Strategic Marketing – Strategies for Growing Customer Value and Profitability

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Appendix to Course outline

Course Content:

1. **Class 1:** Introductions..... Class mechanics. Discussion: ‘The Death of a Brand’

2. **Class 2:** **BRANDS MUST STRIP DOWN TO ACHIEVE IMPACT IN AN ULTRA-CONNECTED, HYPER-COMPETITIVE WORLD....** Discussion Article from ‘Opinions from Design and Brand Consultants’

3. **Class 3:** **Defining Marketing’s Role in the Corporation**
   -- this introductory session endeavors to accomplish a number of tasks, including:
   a) to examine the worrying loss of influence of marketing in the corporation,
   b) to appreciate the important strategic role that marketing should play across the organization, and
   c) to assess the forces that will further change the role of marketing in the foreseeable future
   
   Chapters 1 & 13, *Marketer’s Toolkit*

   **A. Market Orientation and Performance**
   This course segment demonstrates the connectivity that exists between market orientation, customer satisfaction, profitability, and market-based management.

4. **Class 4 & 5:** **Customer Focus and Managing Customer Loyalty** – examines the fundamental components of a market orientation and how each is related to customer satisfaction and retention. We will see that a strong market orientation is primarily intended to improve a business’s chances for long-term survival, but marketing efforts to improve customer satisfaction and retention can also increase short-run profits.

   Chapter 7, *Marketer’s Toolkit*

   **Case:** Who Serves the Customer Best?
5. **Class 6&7: Marketing Performance and Marketing Profitability** – market-based management requires a business to use marketing performance metrics to measure profits at the market level and to track a variety of other market-related performance indicators. This includes calculating the profit impact of a lifetime customer.


   **Appendix:** Useful Implementation Tools (Figures A-2, A-3), *Marketer’s Toolkit*

   **Case:** Conroy’s Acura

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**B. Market Analysis**

This is an essential input to the development of market-based management strategies that deliver superior levels of customer satisfaction and profitability. The continuous pursuit of customer needs, ongoing monitoring of competitors’ moves and capabilities, and tracking market-based performance are the core competencies of a market-focused business.

6. **Class 8 & 9: The Customer Experience and Value Creation**

   -- Analysis starts with the determination of market definition, market potential, market demand, and market growth opportunities. In particular, we will focus on customer analysis and the discovery of benefits that provide superior customer value.


   **Chapter 3, Marketer’s Toolkit**

   **Case:** TruEarth Healthy Foods

7. **Class 10 & 11: Market Customization: Segmentation, Targeting and Positioning**

   -- We will address needs-based market segmentation and the development of segment strategies. We will further demonstrate how quantitative analysis can support a strategic marketing decision by introducing a segmentation ROS/ROI tool.


   **Chapter 4, Marketer’s Toolkit**

   **Case:** Ontela PicDeck (A)
8. **Class 12 & 13: Competitor Analysis and Sources of Advantage**
   -- Focus here will be on competitor analysis, competitive position and the sources of competitive advantage. A competitive advantage enables a business to create a superior value for customers and superior profits for itself.
   

   **Chapter 5, Marketer’s Toolkit**
   **Case:** Harrington Collection

9. **Class 14 & 15: Product Positioning, Branding and Product Line Strategies**
   -- We will start with the questions of branding and brand management and its link with product positioning and differentiation. We will then loop back and consider the merits of brand vs. customer equity


   **Chapter 6, Marketer’s Toolkit**
   **Case:** Metabical: Positioning and Communications Strategy for a New Weight Loss Drug.

10. **Class 16 & 17: Marketing Simulation: Managing Segments and Customers**
   -- In this segment you will determine all aspects of the company’s go-to-market approach and associated elements of product policy, including pricing and market positioning of the company’s product line to both small and large volume customers.


   **Browse:** Chapters 8, 9 and 10, *Marketer’s Toolkit*

   **Case:** Holding Fast
D. Strategic Marketing

-- Strategic market planning sets the long-run direction for a business and has a major role in realizing the business’s objectives of sales growth, profit performance, and share position over time.

11. Class 18 & 19:  
*Product Portfolio and Strategic Market Planning*

-- using the two dimensions of market attractiveness and the business’s competitive position we can develop a method for building a strategic market planning portfolio that covers a business’s existing and potential product-markets.


**Case:** Product Portfolio Planning at Estonia’s Saku Brewery

12. Class 20 & 21:  
*Offensive and Defensive Market Strategies*

--The strategic market plans generated by the portfolio analysis can be either offensive or defensive. Offensive strategic market plans are growth-oriented plans to spur share penetration or market growth, or to prepare for entry into new, emerging, or growing markets. The purpose of defensive strategic market plans is to protect market positions and profitability.


**Case:** Mountain Man Brewing Company

E. Marketing Plans and Performance

-- Given a specific market plan and performance objectives, a marketing mix strategy and marketing plan must be developed and successfully implemented in order to move a business towards its planned performance objectives.

13. Class 22 & 23:  
*Building a Marketing Plan*

-- presents a process and structure for developing a marketing plan

**Read:** Tim Calkins, “Note on Writing Great Marketing Plans,” Kellogg School of Management, 2006

Chapter 2, *Marketer’s Toolkit*

**Case:** Marketing Plan at Just Us! Cafes
14. **Class 24 & 25: Performance Metrics and Strategy Implementation**

-- Addresses implementation of the marketing plan and the various forces that affect the success or failure of this plan. For example, ownership, commitment, performance measurement, adaptation, and resource allocation are important aspects of successful market-based plan implementation.


**Case:** Old Hand or New Blood?

15. **Class 26 - 28: Presentation of Strategic Market Plans and Course Wrap-Up**