

STRATEGIC MARKETING



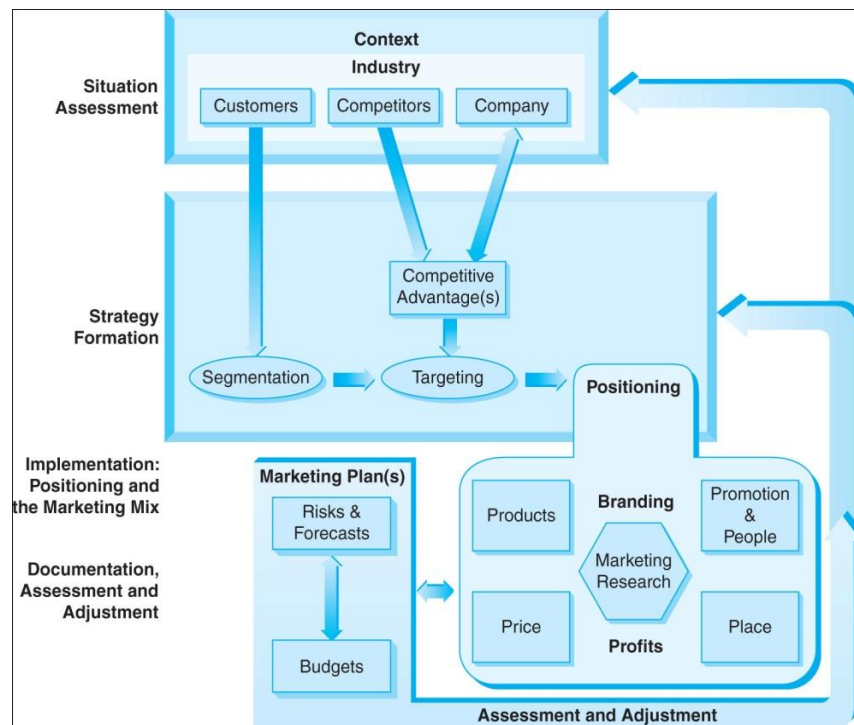
Todd A. Mooradian
Kurt Matzler
Lawrence J. Ring

INSTRUCTORS' GUIDE

Synopsis

This is the first textbook specifically designed to support experiential courses on strategic marketing – courses that rely primarily or exclusively on case analyses and discussions, and/or computer-based simulations. Courses of this sort, which are common in top-tier business programs, usually assign a textbook as a general or “background” resource. Instructors may or may not step back to offer short lectures clarifying and emphasizing specific learning.

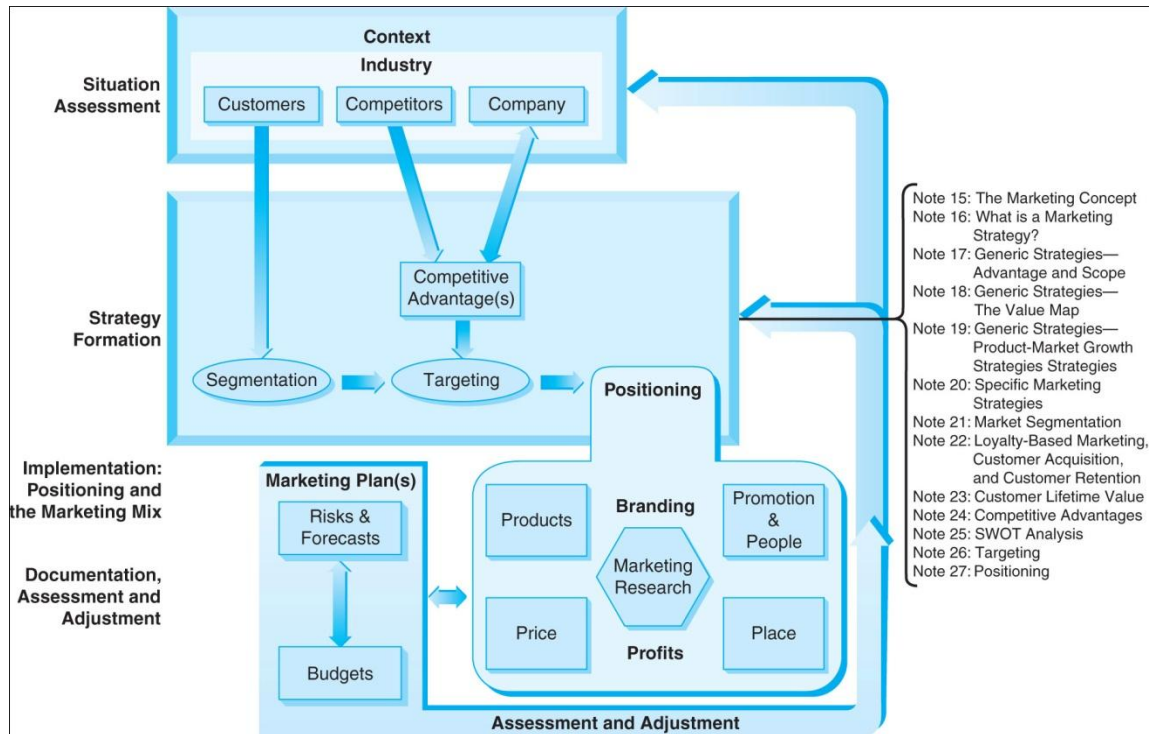
Until now, no book has been purposely developed to serve that role. Existing books are organized in a front-to-back flow; specific topics are presented within that flow in passages of differing lengths and differing levels of detail never intended to standalone. Furthermore, the overarching strategic marketing process –the unifying framework – is rarely presented in a coherent, independent section; the user is required to read the whole book to understand the overall process.



In comparison, *Strategic Marketing 1/e* presents a universal framework or “paradigm” for understanding and analyzing strategic marketing challenges in an initial, succinct six-chapter/62-page section. This framework encapsulates *how a strategic marketer thinks*, regardless of the company or industry. It is a structured, iterative process consisting of: Situation Assessment; Strategy Formation; Implementation and Positioning; and, Assessment and Adjustment. The central juncture in this well-established process is “Strategy Formation,” a basic *Segmentation-Targeting-Positioning* (S-T-P) process focused on matching targeted customer needs with the firm’s competitive advantages. That framework is clarified and reinforced in a graphic model, shown above, that appears throughout the book, tying things together and highlighting the interconnected nature of the parts.

That general analytic framework is also clearly and directly linked to the various specific tools, models, and frameworks that might be required by a specific strategic marketing analysis. Those tools are

linked to the general analytic process via textual references and clear graphic “maps” (see the example below). Each of those tools is then explained in a short note of its own. Thus, *the bulk of the book is a comprehensive compendium of 38 short notes describing the essential tools, models, and frameworks of strategic marketing.*



For example, if an assigned case describes a firm facing a new low-cost competitor and choices about responses, a student should identify the specific issues via an initial assessment of the case – an assessment structured by the general analytic framework presented in Section One (Chapters 1 to 6). Then the student might review the short notes on Competitor Analysis (Note 5), Generic Strategies (Porter’s ‘Generic’ Advantage and Scope Strategies (Note 17), the Value Map (Note 18), and Pricing Strategies (Note 33) as well as Appendix A (Basic Financial Math for Marketing Strategy, which covers cost-volume-profit logic) to “drill down” into the case and to identify and evaluate strategic alternatives. Other notes may not be relevant to that particular case, but those other tools, models, and frameworks will certainly be relevant to other cases and other strategic marketing challenges, depending on the circumstances.

The book also includes four appendices developed to support a rigorous course on strategic marketing. The first appendix is on basic financial math for strategic marketing. The second appendix is a straightforward, highly-structured guide to developing a marketing plan. The third appendix is on writing a one-page memo; creating persuasive one-page memos is an invaluable skill for contemporary managers and assigning one-page memos as case write-ups provides instructors with a great tool to deepen case preparation and for generating readily-gradable assignments to track students’ effort and learning. The final appendix is an overview of the case method; this note emphasizes a student-centered model of learning and gives the student an understanding of the sort of preparation and participation that will lead to success in case method learning.