

## STRATEGIC MARKETING

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READING COURSE MATERIAL:

Mooradian, T.A., Matzler, K., and Ring, L.J. (2011), Strategic Marketing 1/e (New York: Pearson/Prentice Hall)

### COURSE PURPOSE AND OBJECTIVE

Strategic marketing is the essential marketing activity – it organizes and directs all other marketing activities and aligns the firm with its customers. This course presents an all-purpose approach to strategic marketing management, addressing all strategic marketing opportunities and challenges. The framework for this course covers the usual four essential stages: 1- situation analyses, 2 – strategy formation, 3 – implementation (positioning and the marketing mix) and 4 – documentation, assessment, and adjustment. For each of these stages presented are and practiced should be different tools or frameworks for practicing specific models in different circumstances.

### LEARNING OBJECTIVES

As an integrative, applied process it is, is difficult or impossible to learn strategic marketing by committing definitions to memory or from readings and lectures about theories. Like many aspects of management, marketing strategy is best learned via experiential pedagogies such as case analyses and simulations where theories and frameworks are learned as they are being applied to “real” problems and complex challenges. Accordingly, strategic marketing courses generally strive to give students:

- The “big picture” – an understanding of how all the details and tactics of the marketing program fit together and work together to achieve missions and goals; and,
- A comprehensive “toolbox” of models, theories, frameworks, and formulae that “drill down” into particular parts of that big picture as called for by different circumstances.

### LEARNING OUTCOMES:

At the end of this course the student will be able to:

- Develop an integrated strategic marketing plan for a company/ brand by utilizing and combining tools to create an effective marketing strategy.
- Develop and/or sharpen critical and creative thinking, team work, and listening practices.

### CASE ANALYSIS

Cases created at the top tier business schools will be assigned to students. Usually, there are intended to encompass one or more of the topics within this course. Students will be asked to analyze five cases during the course. The first one will be due at the second day, to be discussed during the classes. Each day there would be a different case due for analysis.

The final project case is due one week after the conclusion of the in-class session of the course (please see once again the tentative day to day schedule for case due dates). The final project should be individual (NOT group) activity.

### Cases proposal

Starbucks Delivering Customer Service	Harvard Business Review case
Uber: Changing the Way the World Moves	Harvard Business Review case
Under Armor	Harvard Business Review case

Course participation (textbook readings / discussion) and class conduct:

This class will be conducted in a seminar form, thus discussions will be a function of everyone's involvement. In most cases, instructor will facilitate the discussion as well as provide some opening remarks as a background for each unit. Once the topics have been introduced, it is anticipated that these preliminary comments will evolve into a discussion of issues raised in the assigned textbook readings. Thus, it is essential that the assigned readings be completed prior to each class meeting. The focus in the course will be on the assigned cases outside of your textbook and the specific tools for different stage of the strategic marketing. The primary function of the textbook is to provide further clarification, support, and reinforcement of the topics covered in class. As such, we are not going to cover its material point by point. The instructor will guide the students through the relevant material and facilitate the discussions; however, it is the responsibility of the student to complete the readings on time and partake in the discussions.

Discussion is a major part of this class and the instructor will keep a close account of each student's participation during the course. To earn full participation points, students will need to show sustained contribution to class discussion by being in class and contributing to almost each class discussion on multiple occasions during the class period.

Students are responsible for everything that is announced, presented or discussed in class. Students are expected to attend class as attendance will be carefully kept. The class starts on time and late arrivals provide distraction to both the instructor and the attending students, which may have negative implications on the quality of material delivery. Occasional late arrivals within five minutes of class start time will be allowed to attend the class. Repeated late arrivals or arrivals outside of the five minute grace period will result in the student being dismissed from class for the day. Students should also refrain from talking during class as this practice is disruptive to colleagues and the lecture.

### COURSE REQUIREMENTS AND GRADING ALLOCATION

Course requirements and grading:

Grades primarily will be measured by the student's performance, based on the below listed criteria and assignments. See tentative course schedule for key dates.

Case Write up 1	10.0	percent
Case Write up 2	10.0	
Case Write up 3	10.0	
Class participation	20.0	
Final Project	30.0	
Final Case analysis	20.00	
Total Possible	100.0	percent

## TENTATIVE COURSE SCHEDULE

The instructor reserves the right to make any changes to the syllabus as deemed necessary or appropriate and in the best interest of the class as a whole.

Date	Topic	Reading	Assignment(s) Due
DAY 1	Overview of Strategic Marketing & fit within the Strategic Management of the company	HBR: The five competitive forces that shape strategy, Michael E. Porter HBR: What is strategy? Michael E. Porter  Short case: TBD	Define the brand for the final project
DAY 2	Environmental Analysis Tools - Porter's Five Forces - PEST Analysis - Strategic Gap Analysis - Anshof's Matrix - BCG Matrix - GE Matrix - Internal Environment Analysis Marketing Research Case discussion	Readings: HBS: Market Research Stanford Graduate School of Business: Note on Market Research  Case: Starbucks Delivering Customer Service	One-page memo on case due at the beginning of class
DAY 3	Segmentation, Targeting & Positioning  Product Strategy Branding Strategy	Readings: Market Segmentation, Target Market Selection and Positioning  Readings: HBR: Customer Value propositions in business markets HBR: Brands and Branding HBR: Understanding Brands Short case: Smart	Situation analysis, draft proposal
DAY 4	Pricing Strategy  Distribution Strategy	Review: How to reap higher profits with dynamic pricing  HBR: The customer has escaped Sloan Management Review: Strategic Channel Design  Case: Uber	One-page memo on case due at the beginning of class

DAY 5	Promotion Strategy  Strategy Implementation & Control Planning assessment and adjustment of the marketing strategy	Readings: Case: Under Armour HBR: Marketing Analysis Toolkit - Pricing and Profitability Analysis MIT Sloan Management	One-page memo on case due at the beginning of class  PROJECT presentation
Final Project Deadlines	Case Assignment (due 2 weeks after last class)	E-mailed to instructor	
	Final project (due 2 weeks after last class)	E-mailed to instructor	

## FINAL PROJECT

### Strategic Marketing Plan

Based on the situation analysis and the marketing strategy develop a strategic marketing plan within your group. In performing this activity you are encouraged to reference our class discussions, supplemental readings, and the textbook. The brand of the strategic marketing plan should be agreed with the lecturer.

The contents of the Marketing plan should contain the following as described in the tentative course schedule:

1. Executive summary
2. Situation analysis (Internal, External analysis and SWOT)
3. Marketing strategy (Targeting, Positioning and Brand strategy)
4. Marketing tactics (4Ps or 7Ps)
5. Budgeting and Control

Prepared by Prof. Petrovska  
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