

## STRATEGIC MARKETING – COURSE SYLLABUS

---

### AIM

The Strategic Marketing course aims to provide students with the necessary tools and frameworks to enable them to make proactive marketing decisions that take best advantage of the conditions in which the firm finds itself.

### SYNOPSIS

Strategic marketing can be defined as “Obtaining, marshalling, deploying, controlling and assessing the effectiveness of organisational marketing resources in order to deliver the organisational mission, vision, values and objectives in its chosen product/markets”.

So, the philosophy underlying this course is that marketing-oriented companies put customers first, are geared for long term success and that this orientation must be championed by top management and infused throughout the whole organisation. In addition to this overall culture, strategic marketing requires knowledge, skills and competencies in a range of techniques such as strategic analysis and planning, implementation, via a number of integrated and synergistic marketing functions and activities and marketing control, aided by an array of marketing metrics and digital developments. This course aims to provide students with a strong grasp of both the strategic elements of establishing a long-term customer orientation and the operational techniques that are required of marketing managers to implement a strategic marketing orientation successfully.

### LEARNING OUTCOMES

On completion of this course students will be able to:

- Apply relevant marketing concepts, theories and principles to inform and support strategic decisions within diverse stakeholder settings.
- Develop cohesive marketing strategy and planning to address opportunities and challenges in contemporary organisational contexts.
- Evaluate marketing ideas and approaches to construct professional and sustainable solutions to contemporary issues and trends.
- Demonstrate appreciation of collaboration and cocreation for formulation and operationalisation of creative ideas and solutions in contemporary marketing environments.

### ASSESSMENT METHOD

The course is assessed by Final Online Assessment, accounting for 100% of the overall mark.

For this assessment, you will prepare a Strategic Marketing Plan (SMP) for an organisation of your choice. This could be for your own organisation or it could be for an organisation you are familiar with. You will complete the plan to a template comprising four sections:

- Analysis

- Planning
- Implementation
- Feedback and Control

which together make up a cohesive SMP. There will be a checklist of points in each section, all of which must be addressed.

The first three sections 'Analysis, Planning and Implementation' will each be worth 30% of your final mark, the last section, 'Control', will be worth 10%. The pass mark is 50%.

To bring authenticity to the assessment, for the assessment you will be given an unforeseen 'last minute' scenario which you must take account of in your SMP.

#### SUPPORTING TEXTBOOK:

- Kotler, P. Keller, K. L. and Chernev, A. (2022). *Marketing Management* (16<sup>th</sup> global edition) (Pearson)

## COURSE STRUCTURE

The course is broken down into 10 learning modules as follows:

### Module 1: Marketing Management for a Turbulent Era

The aim of this module is to define Marketing, Strategic Marketing and the Marketing Management process, explore the concept, scope and implementation of marketing and how, in the 21<sup>st</sup> century, marketing has to evolve to face up to the new realities, brought about by changes in the environment e.g. Technology and increasing consumer sophistication

On completion of the module you should know:

- the value of marketing;
- what is involved in the marketing concept;
- how to take account of the rapid changes in the marketing environment;
- the many marketing stakeholders; and
- how to implement marketing via the marketing management process.

Topics covered are as follows:

- defining marketing and the new realities;
  - connecting with customers;
  - marketing stakeholders; and
  - the strategic marketing management process.
- 

### Module 2: The Marketing Fit with Corporate and Business Strategies

The aim of this module is to equip students with a critical understanding of the corporate and business level context of marketing strategy.

On completion of the module you should know:

- the strategic marketing implications in creating customer value;
- the three levels of strategy: corporate, business and functional;
- the strategic planning tools used for the formation and analysis of corporate and business strategy, in order to achieve strategic synergy; and
- how to structure a strategic marketing plan, which will form the framework for your final online assessment.

Topics covered are as follows:

- the value of marketing;
  - the levels of strategy;
  - how marketing delivers to corporate and business unit strategy decisions; and
  - the strategic marketing plan.
-

### Module 3: Capturing key Environmental Marketing Insights

The aim of this module is to describe the key marketing environmental factors which an organisation has to monitor, capture and analyse to inform one of the components of the 'analysis' part of strategic marketing planning i.e. 'Environmental analysis'.

On completion of the module you should know:

- the levels of environmental analysis;
- how to capture key macro environmental insights to inform your marketing planning; and
- how to apply the main tools and techniques used to perform environmental analysis to your own organisation.

Topics covered are as follows:

- how to conduct a total environmental analysis;
  - environmental (macro) analysis;
  - assessing competition;
  - critical success factors; and
  - anticipating and responding to environmental change.
- 

### Module 4: Customer Insights and Customer Connections

The aim of this module is to equip students with a critical understanding of the mental and social processes individual consumers go through when making purchase decisions, the individual and environmental factors which affect those decisions and to understand business markets and their buying behaviour

On completion of the module you should know:

- the importance of consumption in today's society and broad trends relating to consumer choice, technology and changing consumer demands;
- social influences on and psychological processes related to individual consumer buying behaviour, as well as the process of consumer decision making;
- participants involved and stages in the business buying process. Institutional markets are also considered; and
- practical implications of developing customer insight, in terms of building individual customer loyalty and business to business relationships.

Topics covered are as follows:

- defining the customer and consumer society;
  - consumer behaviour and technology;
  - psychological processes;
  - social processes;
  - B2B/Government purchase decision process; and
  - building relationships and loyalty.
-

## Module 5: Capturing Marketing Insights for Demand Measurement

The aim of this module is to equip students with a critical understanding of evidence-based forecasting techniques and to gain insight into the process by which innovative products diffuse into the market over time.

On completion of the module you should know:

- the importance of an evidence-based approach to understanding your market;
- that data can be organised and managed in a marketing information system (MIS);
- the importance and practicalities of big data to MIS systems;
- traditional approaches to forecasting;
- how an innovative product or service is adopted over time;
- the relevance of forecasting and market research to marketing strategy;
- the usefulness of marketing dashboards to provide instant access to marketing performance and approaches in data visualisation; and
- practical uses of technology to help produce marketing insights.

Topics covered are as follows:

- using big data to generate marketing insights;
  - traditional forecasting approaches to forecasting demand;
  - new forecasting approaches to current and future demand;
  - the role of Marketing Research;
  - applications of Marketing Research; and
  - using technology to capture marketing insights.
- 

## Module 6: Market Segmentation and target marketing

The aim of this module is to equip students with a critical understanding of the relationship between segmentation, targeting & positioning, the growing importance and benefits of segmentation and how to identify market segments and the requirements for effective segmentation.

On completion of the module you should know:

- broad trends in market segmentation and target marketing;
- criteria for segmenting a market, including geographic, demographic, psychographic and behavioural segmentation; and
- how segmentation relates to a business context, as well as a global context.

Topics covered are as follows:

- market segmentation and target marketing in today's global economy;
  - traditional approaches to market segmentation and targeting;
  - new approaches to market segmentation and targeting;
  - targeting strategies for different market objectives; and
  - global market segmentation.
-

## Module 7: Branding and Positioning

The aim of this module is to equip students with a critical understanding of the concept of branding and positioning and how marketers undertake branding and positioning to gain strategic advantage.

On completion of the module you should know:

- what is branding, and how a successful brand is something that sits at the heart of the organisation and is used as a framework against which business decisions can be made;
- what is brand equity, what models can be applied and how it can be measured, managed and built;
- the importance of digital and global brand management today and tools that can be used; and
- how to create a brand through positioning; including the use of perceptual maps.

Topics covered are as follows:

- differentiation: creating brand equity;
  - digital and global brand management;
  - digital brand management tools; and
  - managing the brand: positioning.
- 

## Module 8: Winning strategies for competitive and market scenarios

The aim of this module is to describe the key strategic marketing options available to an organisation, dependent on the stage of market growth and the competitive position.

On completion of the module, you should know:

- how to assess opportunities for growth and the implications for marketing strategy;
- how to assess the product lifecycle and the implications for marketing strategy;
- how to identify the competitive position of an organisation and select the most appropriate strategies for each organisational type; and
- the importance of networks and alliances for marketing strategy.

Topics covered are as follows:

- identifying opportunities for growth;
  - marketing for different competitive positions;
  - marketing over the Product Life Cycle; and
  - marketing strategies in strategic alliances, networks and hollow corporations.
- 

## Module 9: The integrated marketing mix

This module aims to equip students with a critical understanding of the integrated marketing mix process including the product management process, service decisions, the price setting process; channel design and channel management, and integrated marketing communications programmes

On completion of the module, you should know:

- the processes involved in developing, implementing and evaluating an integrated marketing mix;
- how to identify and describe the many elements of the integrated marketing mix; and
- how to design an integrated marketing mix for any type of organisation.

Topics covered are as follows:

- the concept of the integrated marketing mix;
- product characteristics and design;
- service characteristics and design;
- new product development decisions;
- managing the pricing process;
- channel design, integration and management;
- managing the communications process; and
- New media and digital communications.

---

#### Module 10: Organising, planning, delivering and measuring market performance

This module aims to equip students with a critical understanding of the competencies, internal processes and organisational structures required to implement marketing strategy effectively and consider how to design strategic monitoring systems to ensure marketing strategies remain in sync with the changing market and competitive environment.

On completion of the module, you should know:

- barriers to and structures for strategic implementation;
- the importance of and how to approach socially responsible marketing;
- approaches to marketing control; and
- practicalities of using metrics.

Topics covered are as follows:

- barriers to effective strategic marketing implementation;
- the importance of socially responsible marketing;
- control, metrics and auditing;
- tracking marketing performance; and
- identifying and managing risk.