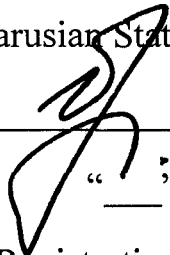


Educational Establishment
“Belarusian State Economic University”

APPROVED

Rector of the Educational Establishment

“Belarusian State Economic University”


_____ Prof. V.N. Shimov
“ ” _____ 2015
Registration number № 1849-15 /st.

STRATEGIC MARKETING

Study Program for Master’s Degree in the Specialization:

1-26 81 05 Marketing

2015

DRAFTSMAN:

S.V. Razumova, associate professor of the Marketing Department, the vice-dean of the Faculty of Marketing and Logistics of Belarusian State Economic University, associate professor, Ph.D. (Economics)

REVIEWERS:

I.L. Akulich, the head of the Chair of Marketing Department of Belarusian State Economic University, professor, Sc.D. (Economics).

V.E. Belyatskaya, the head of the Chair of Management Department of Belarusian State University of Informatics and Radioelectronics, associate professor, Ph.D. (Economics).

The study program is recommended to be affirmed by the Chair of Marketing Department of Belarusian State Economic University (protocol № 10, 30.04.2015) and the Scientific and Methodological Council of Belarusian State Economic University (protocol № 17, 20.05.2015).

COURSE INTRODUCTION

The long-term orientation on the client is becoming of the utmost importance as a means of the company's success story at the present-day highly competitive markets. This approach allows to provide the company with better financial results and to show greater effectiveness and efficiency due to applied marketing tools. Such orientation requires to build the appropriate management systems and business-models; the company's goals, strategies and tasks should be client-oriented. The Course of Strategic Marketing involves the post-graduate students to deeply understand the competitive advantages of a business, meanwhile it clarifies the issues of determining target markets and segments; the course helps to design the up-to-date marketing programs as well as acquiring marketing methods and techniques.

The purpose of the study course is to form the systematic knowledge and practical skills in the sphere of strategic marketing and marketing planning in order to further develop professional competences, to make high-tech specialists in various marketing spheres and at all management levels.

The objectives of the discipline are:

- to provide profound knowledge on the strategic marketing and strategic marketing planning;
- to develop skills of designing marketing strategic plans including the formulation and implementation the basic marketing goals and strategies;
- to broaden professional and communicative competencies in the marketing management sphere;
- to give practical opportunities to compose business-models as well as strategic and tactic marketing plans;
- to form the ability to apply quantitative and qualitative measurements to markets, products, brands, clients.

As a result of the discipline studying a post-graduate student for a master's degree should **know:**

- modern approaches used in marketing planning;
- the methods and techniques of marketing audit, targeting markets, positioning statement;
- the explanation and tactical implementation of definite marketing strategies;
- special marketing strategies and tactics depending on the company's competitiveness and market maturity.

be able to:

- estimate the perspective markets, needs and requirements;

- analyze the company's competitive position and potential;
- forecast the company's sales volume;
- identify target audiences;
- create customer value and develop brand positioning;
- design middle-term and fiscal-year marketing plans;
- appreciate and optimize the company's product, brand and business portfolio.

have the skills to:

- create positioning and competitive market maps;
- make up SWOT-analysis;
- use portfolio methods of GE, ADL, BCG;
- compose segmentation schemes;
- budget marketing activities.

Total hours for the discipline – 136, including 40 hours for lectures, 10 hours for practical classes.

The recommended form of control – exam.

CONTENT

1 Strategic Role of Marketing

Marketing in modern organization. Marketing as an important part of the corporation strategy, marketing in defining long-term competitive advantages. The concept of strategic marketing, its origin and development. The present-day understanding of strategic marketing, important strategic marketing trends. Tasks of strategic marketing. Strategic and operational marketing. Concept of marketing strategy, its elements. Strategic marketing as a process. Marketing at the levels of management: corporate, business, functional and operational. Development models of marketing strategy. Examples of the companies which use strategic marketing approach in business.

2 Management of Strategic Marketing

Marketing planning in system of business planning. Stages of strategic and tactical marketing planning. System of the balanced indicators directed by the marketing purposes of the organization. Organization of strategic marketing. Centralization and decentralization in strategic marketing. Concept of corporate marketing. Elements and problems of internal marketing. The directions of control in strategic marketing. Requirements to effective marketing strategy.

3 Business Strategies and Their Marketing Implications

Directions of organization's growth: intensive, integrated, diversified growth. I. Ansoff's matrix growth strategies. The marketing instruments of penetration strategy realization on the market. The direction of the strategy product development: improvement, modification, innovation. The marketing development strategy, market assessment of the prospects of entering new markets.

4 Marketing Audit: Opportunity Analysis

Marketing-audit system. Types and elements of the marketing audit. Assessments of the macro-trends of the organization: PEST-analysis. Evaluation of the micro-environment of the company: the audit market, customers, intermediaries, partners, competitors. The attractiveness of the market (key characteristics). Internal audit: the audit of the operations and resources of the company, the audit results of the company's marketing activities. Financial and non-financial indicators of marketing result. The concept of strong and weak sides

of the organization. The rules and steps of SWOT-analysis. Software products, databases in creating marketing audit system.

5 Creating Competitive Strategies and Advantages

Systems of competitive analysis: problems of competitive investigation. Benchmarking in solving marketing tasks. Market analysis based on the model of competitive forces by M. Porter. The types of competitive advantages: costs advantage, differentiation, market niche. The chain of value creation by M. Porter. The types of competitive strategies. Competitive strategies in Jack Trout's concept. Offensive and defensive competitive strategies. International and domestic practice of competitive strategies' implementation. The analysis of strategic / competitive groups of a particular sector / industry. The competitiveness of an enterprise.

6 Market Segmentation and Market Targeting

Strategic (macro-) segmentation. The strategic theory of "blue oceans". The ways of new markets creation: segmentation grid. Models and ways of market segmentation. Micro-segmentation. From segmentation to individualization. The segmentation of industrial and customers' markets: modern approaches. The evolution of behavioral (situational) and psychographic segmentation. The assessment of appeal and the choice of target segments. The ways of market coverage.

7 Value Proposition and Positioning Statement

The concept and the process of brand / product positioning. The construction and interpretation of positioning maps. The trends of brand / product positioning. Positioning levels: social and demographic, rational, functional, emotional, value levels. Positioning blunders / errors. Re-positioning reasons. Positioning and branding. Brand architecture, brand attributes in positioning. The international and domestic experience of brand positioning.

8 Customer focusing

The notion of client-orientation through operational system of production, services, HR and communications. Client-orientation OVUM. The concept of internal and external customers. Customer's loyalty and the ways of its evaluation. Customer's loyalty management: customer's loyalty and profitability, NPS-index. The notion of client's satisfaction and the reasons for client's dissatisfaction. The

international ratings of client's satisfaction. Lifetime client's value. The concept of sales funnel and the ways of working with it. CRM and client-orientation.

9 Marketing Strategies for different Market Stages (depending on Market Maturity)

The conceptual essence of the sector / industry life cycle. The brief outline of the sector / industry life cycle stages. Strategic tasks of the organization depending on the sector / industry life cycle stages. Marketing strategies and tactics of the organization at the stage of new market creation. Marketing strategies and tactics of the organization at the stage of market growth. Marketing strategies and tactics on mature markets and market at the stage of slowdown.

10 Portfolio-analysis in Decision-Making Process

The fields of matrix methods usage in the process of strategic marketing planning. The notion of business-, product- and brand-portfolio balance. BCG Matrix: the model parameters, the development strategies recommended, the model restrictions and criticism. GE matrix: market attractiveness parameters and business competitiveness, matrix quadrants characteristics and the strategies recommended. Matrix methods based on the life cycle concept: ADL and ShellDPM models.

11 Marketing Strategy Implementation: Managing Product and Brand

Strategies in the field of branding. Brand's value. Joint/ corporate branding. The company's assortment strategies. The vertical and horizontal brand expansion. The company's innovative policy and strategies. The assessment of effectiveness of trade policy implementation.

12 Marketing Strategy Implementation: Managing Price

Pricing while solving the problems of increasing competitiveness, market share, sales revenue maximization. Costs at different product life cycle' stages. The stages of pricing strategy. Pricing techniques for market novice goods: fast "skimming", slow "skimming", fast "market penetration", slow "market penetration". Mixed pricing techniques with quality level taken into account: bonus markup technique, profound market penetration, elevated value significance,

overpricing, average level, high quality degree, predatory pricing policy, ostentatious gloss, low value significance. Active and passive pricing techniques.

13 Marketing Strategy Implementation: Managing Distribution

Distribution system during solution strategic tasks of organization. Marketing channels while creating customer value. The assessment of effectiveness of organization distribution system. Building distribution strategy. The stages of building distribution strategy.

Factors influencing on distribution methods choice. Decisions concerning intensity of distribution: intensive, selective and exclusive distribution.

14 Marketing Strategy Implementation: Managing Communications. Mobile and SMM strategies

Development of organization communicative strategy. Communicative goal-and-task-setting, identification of the audience. Advertising strategies of the company: concentrated and distributed. Strategy decisions in promotion. Pull and push communication. Strategies of building effective system of personal sale. Strategy decisions of organization in PR-activity field. The assessment of the organization's communication policy effectiveness. The contemporary significance of mobile marketing, mobile marketing tasks, successful examples of modern marketing usage while implementing marketing strategies. SMM in marketing strategies implementation: SMM peculiarities and advantages, SMM tools. The samples of companies that implement SMM successfully.

15 Business Modeling and Writing Marketing Plans

The notion and elements of business models. The types of business models. Client-oriented business models. The characteristic features strategic marketing plan breakdown: formulating the company's goals, marketing audit, SWOT analysis, formulating general strategies of the company's development, competitive and marketing strategies designation, segmentation, choosing the concept of positioning, designing detailed marketing software programs according to marketing mix elements; outcome forecast; alternative plans preparation; budgeting.

Curriculum map of the study course

(full-time education)

№ of Topic	Course content	Hours					Hours of the managing independent work	The form of knowledge control
		Lectures	Practical classes	Seminars	Laboratory classes	Other		
1	2	3	4	5	6	7	8	9
1	Strategic Role of Marketing	4	-	-	-	Presentations and handout [1,2,3,4,5]		-
2	Management of Strategic Marketing	4	-	-	-	Presentations and handout [1,2,3,4,5]		-
3	Business Strategies and Their Marketing Implications	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
4	Marketing Audit: Opportunity Analysis	4	2	-	-	Presentations and handout [1,2,3,4,5]		Independent individual work "SWOT analysis"
5	Creating Competitive Strategies and Advantages	2	-	-	-	Presentations and handout [1,2,3,4,5,6,10]		-
6	Market Segmentation and Market Targeting	4	2	-	-	Presentations and handout [1,2,3,4,5,11]		Independent individual work "The Market segmentation"
7	Value Proposition and Positioning Statement	2	2	-	-	Presentations and handout [1,2,3,4,5]		Independent individual work "The concept of market positioning"
8	Customer focusing	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
9	Marketing Strategies	2	-	-	-	Presentations		-

	for different Market Stages (depending on Market Maturity)					and handout [1,2,3,4,5,7]		
10	Portfolio-analysis in Decision Making Process	2	2	-	-	Presentations and handout [1,2,3,4,5]		Business tasks solutions
11	Marketing Strategy Implementation: Managing Product and Brand	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
12	Marketing Strategy Implementation: Managing Price and Distribution	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
13	Marketing Strategy Implementation: Managing Distribution	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
14	Marketing Strategy Implementation: Managing Communications. Mobile and SMM strategies	4	-	-	-	Presentations and handout [1,2,3,4,5]		-
15	Business Modeling and Writing Marketing Plans	2	2	-	-	Presentations and handout [5,8,9]		Final marketing project presentation
	Total	40	10	-	-	-	-	Exam

Curriculum map of the study course
(part-time education)

№ of Topic	Course content	Hours					Hours of the managing independent work	The form of knowledge control
		Lectures	Practical classes	Seminars	Laboratory classes	Other		
1	2	3	4	5	6	7	8	9
1	Strategic Role of Marketing	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
2	Management of Strategic Marketing	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
3	Business Strategies and Their Marketing Implications	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
4	Marketing Audit: Opportunity Analysis	2	-	-	-	Presentations and handout [1,2,3,4,5]		Independent individual work "SWOT analysis"
5	Creating Competitive Strategies and Advantages	2	-	-	-	Presentations and handout [1,2,3,4,5,6,10]		-
6	Market Segmentation and Market Targeting	2	-	-	-	Presentations and handout [1,2,3,4,5,11]		
7	Value Proposition and Positioning Statement	2	-	-	-	Presentations and handout [1,2,3,4,5]		
8	Customer focusing	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
9	Marketing Strategies for different Market Stages (depending on Market Maturity)	2	-	-	-	Presentations and handout [1,2,3,4,5,7]		-

10	Portfolio-analysis in Decision Making Process	2	-	-	-	Presentations and handout [1,2,3,4,5]		-
11	Marketing Strategy Implementation: Managing Product and Brand	-	1	-	-	Presentations and handout [1,2,3,4,5]		Independent individual work
12	Marketing Strategy Implementation: Managing Price and Distribution	-	1	-	-	Presentations and handout [1,2,3,4,5]		Independent individual work
13	Marketing Strategy Implementation: Managing Distribution	-	1	-	-	Presentations and handout [1,2,3,4,5]		Independent individual work
14	Marketing Strategy Implementation: Managing Communications. Mobile and SMM strategies	-	1	-	-	Presentations and handout [1,2,3,4,5]		Independent individual work
15	Business Modeling and Writing Marketing Plans	-	2	-	-	Presentations and handout [5,8,9]		Final marketing project presentation
	Total	20	6	-	-	-	-	Exam

INFORMATION AND METHODOLOGICAL PART

Methodological recommendations on individual students' work management of the study course "Strategic Marketing"

The independent students work is an important element of providing profound knowledge on the strategic marketing topics. The recommended time for independent student work totals to 2-2,5 hours per class study on average.

The directions of independent students' work are as follows:

- first-hand view of study program;
- first-hand view of literature recommended;
- carrying on research on given by the lecturer material, reading additional literature and searching for more information;
- preparation for practical classes according to special study plans on the ground of literature recommended;
- preparation to distant forms of control (independent individual work, presentations, business tasks solutions, tests and other tasks);
- preparation for the examination.

Literature


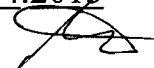
primary:

1. *Kotler, Ph.* Marketing Management / Ph. Kotler, K.L. Keller. – 14th ed. – Prentice Hall, 2012. – 816 pp.
2. *Chernev, A.* Strategic Marketing Management/ A. Chernev A., Ph. Kotler.– 8th ed. – Cerebellum Press, 2014. – 284 pp.
3. *Lambert, J-J.* Market-Driven Management: Strategic and Operational Marketing / J-J. Lambert, R. Chumpitaz, I. Schuiling. – Second ed. – Palgrave Macmillan, 2007. – 496 pp.
4. *Kumar, N.* Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation / N. Kumar. – Harvard Business Review Press, 2004. – 288 pp.
5. *McDonald, M.* Marketing Plans: How to Prepare Them, How to Use Them / M. McDonald, Wilson H. – 7th ed.–John Wiley & Sons, 2011. – 592 pp.

secondary:

6. *Porter, M.* On Competition/ M. Porter. – Updated and Expanded ed. – Harvard Business Review Press, 2008. – 576 pp.
7. *Moore, G.* Inside the Tornado: Strategies for Developing, Leveraging, and Surviving Hypergrowth Markets/ G. Moore. – Harper Business, 2005. – 272 pp.
8. *Osterwalder, A.* Business Model Generation/ A. Osterwalder, Y. Pigneur. - Hoboken, New Jersey: John Wiley & Sons, 2010. – 288 pp.
9. *Chan Kim, W.* Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant/ W. Chan Kim, R. Mauborgne. – Expanded ed. – Harvard Business Review Press, 2015. – 287 pp.
10. *Ries, A.* Bottom-Up Marketing/ Marketing Warfare/A. Ries, J.Trout. – Plume. 2004. – 240 pp.
11. *Anderson, Ch.* The Long Tail/ Ch. Anderson 2008. – 288 pp.

The study program coordination protocol to other study disciplines of the specialization

Study discipline for coordination	Department	Suggestions of the alterations in the study program contests	Solution taken by the Department according the study program (data and protocol number)
1. Holistic marketing	the Marketing Department		Protocol № <u>10</u> , <u>30.04.2015</u> 
2. Relationship marketing	the Marketing Department		Protocol № <u>10</u> , <u>30.04.2015</u> 
			Protocol № <u> </u> <u> </u>

Supplements and alterations to the study program of the study discipline

In ___/___ study year

№№	Supplements and alterations	Grounds

The study program is recommended to affirm by the Marketing Department of Belarusian State Economic University (protocol № 10, 30.04.2015)

Head of the Marketing Department,
professor, Sc.D. (Economics)

_____ I.L. Akulich

APPROVED

Dean of the Faculty of Marketing and Logistics,
Associate professor, Ph.D. (Economics)

_____ A.A. Zigankov