

THE UNIVERSITY OF  
NEW SOUTH WALES



FACULTY OF  
COMMERCE AND ECONOMICS

**MARK 5942**

**Contemporary Knowledge-Based  
Marketing**

Margaret Craig-Lees

Session 1, 2003

**UNIVERSITY OF N.S.W**  
**SCHOOL OF MARKETING**  
**MARK 5942**  
**Contemporary Knowledge-Based Marketing.**  
**Session One – 2003**

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■ **COURSE OBJECTIVES.**

It is probable that knowledge has always been the most strategically important **resource** and interpretation and application of the knowledge the most strategically important **capability** for business organisations. Certainly, a key ingredient for successful marketing decisions is knowledge about markets, competitors and customers. For this reason, marketing professionals have traditionally given formal recognition to the value of information and have developed skills to manage and to interpret information from internal and external sources. Formal recognition of the value of information in the other business function areas has only recently been acknowledged. The reason for this is due to the advances in computer technology and telecommunications.

Marketing is the business function that acts as the interface between the business and the marketplace and as such has always required access to both external and internal information. For decades, a feature of marketing planning has been the SWOT and/or situational analysis. The outcome quality of the analysis is of course a function of pertinent, reliable information correctly interpreted and applied. Customer information has always been a valuable asset but for organisations with a large customer base, difficult to collect and use. The benefit of new technologies is that businesses are now able to collect, organise and access internal data. The problem for organisations is turning this information into useable knowledge.

The primary objective of this course is to explore the central issues surrounding the management of knowledge with a specific focus on marketing related knowledge.

■ **COURSE OUTCOMES**

The course should provide participants with:

- a good understanding of the emerging field of knowledge management
- to know how to gather and use marketing intelligence to analyse markets
- to have a good working knowledge of the role and function of consumer databases

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**Class Times: Wednesday 6-9pm**

**Consultation Times Wednesday 3pm to 6pm**

**Recommended reading :** J. P. Miller. (2000). *Millennium Intelligence*. Cyberage Books: New Jersey.  
 J. Liebowitz (1999) *Knowledge Management Handbook*. CRC Press: Florida  
 S. Fuller (2002) *Knowledge Management Foundations* Butterworth Heinemann: Oxford.  
 Probst, G., Raub S., and Romhardt K. (2002). *Managing Knowledge*, John Wiley and Son: New York

■ **ASSESSMENT**

		<b>Due</b>
Group Project-	40%	16 <sup>th</sup> April
Major Paper	30%	28 <sup>th</sup> May
Class Paper One	15%	2 <sup>nd</sup> /9 <sup>th</sup> April
Class Paper Two	15%	5 <sup>th</sup> June

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■ **ASSIGNMENTS**

**(1) Market Analysis: Group Project: Competitive Intelligence/ Market Analysis**

**The FB Group and salt-water fish farming**

Frank Birkett, is seeking funding (in the form of venture capital) to set up and run a fish farm. Frank is a marine biologist specialising in aquaculture and has developed a farming system that he thinks is superior to those currently operating. His goal is to farm coral trout and barramundi cod. These are salt-water fish and very difficult to farm. The main problem with farmed fish is the taste. Fish connoisseurs do not like to eat it and it is not served in quality restaurants. Taste is also important to penetrate the Asian market. Frank has developed a particular feed recipe and has designed a physical system that approximates the natural environment of these species. He has also perfected an efficient system for breeding fingerlings (baby fish). Current farming practice for these species is to breed and grow them in netted coastal areas of ocean. This has a number of commercial, technical and environmental limitations and problems so production using this approach is limited. A physical system has a better chance of being more commercial viable and more eco friendly.

Frank knows there is a market for these species particularly in Asia, especially for quality live fish. He has established a company (the FB Group Pty Ltd) and has prepared some of his financial plan. He has had initial approval from State fisheries and the Kempsey Shire Council to establish the plant in an area north of the town.

In order to complete his application for capital funding, he needs to have information on the market and competition.

1. The potential of this market in terms of  
Volume

- Value  
Growth  
Environment (legal, political, technical opportunities /threats)
2. Competitors
    - Number of
    - Strength
    - Positioning
  3. Target Markets (and segment) analysis

Your task is to provide a market analysis report for the FB Group.

You may work in a group, but the group size is limited to three. The project will be assessed in two parts of equal value (20%):

The first stage is a report on the data obtained. This will consists of:

- a description of the resources accessed and the type of data obtained.
- an evaluation of the resources in terms of value/use.

The second stage is the market analysis report.

Mr. Kaz M. Kazim from the library has offered to hold training class on what is available in the library and how to access the data you will need. This class will be held on the 19<sup>th</sup> March in either Quad lab 6 or 10.

**Total value of the project is 40% and is due on: 16<sup>th</sup> April, 2003.**

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## **(2) Major Paper: Creating consumer**

### **Precious Pets Pty Ltd.**

Precious Pets Pty Ltd owns three super pet stores across Sydney. They currently operate as a fixed location retailer. Instead of expanding by increasing their number of fixed locations management has decided to set up an electronic (virtual) shop-front arm to the business for pet accessories and maintenance products only. The fixed location stores supply food based products that would not be available to on-line purchasers. They are also considering a print catalogue of the products available to facilitate phone-based purchases. This catalogue would be distributed through veterinary centres. The on-line and telephone links will enable the company to create a consumer database. They would also like to add their actual shop-front customers to this database by creating a membership club. This information will be captured during purchase.

They are currently using Microsoft access for their record keeping and accounting and is mainly used to provide accounting based information. Access is a relational DBMS but to use the new data effectively they are going o require an additional DSS. Management realise that they are going to require a system that will allow effective

customer relationship management, and allow data storage and data mining. Their major difficulty is deciding on a suitable system. As the only marketing trained staff member you have been given the task of selecting the most viable system(s).

In order to carry out this task you need to:

1. Clarify the company goals.
2. State what you want to use the system for, and why.
3. State what data you need to capture and explain why.
4. Describe what analytical functions you require, and why
5. Create a list of key questions in relation to the capabilities and requirements of potential systems.

You may work in a group, but the group size is limited to three.

**Total value of the paper is 30% and is due on: 28<sup>th</sup> May 2003**

### **(3) Class papers**

The discussion papers are individual exercises and should be no longer than 2000 words. Each paper is worth 15% of the total marks for this subject.

#### **Class Paper No.1**

**You may choose one of the following two topics:**

##### **Paper (a)**

**Due Week Five: 2<sup>nd</sup> April**

Factors such as technology, globalisation, and organization partnering strategies have had a profound impact on how organizations operate. One area that has been influenced is the role and shape of the marketing function in organizations. Within the marketing function the area that has seen the most change is brand/product management. Your task is to identify these changes and show how this impacts on how marketing knowledge is produced and managed.

##### **Paper (b)**

**Due Week Six: 9<sup>th</sup> April**

*'While CRM is one of marketing's favorite buzzwords, marketing professionals agree that it also is one of the industry's most misused. What constitutes misuse, however, is another matter, as there is little consensus about what CRM actually is, or how it is best executed or measured. In an interview'..*  
(M. Keefe (2001) **How much CRM is enough in relative?** *Marketing News* May 7)

This quote suggests that CRM maybe a complicated concept and should be closely examined. Your paper therefore should discuss the topic by addressing the following questions: How do you understand the concept of CRM? How does it relate to company strategy? How does it relate to knowledge management?

**Class Paper No.2:**  
**Due Week Fifteen: 5<sup>th</sup> June Week**

Knowledge management is now considered to be an important element in business management. There is however concern about its direction as a factor in business management and as a distinct field of study. Prepare a discussion paper on the future of knowledge management as a business function and as a field of study.

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## LECTURES/SEMINARS

### Week One: 5<sup>th</sup> March

**Introduction: Course overview, objectives and assessment requirements.**

**Topic: Knowledge Management: Theory and Practice .**

What is knowledge management?  
History  
Current views  
Issues and problems

**Readings:**

M. Zack. (1999). *Developing a knowledge strategy*. **California Management Review**. Spring  
D. Drucker. (2001). *Knowledge Management Revised- Theory doesn't equal practice*.

**Internetweek, Jan. 29.**

J. Duffy. (2000). *Something funny is happening on the way to knowledge management*.

**Information Management Journal**, October.

J.Tan. (2000). *Knowledge Management-just more buzz words*. **The British Journal of Administrative Management**, Mar/April.

A.S. McCampbell et al. (1999) *Knowledge Management: the new challenge for the 21<sup>st</sup> Century*. **Journal of Knowledge Management**, pp. 172-179.

J.Duffy (2000) Knowledge Management To be or Not to be? **The Information Management Journal** January

S. Roberts-Witt. (2000) *Knowledge Management: Know what you know*. **PC Magazine**, July 1.

B. Raton (1999). *Knowledge Management: The 'office water cooler 'of the 21<sup>st</sup> Century*  
**Medical Marketing and Media**, April.

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### Week Two: 12<sup>th</sup> March

**Topic: Marketing - Then and now**

Historical overview of Marketing thought and practice  
The role of market analysis  
The emergence of CRM and consumer databases

**Readings:**

C. Moorman and R. Rust. (1999). *The role of Marketing*. **Journal of Marketing**, New York  
Vol.63 180-197.

Gummesson, E. (1987). *The new marketing- developing long-term interactive relationships* Long Range Planning Vol. 20, No. 4.

Gummesson, E. (2002). *Relationship marketing in the new economy*. **Journal of Relationship Marketing**. Vol1 (1)

Bartels, R. (1965). *Development of Marketing thought: a brief history*, **Science in Marketing**  
Edited by G. Schwartz

Sheth, J.N. and Gardner D. (1982). *History of Marketing Thought: an update*. **Marketing theory: Philosophy Science perspectives**. AMA Editors D. Bush and S. Hunt.

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Webster, F. (2002). Marketing Management in changing times, **Marketing Management** Jan/Feb.  
G.Hamel & J. Sampler The e-corporation *Fortune* December 1998  
Gofton K. (2001) In sight of change, **Research** May.

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**Week Six: 9<sup>th</sup> April**

**Topic: Internal data**

**Discussion: How should we think of CRM?**

**Readings:**

Anonymous, (2000) *The brave new world of customer relationship management*. **Nations Restaurant News** Nov. 6  
L.Crosby and S.Johnson, (2002). CRM and management, **Marketing Management** Jan/Feb 2002.  
L. M. Keefe (2001) How Much CRM is enough in relative, **Marketing News**, May 7.  
Helle, S. and Petruska D. (199) Customer marketing on the growth curve. **Intelligent Enterprise Magazine** April 20 vol.2. no.6  
Boutwell, S. (1999). Share the Knowledge, **Information Week** Sept. 13

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**Week Seven: 16<sup>th</sup> April**

**Market Intelligence Project Workshop**

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**Week Eight 23<sup>rd</sup> April RECESS**

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**Week Nine 30<sup>th</sup> April**

**Presentation of Market Intelligence project.**

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**Week Ten: 7<sup>th</sup> May**

**Topic: Using consumer databases.**

**Reading:**

Meyer P. (1999) The Opportunity database: Funding New Markets from existing business, **Business Horizons** Nov/Dec  
Kayn A. (2001) Keeping your data healthy and happy, CRM magazine 18-20 July  
Coyle, T. (1999). *Finding your best customers*. **America's Community Banker** September.  
Lesser, E. (2000) Managing customer knowledge; **The Journal of Business Strategy**, Boston; Nov/Dec 2000; Vol. 2 1,

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**Week Eleven: 14<sup>th</sup> May**

**Topic: Privacy, security and ethical issues.**

**Readings:**

Montana J. (2000). *The legal system and knowledge management*. **The Information Management Journal** ,-July.

Wayner, P. (2001). I Spy. **Computerworld**. February.

Anonymous (1999). *Managing your company's intellectual assets*, **Design News** .

Anonymous (1999). *Have a policy for employees covering business intelligence*, **Services**, June.

E.Caudill and P.Murphy (2000)Consumer online privacy: Legal and ethical issues, **Journal of public policy and marketing** Spring.

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**Week Twelve: 21<sup>st</sup> May**

**Topic: Managerial issues locating organising. archiving retrieving knowledge .  
Barriers to effective knowledge management**

**Readings:**

D.DeLong and L Fahey. (2000). *Diagnosing cultural barriers to knowledge management*. **The Academy of Management Executive**, Nov.

'Smart Organization' *How companies become knowledge intensive, people rich*. **In, Value based knowledge management**. R. Tissen, D. Andriessen, F. 1. Deprez.

(1998). Longman: Nederland, BY

Anonymous (2000) *Companies spin personalised portals to their advantage*  
**Information Week** July

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**Week Thirteen: 28<sup>th</sup> May**

**Presentation of Major paper: Creating customer databases**

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**Week Fourteen: 5th June**

**Guest Lecturers: Designing consumer**

**Reading:**

Weber, A. (2000) 14 no fail steps to building . [www.targetonline.com](http://www.targetonline.com)

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**Week Fifteen: 11<sup>th</sup> June**

**Topic: The future of Knowledge Management  
Course Summary**

**Discussion: What is the future of Knowledge management? What is the future of Marketing Knowledge management?**

**Readings:**

Blake, P. (2000). *The future of knowledge management Information Today March*

Tuomi, I (2002). *The Future of Knowledge Management, Lifelong Learning in Europe* Vol vii Issue 2.

**Source Materials- available in the library**

Knowledge Management and its integrative elements. J. Liebowitz and L. Wilcox. CRC Press 1997.

Knowledge Management: linchpin of change-some practical guidelines S. P. Webb, 1998.

The knowledge management yearbook. 1999-2000. J. Cortada and J. Woods.

Knowledge management and its integrative elements edited by Jay Liebowitz, Lyle C. Wilcox. Boca Raton, Fla. : CRC Press, c1997. S001/68 Level 3/ S001/68A

Data warehouse design solutions Christopher Adamson, Michael Venerable. New York : Wiley, 1998. S658.40380285/10 Open Reserve/ S658.40380285/10/(CD) Closed Reserve

From knowledge management to strategic competence: measuring technological, market and organisational innovation editor Joe Tidd. London: Imperial College Press, 2000 S658.4038/215 Level 4

Managing information : new challenges & perspectives, Debu Mukerji. Sydney : Prentice Hall Australia, 2000. S658.4038/208 Level 4]

The process of knowledge creation in organizations, Christine W. Soo, David F. Midgley, Timothy Devinney. Sydney : Centre for Corporate Change, Australian Graduate School of Management, University of New South Wales, 1999.SQ658.403/366A Level 4

An introduction to database systems./ by C.J. Date. Reading, MA : Addison-Wesley, 2000 (i.e. 1999).S005.74/9N Level 3/ S005.74/9P Level 3

Learning and knowledge management in the firm : from knowledge accumulation to strategic capabilities / Gabriela Dutrénit. Northampton, MA : Edward Elgar Pub., 2000.bS658.4038/220

The knowing-doing gap: how smart companies turn knowledge into action / Jeffrey Pfeffer, Robert I. Sutton. Boston, Mass. : Harvard Business School Press, 1999. S658.4038/223

Data mining : concepts and techniques / Jiawei Han and Micheline Kamber. San Francisco, Calif. : Morgan Kaufmann Publishers, 2001. P006.3/419

Knowledge management : best practices in Europe / Kai Mertins, Peter Heisig, Jens Vorbeck (eds.)New York : Springer, c2001. S658.4038/228

Competing with knowledge : the information professional in the knowledge management age / Angela Abell, Nigel Oxbrow. London : Library Association Pub, 2001.S658.4038/227 Level 4]

Harvard business review on knowledge management. Boston, MA : Harvard Business School Press, c1998. S658.4038/229 Level 4

Understanding learning at work / David Boud and John Garrick. New York :  
Routledge, 1999.

S658.3124/122 On Loan Due 16/02/02 [ Four weeks ]

Knowledge management handbook / edited by Jay Liebowitz. Boca Raton, Fla. :  
CRC Press, 1999. S658.4038/232 Open Reserve S658.4038/232A Level 4

The knowledge management toolkit : practical techniques for building a knowledge  
management system / Amrit Tiwana. Upper Saddle River, N.J. : Prentice Hall PTR,  
2000. P658.4038/231 Pickup at Closed Reserve P658.4038/231/(CD) Closed Reserve

Enabling knowledge creation : how to unlock the mystery of tacit knowledge and  
release the power of innovation / Georg von Krogh, Kazuo Ichijo, Ikujiro Nonaka.  
New York ; Oxford : Oxford University Press, 2000.

S658.4038/235 Level

Knowledge management foundations Steve Fuller Boston ; Oxford : Butterworth-  
Heinemann, 2002.

S658.4038/240 Level 4 Proceedings ACM SIGKDD International Conference on

Knowledge Discovery and Data Mining. New York, N.Y. Association for Computing  
Machinery, 1999-

### **Sources- not available in the library**

*Market Research and Knowledge Development: an assessment for Marketing  
Management.* John G. Myers C. Williams. 1980

*Case Studies in Knowledge Management.* H. Scarborough and J. Swan. 1999.

*Knowledge Management a historical review.* H. Scarborough, J. Swan. 1999.

*Knowledge Management Tools.* Rudy Ruggles. Butterworth- Hieneman 1997.,)

### **Some recent publications**

The potential of competitive intelligence tools for knowledge management: A study  
of a Brazilian database; Helia Chaves; Competitive Intelligence Review, Washington;  
Fourth Quarter 2000; Vol. 11, Iss. 4; pg. 47

Leveraging CRM to build better products; Andrea Sodano; National Underwriter,  
Erlanger; Jun 26, 2000; Vol. 104, Iss. 26;

Database overload overwhelms database administrators; Dave Trowbridge; Computer  
Technology Review, Los Angeles; Jun 2000; Vol. 20, Iss. 6; pg. 20.

Special issue on intensive research in information systems: Using qualitative,  
interpretive, and case methods to study information technology--second ... ; M Lynne  
Markus; MIS Quarterly, Minneapolis; Mar 2000; Vol. 24, Iss. 1; pg. 1.

Beyond competitive intelligence Fourth Quarter, 1999; Vol. 10, Iss. 4; pg. 1

"Best practice" companies incorporate: Repositioning SCIP; Clifford C Kalb;

Competitive Intelligence Review, Washington; knowledge management in strategic  
goals; Anonymous; Competitive Intelligence Magazine, Washington; Apr-Jun 1999;  
Vol. 2, Iss. 2; pg. 7.

Knowledge is power; Frank Jossi; Sales and Marketing Management, New York; May  
1999; Vol. 151, Iss. 5; pg. 75.

Business intelligence overview--data warehousing and a lot more; Bernard Falkoff, Midrange Systems, Spring House; Feb 9, 1999; Vol. 12, Iss. 2; pg. 27.

Information rich, knowledge poor?; John Teresko; Industry Week, Cleveland; Feb 1, 1999; Vol. 248, Iss. 3.

CI personnel: Requirements for the multicultural organization; Simon, Neil J; Competitive Intelligence Magazine, Washington; Jan-Mar 1999; Vol. 2, Iss. 1. pg. 43.

N.Dixon (1999). . The changing face of knowledge. The Learning Organisation. Pp.212-216

Shaker, Steven M; (1999) Competitive intelligence: A futurist's perspective; Competitive Intelligence Magazine, Washington; Jan-Mar, 1999; Vol. 2, Iss. 1.

Powell, J.H (2000) Targeting intelligence gathering in a dynamic competitive environment;; International Journal of Information Management, Kidlington; Jun Vol. 20, Iss. 31

Knowledge warriors: Intelligence Specialists in the 21st Century; Dover, Gary; Competitive Intelligence Magazine, Washington; Jan-Mar 1999; Vol. 2, Iss. 1; pg. 29.

The effects of organizational culture on the CI process; Simon, Neil J; Competitive Intelligence Review, Washington; First Quarter 1999; Vol. 10, Iss. 1; pg. 62.

Information rich, knowledge poor?; John Teresko; Industry Week, Cleveland; Feb 1, 1999; Vol. 248, Iss. 3; pg. 19.

More than just a buzzword, CRM is your bottom line; Katie Haegele; Target Marketing, Philadelphia; Oct 2000; Vol. 23, Iss. 10; pg. 54..

CRM systems need not be separate entity from research; David Ceolin; Marketing News, Chicago; Sep 11, 2000; Vol. 34, Iss. 19; pg. 33.

I know what you bought last summer: Predicting customer behavior; Jerome Nadel; Call Center Solutions, Norwalk; Sep 2000; Vol. 19, Iss. 3; pg. 48.

Matching patients with "best doctors" pays off dramatically; Phil Zinkewicz; Rough Notes, Indianapolis; Sep 2000; Vol. 143, Iss. 9; pg. 78.

CRM apps bring together back-end systems; Catherine Arnold; National Underwriter, Erlanger; Oct 2, 2000; Vol. 104, Iss. 40;

Behavior driven CRM; Anonymous; American Bankers Association. ABA Banking Journal, New York; Oct 2000; Vol. 92, Iss. 10; pg. 62.

Engaged consumers, relevant stores; Anonymous; Chain Store Age, New York; Oct 2000; pg. 18. Put your focus on your best customer; Richard Shulman; Supermarket Business, New York; Nov 15, 2000; Vol. 55, Iss. 11. pg. 35.

Nobody says CRM is easy; Greg MacSweeney; Insurance & Technology, New York; Jan 2001; Vol. 26, Iss. 1; pg. 26, 3 pgs

Data mining; M Mitchell Waldrop; Technology Review, Cambridge; Jan/Feb 2001; Vol. 104, Iss. 1; pg. 101, 2 pgs

Cold comfort on the CRM front; Rob Baidock; The Banker, London; Jan 2001; Vol. 151, Iss. 899; pg. 114

'Data mining challenges cited; Mark F, Ruquet; National Underwriter, Erlanger; Dec 4, 2000; Vol. 104, Iss. 49; Property & casualty/risk & benefits management ed.; pg. 3,

Data warehousing; Daria Demoysek; Credit Union Magazine, Madison; Dec 2000; Vol. 66, Iss. 12; pg. 64, Increase sales by more effectively using data routinely generated every day; Anonymous; NPN, National Petroleum News, Chicago; Dec 2000; Vol. 92, Iss. 13; pg. 57,

Data mining can tame mountains of information; C G Masi; Research & Development, Barrington; Nov 2000; Vol. 42, Iss. 11; pg.

Shared Knowledge Builds Partnerships -- Managers use business intelligence tools to provide valuable data to suppliers and others; Webster, J. InternetWeek, Manhasset;

Oct 30, 2000; pg. Picture this: Data analysis becomes more graphic; Tom Sullivan; InfoWorld, Framingham; Oct 16, 2000; Vol. 22, Iss. 42; pg. 12, 1

Exclusive research: Data mining/data warehousing; Anonymous; Chain Store Age, New York; Oct 2000; pg. 22, 1

Managing member relationships; Theresa Sweeney; Credit Union Management, Madison; Oct 2000; Vol. 23, Iss. 10; pg. 60.

Data mining taps the trends; George Cahlink; Government Executive, Washington; Oct 2000; Vol. 32, Iss. 12; pg. 85.

Data mining for customer service support; S C Hui; Information & Management, Amsterdam; Oct 2000; Vol. 38, Iss. 1.

A reality check for data snooping; Halbert White; *Economic Journal*, Evanston; Sep 2000; Vol. 68, Iss. 5; pg. 1097.

Methodological and practical aspects of data mining; A Feelders; Information & Management, Amsterdam; Aug 2000; Vol. 37, Iss. 5; pg. 27 1.

Business intelligence; Christine McGeever; Computerworld, Framingham; Jul 24, 2000; Vol. 34, Iss. 30; pg. 54.

Build better products by leveraging CRM; Andrea Sodano; National Underwriter, Erianger; Jul 3, 2000; Vol. 104, Iss. 27; Property & casualty/risk & benefits management ed.; pg. 15.

Davenport, T. (1999). Knowledge management, round two. **CIO**, November.

The Knowing-doing gap: How smart companies turn knowledge into action. Harvard Business School Press. 2000.

Buchner, M. (2000). The benefits of building customer relationships. Midrange Systems April 10.

Neff, J. (2000). Unilever's leverage: Consumers. Advertising Age. Nov. 6.