



EDINBURGH  
BUSINESS  
SCHOOL

# H11SM

## Strategic Marketing



# Course 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.**

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# Course 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.

# Course Learning Outcomes

**On completion of this course students will be able to:**

- Demonstrate a strategic, global and ethically informed understanding of the marketing management process, taking account of established and emerging practices in digital marketing
- Show critical awareness of the analytical processes used to evaluate market opportunities and propose appropriate marketing strategies to achieve competitive advantage in a variety of global and dynamic market contexts.
- Understand the activities and organisational structures, including networking and partnerships, required to implement, monitor and measure the performance of marketing strategies.
- Use evidence-based and data mining techniques to creatively segment and target markets as well as position products/ services against market needs and competitive offerings.
- Develop integrated marketing strategies as well as evaluate and propose appropriate activities and organisational structures to implement and control the chosen strategy effectively.
- Ability to undertake structured, critical analysis of marketing problems and opportunities and develop appropriate marketing strategies in a variety of contexts.
- Ability to propose, plan and integrate creative marketing programmes.
- Use a range of verbal, numerical and graphical data to formulate, implement and measure the success of marketing strategies.

# 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.

At the end of this module students will be able to:

- Understand what is involved in the marketing concept
- Take account of the rapid changes in the marketing environment
- Understand the many marketing stakeholders
- Implement strategic marketing via the strategic marketing management process

Topics covered are as follows.

- Marketing; the new realities
- Connecting with customers
- Marketing stakeholders
- 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.

At the end of this module students will be able to:

- Critically understand the synergy between corporate, strategic marketing and marketing planning
- Construct a strategic marketing plan for a variety of marketing situations

Topics covered are as follows:

- Levels of strategy
- How marketing delivers to corporate strategy decisions
- Business unit strategy decisions
- The strategic marketing plan- a blueprint for action including marketing software

### Module 3: Capturing key Marketing environmental 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'.

At the end of this module students will be able to:

- Understand how vital it is to capture key micro/macro environmental insights to inform marketing planning
- Be equipped with a number of tools and techniques to perform environmental analysis.
- Apply the tools and techniques of marketing environmental analyses to a variety of marketing situations

Topics covered are as follows:

- Overview of the marketing intelligence system
- Assessing competition
- Environmental (macro) analysis
- Critical success factors
- Anticipating and responding to environmental change
- How big data can be used in environmental analysis and drive marketing strategy

### 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.

At the end of this module students will be able to:

- Understand how to generate customer insight and better connect with customers in today's competitive environment.
- Critically understand that consumer behaviour can be explored from many angles.
- Understand the differences between individual buying behaviour and business buying behaviour are discussed.
- Understand the ideas behind building customer value, loyalty and relationships
- Apply models of consumer behaviour to a variety of marketing situations

Topics covered are as follows:

- Defining the customer
- Cultural, social and personal influences on consumer behaviour
- Psychological processes
- B2B/Government purchase decision process
- Connecting with consumers, B2B and B2C, 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 the Marketing Information System and evidence-based forecasting techniques and to gain insight into the process by which innovative products diffuse into the market over time.

At the end of this module students will be able to:

- Understand the role of the Marketing Information System
- Critically understand the difference between traditional and new forecasting techniques
- Understand and use different evidence based forecasting techniques
- Understand the role of Marketing Research
- Apply marketing research concepts to a variety of marketing situation

Topics covered are as follows:

- How an MIS system helps capture Marketing Insights
- Traditional forecasting approaches to forecasting current and future demand
- New forecasting approaches to current and future demand
- The role of Marketing Research
- Applications of Marketing Research
- 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 and positioning, the growing importance and benefits of segmentation and how to identify market segments and the requirements for effective segmentation.

At the end of this module students will be able to:

- 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
- Global market segmentation

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
- 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.

At the end of this module students will be able to:

- Understand the concepts of branding and positioning
- Understand the process of managing brands and positioning to gain strategic advantage
- Apply the concepts of branding and positioning in a variety of situations

Topics covered are as follows:

- Differentiation: Creating Brand equity
- Digital and global brand management
- Brand management tools
- Managing the brand: positioning

### **Module 8: Marketing 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.

At the end of this module students will be able to:

- Critically understand the many strategic marketing options available to organisations, dependent on their competitive position or stage(s) in market development
- Apply the relevant marketing strategy in order to gain a competitive advantage

Topics covered are as follows:

- Growing the core competencies
- Marketing Strategies for market leaders, followers and challengers
- Marketing over the Product Life-Cycle
- Marketing strategies for slow growth economies
- 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

At the end of this module students will be able to:

- Identify the process and processes involved in developing, implementing and evaluating an integrated marketing mix
- Identify and critically describe the many elements of the integrated marketing mix
- Design and apply an integrated marketing mix for any type of organisation and marketing situation
- Critically appraise the many marketing mix options available to marketers

Topics covered are as follows:

- Product/service strategy decisions
- Managing product lines
- New product development process decisions-traditional and new
- Setting prices
- Pricing adaptations to the market
- Multi-form firm marketing channels
- Designing integrated distribution channels
- Designing integrated distribution channels traditional and new approaches
- Channel management decisions
- Developing an integrated marketing communications plan
- The traditional communications mix
- The new communications mix- managing digital communications: online, social media and mobile applications
- Measuring integrated communications effectiveness via digital dashboards and tracking

### **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.

At the end of this module students will be able to:

- Understand the structures required to deliver a strategic marketing plan
- Critically appraise the internal resources and competencies required to deliver a strategic marketing plan
- Understand and apply a range of marketing metrics in order to measure and deliver marketing performance

Topics covered are as follows:

- Factors for implementing different strategies
- Organisational processes and structures for implementing different strategies
- Designing the plan, do, measure and control cycle
- Marketing metrics and analytics
- Periodic assessment of marketing performance: the traditional marketing audit
- Measuring and delivering marketing performance
- Technology driven marketing metrics

# Assessment

**The course is assessed by final examination, accounting for 100% of the overall mark. The exam is closed book. There is no choice in the selection of questions to be answered.**

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

Section	Exam	%
I	Analysis	30
II	Planning	30
III	Implementation	30
IIII	Feedback and Control which together make up a cohesive SMP.	10
<b>TOTAL</b>		<b>100</b>

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

To help you write your SMP in the exam, you are allowed to bring notes with you. Notes must be no more than two sides only of A4 paper (handwritten or typed) and will be checked at the exam centre before starting your exam.