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1. Information about this Course

<table>
<thead>
<tr>
<th>Unit Number :</th>
<th>MKTG303</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Title:</td>
<td>Marketing Strategy – Analysis and Decisions</td>
</tr>
<tr>
<td>Unit Weight:</td>
<td>3 Credit Points</td>
</tr>
<tr>
<td>Unit Level:</td>
<td>300</td>
</tr>
<tr>
<td>Year and Semester:</td>
<td>2009, Semester 2</td>
</tr>
<tr>
<td>Unit convenor:</td>
<td>Dr David Gray</td>
</tr>
<tr>
<td>Prerequisites:</td>
<td>(MKTG202 and MKTG203) or (BBA203 and BBA213) and STAT170 and (BBA103 or ECON110 or ECON111)</td>
</tr>
<tr>
<td>Contact Hours:</td>
<td>3 hours per week</td>
</tr>
</tbody>
</table>

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

- **Units of Credit:** MKTG303 - 3 credit point subject. It is a core subject for the B.Com Marketing program and an elective for the BCom and BBA programs. It is a single semester unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend at least 24 hours per credit point on work related to the unit. Students are strongly advised to prepare their study timetable accordingly. Successful performance in the exam requires knowledge and understanding of the content of the lectures and set readings.

- In order to successfully complete the Unit you must:
  - Attend and participate in the weekly seminars (at least 80% attendance is required)
  - Obtain a mark of at least 50% in the final exam
  - Satisfactory completion of the Group marketing Strategy Project and the Simulation Game
  - Satisfactory assignment work and attendance may be used to determine a marginal grade

You should take note of all announcements made in lectures or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information.

2. Teaching staff

**Convenor: Dr David Gray**  
Telephone 9850-8453  Mobile: 0400649800  
Email: dgray@efs.mq.edu.au  
Room: E4A  Room 628
Consultation time: Available by appointment.

Dr David Gray is a Senior Lecturer in Marketing in the Department of Business. David has a Master of Commerce (Economics Honours) degree from University of New South Wales and a PhD in Marketing from the University of New South Wales. He has pursued a business career in marketing and management training holding many senior marketing management positions since that time. David has extensive experience in proposal writing, training, marketing and sales, the management of professional service, finance and insurance businesses. Product knowledge spans professional services, finance, insurance, manufacturing and building materials.

Gareth Jude
Telephone: 9850-8468
Email: gjude@ozemail.com.au
Consultation time: Available by appointment.

Gareth was born in the UK and educated in the UK, USA and Australia. He has spent over 20 years in a variety of senior sales, marketing and general management roles including 2 years as CEO of a well known Australian specialty retailer. In 2002 Gareth became a founding director of GVJ Consulting Services. Gareth’s consulting work has focussed on marketing strategy, channel strategy and business format development for retailers and their suppliers.

In 2002 Gareth was appointed a Visiting Fellow of Macquarie University and has taught numerous courses at undergraduate and post graduate level. Gareth holds a master's degree in management from University of Technology, Sydney.

3. Classes:

Students must attend any one of the following classes:
Seminar_1 Class_01 Thursday 4pm-7pm Room E6A Room 133 (Lecturer - David Gray)
Seminar 2 Class_02 Wed 4pm-7pm Room W6B Room 336 (Lecturer - David Gray)
Seminar 3, Class_03 Tues 6pm-9pm E6A Room 131 (Lecturer -Gareth Jude)
Seminar 4, Class_04 Friday 9am-12pm E6A Room 131 (Lecturer -Gareth Jude)

- The timetable for classes can be found on the University web site at:
  http://www.timetables.mq.edu.au/
- Each of the 13 seminars will comprise of 3 hours in duration face to face and is limited to approximately 50 students.
- The unit timetable can be found on the University web site at:
  http://www.timetables.mq.edu.au/

4. Required and Recommended Texts and/or Materials

4.1 Course resources/Prescribed Texts
Prescribed text
Prescribed unit materials:

Recommended supplementary text is:

Additional References - available at the library

Supplementary References


It will be assumed that you will have read the chapters assigned each week prior to attending lectures. The text covers some of the basic material and provides numerous examples.
Other journals and publications of interest include the following:

<table>
<thead>
<tr>
<th>Marketing and Strategy Academic journals</th>
<th>Marketing and Strategy Academic journals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journal of Marketing</td>
<td>Australian Journal of Management</td>
</tr>
<tr>
<td>Journal of Marketing Research</td>
<td>Harvard Business Review</td>
</tr>
<tr>
<td>International Journal of Research in Marketing</td>
<td>Sloan Management Review</td>
</tr>
<tr>
<td>Journal of the Academy of Marketing Science</td>
<td>Business Horizons</td>
</tr>
<tr>
<td>Australasian Marketing Journal</td>
<td>Academy of Management Journal</td>
</tr>
<tr>
<td>Business Strategy Review</td>
<td>Journal of Management Studies</td>
</tr>
<tr>
<td>Marketing Intelligence and Planning</td>
<td>Academy of Management Review</td>
</tr>
<tr>
<td>Long Range Planning</td>
<td>Strategic Management Journal</td>
</tr>
<tr>
<td>Industrial Marketing Management</td>
<td>Organisation Studies</td>
</tr>
<tr>
<td>Journal of Business Research</td>
<td>Strategic Change</td>
</tr>
<tr>
<td>Marketing Management</td>
<td>Academy of Management Executive</td>
</tr>
<tr>
<td>European Journal of Marketing</td>
<td>Personnel Management</td>
</tr>
<tr>
<td><strong>Other publications</strong></td>
<td><strong>Psychological Review</strong></td>
</tr>
<tr>
<td>The Economist</td>
<td>California Management Review</td>
</tr>
<tr>
<td>Fortune</td>
<td>Journal of Change Management</td>
</tr>
<tr>
<td>B&amp;T Weekly</td>
<td>Business Review Weekly</td>
</tr>
<tr>
<td>Australian Financial Review</td>
<td>The Australian</td>
</tr>
<tr>
<td>Sydney Morning Herald</td>
<td>Marketing Magazine</td>
</tr>
</tbody>
</table>

5. Unit web page

The web page for this unit can be found at: [http://learn.mq.edu.au](http://learn.mq.edu.au)

6. Learning Objectives and Outcomes

6.1 Course Aims

The overall objectives of the course are:

1. To introduce methods of strategic thinking and a set of practical tools and concepts that will enable students to develop, evaluate and implement innovative marketing strategies; and
2. To provide theories, frameworks and examples relating to the management of critical aspects of strategic marketing activity.

The focus is on a customer-oriented approach to the marketing organisation, market definition, and market segmentation, as well as an entrepreneurial approach to strategic choice. Throughout the course, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.
### 6.2 Learning Outcomes

The learning outcomes of this unit are to develop knowledge/skills to enable students to:

<table>
<thead>
<tr>
<th>SKILLS AND COMPETENCIES</th>
<th>Opportunity to Develop</th>
<th>Assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUBJECT SKILLS &amp; COMPETENCIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>2. Assess market opportunities by analysing customers, competitors, collaborators, and other external forces in relation to the firm’s relative strengths and weaknesses</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>3. Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>4. Design effective marketing strategies to maximize a company’s chances of surviving successfully by thriving in its relevant markets and developing a strategic and sustainable competitive advantage;</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>5. Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>6. Enhance awareness of marketing’s contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>PERSONAL SKILLS AND COMPETENCIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change/Coping with Uncertainty</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Team/Group Decision Making/Communication/Planning/Management Skills</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Leadership</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Task/Project Management &amp; Independent Self Management</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Creativity and Entrepreneurship</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Written &amp; Oral Communication Skills</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Presentation Skills</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Self Awareness and Interpersonal Skills</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Networking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiating</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Time Management</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACADEMIC SKILLS &amp; COMPETENCIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Literacy and Utilisation of Library Resources</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Reflective Questioning and Critique</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Analysing/ Reasoning/Critical Thinking</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Problem Solving and Decision Making</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>CAREER SKILLS &amp; COMPETENCIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career and Opportunity Awareness</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Awareness of Employers Needs</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
7. Teaching and Learning Strategy

The course consists of 13 seminars of 3 hours each. The teaching and learning process will comprise of lectures, case studies, group exercises, and discussions and simulation game. Students are expected to participate in class discussion; read in advance the relevant chapter of the text book; follow current developments in the business sector.

7.1 Relationship of this course to other course offerings

This subject provides an analytical overview of marketing strategy in the broader context of corporate and business unit strategy. It builds on the general marketing knowledge students have gained in market research and consumer behaviour. Topics include: Strategic Decisions: Marketing Implications of Corporate Strategy decisions; Environmental Analysis; Measuring Market Opportunities; Targeting Attractive Market Segments; Differentiation and Positioning Decisions; Strategic Relationships and Planning for New Products; Strategic Brand Management; Value Chain Strategy; Pricing Strategy and Management; Integrated Marketing Communications Strategies; Implementing and Managing Market Driven Strategies. See Handbook for prerequisites.

7.2 Approach to learning and teaching

Generally, seminars will involve formal presentation by the lecturer, together with discussion of selected videos. The formal seminars will be combined with discussion of assigned text readings, cases and marketing simulation game. In a number of places, text and lecture presentations will consider formal models for depicting processes of strategic marketing. All students should expect to gain some practice in applying such models, when appropriate, in assigned cases. Students must also expect to prepare assignments and presentations in a clear and logical manner, particularly in the context of the major project. The subject structure consists of four parts.

Part 1 – Understanding the nature and scope of strategic marketing management
Part 1 (Week 1-5) will lay the foundations for the remainder of the course. It will outline the key issues and realities being faced by strategic marketers, and set out the theoretical and managerial perspectives adopted in this course for addressing them.

Part 2 – Developing Innovative Strategies (Week 6-10)
Core concepts and tools will be reviewed during lectures, and will be applied to organisations during the case study analysis. This ‘learning by doing’ approach should ensure a deeper understanding of what is involved in developing innovative strategies. Other important tools and frameworks will be introduced during this stage, and it is expected that you quickly learn the mechanics of these frameworks so that they can practice applying them (the difficult part) throughout the course.

Part 3 – Managing Strategic Marketing Activities (Week 11-13)
The third part of the course will focus on developing and implementing key aspects of marketing strategy. This will cover topics such as branding, product development and commercialization, marketing communications, pricing and distribution.
8. Relationship between Assessment & Learning Outcomes

8.1 Assessment Details
The course offers a number of elements which provide the student the opportunity to demonstrate his or her understanding of the material and ability to apply the concepts of marketing and related fields. All assignment tasks are compulsory. You will need to complete two group assessments (i.e. the Group Marketing Strategy Project and the Group Simulation Game) and three individual assessment items: i.e. the Blue Ocean quiz, peer review and the final exam. Note: To pass this course you must obtain a pass in the combined individual assessments, regardless of the marks you achieve in the two Group Assignments.

<table>
<thead>
<tr>
<th>Individual Assessment Tasks</th>
<th>Assessment Items</th>
<th>Link to Outcomes/Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment 1 – Mid Semester Exam</td>
<td>Mid Semester Exam – Week 7 in Class</td>
<td>Review of Sessions 1-11 Focussed on knowledge, depth of understanding and evaluative skills</td>
</tr>
<tr>
<td>Assessment 2 - Final Examination</td>
<td>Final Exam To Be Advised</td>
<td>Focussed on knowledge, depth of understanding and evaluative skills. Ability to analyse and critically respond to the exam questions (depth of understanding, level of argument, appropriate language usage)</td>
</tr>
<tr>
<td>Assessment 3 – Blue Ocean Marketing Reflective Journal</td>
<td>Blue Ocean Reflective Journal due Friday 23rd October</td>
<td>All outcomes – particularly team skills</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group Assessment Tasks</th>
</tr>
</thead>
</table>
| Assessment 4 – Group Marketing Project | Due Date: 
a. Oral Presentations Week 11-12 in Class (10.0%) 
b. Final Report due Friday 13th November (15.0%) | Refining literacy skills, time management and ability to produce work of a high standard | 25.0% |
| Assessment 5 – Blue Ocean Marketing Simulation Game | Blue Ocean Simulation - group decisions : Week 3-10 | Focussed on knowledge, depth of understanding and evaluative skills and critical thinking and problem solving | 15.0% |

| Total | 100% |

Grades will be awarded according to the normal grading scheme:

<table>
<thead>
<tr>
<th>GRADE</th>
<th>High Distinction</th>
<th>Distinction</th>
<th>Credit</th>
<th>Pass</th>
<th>Pass Conceded</th>
<th>Fail</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>85-100</td>
<td>75-84</td>
<td>65-74</td>
<td>50-64</td>
<td>45-49</td>
<td>0-44</td>
</tr>
</tbody>
</table>
8.2 Exams Interim Exam (15%) and Final Examination (30%)

Interim Exam (15%)
There will be an interim-exam in week 7 held in class that is worth 15% of the assessment and will cover Sessions 1-11 inclusive. All students are expected to sit for the interim examination at the scheduled time. The exam will incorporate theoretical concepts with case study application(s) studied in class.

Final Exam (30%)
There will be a three-hour examination that is worth 30% of the assessment for the course. All students are expected to sit for the final examination at the scheduled time. The exam will incorporate theoretical concepts with case study application(s) studied in class. You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.
http://www.timetables.mq.edu.au/exam

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at http://www.reg.mq.edu.au/Forms/APSCons.pdf. If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Divisions may wish to signal when the Division's Supplementaries are normally scheduled). You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester that is the final day of the official examination period.

8.3 Assignment Submission Procedure
Please see separate instructions for submission of each of the assessment tasks
Please check instructions as some work may be required to be sent both in hard copy and electronic form (for checking on Turnitin).

There is a 10 % per day penalty for late submission of assignments.

8.4 Group Assessment Task - Marketing Strategy Plan – Total 25.0%

Develop and create a new product in which you will compile a full marketing strategy. You must develop a marketing strategy plan for a new product or service.

Your Marketing Strategy must be able to demonstrate 1) how your product/service will achieve a strategic competitive advantage in the marketplace and 2) how marketing
theory covered during the course has been incorporated into your Report (citing appropriate references using the Harvard Referencing System).

8.4.1 **Assessment : Group Oral Presentation – PowerPoint – Worth 10.0%**

During weeks 11-12 each project group will prepare and present in class a concise PowerPoint Presentation Summary of their Group Report (Maximum 15 minutes including questions). Your Group’s presentation must clearly demonstrate how your product/service strategies will achieve a strategic competitive advantage for your chosen product/service. A soft copy of your presentation is to be emailed to your seminar leader the day before your presentation is due and **five marks will be automatically deducted for non-compliance**.

All members of the group are expected to participate in the PowerPoint presentation and each group member will be marked for the quality of their individual presentation. The individual presentation mark is worth 5 marks. Thus 5 marks for the group presentation plus 5 marks for each individual’s presentation.

<table>
<thead>
<tr>
<th>Group Project Oral Presentation Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Oral Presentation of Strategy Evaluation Criteria</strong></td>
</tr>
<tr>
<td>SID</td>
</tr>
<tr>
<td><strong>PowerPoint Presentation Evaluation Criteria</strong></td>
</tr>
<tr>
<td>Thorough, focused and insightful analysis</td>
</tr>
<tr>
<td>Excellence in Marketing Analysis</td>
</tr>
<tr>
<td>Excellence in Developing Creative Strategies</td>
</tr>
<tr>
<td>The effective use of tools, techniques and concepts from the course</td>
</tr>
<tr>
<td>Well organized and presented (visuals, timing, etc)</td>
</tr>
<tr>
<td>Communication and persuasion of the arguments presented</td>
</tr>
<tr>
<td>The Realism of Strategies Developed</td>
</tr>
<tr>
<td>Total Assessment Mark for Individual Presentation</td>
</tr>
<tr>
<td>Total Assessment Mark for Group Presentation</td>
</tr>
<tr>
<td>Total Assessment Mark</td>
</tr>
</tbody>
</table>

8.4.2 **Assessment Written Group Report – 15.0% Due Friday 13th November**

The length of the final report [excluding table of contents, figures, tables and appendices] must not exceed 3000 words +- 10%. Final Report due Friday 6th June. Please ensure that your report is run through a spelling checker and a grammar checker before final submission. You are to assume that you are presenting this report to the Board of Directors and it must be word perfect and professional.

The organisation of your report should be as follows:
I. **Executive Summary** (maximum 400 words) and introduction provides a brief overview of the report and in addition briefly describes the product(s) or service(s). Describe its basic features and benefits, its target market, the assortment on offer.

II. **Situation Analysis** - Develop a focussed Situation Analysis evaluating both the internal and external environmental factors that are likely to impact on the industry and on the products and services of your organisation. This is an important part of the analysis for marketing strategy decisions as it enables to measure the size of the market opportunity and provide information to support the strategies outlined in the Marketing Plan. The situational factors to consider could include any of the following:
   - External environment- Demographic, Economic, Political/Legal, Socio-cultural, Technological.
   - Competitive environment.
   - Internal environment- Organisations resources, capabilities and core competencies.

III. **Marketing Objectives** - State clear and explicit business and marketing objectives based on the size of the market opportunity and expected return on investment. An objective is a quantified goal identifying what is expected when. Use the SMART formula (i.e. specific, measurable, achievable, relevant and time bound). The objectives should specify the end results expected. Objectives should also be included for the following program components (1) product, (2) price, (3) distribution, (4) promotion (sales force, advertising, sales promotion and public relations).

IV. **Positioning Statement** – Write statements that describe how you want each targeted segment to perceive the products or services relative to competition. State the core concept used to position the product (brand) in the eyes and mind of the targeted buyer. The positioning statement should describe: (1) What criteria or benefits the customer when buying a product along with the level of importance, (2) What we offer that differentiates our product from competition, and (3) The limitations of competitive products.

V. **Marketing Strategy(ies)** - Develop an overall marketing strategy for the product(s)/service(s), focussing on how the organisation can achieve its stated marketing objectives. You may have more than one strategic option. Clearly evaluate your options and build a concise argument for your strategy selection, using data collected to justify the best option. (e.g. six basic strategies can be the starting point for your own custom strategy - Cost Leader with Product Life Cycle Focus; Differentiation with Product Life Cycle Focus; Broad Cost Leader; Broad Differentiation; Niche Cost Leader (Low Technology); Niche Differentiator (High Technology) or Porter's Generic Strategies.
VI. *Marketing Mix Strategy for each target market.*

- **Product strategy** – Identify the key benefits the product offers to meet consumer needs. Other issues that may be addressed would be new product suggestions, adjustments in the mix of existing products, and product deletion candidates.

- **Price strategy** – The overall pricing strategy (i.e. competitive, premium priced etc) should be identified along with a cost/benefit analysis if applicable. Identify what role you want price to play. What is the breakeven position based on the pricing strategy.

- **Distribution Strategy** – Describe specific distribution strategies for each market target. Issues to be addressed are intensity of distribution (market coverage), how distribution will be accomplished, and assistance provided to distributors. The role of the sales force, wholesalers and distributors should also be considered.

- **Promotion Strategy** – Promotion strategy is used to initiate and maintain a flow of communication between company and the target market. To assist in developing the communications program, the attributes and benefits of your product or service should be identified for each market target. How the product differs from competition (competitive advantage) should be listed. Strategies should be listed for personal selling, advertising, sales promotion, and public relations activities.

VII. *Coordination* with other business functions – Indicate other departments/functions that have responsibilities for implementing the marketing plan.

VIII. *Estimate of sales forecasts and budgets* – Based on the size and potential growth of the market, estimate potential sales for the product, market share and the marketing expenditure required to achieve marketing objectives over a three year period. You must be able to justify the basis of your forecasts using various forecasting techniques. You must prepare a detailed budget showing 3 year forecast revenues, cost of production (operation), marketing expenses, net profit.

IX. *Contingency Plans* – Indicate how your plans should be modified if events should occur that are different from those assumed in the plan.

**Additional Report Requirements**

- Hard copy submitted to BESS using Group Cover Sheet. Staple your assignment in the top left-hand corner. Make sure that your name, SID, Seminar Leader, Group Number and Project name are clearly legible without opening the report.

- Submit group report to Turnitin at www.turnitin.com. Submit as Word document (i.e. not PDF, PowerPoint, etc). You can submit major project more than once up to the due date. Please make sure that only one member of your group submits the report to Turnitin. Turnitin user name must be Seminar Leader, Seminar Day, Group no, Project Name (e.g. Gray_Tues_Group 1_Coke). The class password
for Turnitin and the instructions to use it will be provided on Blackboard well before the assignment is due.

- All assignments must be referenced using the Harvard (author, date) method. Failure to follow this method will result in marks being deducted.
- Remember the essay must be your own work. Plagiarism is a serious offence.

**General Guidelines for Report Writing:**

- Correct referencing is essential. All data, quotes, figures and tables etc must indicate source(s) from which they are obtained. Reports that are submitted with no or very poor referencing will be returned unmarked, attaining a zero grade.
- Include a list of interviews with company or other persons conducted in bibliography and refer to them as appropriate in your report. You are to follow the Harvard Referencing Approach and a guide on correct referencing can be found on the following pages of this outline.
- The assignment must be typed. **Run your report through a spelling checker and a grammar checker before final submission.**
- The emphasis is not on bulk writing but clearly expressed and supported description and analysis. Make sure the report is a coherent argument from start to finish. Use headings and subheadings to organize your report in a logical and coherent manner. Use of bullet points, tables, diagrams and graphs are often helpful in this respect. If tables, diagrams and graphs are used make sure to label them properly – they do not speak for themselves!
- It is appropriate to assign a group member to be responsible for reading through the complete report to ensure that the various sections of the report gel well. This will enable you to remove duplication of information if any, include additional information if necessary, avoid conflicting interpretations and enhance clarity and lucidity of the report.

The completed report should be something groups would be happy to share with the managers working in the relevant industry or with business analysts advising investors about the market. It should be of a high standard of business writing and presentation.

**Hints on Successful Group work:**

Past experience has shown that effective groups are those that:

- meet regularly, bond and have fun (part of the learning process here is about working with other people from different backgrounds and experience)
- keep a record of who attends and who is assigned to do what.
- develop and follow a work plan
- divide the work according to each member’s strengths, and as evenly as possible
- encourage open communication, participation and the sharing of ideas.
WARNING:

Begin the assignment as soon as possible to achieve the best results and to ensure you don’t leave it to the last minute, thereby getting a poor mark. Please email the lecturer or see the tutor if you have any questions.

Any student who relies solely or substantially on the Internet to generate information will have her/his assignment returned for rewriting. (no Wikipedia or other general web sites)

Marks will be awarded for the following:
Written Group Project Assessment Criteria

<table>
<thead>
<tr>
<th>Written Report Assessment Criteria</th>
<th>% Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>5.0</td>
</tr>
<tr>
<td>Situation Analysis</td>
<td>10.0</td>
</tr>
<tr>
<td>Marketing Objectives</td>
<td>10.0</td>
</tr>
<tr>
<td>Positioning Statement</td>
<td>5.0</td>
</tr>
<tr>
<td>Marketing Strategy(ies) including Product strategy/Price Strategy</td>
<td>40.0</td>
</tr>
<tr>
<td>Distribution Strategy/Promotion Strategy</td>
<td></td>
</tr>
<tr>
<td>Coordination</td>
<td>5.0</td>
</tr>
<tr>
<td>Estimate of sales forecasts and budgets</td>
<td>10.0</td>
</tr>
<tr>
<td>Contingency Plans</td>
<td>5.0</td>
</tr>
<tr>
<td>Expression (spelling, syntax, grammar and presentation of report)</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total Score =</strong></td>
<td><strong>15.0%</strong></td>
</tr>
<tr>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

8.5 Assessment Task: Blue Ocean Simulation Game – 30%

**Due:** Weeks 3-10

**Value:** 30% of Course Marks
- 15% Group Assessment – Blue Ocean Game
- 15 % Individual Reflective Learning Assignment Quiz
  (individual assessment item) – Due Friday 23rd October

The Blue Ocean Marketing Strategy simulation requires teams (maximum 4 per team) to make a series of complex, real world marketing decisions over a simulated period of 7 years. It places teams in a dynamic competitive environment in which they must devise and pursue their own strategies and react to the moves of competitors.

All students must purchase a licence for the Blue Ocean Strategy game by going to www.stratxstore.com. Once registered each registered student will receive by email a Student Activation Key, i.e. a string of characters such as “SX-0F5Y-EC8X-18UA-14BS” as well as instructions on how to download the software.
The environment is competitive and each team will be competing against other computer generated teams. All materials for the Blue Ocean Simulation will be available from www.stratxstore.com.

*Important: Read Carefully the “Introduction-Round-Red-master” available on Blackboard.

Things you will need to know:
1. The Course ID is B95957
2. Your Team Name (given to you by your lecturer)
3. Your Team Password (given to you by your lecturer)

Process:
1. Form your team (no more than 4 members please)
2. Register on-line and pay by credit card (all students must register)
3. Receive your student activation key by email
4. Download the Blue Ocean Software
5. Read all relevant materials supplied

<table>
<thead>
<tr>
<th>Week</th>
<th>Due Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 3</td>
<td></td>
<td>Blue Ocean Simulation Briefing</td>
</tr>
<tr>
<td>Week 4</td>
<td>Friday 28th August</td>
<td>Students registered and in teams</td>
</tr>
<tr>
<td>Week 5</td>
<td></td>
<td>Practice</td>
</tr>
<tr>
<td>Week 6</td>
<td>Friday 11th September</td>
<td>Red Round</td>
</tr>
<tr>
<td>Week 7</td>
<td>Friday 18th September</td>
<td>Blue Round 1</td>
</tr>
<tr>
<td>Week 8</td>
<td>Friday 9th October</td>
<td>Blue Round 2</td>
</tr>
<tr>
<td>Week 9</td>
<td>Friday 16th October</td>
<td>Blue Round 3</td>
</tr>
<tr>
<td>Week 10</td>
<td>Friday 23rd October</td>
<td>Blue Ocean Reflective Journal due</td>
</tr>
</tbody>
</table>

8.6 Blue Ocean Reflective Learning - worth 15 Marks - Friday 23rd October

Reflective writing enables the documentation of experiences, thoughts, questions, ideas and conclusions that signpost your learning journey. During the Blue Ocean Strategy Simulation all students are required to keep a private reflective journal of their activities and thoughts after each round of the game. Each student will reflect on each of the following issues:

Each Round of the Blue Ocean Game

a. Critical Appraisal
   i. Briefly analyse your team’s performance and explain the strategy rationale and assumptions/attitudes used and how your team plans to improve performance. What was your individual role?
ii. Describe the team dynamics (leadership, co-operation, handling conflict resolution, team member contribution, decision-making, managing team activities, motivation, etc)
iii. What aspects of the game did you find most difficult/challenging?
   How did you go about dealing with these difficulties?
iv. Relate to marketing theory / other texts, readings or lectures

b. **Peer Group Discussion**: Discuss and document your critical appraisal with the other members of your group. Were their concerns the same/different from your own.

c. **Self Evaluation**: Document unique aspects of your own learning from this Game (e.g. technical, financial, marketing, strategy, interpersonal, working in a team, be specific: i.e. communication skills). What was new or surprising to you? What kinds of skills/knowledge do you think you are still lacking for you to be successful in the game? I am still unsure about...?

**After Last Round of the Blue Ocean Game**

a. In what ways could this assignment be improved?

b. Would you recommend this simulation game to another student who is interested in the subject?

c. Overall, on a scale of 1 to 100%, how would you rate your learning experience of the Blue Ocean Game?(1= I wasted time and didn’t learn much to 10 = I worked well and learned heaps ______ score

**Task Requirements: Blue Ocean Reflective Journal**

1. Assignments to be typed in 12-point font, single spacing with 2.5cm margins.

2. Submit hardcopy of journal to BESS using Individual Cover Sheet. Staple your assignment in the top left-hand corner. Make sure that your name, SID, seminar leader, seminar day and Blue Ocean group name are clearly legible without opening the report.

3. There is no word limit for each section. Students are encouraged to be creative and use a range of multi-media formats in your journal (i.e. presentation, photos, sound, video, etc).

4. Students are encouraged to include descriptions and emotional reactions of their experiences.

5. Your assignments will be marked according to the following criteria:
   - Expression (spelling, syntax, grammar)
   - Description (coherent, unambiguous, thoughtful)
   - Argument (valid, logical, reasonable)
   - Relevance and Depth (with respect to each question)

**Hint**: We want to know what happened (descriptive) during the game, what’s going on inside your team and what you learned from the game. This assignment is about what you have learned, it is about reflecting on your experience. Students in the past who have not performed well have focused too much on the descriptive aspects of the game and not enough on reflection.
6. Submit journal report to Turnitin at www.turnitin.com. Submit as Word document (i.e. **not PDF**, PowerPoint, etc). You can submit major project more than once up to the due date. Please make sure that only one member of your group submits the report to Turnitin. Turnitin user name must be Seminar Leader, Seminar Day, Group no, Project Name (e.g. Gray_Tues_Group 1_Coke). The class password for Turnitin and the instructions to use it will be provided on Blackboard well before the assignment is due.

8.7 **University Policy on Grading**

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results. It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.


9 **Student responsibilities and conduct**

9.1 **Workload**

It is expected that you will spend at least **twenty four hours per credit point** studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

Marketing is a very broad field. Often, we will be covering in one or two class sessions a topic that many people spend their lives trying to understand and master. Clearly, we will not have time to cover the nitty-gritty details of every topic. As such, *it is critical that students do the readings for each day before you come to class*. In class, we will go beyond the readings to highlight critical aspects of each topic. If you have not done the
readings or case preparation for the day, you will not get much out of the lecture and discussion and your participation will suffer.

9.2 General Class Behaviour, Honour Code and Marketing Group Interaction
All aspects of MKTG303 are conducted in accord with the following honour code:

1. You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class.

2. As a courtesy to other class members, please come on time and please do not leave before the end of class. University regulations indicate that if students attend less than eighty per cent (80%) of scheduled classes they may be refused final assessment.

3. Past experience indicates that it is difficult to do well in this course if you do not attend class on a regular basis. To provide an accurate measure of class attendance a class roll will be taken.

4. As would be expected, all work must be performed independently by each student or, where appropriate, by the members of the student’s Project Group working together. The sharing of information between Project Groups is not acceptable.

5. The use of materials from other courses or from previous sessions—lecture notes, case analyses, problem solutions, or whatever—is also not acceptable. As on a jet airplane during takeoff, no electronic devices of any kind should be used during class. This includes MP3 players, cell phones, Palm Pilots, and portable radios or televisions. It especially includes laptops. To repeat: Please do not take out, open up, turn on, or play with a laptop computer or any other electronic device during this class.

10 Plagiarism (and Submission to Turnitin.com)

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University’s rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the Handbook of Undergraduate Studies or on the web at: http://www.student.mq.edu.au/plagiarism/

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

Remember your Group Marketing Project Assignment must be your own group’s work. Plagiarism is a serious offence. We will be watching. Your group assignment and your Blue Ocean Game Reflective Learning Assignments must therefore be submitted to Turnitin at www.turnitin.com
Once in Turnitin, submission of your group’s report must be as a Word document (i.e. not PDF, PowerPoint, etc). To assist each group test for potential plagiarism issues your group can submit their major project more than once up to the due date. Please make sure that only one member of your group submits the report to Turnitin. Students must use their City University email address as their Turnitin username. The class password for Turnitin and the instructions to use it will be provided well before the assignment is due.

11 Referencing Guide


the 'In-Text' or Harvard method - Referencing is a system that allows you to acknowledge others' contribution to your writing. Whenever you use ANY words, ideas or information from ANY source in your assignments, you must reference those sources. There are different ways of referencing. This write-up describes the Harvard method.

General Principles of the Harvard System

Within the Text - In-text citations
The Harvard system of referencing requires you to include three pieces of information about a source within the text of your work. This information is:

- the name of the author or authors
- the year of publication
- the page number (if the information/idea can be located on a particular page; especially when directly quoted)

At the End of the Text:
At the end of your text, you must include a List of References. This is a list of all the books, journal articles and other sources of information you have referred to in your assignments. Full bibliographical information must be included.

How to Cite 'In-Text'
Citations may be placed at the end of a sentence (before the concluding punctuation) in brackets:

The theory was first developed by Browne(Gibbs 1981).

Another way of including a reference in your text is to integrate the author’s surname into your sentence, followed by the year of publication, in parentheses:

Gibbs (1981) states that Browne was the first to develop the theory of...

An Example:
The following essay is an example of an essay using the Harvard system:

Criticisms aside, Durkheim's work in The Elementary Forms was an extraordinary contribution to the sociology of religion, perhaps more specifically to a greater understanding of the origins of collective morality. Gardner makes an extremely
important point about Durkheim when he writes "Durkheim had a lifelong interest in morality . . . For Durkheim morality Was 'the centre and end of his work' and society itself was 'the end and source of morality'" (1987, p.74).

For Durkheim, the nature of morality was the nature of social solidarity. In *The Elementary Forms* Durkheim defined religion as the main expression of the deep moral sentiments inspired by society in individuals. His interest in the moral substratum of the modern social order expressed concern with the moral consequences of modernization (Toles 1993).

**In-Text Citations: a guide to citing different sources**

<table>
<thead>
<tr>
<th>To Cite . . .</th>
<th>How to</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>To cite a direct quotation</td>
<td>Write the text word for word and place inverted commas at the beginning and end of the quote. The author, date and page number must be included.</td>
<td>“Australia is a settler society&quot; (Hudson &amp; Bolton 1997, p. 9)</td>
</tr>
<tr>
<td>a quotation or idea from an author who attributes it to another source</td>
<td>You must acknowledge both sources in your text</td>
<td>Graham Gibbs, in his 1981 study into student learning wrote that &quot;because students are aware of their tutor’s mastery of the subject matter, it is quite common for them to assume that their reader has no needs at all&quot; (Gibbs 1981, p.39, quoted in Bowden 1985, p.35).</td>
</tr>
<tr>
<td>the overall content of a work</td>
<td>You do not need to include page numbers because it is the entire work you are referring to.</td>
<td>Larsen and Greene (1989) studied the effects of pollution in three major cities...</td>
</tr>
<tr>
<td>from a journal</td>
<td>If the page number is required, as it is for direct quoting</td>
<td>(Entwhistle 1977, p. 23) for an idea only: (Entwistle 1977)</td>
</tr>
<tr>
<td>more than one work</td>
<td>Separate the references either with a semicolon or the word and</td>
<td>(Entwistle 1977; Haddon 1969) or : Entwistle (1977) and Haddon (1969) both demonstrated that... (Sontag and Paglia 1987)</td>
</tr>
<tr>
<td>more than one author</td>
<td>use both names</td>
<td>Browne et al. (1987) argued that... or: (Browne et al, 1987)</td>
</tr>
<tr>
<td>more than three authors</td>
<td>Use the surname of the first author and et al. (&quot;and others&quot;)</td>
<td>The theory was first developed in 1978 (Smith, A.K. 1979, p.654), but later many of its elements were refuted (Smith, J.A. 1979, p.123).</td>
</tr>
<tr>
<td>authors with the same surname who have published</td>
<td>Use their initials to indicate different people</td>
<td></td>
</tr>
</tbody>
</table>
in the same year an author who published more than one work in the same year

Attach an a, b, c, d etc. after the year

Dawkins (1972a, 1972b) completed a number of studies on...

List the name of the newspaper, the date, year and page number

(Sydney Morning Herald 7 Mar. 1994, p.8)

include the abbreviation 'pers. comm.' in your reference

(Daly, B. 1994, pers. comm., 7 Aug.)

Include the full title and year of publication

(CD-ROM, Microsoft Encarta, 1995)

In-text citations usually require page numbers, but Internet documents rarely contain them. Use the author name and the date created

(Cogdill 1996)

If the author's name is unknown, cite the website URL:

(http://www.aaa.unsw.edu.au)

Include the full title and year of release

The List of References

The List of References in the Harvard system is a list of all the books, journal articles and other sources you have referred to throughout your assignment.

Compiling a List of References

Books

Lay out your list of references alphabetically by author surname.

• The title of the book should be either underlined or in italics. It is up to you which style you choose, but you must be consistent.
• Every main Word in the book's title should begin with a capital letter.
• The title of an article appears between single quotation marks and is written in sentence case - only capitalise the first word of the article heading/subheading and proper nouns (eg. Australia).
• If bibliographic information exceeds one line of text, then the following lines should have a hanging indent.
• If there is more than one author or editor, all must be listed in the List or References. Don't use et al.

• The Information You Need:
• Bibliographical Details (or Information about a book)
  Include full bibliographic details, presented in the following order:
  • author surname(s) and initial(s)
• year of publication
• title of publication
• edition (if applicable)
• publisher
• place of publication
• Examples:


**Articles from a Book Collection**

When a book is a collection of articles, each by different authors, but with an editor(s), use the following layout:


When you use an article from a book collection, the title of the article appears in quotations; the title of the book is either underlined or italicised. Here is an example:


When listing an article from a book collection, place the information in the following order:

1. author name and initial(s)
2. year of publication
3. name of article (between single quotation marks)
4. name of collection (underlined or in italics)
5. edition(s)
6. initial(s) and surname(s) of editor(s)
7. publisher
8. place of publication, if applicable

**Journal Articles**

When referencing journal articles you need to place the information in the following order:

1. author name and initial(s)
2. year of publication
3. title of article (between single quotation marks)
4. title of journal or periodical (underlined or in italics)
5. volume number, if applicable
6. issue number, or month (if applicable)
7. page numbers

**Examples:**


Internet Sources

A Note About Internet Sources:
There are some special problems and demands when referencing Internet sites. In comparison to print material, electronic sources can easily be changed, or vanish altogether. This makes full and accurate information essential. Methods for referencing electronic sources are changing and developing rapidly, so the above are suggestions only. Always check with your lecturer or tutor about their preferred referencing method.

- If an Internet source has no author, use identifying words from the title (e.g. 'Australian Government Official Website')
- Avoid dividing an electronic address. Place the Internet address on a single line when possible.

A World Wide Web Page
Author Known:
1. author name and initial
2. year of publication
3. title of site/page (underlined or in italics)
4. [Online]
5. Available:
6. URL or Internet address
7. year, month and day the material was accessed (between square brackets)

Author Unknown:
1. title of site/page (underlined or in italics)
2. [Online]
3. year of publication
4. Available:
5. URL or Internet address
6. year, month and day the material was accessed (between square brackets)

Examples:

a web page with an author:

an unauthorered web page:

12 Student Support Services

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at http://www.student.mq.edu.au.
<table>
<thead>
<tr>
<th>Day No. Lecture Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Working Session/Discussion</th>
</tr>
</thead>
</table>
| Week 1, Session 1 \ 3rd August | **Introduction to Marketing Strategy**  
- Course Assessment  
- Overview Subject Outline  
- Strategic Role of Marketing  
- Enhancing Shareholder Value. | Hooley, Piercy & Nicoulaud 2008  
Part 1 (Chap 1 and 2) | |
| Week 1, Session 2, 3rd August | **Profitability and Financial Management**  
- Productivity Measures  
- Customer Relationship  
- Balanced Scorecard  
Blue Ocean & Group Marketing Project Complete Team Agreement Form and Confirm Group Project organisation  
Hooley, Piercy & Nicoulaud 2008  
Case Discussion Example: iPhone p.55 |
| Week 1, 3rd August | **Group Process Formation** | | |
| Week 2, Session 3, 10th August | **Competitive Market Analysis**  
- Industry analysis and competitive advantage  
- Identifying attractive markets and customer analysis | Hooley, Piercy & Nicoulaud 2008  
[Part 2 Chapters 3 & 4]  
| Week 2, Session 4, 10th August | **Competitive Market Analysis**  
- Competitor Analysis  
- Marketing Resources | Hooley, Piercy & Nicoulaud 2008  
[Part 2 Chapters 5 & 6] |  |
| --- | --- | --- | --- |
| Week 3, Session 5, 17th August | **Blue Ocean Briefing**  
- Introduction  
- User Guide  
- Registration Process | Blue Ocean User Guide |  |
| Week 3, Session 6, 17th August | **Measuring Market Opportunities**  
- Forecasting  
- Segmentation and positioning | Hooley, Piercy & Nicoulaud 2008  
[Part 2 Chapter 7  
Part 3 Chapter 8] |  |
| Week 3, 17th August | **Working Session** | Hooley, Piercy & Nicoulaud 2008  
Case Discussion Proctor and Gamble p.113  
Case Discussion Emap p. 141  
Demonstration of Blue Ocean Game |  |
| Week 4, Session 7, 24th August | **Competitive Positions**  
- Segment Positioning  
- Selecting Target Markets | Hooley, Piercy & Nicoulaud 2008  
[Part 3 Chapters, 9 & 10] |  |
| Week 4, 24th August | **Working Session** | **Phase 1: Situation Analysis** – The situational factors to consider could include any of the following:  
1. External environment- Demographic, Economic, Political/Legal, Socio-cultural, Technological.  
| Week 5, Session 8, 31st August | **Competitive Positioning**  
Creating Sustainable Competitive Advantage | Hooley, Piercy & Nicoulaud 2008  
[Part 4 Chapters 11] |  |
| Week 5, Session 9, 31st August | **Competitive Positioning**  
Competing through the Marketing Mix | Hooley, Piercy & Nicoulaud 2008  
[Part 4 Chapters 12] |
|-------------------------------|-------------------------------------------------|
| **Week 5, 31st August**       | **Working Session**                             | Phase 1: **Situation Analysis continued** – The situational factors to consider could include any of the following:  
1. Competitive environment.  
2. Internal environment- Organisations resources, capabilities and core competencies. |
| **Week 6, Session 10, 7th September** | **Competitive Positioning Value Chain Strategy**  
- Strategic role of distribution  
- Managing the channel | Reference: Cravens and Piercy 2006, Chap 10 “Value Chain Strategy”. |
| **Week 6, 7th September**     | **Working Session**                             | Phase 2: **Identify the Marketing Objectives** - Use the SMART formula (i.e. specific, measurable, achievable, relevant and time bound). The objectives should specify the end results expected. Objectives should also be included for the following program components (1) product, (2) price, (3) distribution, (4) promotion (sales force, advertising, sales promotion and public relations). |
| **Week 7, Session 11, 14th September** | **Competitive Positioning Pricing Strategy and Management**  
- Strategic role of price  
- Selecting the Pricing Strategy  
Also reference: Whitwell, G., Lukas, B., Doyle, P. 2003, Chap 8 “Prices”.  
Interim Exam to be held in Class. |
| **Week 8, Session 12, 5th October** | **Competitive Positioning Integrated Marketing Communications Strategies**  
- Promotion/Advertising Strategy  
- Sales Force, internet and direct marketing strategies | Reference: Cravens and Piercy 2006 Chap 12 “Promotion, Advertising and Sales Promotion Strategies”  
Chap 13 “Sales Force, Internet, and Direct Marketing Strategies”. |
<table>
<thead>
<tr>
<th>Week 8, 5(^{th}) October</th>
<th><strong>Working Session</strong></th>
<th><strong>Phase 3: Write the Positioning Statement</strong> – Write statements that describe how you want each targeted segment to perceive the products or services relative to competition. State the core concept used to position the product (brand) in the eyes and mind of the targeted buyer. The positioning statement should describe: (1) What criteria or benefits the customer when buying a product along with the level of importance, (2) What we offer that differentiates our product from competition, and (3) The limitations of competitive products.</th>
</tr>
</thead>
</table>
|                             |                   | **Phase 4: Marketing Strategy(ies)** –  
|                             |                   | • Develop an overall marketing strategy for the product(s)/service(s), focussing on how the organisation can achieve its stated marketing objectives. You may have more than one strategic option.  
|                             |                   | • Clearly evaluate your options and build a concise argument for your strategy selection, using data collected to justify the best option. (e.g. six basic strategies can be the starting point for your own custom strategy - Cost Leader with Product Life Cycle Focus; Differentiation with Product Life Cycle Focus; Broad Cost Leader; Broad Differentiation; Niche Cost Leader (Low Technology); Niche Differentiator (High Technology) or Porter's Generic Strategies) |
| Week 9, Session 13, 12\(^{th}\) October | **Competitive Positioning Strategic Brand Management** 
Challenges in Building strong Strategic Brand analysis | Reference: Cravens and Piercy 2006 Chap 9 “Strategic Brand Management”. |
| Week 9, 12\(^{th}\) October | **Working Session** | **Phase 5: Marketing Mix Strategy for each target market.**  
• **Product strategy** – Identify the key benefits the product offers to meet consumer needs. Other issues that may be addressed would be new product suggestions, adjustments in the mix of existing products, and product deletion candidates.  
• **Price strategy** – The overall pricing strategy (i.e. competitive, premium priced etc) should be identified along with a cost/benefit analysis if applicable. Identify what role you want price to play. What is the breakeven position based on the pricing strategy. |
| Week 10, Session 14 | **Competitive Positioning - Innovation**  
Competing through Innovation  
Competing through Superior Service | Hooley, Piercy & Nicoulaud  
2008  
[Part 4 Chapters 13 & 14] |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 10, 19th October</td>
<td><strong>Working Session</strong></td>
</tr>
</tbody>
</table>
| Week 11, Session 15, 26th October | **Implementation**  
Strategic Customer Management | Hooley, Piercy & Nicoulaud  
2008  
[Part 5 Chapters 15 & 16] |
| Week 11, 26th October | **Working Session** |
| **Phase 5: Marketing Mix Strategy for each target market continued.** |
| - **Distribution Strategy** - Describe specific distribution strategies for each market target. Issues to be addressed are intensity of distribution (market coverage), how distribution will be accomplished, and assistance provided to distributors. The role of the sales force, wholesalers and distributors should also be considered. |
| - **Promotion Strategy** – Promotion strategy is used to initiate and maintain a flow of communication between company and the target market. To assist in developing the communications program, the attributes and benefits of your product or service should be identified for each market target. How the product differs from competition (competitive advantage) should be listed. Strategies should be listed for personal selling, advertising, sales promotion, and public relations activities. |
| **Phase 6: Coordination with other business functions –** |
| **Phase 7: Estimate of sales forecasts and budgets –** |
| **Phase 8: Contingency Plans –** Indicate how your plans should be modified if events should occur that are different from those assumed in the plan. |
| **Phase 9 Assessment of Presentation of Strategy:**  
**Group Marketing Strategy Presentation for Groups 1-6** |
| Each Group will make a 15-20 minute presentation (including questions) that summarises their conclusions and maps out a number of strategic opportunities for their organisation. It is expected that the strategic analysis and thinking conducted during previous weeks will be drawn upon for this presentation including strategic conclusions and opportunities with well developed arguments and supporting evidence. |
| Week 12, Session 16, 2nd November | **Implementation**  
- Strategic Alliances and Networks  
- Twenty First Century Marketing | Hooley, Piercy & Nicoulaud 2008  
[Part 5 Chapters 17 & 18 and ch19] |
|---|---|---|
| Week 12, 2nd November | **Working Session** | **Phase 9 Assessment of Presentation of Strategy: Group Marketing Strategy Presentation for Groups 7-12**  
Each Group will make a 15-20 minute presentation (including questions) that summarises their conclusions and maps out a number of strategic opportunities for their organisation. It is expected that the strategic analysis and thinking conducted during previous weeks will be drawn upon for this presentation including strategic conclusions and opportunities with well developed arguments and supporting evidence. |
| Week 13, Session 17, 9th November | **Implementing Market Strategies and Course Summary**  
- Marketing Plan Implementation  
- Specifying/obtaining feedback data/Taking corrective action. | Reference: Cravens and Piercy 2006  
Chap 14 “Designing Market-Driven Organisations” and Chap 15 “Marketing Strategy Implementation and Control”.  
**Final Group Strategic Marketing Plan Report Due Friday 5th June** |