-25 minutes showing problem statement, main research findings, the development of a strategic position and (reasonable) proof of feasibility.
 - II. Hand in a full set of printed documents (see requirements) at the beginning of the presentation. **Your final group (and individual) grade will be based on this set of documents.**

Requirements

- Presentation 1 and 2 (external and internal) are mandatory but will not result in a grade.
- Presentation 3 (problem statement, summary of finding, strategic position, proof of feasibility) and formal handing in of documentation is mandatory for all group members.
- The final document must include a title page with student names and numbers, covering problem statement, chosen product/market combination, a summary, full external and internal analysis, SWOT, development of strategic options, strategy choice and proof of feasibility for this choice.
- The document format is “PowerPoint” style, printed one (in case of detailed or small information) or no more than two slides per page.



- Hand in the printed report at the beginning of your final presentation and send an electronic copy via e-mail to your lecturer on the same day.
- Includes a mandatory group 'cooperation summary' containing:
 - o Number of meetings held, date of each meeting and names of group members present/absent.
 - o Task allocation (who did what).
 - o Peer assessment on contribution of each member

Grading Criteria (see also appendix 2)

- The assignment will be graded based on the correct application of theory to the presented subject and the depth and breadth (facts, not opinion) of the analysis.
 - o Internal, external analysis and SWOT (weight 60%)
 - o Strategic position and proof of feasibility (weight 40%)
- There is coherency and logical consistency between the elements of the analysis.
- A SWOT not sustained by proper (business) research/analysis will result in an insufficient mark.
- Written in correct English with proper and consistent referencing of sources used.
- The group grade is the individual grade unless the "cooperation summary" indicates the need for individual grading. Individual grades may then be adjusted up- and downwards from the group grade.
- No final presentation during allocated time slot: -/- 1 point on final grade.
- Not handing in final work (documentation) before presentation: -/- 1 point on final grade.
- Not handing in final work before 12:00 next day means failed assignment and will result in a group grade of one (1).
- Plagiarism will not be tolerated and will result in a group grade of one (1). Additionally this will also be reported to the examination board. You can prevent this by proper referencing.

The assessment model(s) for the assignment(s) can be found in Appendix 2.

1.3 Exams

Written test (50% of module grade)

Central exam scheduled at end of semester.

Based on lectures, case studies, required literature and articles (see 1.4)

Learning goals 1-6

Assignment (50% of module grade)

Decentral exam, see 2.2, planned for lecture week 12.

Relevant learning goals 4-7. Assessment model see appendix 2.

1.4 Assessment

The assessment methods used in this module are summarised below. The table also shows how the grade for this module will be calculated.

#	Description	Form	Learning goal(s) #	Lecture week	Weight (%)
1	Written test	Central exam	1-6	Central exam period	50
2	Assignment	Decentral exam	4-7	12	50

1.5 Resit

If the average grade obtained for this module is below 5.5 you must do a resit. Which resit(s) you must do depends on which part(s) is/were insufficient. The different situations are illustrated in the table below.

Situation:	The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1	<ul style="list-style-type: none">Average grade for the whole module ≥ 5.5	No resit needed	N.A.
2	<ul style="list-style-type: none">Average grade for the whole module < 5.5	Resit centrale exam	Allocated SEM resit period (will be filled in by O&K)
	<ul style="list-style-type: none">Resit option for the assignment	Submit <u>new</u> assignment (new research problem)	Submit during next semester after consultation with lecturer

1.6 General regulations

- 1 You are required to prepare for lessons. If you come to class unprepared, the lecturer has the right to deny you access to the lesson. What is requested of you in terms of lesson preparation is stated below and/ or on the DLWO for this module.
- 2 The assignments will not be graded if the level of English is inadequate. If that is the case, you have to hand in your assignment again in the appointed resit period.



1.7 Lesson plan

Lecture week	Topic, link to chapters and articles
1	<p>Introduction of Program, Group Assignment and Introduction to Strategic Market management</p> <p>Chapter 1</p> <ul style="list-style-type: none"> • Verhoef, Peter C. and Peter S. Leeflang (2009), "Understanding the Marketing Department's Influence within the Firm", <i>Journal of Marketing</i>, 73 (March), 14-37. • Achrol, Ravi S. and Philip Kotler (2012), "Frontiers of the marketing paradigm in the third millennium", <i>Journal of the Academy of Marketing Science</i>, 40, 35–52
2	<p>Customer and competitor analysis</p> <p>Chapters 2,3</p>
3	<p><i>Presentations by project groups: choice business & strategic marketing problem</i></p>
4	<p>Market and environmental analysis</p> <p>Chapters 4,5</p> <ul style="list-style-type: none"> • Kirca, Ahmet H., Satish Jayachandran, and William O. Bearden (2005), "Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance", <i>Journal of Marketing</i>, 69 (April), 24-41.
5	<p>Internal analysis</p> <p>Chapter 6</p> <ul style="list-style-type: none"> • Morgan, Neil A. (2012), "Marketing and business performance", <i>Journal of the Academy of Marketing Science</i>, 40, 102-119. • Srivastava, Rajendra K., Tasadduq A. Shervani, and Liam Fahey. (1998), "Market-based assets and shareholder value: a framework for analysis." <i>The Journal of Marketing</i>, 62, 2-18
6	<p>Internal analysis</p> <p>Chapter 6</p> <p>Case study : Samsung</p> <ul style="list-style-type: none"> • Day, George S. (2011), "Closing the Marketing Capabilities Gap", <i>Journal of Marketing</i>, 75 (July), 183–195.
7	<p><i>Presentations by project groups: external analysis</i></p>
8	<p>Creating Advantage, Synergy and Commitment versus Opportunism versus Adaptability & Alternative Value Propositions</p> <p>Chapters 7, 8</p> <ul style="list-style-type: none"> • Chakravorti, Bhaskar (2010), "Finding Competitive Advantage in Adversity", <i>Harvard Business Review</i>, November, 103-108



	<ul style="list-style-type: none"> • Ofek, Elie and Wathieu, Luc (2010), "Trends", Harvard Business Review, July-August, 125-131. • Woodruff, Robert B. (1997), "Customer Value: The Next Source for Competitive Advantage", Journal of the Academy of Marketing Science, 25 (2), 139-153.
9	<i>Presentations by project groups :internal analysis</i>
10	<p>Building and Managing Brand Equity; Energizing the Business & Leveraging the Business</p> <p>Chapter 9, 10 and 11</p> <ul style="list-style-type: none"> • Völckner, Franziska and Henrik Sattler (2006), "Drivers of Brand Extension Success", Journal of Marketing, 70 (April), 18-34. • Brown, Bruce and Anthony, Scott D. (2011), "How P&G Tripled Its Innovation Success Rate", Harvard Business Review, June, 125-131.
11	<p>Creating New Businesses, Global Strategies, Setting Priorities for Businesses and from Silos to Synergy</p> <p>Chapters 12, 13, 14 and 15</p> <ul style="list-style-type: none"> • Kim, Chan W. and Mauborgne, Renée, (2015), "Red Ocean Traps", Harvard Business Review, March, 68-74. • Noble, Charles H. and Michael P. Mokwa (1999), "Implementing Marketing Strategies: Developing and Testing a Managerial Theory", Journal of Marketing, 63 (October), 57-73
12	<i>Decentral exam: Hand in final Strategic Market Plan and mandatory presentation by group</i>

Appendix 1: Relationship with your programme's profile competencies

LG	You can:
1.	Define and apply elements associated with internal /external analysis
2.	Evaluate relevant marketing strategies
3.	Explain the strategic marketing planning process
4.	Deduct outcomes of external and internal analysis in order to develop strategic marketing options in an international context
5.	Design a strategic international marketing plan
6.	Justify the choice for a particular marketing strategy
7.	Present a comprehensive marketing strategy

LG	IBMS Profile Competencies
1.	International Marketing and Sales management III.6
2.	International Marketing and Sales management III.6
3.	International Marketing and Sales management III.6
4.	International Marketing and Sales management III.6
5.	International Marketing and Sales management III.6
6.	International Marketing and Sales management III.6
7.	Business Communication 40IV.3

Appendix 2: Assessment model for assignment

Rubrics internal & external analysis				
<=4	5 -6	6 -7	7-8	8 - 9+
No data to sustain statements presented	Some data to sustain some findings, few sources used	Main findings based on data <u>analysed</u> from some sources	Finding based on <u>analysis</u> of data from a variety of sources including library data	Finding based on <u>analysis</u> of data from a variety of sources, including library, consistently applied
No basis for conclusion & SWOT elements	Mostly qualitative with some quantitative data	Balance between qualitative and quantitative	Quantitative with some qualitative parts	Mainly quantitative with some qualitative parts
No referencing supplied	Covers some elements	Covers some relevant elements	Covers most relevant elements	Covers all relevant elements
	Sufficient referencing	Good referencing of sources	Very good referencing of sources	Excellent referencing of sources
			Gaps in knowledge recognized	Gaps in knowledge addressed

Rubrics strategy section				
<=4	5 -6	6 -7	7-8	8 - 9+
SWOT not based on facts from int/ext	SWOT based on facts from int/ext	SWOT based on facts from int/ext	SWOT based on relevant facts from int/ext	SWOT based on relevant facts from int/ext
a strategy (alternatives) provided, links to problem statement not present	some strategy alternatives provided, links to problem statement not clear	strategy alternatives provided relates to problem statement	Relevant strategy alternatives provided in line with problem statement and analysis	Relevant strategy alternatives provided in line with problem statement and analysis
selected strategy, arguments not clear	A strategy selected, arguments (very) weak	Strategy selected based on arguments	Strategy selected based on valid, specific, arguments.	Strategy selected based on valid arguments sustained by previous findings

		Some reasonable indications of feasibility	Reasonable proof of feasibility provided	Clear proof of feasibility provided
				Scenario analysis applied and interpreted