

THE UNIVERSITY OF NEW SOUTH WALES
SCHOOL OF MARKETING

MARK 3094: MARKETING IMPLEMENTATION

Session 2, 2002

Resource Kit

LECTURER: Richard Connell
Room 250, Goodsell Building
Phone: 9385 2643
Fax: 9663 1985

Location/Time: Quad 1042/Wednesday, 5:00-8:00

Course Overview

This course is designed to provide you with a detailed understanding of how to use and develop a market planning (strategic planning) system.

Strategic plans are typically formulated at three levels in an organisation:

- *Corporate Level:* those oriented towards meeting corporate objectives e.g., in what businesses a corporation should be?
- *Strategic Business Unit Level:* with what products should it compete, in which segments, and how?
- *Functional Level:* which functional activities in the business (production, marketing, R&D) need to be strengthened, how and what most incumbents do to support implementation of strategies?

This course will focus on planning at the strategic business unit level in which product/market issues are paramount and are a main driver of the planning and implementation process.

Planning involves four steps:

- Defining industry boundaries and strategic business units (SBUs), the two main units of analysis.
- Analysing the "condition" of the SBUs in terms of their competitive position and the maturity of the industries in which they participate.
- Selecting strategies for the SBUs in light of their conditions.
- Developing action plans to ensure the successful implementation of the strategies.

All four steps will be covered in this course. Emphasis will be placed on using tools and processes required in each step.

II Objectives

At the end of the session you will:

1. Have an appreciation for the different levels in an organisation for which planning must be undertaken and the sorts of issues which must be addressed at each level.
2. Have an indepth understanding of a market planning and implementation model and working knowledge of the main analytical tools used to apply the model.
3. Be conversant with current concepts and terms that are used by managers who are in market planning and implementation.

III Materials

Three types of materials will be used:

- *Resource Kits:* will be used in lieu of a required text.
- *Handouts:* mainly articles from the BUSINESS PRESS; will be provided on an ad hoc basis following lectures.
- *Additional Recommended Readings:* a list of other texts and academic articles will be provided to students upon request.

IV Requirements

You will be evaluated on the basis of three inputs:

Input	Description	Percentage of Final Grade
Class Questions	<ul style="list-style-type: none">• Six short answer questions undertaken in a lecture session	45%
Term Assignments	<ul style="list-style-type: none">• Brief presentations of the application of tools and techniques• Two for each group of, say, three students.	15%
Final Examination	<ul style="list-style-type: none">• As per the mid term examination• Location to be identified	40%

IV Requirements (cont'd)

Lectures will define and describe planning concepts and tools.

Following each lecture, a problem will be assigned to the teams which will require the use of one or more concepts or tools. The assigned teams will prepare an answer/solution on several overhead slides.

Teams to present their solutions the following week.

A grade for each assignment will be given to the team as a whole. This grade may be adjusted up or down depending on an individual's contribution to the team, by exception, pending an assessment by colleagues and the lecturer.

A short answer question will be provided to students during six lectures. Students must submit an answer in approximately 10 minutes for formal marking.

Students must pass the final examination to pass the course.

V Course Variations

Course content and assessment are subject to change depending on student interests and requirements which will be discussed and agreed with the lecturer in Week One.

In previous sessions, for example:

- **Content/Structure:** Cases illustrating how strategic/marketing plans have been successfully implemented have been integrated into the conceptual framework in the beginning of the course allowing more in-depth coverage of the “how to’s” of pricing, product planning, advertising and distribution to be discussed in the back-end of the course.
- **Field Trips:** On-site visits to corporations in Sydney’s CBD have been undertaken during which companies have discussed ways in which they use various elements of the conceptual framework to develop and implement their own strategies and plans.
- **Team Assignments:** Latitude has been provided to student teams who wish to present topics other than those suggested in the course outline. For example, following a visit to an Executive Search firm, a team presented its ideas about “Self Marketing” i.e. how to design and implement a successful employment search.

Introduction

Tentative Schedule:

Week	Main Topic	Sub-topics	Team Assignments/Other
1	Course Introduction	Overview Objectives Materials Required Schedule	None
	Definition of Strategy	Planning Levels General Definition - SBU Strategy	

Week	Main Topic	Sub-topics	Team Assignments/Other
2	<p data-bbox="338 312 728 403">Portfolio Analysis Tools and Strategic Thrusts</p> <hr data-bbox="338 571 734 574"/> <p data-bbox="338 639 656 679">Business Unit Planning</p>	<p data-bbox="754 312 913 347">BCG Matrix</p> <p data-bbox="754 421 1081 456">Directional Policy Matrix</p> <p data-bbox="754 529 1084 564">Strategic Position Matrix</p> <hr data-bbox="754 624 1223 627"/> <p data-bbox="754 697 1144 788">Overview of Approach to Assessing Strategic Position</p> <p data-bbox="754 858 954 893">Optional Tools</p>	<p data-bbox="1532 529 1794 564">Selection of Teams</p>
3	<p data-bbox="338 1018 589 1053">Industry Definition</p>	<p data-bbox="754 1018 887 1053">Overview</p> <p data-bbox="754 1126 958 1161">SBU Definition</p> <p data-bbox="754 1235 1016 1270">Segment Definition</p> <p data-bbox="754 1343 958 1378">Industry scope</p>	<p data-bbox="1245 1018 1453 1053">Class Question</p> <p data-bbox="1245 1126 1778 1161">Strengths and weaknesses of matrices.</p>

Week	Main Topic	Sub-topics	Team Assignment
4	Industry Attractiveness	Industry Maturity	Definition of Soft Drink Bottles, Cans, Glass, PET
5	Industry Attractiveness	Competitive Intensity	Class Question Assessment of Industry Maturity of Soft Drink Bottles, Cans, Glass, PET
6	Competitive Position	Introduction Components Classifications Financial Implications	Class Question Assessment of Competitive intensity of Soft Drink Bottles, Cans, Glass, PET
7	Competitive Position	Basis of Competition Key Success Factors	Example of companies with various competitive positions

Week	Main Topic	Sub-topics	Team Assignment
8	Strategy Selection	Strategic Position Definitions of Thrusts Examples of Thrusts	Class Question Basis of Competition/KSF's for an Industry
9	Strategy Detailing	Action/Implementation Plans	Basis of Competitive and KSF's Industry X
10	Acquisitions to improve Market Positions	An Overview	Strategy Detailing for a Company
11	Global Brewing Case	Selecting Markets	Class Question Deriving and Applying Ranking Criteria for a Company
12	East Block Brewing Case	Rationalising Brand Portfolio	None *
13	Course Review	None	None*
14	FINAL EXAM	None	None*

* None yet planned
