

Министерство образования и науки РФ
Государственное образовательное учреждение высшего профессионального образования
«Нижегородский государственный архитектурно-строительный университет»

Международный институт экономики, права и менеджмента

International institute of economics, law and management

Кафедра международного менеджмента

СТРАТЕГИЧЕСКИЙ МАРКЕТИНГ

Методические указания для студентов специальности 080507.65
«Менеджмент организации»

CURRICULUM FOR SUBJECT “STRATEGIC MARKETING”

Нижегород, 2011

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Методические указания включают в себя программу курса, задания к практическим занятиям, литературу для подготовки.

Составители: проф. Спаубек Й., Артюшина Е.В., Цветкова Н.Б.

Authors: prof. Spaubeck J., Artushina E.V., Tsvetkova N.B.

1. Общие положения программы

1.1. Цель дисциплины:

Развитие навыков стратегической работы по выявлению взаимосвязи

между целями предприятия по достижению прибыли и тем влиянием, которое они оказывают на маркетинговую стратегию, рынок и портфель продукции, процесс сегментации рынка и стратегии позиционирования.

1.2. Базовые дисциплины:

1. Введение в международный маркетинг
2. Международный маркетинг и управление экспортом
3. Экономические дисциплины
4. Финансы и статистика
5. Международное право

1.3. Требования к уровню освоения содержания дисциплины

По окончании курса, учащиеся должны уметь: объяснять семь основных концепций маркетинга, обсудить подходы к сегментации рынка, стратегии жизненного цикла продукции и стратегии интенсивного роста; описать пять основных элементов комплекса маркетинга; сравнить позиционирование продукта и стратегии целевого маркетинга; разработать стратегический маркетинговый план.

2. Содержание программы

1.1. Содержание разделов дисциплины

Часть 1. Основы стратегического маркетинга

Концепция маркетинга и рыночной ориентации. Составляющие рыночной ориентации. Маркетинг с точки зрения ресурсов. Маркетинг как бизнес-процесс. Роль маркетинга в осуществлении стратегического управления.

Определение цели и задач бизнеса. Стратегическое планирование маркетинга. Процесс формирования маркетинговой стратегии. Концептуальная основа стратегии, ориентированной на рынок. Стратегическая модель Джонсона и Скоулза. Разработка текущей стратегии. Создание конкурентных позиций и их реализация. Стратегическое планирование как воплощение концепции маркетинга.

Часть 2. Комплексный анализ рынка

Изменение рыночных условий. Основы анализа макросреды. PEST анализ. Экономическая и политическая среда. Социальная и культурная среда.

Технологическая среда. Изменения в маркетинговой инфраструктуре и практике. Новые стратегии для меняющейся макросреды. Пятифакторная конкурентная модель отрасли. Жизненный цикл товара. Стратегические группы. Эволюция промышленности и ее прогнозирование. Стабильность среды предприятия. SPACE анализ. SWOT анализ.

Портфельный анализ. Матрица БКГ. Многофакторная модель анализа портфеля продукции. Процесс планирования портфеля продукции.

Анализ потребителей. Что нам необходимо знать о клиентах. Понятие маркетинговых исследований. Процесс маркетинговых исследований.

Анализ конкурентов. Выявление всех конкурентов, существующих в отрасли. Выбор и анализ прямых конкурентов организации. Способы получения и распространения информации о конкурентах.

Прогнозирование будущего спроса и требований рынка. Что такое прогнозирование. Прогнозы на основе текущего спроса, спроса в прошлом, прогнозирование путем экспериментов, с помощью мнения экспертов.

Часть 3. Сегментация и позиционирование

Принципы сегментирования и позиционирования. Принципы конкурентного позиционирования. Горизонтальное и вертикальное позиционирование.

Основы и принципы сегментации рынка. Выгоды от сегментации рынков. Сегментация потребительских рынков. Сегментация рынков предприятий. Выявление и описание рыночных сегментов. Стратегии сегментации: недифференцированный, дифференцированный и концентрированный маркетинг. Осуществление процесса сегментации рынка.

Выбор рыночных показателей. Процесс определения рынка. Определение привлекательности рыночного сегмента. Определение существующих и потенциальных возможностей. Выбор и освоение рыночного сегмента.

Часть 4. Стратегии товаров и услуг, управление брендом

Конкуренция на основе инноваций и разработки нового товара. Достоинства и недостатки выбора в пользу разработки нового продукта. Планирование нововведений. Процесс разработки товара-новинки. Ускоренное развитие новой продукции. Организация работ по развитию новых продуктов. Совокупность товаров и услуг предприятий. Маркетинг взаимоотношений. Маркетинговые стратегии для сервисных компаний. Бренды. Стратегии брендинга. Матрица стратегий в координатах бренд – товар. Продление жизни бренда.

Создание устойчивых конкурентных преимуществ. Использование ресурсов организации для создания устойчивых конкурентных преимуществ. Общие направления для достижения конкурентных преимуществ. Обеспечение лидерства по затратам. Обеспечение

дифференциации. Сохранение конкурентных преимуществ. Наступательные и оборонительные конкурентные стратегии.

Часть 5. Использование элементов комплекса маркетинга для формирования конкурентных преимуществ

Цена как показатель стоимости. Стратегии ценообразования. Ценообразование на основе товарного ассортимента. Затратные подходы к определению цены: затраты плюс норма прибыли, анализ безубыточности. Стратегии ценообразования на основе переменных затрат: установление цен для стимулирования спроса, для изменения спроса. Стратегии определения цен на новые товары: стратегия снятия сливок, стратегия проникновения на рынок, стратегия средних цен.

Интегрированные маркетинговые коммуникации. Определение ИМС. Организационные проблемы, связанные с реализацией концепции ИМС. Восемь этапов в процессе реализации концепции ИМС. Онлайн ИМС.

Маркетинговые стратегии канала распределения. Решения о выборе того или иного канала распределения. Двойное распределение и многоканальный маркетинг. Решения о модификации каналов распределения. Расширенный комплекс маркетинга – люди, процессы и вещественные доказательства.

Часть 6. Реализация стратегии

Реализация стратегии и внутренний маркетинг. Задачи реализации стратегии в области маркетинга. Сопоставление планируемого результата с фактическим. Основные факторы, влияющие на реализацию стратегии. Влияние технологии на осуществление маркетинга на предприятии. Развитие внутреннего маркетинга. Сферы внутреннего маркетинга. Планирование внутреннего маркетинга.

Стратегическое управление потребителем. Приоритеты для определения стратегических возможностей продаж. Стратегическая организация продаж. Стратегические задачи по управлению потребителем.

Управление клиентским портфелем. Работа с доминирующими клиентами. Маркетинговые стратегии и социальная ответственность корпорации.

Часть 7. Оценка эффективности в маркетинге

Измерение эффективности маркетинга. Роль финансового анализа. Коэффициенты прибыли. Коэффициенты ликвидности. Коэффициенты деловой активности. Семь этапов процесса оценки стоимости жизни клиента. Измерение эффективности в глобальном контексте. Оценка экологической эффективности. Разработка индивидуальных мер. Маркетинговый аудит. Процесс контроля реализации маркетинговых стратегий. Стратегический контроль. Оперативный контроль: анализ затрат на маркетинг, товарно-сервисный анализ, анализ продаж, анализ каналов сбыта, анализ прибыльности потребителя.

2.2. Содержание практических занятий:

1. Обсуждение проблем и вопросов после каждой части
2. Кейсы

Студенты выполняют особый кейс, в ходе которого они работают небольшими группами (по 4-5 человек) и через 7 недель сдают стратегический план маркетинга (в письменном виде), а также делают PowerPoint презентацию. Эта презентация является экзаменом (4 кредита).

На первой неделе студенты получают номер своей группы. Через 7 недель каждая группа представляет результаты в теч. 15 мин. и все члены группы должны принять участие в устной презентации.

3. Информационно-методическое обеспечение дисциплины

3.1. Основная литература

1. Hooley G., Piercy N., Nicoulaud B. Marketing Strategy and Competitive Positioning / G. Hooley, N. Piercy, B. Nicoulaud. – 4th ed. - Publisher: Financial Times Press, 2008. – 632 p.: ill.

2. Kerin R., Peterson R. Strategic Marketing Problems: Cases and Comments / R. Kerin, R. Peterson. – 11th ed. - Publisher: Pearson Higher Education, 2007. – 736 p.: ill. – International edition.

3. Ranchhod A., Gurau C. Marketing Strategies: A Contemporary Approach / A. Ranchhod, C. Gurau. – 2nd ed. - Publisher: Financial Times Press, 2007.- 440 p.: ill.

3.2. Дополнительная литература

1. Kotler F., Keller K. Marketing management / F. Kotler, K. Keller. – 13th ed. – Publisher: Pearson Higher Education, 2009. – 816 p. – International edition.

2. Winer R. Marketing management / R. Winer. – 3d ed. - Publisher: Pearson Higher Education, 2007. – 544 p. – International edition.

1. General provisions of the program

1.1. The purposes and tasks of the discipline:

Development of skills of strategic framework of knitting together profit goals and it's impact on the marketing strategy, market and product business portfolio, market segmentation and positioning strategies.

1.2. Base disciplines:

1. Introduction to international marketing
2. International marketing and export management
3. Economics
4. Finances and statistic
5. International Law

1.3. Requirement to a level of development of the mastering of discipline

At the end of the course, students should be able to: explain the seven core marketing concepts; discuss approaches in market segmentation, product life cycle strategies and intensive growth strategies; describe the five major elements of the marketing mix; compare product positioning and target marketing and strategies; formulate a strategic marketing plan.

2. The contents of the program

2.1. The contents of parts of the discipline

Part 1. Foundations of strategic marketing

The marketing concept and market orientation. Components of market orientation. The resource based view of marketing. Marketing as a business process. The role of marketing in leading strategic management. Defining the business purpose or mission. Strategic marketing planning. The marketing strategy process. A conceptual framework for a market-driving strategy. The Johnson and Scholes strategic model. Establishing the core strategy. Creation of the competitive position. Implementation. Strategic planning to deliver the marketing concept.

Part 2. Complete market analysis

The changing market environment. A framework for macro-environmental analysis. PEST analysis. The economic and political environment. The social and cultural environment. The technological environment. Changes in marketing infrastructure and practices. New strategies for changing macro-environments. The five forces model of industry competition. The product life cycle. Strategic groups. Industry evolution and forecasting. Environmental stability. SPACE analysis. SWOT analysis.

Portfolio analysis. The Boston Consulting Group growth-share matrix. Multifactor approaches to portfolio modeling. The process of portfolio planning.

Customer analysis. What we need to know about customers. Marketing research. The marketing research process.

Competitor analysis. The dimensions of competitor analysis. Choosing good competitors. Obtaining and disseminating competitive information.

Forecasting future demand and market requirements. What is forecasting. Forecasts based on current demand, based on past demand, through experimentation, through intentions and expert opinion.

Part 3. Segmentation and positioning

Segmentation and positioning principles. Principles of competitive positioning. Horizontal and vertical positioning. Bases for segmenting markets. Principles of market segmentation. The benefits of segmenting markets. Segmenting consumer markets. Segmenting business markets. Identifying and describing market segments. Segment strategies: not differential marketing, differential marketing and concentrated marketing. Implementing market segmentation.

Selecting market targets. The process of market definition. Defining how the market is segmented. Determining market segment attractiveness. Determining current and potential strengths. Making market and segment choices. Alternative targeting strategies.

Part 4. Product strategy and brand management

Competing through innovation and new product development. New product success and failure. Planned innovation. The new product development process. Speeding new product development. Organizing for new product development. The goods and services spectrum. Relationship marketing. Marketing strategies for service firms.

Brands. Branding strategies. Brand strategy matrix. Brand extension.

Creating sustainable competitive advantage. Using organizational resources to create sustainable competitive advantage. Generic routes to competitive advantage. Achieving cost leadership. Achieving differentiation. Sustaining competitive advantage. Offensive and defensive competitive advantage.

Part 5. Competing through the new marketing mix

Price as an indicator of value. Pricing strategies. Product-line pricing. Full-cost price strategies: mark-up pricing, break-even pricing, rate-of-return pricing. Variable-cost price strategies: stimulate demand, shift demand. New-offering price strategies: skimming pricing, penetration pricing, intermediate pricing.

Integrated marketing communication strategy. Defining the IMC concept. Organizational challenges to implementing the IMC concept. Implementing the IMC concept in eight steps. IMC in an online environment.

Marketing channel strategy. The channel selection decision. Dual distribution and multi-channel marketing. Channel modification decisions.

The extended marketing mix – people, processes and physical evidence.

Part 6. Implementing the strategy

Strategy implementation and internal marketing. The strategy implementation challenge in marketing. Planned versus emergent implementation. The main factors influencing strategy implementation. The impact of technology on marketing implementation. The development of internal marketing. The scope of internal marketing. Planning for internal marketing.

Strategic customer management. Priorities for identifying strategic sales capabilities. The new and emerging competitive role for sales. The strategic sales organization. Strategic customer management tasks. Managing the customer portfolio. Dealing with dominant customers.

Marketing strategy and corporate social responsibility.

Part 7. Measuring for effectiveness in marketing

Measuring marketing performance. The role of financial analysis. Profit ratios. Liquidity ratios. Activity ratios. Seven-step process for measuring customer life-time value. Understanding measurement within the global context. Measuring environmental effectiveness. Developing individual measures. Marketing audit. Marketing strategy reformulation: the control process. Strategic control. Operational control: marketing-cost analysis, product-service mix analysis, sales analysis, marketing channel analysis, customer profitability analysis.

2.2. Contents of practices:

1. Discussion of some issues after each part.
2. Case studies.

3. List of the literature

3.1. Main literature

1. Hooley G., Piercy N., Nicoulaud B. Marketing Strategy and Competitive Positioning / G. Hooley, N. Piercy, B. Nicoulaud. – 4th ed. - Publisher: Financial Times Press, 2008. – 632 p.: ill.

2. Kerin R., Peterson R. Strategic Marketing Problems: Cases and Comments/ R. Kerin, R. Peterson. – 11th ed. - Publisher: Pearson Higher Education, 2007. – 736 p.: ill. – International edition.

3. Ranchhod A., Gurau C. Marketing Strategies: A Contemporary Approach / A. Ranchhod, C. Gurau. – 2nd ed. - Publisher: Financial Times Press, 2007. – 440 p.: ill.

3.2. Addition literature

1. Kotler F., Keller K. Marketing management / F. Kotler, K. Keller. – 13th ed. – Publisher: Pearson Higher Education, 2009. – 816 p. – International edition.

2. Winer R. Marketing management / R. Winer. – 3d ed. - Publisher: Pearson Higher Education, 2007. – 544 p. – International edition.

There is a special case that students have to do in small groups (4-5 students) and make written strategic plan and a PowerPoint presentation about it within 7 weeks. This presentation is an examination process (4 credits). Within the first week students will receive their group-number. And after 7 weeks each group will present the results of their study during 15 minutes, everyone in the group needs to contribute to the oral presentation.

A large international electronics firm has decided to enter the microcomputer business. It has formed a new PC Marketing Division to pursue this business opportunity. You have been asked to manage the PC Division. You will be responsible for introducing a new line of microcomputers into several international markets (Asia, North America and Europe).

Within the PC industry, other firms will be entering the market at the same time as your division. The microcomputer industry is in its introductory stage of the product life cycle. There is no history and there are no established competitors. All competitors, including your own division, will start with exactly the same resources and knowledge of the market.

All manufacturers will sell through company-owned sales offices in major metropolitan markets around the world. Your target market will be the business sector. You will not be selling to the home market and you will not sell through retail stores. Thus, your marketing strategy will be tightly focused on direct sales to business customers. The decision content includes market opportunity analysis, brand development, advertising, pricing, and sales force management decisions. It also includes profitability projections and profitability analysis decisions.

There are five market segments to serve in the PC market. They are referred to as the Cost Cutter, Innovator, Mercedes, Workhorse, and Traveler segments.

The Cost Cutter segment is a large segment that is looking for a computer that's very easy to use for basic office applications. The segment is extremely price sensitive.



The Workhorse segment is the largest group of customers. They want a PC for a variety of office workers to use. It should have substantial capability and flexibility, although not top of the line. Ease of use is more important than high performance. It should also be modestly priced.

modestly priced.

The Innovator segment is a small segment that needs a computer to handle large computational problems (accounting, inventory management, engineering). This segment wants the latest technology and will pay a small premium for this high performance.

The Mercedes segment is looking for a high performance computer to use in sophisticated engineering and manufacturing applications. Mercedes customers are willing to pay substantially more for high performance.

The Traveler segment wants a practical computer to use on the road. Traveler customers are executives and sales people who travel a great deal. This segment is moderately price sensitive.

The 5 segments are portrayed in the accompanying graph. The circles are positioned to indicate the price and performance requirements of each segment. The size of the segment is portrayed by the size of the circle.

Each segment has different needs and wants and requires a different market strategy to appeal to it. One of your first decisions will be to select one or two

segments to target. Having selected your target markets, you will develop and then execute a very focused strategy to profitably serve each segment.

In order to start up your division, Corporate Headquarters will provide the seed capital (investment money). You can use this money to open sales offices, design brands, and conduct R&D for new technology. Your PC Division will receive 500,000 in each of the first 4 quarters and 5,000,000 in quarter 5, for a total of 7,000,000.

You have control of the PC Division for the next two years (8 quarters or decision periods). Within this time frame, Headquarters expects to see a self-sufficient division developed. Your division should be generating a profit from its operations and contributing towards the overhead and profit of the corporation as a whole. Within the 8 quarters, you are expected to earn enough profit to more than pay back all of the initial investment to Headquarters.

HOW TO SUCCEED

The formula for success in business and marketing is very simple. Make lots of people happy and you can earn a lot of money.

Here are the rules:

- A. Find out what people want.
- B. Give them what they want.
- C. Tell them you have what they want (advertise).
- D. Send people out to where they work and live and personally explain how you have the solution to their needs (distribution and sales force management).

E. Collect the money for a job well done.

Of course, there are a couple of things that get in the way.

First, not all customers are alike. One offer will not work for everyone. People have different tastes, preferences, needs, etc.

As a result, many potential customers will wait until they find the "right" solution for their needs. To paraphrase a famous quote, you can satisfy some of the people all of the time, but never all of the people all of the time. So, demand may not be as great as you would like or hope.

The way around this problem is to discover the differences in needs among your customers (market research), break the customers down into smaller groups with similar needs (segmentation), and then develop a strategy for each group (target marketing).

Second, everyone wants more for less. A lower price for the same goods is a powerful magnet for customers.

Sure, you would like to sell for less, but you have to pay your expenses and earn a profit.

One solution to this pricing dilemma is often found in larger sales volumes. If you can generate large sales volumes, production costs per unit will usually drop dramatically. Lower costs for the goods sold will allow you to lower your prices and/or increase your profits.

How do you create larger sales volumes? Offer a better product at a better price and tell everyone about it (advertising and sales force).

Third, there will always be someone that wants to make money in the same market as you. Competitors will always emerge and try to take your sales and profits.

How will they do this? Smart competitors will study the customers' needs PLUS study what you have to offer (benchmark) and then create and sell a better solution. Usually, they find a group (segment) whose needs are not well served and then develop a superior strategy targeted at that group.

Fourth, customers will always gravitate towards the better offer.

Your job is never done. You must always check your offer against the customers' evolving needs (satisfaction level) and that of the competition

(benchmark) and make sure you have the better product, price, promotion, and distribution.

In a nutshell, be the best at giving the customer what the customer wants. Then go out and find the customers and tell them how good you are at meeting their needs. This should create lots of sales that will drive down your costs and thus allow you to offer good prices with good profits.

Of course, it is not this easy, but this is the essence of marketing.

**THE BUSINESS PLAN SHOULD INCLUDE THE FOLLOWING
COMPONENTS:**

- A. Executive Summary
- B. Review of financial and market performance during the past year
- C. Assessment of current situation and the market
 - 1. Customers
 - 2. Competition
 - 3. Company's strengths and weaknesses
 - 4. Major problems / opportunities to be dealt with in the next year
- D. Strategy for the next year in business (What will it take to get ahead or stay ahead?)
 - 1. Target market(s)
 - 2. Marketing mix (Product, Price, Place, Promotion)
 - 3. Research and development
 - 4. Manufacturing
 - 5. Market and financial objectives
 - 6. Key components of strategy for third year
- E. Event time chart
- F. Pro forma cash flow, balance sheet and income statement
- G. Financial request

Keep these guidelines in mind. If you follow them, you will be successful.

Спаубек Йозеф
Артюшина Екатерина Валерьевна
Цветкова Наталия Борисовна

Spaubeck Jozef
Artushina Ekaterina
Tsvetkova Natalia

Стратегический маркетинг: Методические указания для студентов
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Нижегородский государственный архитектурно-строительный университет

603950, Н.Новгород, Ильинская, 65.

Полиграфический центр ННГАСУ, 603950, Н.Новгород, Ильинская, 65