

Lecture Notes – Marketing Strategy and Planning

Lecture 1

Why Strategic Market Management?

- Consideration of strategic choices → who are we targeting (eg: GayTMs during Mardi Gras)
- Change= omnipotent
- Long or transactional thinking
- Transparent resource allocation decisions
- Inputs into strategic analysis & decision making
- Provide a strategic MGMT & control system
- Provide both horizontal & vertical communication & coordination systems

Thinking

- Strategically, analytically, make informed decisions, politically, innovatively, managerially

Product-Market Investment Strategy

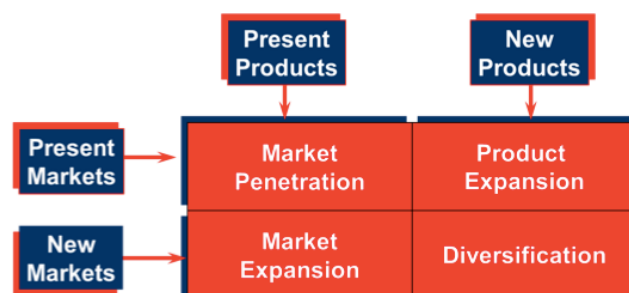
- Invest to grow (or enter a product market) OR invest only to maintain the existing position
- Milk the business by minimising investment
- Recover as many of the assets as possible by liquidating or divesting the business – eg: Nudie Juices factory burnt down → got FB to vote for their top 3 fave juices, named after fire-fighters

Product Market Options

- Eg: Playboy → centrefolds to perfume to TV shows

Case Study

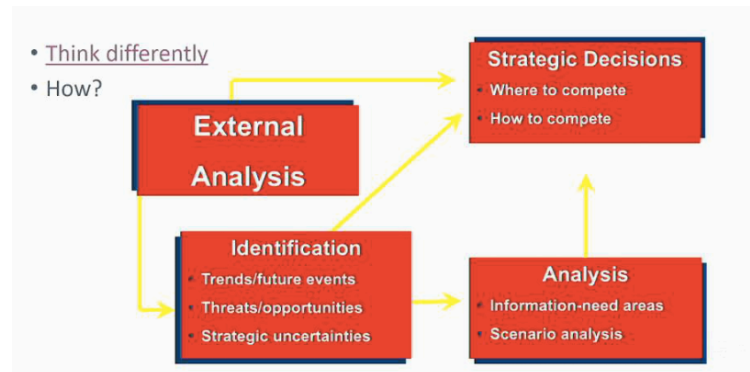
- Just for Pets – suffering due to increasing undercutting & aggressive competition
- Business objectives: motivate stores to increase group purchasing behaviour & marketing activity, improve negotiation power with suppliers
- Marketing objectives: differentiate & increase revenue from JFP
- Insights: Post GFC consumers spent more on pets but more discretionary about vet visits → gap in pet health advice
- Thus: Just for Pets Health Centre – target these customers
- Target: women 35-64yo, busy outsource who are thoughtful & socially minded, care about well being, love engage in fun brand activities → Reach: SEM, TV, digital display ads, FB ads, local women's media – stores: metro & regional towns
- Executing Strategy: pilot communications campaigns & results, consumer, B2B value chain, funding co-op → most persuasive is 3rd party endorsement
- Results: stores stopped closing, motivate JFP member stores to increase group behaviour & supplier negotiation power, increase revenue



Lecture 2- The Big Wide World (Steve Jobs Lecture)

Defining What We Are Trying To Do

- Think differently → through: External Analysis → Identification
 - Eg: Nike honour great athletes and athletics but never talk about their actual product
 - Apple understand core values shouldn't change – same things they stand for today → want to communicate this in their marketing 'think different' & forward movers (rebels, misfits, trouble maker, genius – Einstein, Martin Luther King, Ghandi, Bob Dillon) → Apple's think different – COULD BE ASKED WHO WERE 5 PEOPLE IN APPLE AD IN EXAM!
 - Trend: Pokémon Go trend now → Mine Craft Go, geo location etc.
 - Threat: Pokémon is a threat → opportunity for product extension (Angry Birds)
 - Strategic uncertainty: eg playing games are bad for your health (eyesight, walking into cars)
 - Info-need areas: Roy Morgan data to understand consumers & behaviour, consumer/market/macro/ competitor info,
 - Scenario analysis: (eg: why did he get pulled over: speeding, rego?)
 - Where to compete: location
 - How to compete: differentiation, low cost, market leader, PPPP
- Double Jeopardy: More market share= more people buy your products → they can charge more & thus more profit (eg: Apple)
- Make strategic decisions with info & theory
- *Brand is*= unique values, stamp of ownership → guarantee of good source & quality – brands are big businesses (eg: Coke) → branded: people, objects etc. → when people use brand as a verb that is remarkable (Google it), quality & belongings → NOW: finding info sharing films, selling, adding, friending brands are now consumers- they can make & unmake them → now BRAND COMMUNITIES
 - Loyalty cards: then stop buying
- Define:
 - *Our brand/product is, what?*
 - *Performance Improvements* – enculturation (eating different foods & how they are introduced to us: eg Vegemite in Aus but not others)
 - *Technological Developments* – cell phones (buy new ones because old ones work but they go out of fashion), certain brand needed + better data plans
 - *Financial Capacity*- More's law (this get more powerful & cheaper_
 - *Predict the Future*



A Marketplace of Uncertainty

- Strategic Uncertainties
 - Will a major firm enter? Will a tofu-based dessert product be accepted? Will a tech be replaced? How sensitive is market to price?
- Strategic Decisions
 - Investment in a product market, investment in tofu-based product, investment in tech/research info, strategy of maintaining price quality