



MKTG806

Applied Marketing Strategy

S2 Day 2019

Department of Marketing

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General Information

Unit convenor and teaching staff

Associate Professor

Ralf Wilden

ralf.wilden@mq.edu.au

Contact via via Email

4 Eastern Road, Level 2 Room 253

Thursday 2-3pm; meetings need to be arrange via email

Credit points

4

Prerequisites

MKTG696

Corequisites

Co-badged status

MKTG706 – Applied Marketing Strategy

Unit description

In today's changing marketplace, with firms facing intense competition and changing customer demands, firms need to scan the market for business opportunities. Orchestrating the right combination of strategies for expansion, extension, and diversification, as well as choosing the right business environment to compete in, are important to achieve organisational goals. This unit develops practical competencies to create and sustain superior performance in the market through marketing strategy. It focuses on two crucial issues in marketing strategy: identifying target markets and creating differential advantages. The unit equips students with practical skills to develop marketing within firms as a strategic force rather than just as an operational department.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.

Assess and critically analyse information relevant to strategic marketing decisions.

Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.

Assessment Tasks

| Name | Weighting | Hurdle | Due |
|--|-----------|--------|----------------|
| <u>Case Study Analysis</u> | 40% | No | Week 6 |
| <u>Group Presentation</u> | 30% | No | Weeks 10 to 11 |
| <u>Written Report</u> | 30% | No | Weeks 11 to 12 |

Case Study Analysis

Due: **Week 6**

Weighting: **40%**

Assessment summary

Task description: The case study analysis allows you to analyse a case using theoretical strategic marketing principles to identify practical strategic marketing recommendations. At the conclusion of this assignment, you will be able to apply theory to practice in order to solve and defend your proposed recommendations to the case questions.

Due date: Week 6

Type of collaboration: Individual

Submission: Please submit via Turnitin link on iLearn.

Format: Extended written response

Length: 2500 words

Late Submissions: No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for Special Consideration is made and approved. No submission will be accepted after solutions have been posted.

Submitting an application for Special Consideration and having it approved does not guarantee that you will secure your mark for this assessment.

More information and supplementary documents will be located on iLearn and discussed in class. Marking criteria will be on iLearn.

On successful completion you will be able to:

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.

- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.

Group Presentation

Due: **Weeks 10 to 11**

Weighting: **30%**

Assessment summary

Task description: The group presentation gives you the opportunity to demonstrate your ability to persuasively present innovative strategic marketing recommendations in response to a brief provided by an industry partner. Students will need to demonstrate their understanding and application of marketing strategy concepts, critically evaluating the business scenario facing the firm, in order to recommend appropriate strategic actions.

Due Date: Presentation slides are due week 10. No alteration to presentation slides can be made after the submission date. Group presentations will take place in class in weeks 10 and 11. Groups will be advised of their presentation day after the groups have been formed. Every group member is required to participate.

Type of collaboration: Group

Submission: Presentation slides are to be submitted by one team member via the relevant Turnitin link on iLearn.

Format: Powerpoint presentation.

Length: 25 minute presentation (15 minutes presentation + 10 minutes question and answer).

Marking criteria will be on iLearn.

On successful completion you will be able to:

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.

Written Report

Due: **Weeks 11 to 12**

Weighting: **30%**

Assessment summary

Task description: The individual written report should concisely document the practical application of the *relevant* strategic marketing concepts you deployed, in order to arrive at the

strategic recommendations you believe would deliver the objectives and goals of the firm, as detailed in the group presentation. The individual report should address the feedback provided to you by the lecturer following your group presentation. At the conclusion of this assignment, you will be able to show how you applied theory to practice to arrive at your proposed strategic marketing recommendations in response to the brief.

Due Date: The individual write up of the group project *is* due one week after the group presentation.

Type of Collaboration: Individual assessment.

Submission: Please submit via the relevant Turnitin links on iLearn.

Format: Formal written marketing report

Length: 2,000 words.

Late Submissions: No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for Special Consideration is made and approved. No submission will be accepted after solutions have been posted.

Submitting an application for Special Consideration and having it approved does not guarantee that you will secure your mark for this assessment.

More information and supplementary documents will be located on iLearn and discussed in class. Marking criteria will be on iLearn.

On successful completion you will be able to:

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.

Delivery and Resources

Delivery Mode

3-hour workshop delivered on a weekly basis.

Required and Recommended Texts and/or Materials

Walker, Gountas, Mavondo & Mullins, Marketing Strategy 3rd edition McGraw-Hill Education, Australia

- Number and length of classes: 3 hours face-to-face teaching and online per week for 13 weeks, consisting of lectures and student presentations

- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Students are expected to read the weekly reading material and participate in lectures, class activities and discussions. Attendance will be taken in class.
- To avoid incurring a penalty, medical certificates must be provided if you are not able to attend a class.

Inherent Requirement (i.e. Compulsory Requirement)

Unit Webpage:

<https://ilearn.mq.edu.au>

Other optional resources

We have also provided additional material in the iLearn unit (articles, book chapters and video links) as a resource for you. These supplementary unit materials are not compulsory and have been provided as extra resources should you be particularly interested in a topic.

Technology

Access to a personal computer is required to access resources and learning material from iLearn.

Unit Schedule

Weekly Schedule – Friday Class Dates

| Week | Topic | Readings (Note: * Compulsory Reading) |
|------|---|--|
| 1 | Thinking Strategically: Creating Value through Marketing Strategy | <ul style="list-style-type: none">* Chapter 1 Market-oriented perspectives underlie successful corporate, business and marketing strategies* Varadarajan & Clark (1994), "Delineating the Scope of Corporate, Business, and Marketing Strategy", <i>Journal of Business Research</i>, 31 (2-3), 93-10* Morgan (2012), "Marketing and Business Performance", <i>Journal of the Academy of Marketing Science</i>, 40, 102-119.* Porter, M. (1996). "What is strategy?", <i>Harvard Business Review</i>, 74, 61-78 |
| 2 | Understanding your company | <ul style="list-style-type: none">* Barney, J. (1991), "Firm Resources and Sustained Competitive Advantage," <i>Journal of Management</i>, 17 (1), 99-120Teece, D. (2007) "Explicating Dynamic Capabilities: The Nature and Microfoundations of (sustainable) Enterprise Performance", <i>Strategic Management Journal</i>, 28, 1319-1350.* Collis, D. J., & Montgomery, C. A. (2008). <i>Competing on Resources</i>. <i>Harvard Business Review</i>, 86(7,8), 140-150.Prahalad, C. K., & Hamel, G. (1999). <i>The core competence of the corporation Knowledge and strategy</i> (pp. 41-59): Elsevier. |

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|-----------------------------|--|---|
| 3 | Understanding the characteristics of current and potential customers | * Chapter 6 Targeting attractive market segments |
| 4 | Understanding your market - the competition and the external environment | <p>* Chapter 4 Understanding market opportunities</p> <p>Chapter 5 Measuring market opportunities: forecasting and market knowledge</p> <p>* Porter, M. (2008) The Five Competitive Forces that shape strategies, Harvard Business Review, January</p> <p>McGahan, A., & Porter, M. (1997). How much does industry matter, really? Strategic Management Journal, 18, 15.</p> <p>D'Aveni, R. A. (2007). Mapping your competitive position. Harvard business review, 85(11), 110-120, 154.</p> |
| 5 | Designing corporate strategies | <p>* Chapter 2 Corporate strategy decisions and their marketing implications</p> <p>Adner, R., & Helfat, C. (2003). Corporate Effects and Dynamic Managerial Capabilities. Strategic management journal, 24(10), 1011 - 1025.</p> <p>Campbell, A., Goold, M., & Alexander, M. (1995). Corporate strategy: The quest for parenting advantage. Harvard business review, 73(2).</p> <p>* Zook, C., & Allen, J. (2003). Growth outside the core. Harvard business review, 81(12), 66-75.</p> |
| 6 | Designing competitive positioning strategies | <p>* Chapter 3 Business strategies and their marketing implications</p> <p>* Chapter 7 Differentiation and brand positioning</p> <p>Miles, R. E., Snow, C. C., Meyer, A. D., & et al. (1978). Organizational Strategy, Structure, and Process. Academy of Management. <i>The Academy of Management Review</i>, 3(3), 546.</p> <p>McGrath, R. G. (2013). Transient advantage. <i>Harvard Business Review</i>, 91(6), 62-70.</p> <p>Phadnis, S., Caplice, C., & Sheffi, Y. (2016). How scenario planning influences strategic decisions. MIT <i>Sloan Management Review</i>, 57(4), 24.</p> <p>* Bingham Eisenhardt, K., & Furr, N. (2011). Which strategy when. MIT Sloan Management Review, 53(1), 77-78.</p> <p>Aaker, D., & Aaker, J.L. (2016) What are your signature stories?. <i>California Management Review</i>, 58(3), 49-65.</p> |
| 7 | Creating value & growth through market expansion | <p>* Chapter 10 Strategies for mature and declining markets</p> <p>Chapter 11 Marketing strategies for the digital economy</p> <p>* Gupta & Govindarajan (2000) "Managing global Expansion. A conceptual framework", Business Horizons, 43(2), 45-54</p> <p>* Ghemawat, P. (2001). Distance still matters. Harvard business review, 79(8), 137-147.</p> |
| Mid - Semester Break | | |

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|----|--|---|
| 8 | Creating value & growth through innovation | <p>* Chapter 8 Marketing strategies for new market entries</p> <p>Chapter 9 Strategies for growth markets</p> <p>* Randhawa, K., Wilden, R., & Hohberger, J. (2016). A Bibliometric Review of Open Innovation: Setting a Research Agenda. <i>Journal of Product Innovation Management</i>, 33(6), 750-772.</p> <p>Chesbrough, H. W. (2011). Bringing open innovation to services. <i>MIT Sloan Management Review</i>, 52(2), 85.</p> <p>Wilden, R., Akaka, M. A., Karpen, I. O., & Hohberger, J. (2017). The Evolution and Prospects of Service-Dominant Logic. <i>Journal of Service Research</i>, 20(4), 345-361.</p> <p>King, A. A., & Baatartogtokh, B. (2015). How useful is the theory of disruptive innovation? <i>MIT Sloan Management Review</i>, 57(1), 77.</p> <p>* Chan, KW & Mauborgne, R 2009. How Strategy Shapes Structure, <i>Harvard Business Review</i> 87 (9): 72.</p> |
| 9 | Contemporary issues in marketing strategy | <p>Baron, D. P. (1995). Integrated strategy: Market and nonmarket components. <i>California Management Review</i>, 37(2), 47-65</p> <p>* Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. <i>Harvard Business Review</i>, 84(12), 78-92.</p> <p>Chakravorti, B. (2017). How companies can champion sustainable development. <i>Harvard Business Review</i> (14/04).</p> <p>Levesque, N., & Boeck, H. (2017). Proximity marketing as an enabler of mass customization and personalization in a customer service experience. In <i>Managing Complexity</i> (pp. 405-420).</p> <p>Reed, P. et al. (2015). <i>Developing and Maintaining Long-Term Customer Relationships</i>. In <i>Strategic Marketing</i> (pp. 365-393). Cengage Learning.</p> <p>* Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. <i>Journal of Interactive Marketing</i>, 18(3), 5-14.</p> |
| 10 | Group Presentations | Group presentation dates and times will be announced on iLearn |
| 11 | Group Presentations | Group presentation dates and times will be announced on iLearn |
| 12 | Putting strategy into action | <p>* Chapter 12 Organising and planning for effective implementation</p> <p>* Chapter 13 Measuring and delivering marketing performance</p> |
| 13 | Bringing it all together | * Hambrick, DC & Fredrickson, JW 2001. Are You Sure You Have a Strategy?, <i>The Academy of Management Executive</i> 15 (4): 48-59. |

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr)

al). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.

Assessment tasks

- Case Study Analysis
- Group Presentation
- Written Report

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based

critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.

Assessment tasks

- Case Study Analysis
- Group Presentation
- Written Report

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.

Assessment tasks

- Case Study Analysis
- Group Presentation
- Written Report

Research and Practice, Global contexts & Sustainability

Research and Practice

This unit gives students the opportunity in assignments to practice applying research findings to real life marketing management and sustainable business contexts and problems in global and

local settings. This unit also gives students the opportunity to conduct research.

Global contexts & Sustainability

This unit prepares students for a globalised digital world. In this unit, students will learn about the global marketing practices across a range of industries. This unit will enable students to learn and develop sustainable marketing strategies for businesses to survive and grow over time.

Research will be required from Internet Searches and also Online Journals and Reports. These will include:

- Journal of Product Innovation Management
- Journal of Service Research
- Strategic Management Journal
- Journal of Brand Management
- Journal of Product & Brand Management
- Journal of Consumer Research
- Journal of Consumer Behavior
- Psychology & Marketing
- Journal of Retailing & Consumer Behavior
- Journal of Advertising
- Journal of Retailing
- European Journal of Marketing
- Journal of Consumer Marketing
- Consumption, Markets, and Culture
- Journal of Business Research
- International Journal of Advertising
- Journal of Marketing
- Journal of Marketing Research
- Journal of Advertising Research
- Journal of Consumer Psychology
- Journal of Marketing Communications
- Harvard Business Review
- International Journal on Media Management
- Games and Culture
- Convergence
- Communication Research
- Australian Bureau of Statistics

- Business Journal (IBIS Reports)
- Journal of Non-Profit Management
- Journal of Marketing
- Social Project Outcome Reports

Internet sites of interest

- <http://www.wpp.com/wpp/marketing>
- <http://www.omnicomgroup.com>
- <http://www.interpublic.com>
- <http://www.publicisgroupe.com>
- <http://www.brandingstrategyinsider.com>
- <http://zenithoptimedia.com/zenith/marketers-portal>
- <http://www.campaignbrief.com>
- <http://www.mumbrella.com.au>
- <http://www.adnews.com.au/>
- <http://adage.com/> <http://www.brw.com.au/>
- <http://economist.com/>