

Principles of Marketing Global Edition

Kotler and Armstrong



Chapter 2:

Company and Marketing Strategy

Partnering to Build
Customer Engagement,
Value, and Relationships

In this chapter, we dig deeper into steps two and three of the marketing process: designing customer-driven marketing strategies and constructing marketing programs.

First, we look at the **organization's overall strategic planning**, which guides marketing strategy and planning.

Next, we discuss how, guided by the strategic plan, **marketers partner closely with others** inside and outside the firm to create value for customers.

We then examine **marketing strategy and planning**—how marketers choose target markets, position their market offerings, develop a marketing mix, and manage their marketing programs.

Finally, we look at the important step of **measuring and managing return on marketing investment** (marketing ROI).

Company and Marketing Strategy

Nike's outstanding success results from much more than just making good sports gear. The iconic company's strategy is to build engagement and a sense of community with and between the Nike brand and its customers.



2-2

Nike has mastered social networking, both online and off, creating deep engagement and community among customers. Its Nike+ and FuelBand apps and technologies have made Nike a part of the daily fitness routines of millions of customers around the world.



- Company-wide strategic planning and its four steps



- Planeamento estratégico da empresa e os seus quatro etapas

What is a STRATEGY?????



strategy

/ˈstrætɪdʒi/

- a plan of action designed to achieve a long-term or overall aim.
"time to develop a coherent economic strategy"
- the art of planning and directing overall military operations and movements in a war or battle.
"he was a genius when it came to military strategy"

estratégia

- um plano de ação projetado para atingir um objetivo geral ou de longo prazo.
- a arte de planejar e dirigir operações e movimentos militares em uma guerra ou batalha.

Definition – Strategy

- Strategy is about deciding where you want to go and how you mean to get there.
- A strategy is a declaration of intent: 'This is what we want to do and this is how we intend to do it.'



Customer Value-Driven Marketing Strategy

Marketing strategy is the marketing logic by which the company hopes to create customer value and achieve profitable customer relationships.

A estratégia de marketing é a lógica de marketing, através da qual a empresa espera criar valor para o cliente e conseguir relacionamentos rentáveis com os clientes.

What STRATEGIC PLANNING means?



Company-Wide Strategic Planning

Strategic Planning

Strategic planning is the process of developing and maintaining a strategic fit between the organization's goals and capabilities, and its changing marketing opportunities.

O planeamento estratégico é o processo de desenvolvimento e manutenção de um **ajuste estratégico** entre as metas e as capacidades da organização e suas variadas oportunidades de marketing.

Strategic planning sets the stage for the rest of planning in the firm. Companies usually prepare annual plans, long-range plans, and strategic plans.

The annual and long-range plans deal with the company's current businesses and how to keep them going.

In contrast, **the strategic plan** involves adapting the firm to take advantage of opportunities in its constantly changing environment.

Discussion Question

How might the strategic plan of the college or university influence decisions in the school's programs and offerings? How might it influence decisions in food services, dormitories, executive education, and undergraduate versus graduate programs?

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At the corporate level, the company starts the strategic planning process by defining its overall purpose and mission (see Figure 2.1).

This mission is then turned into detailed supporting objectives that guide the entire company. Next, headquarters decides what portfolio of businesses and products is best for the company and how much support to give each one. In turn, each business and product develops detailed marketing and other departmental plans that support the company-wide plan.

Thus, marketing planning occurs at the business-unit, product, and market levels.

It supports company strategic planning with more detailed plans for specific marketing opportunities.



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Quatro etapas do planeamento estratégico da empresa:

1. Definir missão global da empresa.

1.
MISSÃO

2. Definir objetivos e metas da empresa.

2.
OBJETIVOS

3. Decidir a carteira de negócios.

3.
PORTFÓLIO

4. Planeamento de marketing e outras estratégias funcionais.

4.
TÁTICAS
DE
MARKETING

1. MISSÃO **Company-Wide Strategic Planning**
Defining a Market-Oriented Mission

- The mission statement is the organization's purpose; what it wants to accomplish in the larger environment.

Missão é o propósito da organização

Especificação da missão começa com as seguintes perguntas:

- Do que consiste o nosso negócio?
- Quem é o nosso cliente?
- O que os consumidores valorizam?
- O que deveria ser o nosso negócio?



IBM's customer-focused mission is summed up by the company's marketing and positioning campaign: "Let's Build a Smarter Planet."

Reprint Courtesy of International Business Machines Corporation, © International Business Machines Corporation.

A mission statement should:

1. Not be myopic in product terms
2. Be meaningful and specific
3. Be motivating
4. Emphasize the company's strengths
5. Contain specific workable guidelines
6. Not be stated as making sales or profits

Forging a sound mission begins with the following questions:

- What is our business?
- Who is the customer?
- What do consumers value?
- What should our business be?

These simple-sounding questions are among the most difficult the company will ever have to answer. Successful companies continuously raise these questions and answer them carefully and completely.

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Discussion Question

A market-oriented mission statement defines the business in terms of satisfying basic customer needs. Ask the students to evaluate how the IBM mission statement meets the criteria of a market-oriented mission statement.

1.
MISSÃO

Formulating mission

1. What is the basic purpose of your organization?
2. What is unique about your organization?
3. What is in your company that will make it stand out in a crowd?
4. Who are, and who should be, your principal customers?
5. What are the basic beliefs, values and philosophical priorities of your firm?

SAMPLES MISSION STATEMENTS



APPLE

We design the best personal computers in the world, lead the digital music revolution, reinvented the mobile phone, and are defining the future of mobile media and computing devices.



GAP

We create emotional connections with customers around the world through inspiring product design, unique store experiences, and compelling marketing.



MICROSOFT

Our mission is to enable people and businesses throughout the world to realize their full potential.

1.
MISSÃO



1.
MISSÃO

STRONG BUSINESS MISSION EXAMPLES



U B E R

"evolving the way the world moves"



"serving the most vulnerable"



"create a better everyday life for the many people"



"one of the worlds' leading producers and providers of entertainment and information."

© Dr. Johannes Flecker

1.
MISSÃO



"Our Roadmap starts with our mission, which is enduring. It declares our purpose as a company and serves as the standard against which we weigh our actions and decisions."

Mission:

- To refresh the world...
- To inspire moments of optimism and happiness...
- To create value and make a difference.

1.
MISSÃO



Our mission:
To inspire and nurture the human spirit – one
person, one cup and one neighborhood at a time.

MISSION STATEMENT



"Nestlé is the largest food company in the world. But, more important to them is to be the world's leading food company".

1.
MISSÃO

NASA

- To improve life **here**,
- to extend life to **there**,
- to find life **beyond**.

Mission Statement

1.
MISSÃO





O **Divino Sospiro** é um agrupamento de música barroca que procura consolidar a recuperação e apresentação do património musical Português bem como contribuir para a captação e educação de públicos para produtos culturais de natureza erudita.

1.
MISSÃO

Example of a badly stated mission...

*“We want to make our customers
happy...”*

The Good and the Bad

A Good Statement...

A Bad Statement...

Uses language your constituents use.	←→	Uses jargon, doesn't understand your audience.
Is emotionally stirring.	←→	Is logical and cold.
Communicates the "why."	←→	Communicates only the "what" or "how."
Is concise.	←→	Is really long.
Is a single, powerful sentence.	←→	Is a rambling paragraph.
Sounds good spoken out loud.	←→	Is full of clauses and hard to say.
Is memorable.	←→	Is forgettable.
Surprises.	←→	Is dull.
Is actionable.	←→	Can't be quantified.
Is specific.	←→	Is vague.

1.
MISSÃO

MISSION MEANING CHECK (1)

**LOOK
AT YOUR
STATEMENT**

*“We want to serve our customers
better than anyone else.”*

REVERSE IT

*“We don’t want to serve our
customers better than anyone else.”*

**DOES THE
REVERSION
MAKE SENSE?**

YES Mission is meaningful.

NO Mission is meaningless.

1.
MISSÃO



"That's our new mission statement."

2. OBJETIVOS

Company-Wide Strategic Planning

Setting Company Objectives and Goals

Business objectives	Marketing objectives
<ul style="list-style-type: none"> • Build profitable customer relationships • Invest in research • Improve profits 	<ul style="list-style-type: none"> • Increase market share • Create local partnerships • Increase promotion

The company needs to turn its mission into detailed supporting objectives for each level of management.

The company needs to turn its mission into detailed supporting objectives for each level of management. Each manager should have objectives and be responsible for reaching them.

The company can tie a diverse product portfolio together under a mission.

This broad mission leads to a hierarchy of objectives, including business objectives and marketing objectives such as to build profitable customer relationships by developing superior products.

2.
OBJETIVOS

Company-Wide Strategic Planning

Setting Company Objectives and Goals

Heinz's overall objective is to build profitable customer relationships by developing foods "superior in quality, taste, nutrition, and convenience" that embrace its nutrition and wellness mission.


A missão da empresa Heinz reflete os objetivos de negócio e objetivos de marketing para construir relacionamentos rentáveis com os clientes através do desenvolvimento de produtos de qualidade superior.



The Heinz company's mission reflects business objectives and marketing objectives to build profitable customer relationships by developing superior products.

Example

Mission Statement & Objectives



MISSION STATEMENT

To enhance shareholder value as an online technology-based media company from a history as a consumer-based software company.

OBJECTIVES

- Complete merger with AccessMedia Networks, Inc. during Spring 2006
- Add additional proprietary content channels
- Capitalize on the promising opportunities offered in interactive media
- Grow online businesses

Company Confidential www.imsisoft.com www.houseplans.com 5

3. PORTFÓLIO

Designing the Business Portfolio

The business portfolio is the collection of businesses and products that make up the company.

A melhor portfólio de negócios é o que melhor se adapta aos pontos fortes e fracos da empresa e aos oportunidades do ambiente.

Portfolio analysis is a major activity in strategic planning whereby management evaluates the products and businesses that make up the company.

Planeamento de portfólio de negócios envolve **duas etapas**. Em primeiro lugar, a empresa deve analisar seu portfólio de negócios atual e determinar quais as áreas de negócio devem receber mais, menos ou nenhum investimento. Em segundo lugar, deve-se moldar o futuro portfólio através do desenvolvimento de estratégias de crescimento e *downsizing*.

The best **business portfolio** is the one that best fits the company's strengths and weaknesses to opportunities in the environment.

Business portfolio planning involves two steps. First, the company must analyze its *current* business portfolio and determine which businesses should receive more, less, or no investment. Second, it must shape the *future* portfolio by developing strategies for growth and downsizing.

3. PORTFÓLIO **Designing the Business Portfolio**

Strategic business units can be a

- Company division
- Product line within a division
- Single product or brand

Tipos de unidade de negócios:

- Divisão da empresa
- Linha de produtos dentro de uma divisão
- Único produto ou marca

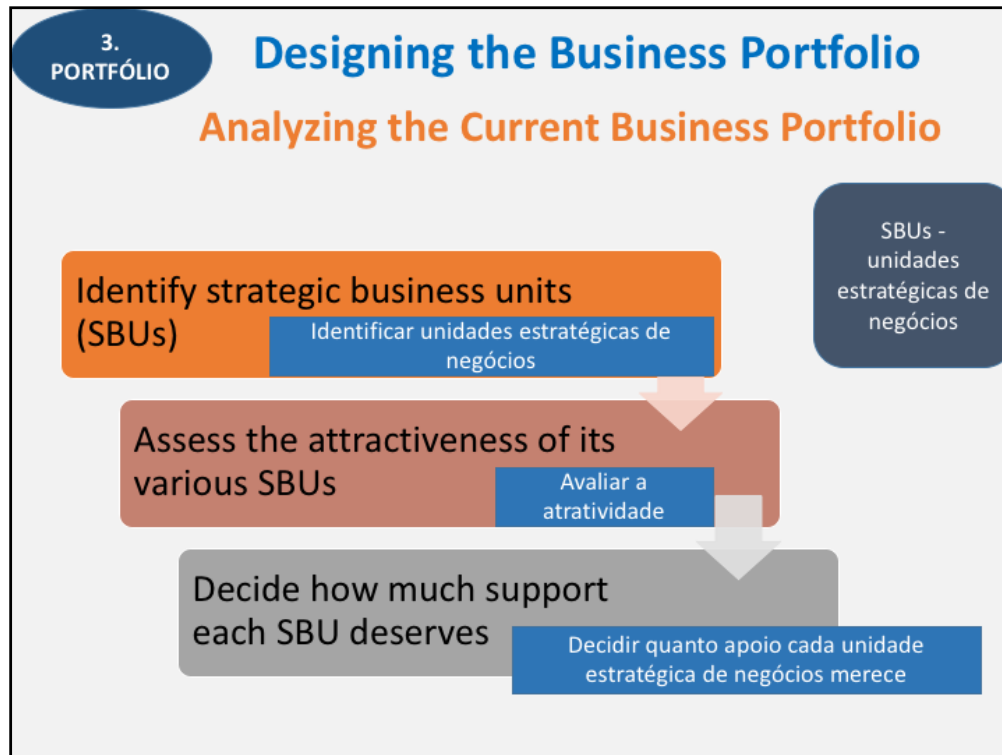
PORTFÓLIO=
Produtos e negócios que compõem a empresa.

put strong resources into the more profitable businesses

phase down or drop the weaker businesses

The major activity in strategic planning is business **portfolio analysis**, whereby management evaluates the products and businesses that make up the company.

The company will want to put strong resources into its more profitable businesses and phase down or drop its weaker ones.



When designing a business portfolio, it's a good idea to add and support products and businesses that fit closely with the firm's core philosophy and competencies.

The purpose of strategic planning is to find ways in which the company can best use its strengths to take advantage of attractive opportunities in the environment.

For this reason, most standard portfolio analysis methods evaluate SBUs on two important dimensions: the attractiveness of the SBU's market or industry and the strength of the SBU's position in that market or industry.

Designing the Business Portfolio

Analyzing the Current Business Portfolio

Growth-share matrix is a portfolio-planning method that evaluates a company's SBUs in terms of market growth rate and relative market share.

Matriz BCG é um método de planeamento de carteira que avalia SBUs de uma empresa em termos de taxa de crescimento do mercado e quota de mercado relativa.

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3. PORTFÓLIO

Designing the Business Portfolio

Analyzing the Current Business Portfolio

The Boston
Consulting
Group
Approach



FIGURE 2.2 The BCG Growth-Share Matrix

Discussion Question

Ask the students to suggest product categories that might fit in each of the BCG quadrants.

The best-known portfolio-planning method is the now-classic Boston Consulting Group (BCG) approach. The growth-share matrix defines four types of SBUs.

- **Stars** are high-growth, high-share businesses or products requiring heavy investment to finance rapid growth. They will eventually turn into cash cows.
- **Cash cows** are low-growth, high-share businesses or products that are established and successful SBUs requiring less investment to maintain market share.
- **Question marks** are low-share business units in high-growth markets requiring a lot of cash to hold their share.
- **Dogs** are low-growth, low-share businesses and products that may generate enough cash to maintain themselves but do not promise to be large sources of cash.

3. PORTFÓLIO

Designing the Business Portfolio

Analyzing the Current Business Portfolio

No eixo y (ou eixo vertical) utiliza-se, por definição, a taxa de crescimento do mercado do produto e no eixo x (ou eixo horizontal) utiliza-se a participação relativa de mercado (relativa ao maior concorrente da empresa) do produto, que pode ser calculada dividindo-se o *market share* do produto da empresa pelo *market share* do produto do seu maior concorrente. O gráfico é dividido em quatro partes, sendo o eixo y dividido pela taxa de crescimento média do mercado (entre os produtos) e o eixo x é dividido pelo valor 1 (um).



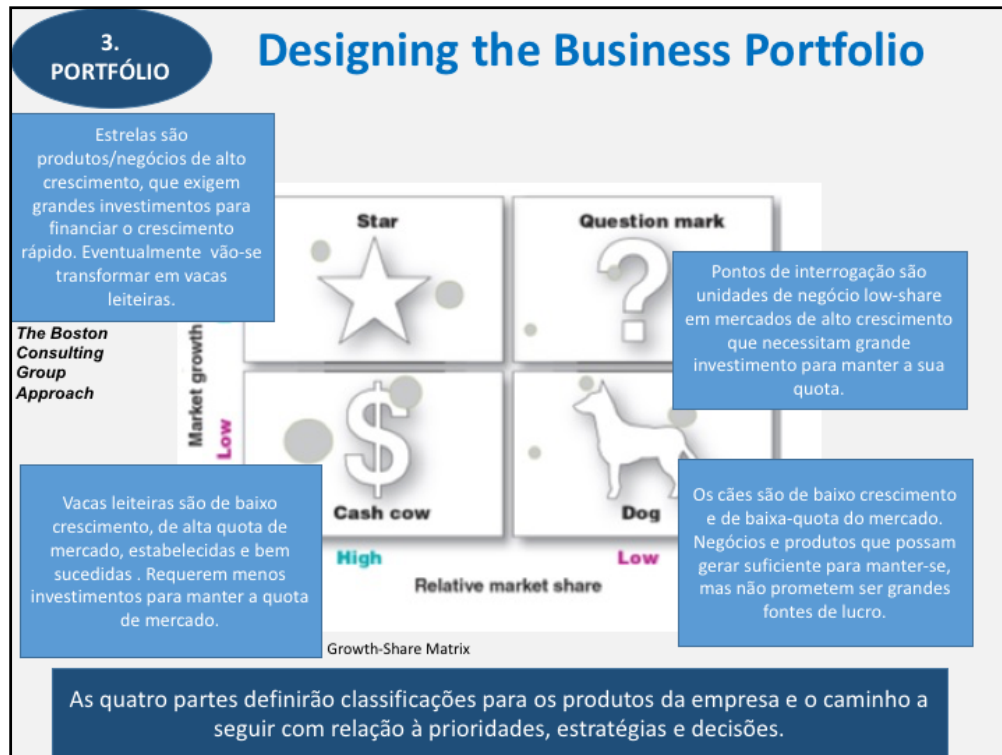
A Matriz BCG é um ferramenta de gerenciamento de portfólio de produtos criada na *Boston Consulting Group*, em 1970, com o objetivo de dar suporte para suas análises de ciclo de vida do produto. Consiste em captar os dados de cada produto contido no portfólio da empresa, plotá-los em gráfico de dispersão (ou bolhas) considerando dois eixos (x e y), classificá-los e tomar decisões e definir estratégias de acordo com o seu perfil.

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The Boston Consulting Group Approach



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Designing the Business Portfolio

Analyzing the Current Business Portfolio

The Boston
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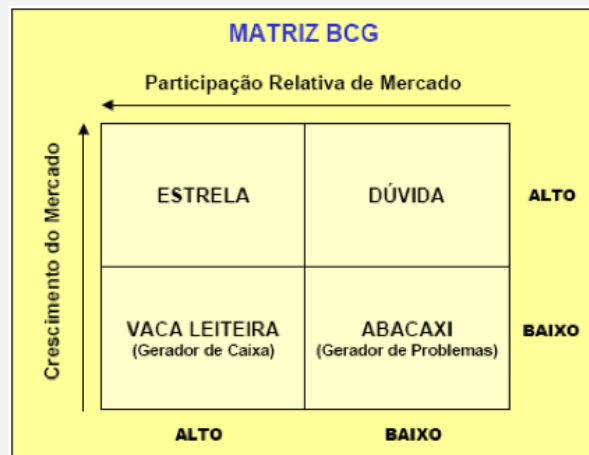


Figura 5 - Matriz BCG

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	A	B	C	D	E
1					
2		Cresc. Mercado	Market Share	Market Share do Principal Concorrente	Market Share Relativo
3	Produto A	20%	3%	45%	0,07
4	Produto B	25%	2%	30%	0,07
5	Produto C	31%	35%	25%	1,40
6	Produto D	3%	2%	41%	0,05
7	Produto E	1%	60%	32%	1,88
8	Produto F	2%	65%	35%	1,86
9		Cresc. Mercado Médio			
10		14%			

	A		E
1			
2			
3	Produto A		0,07
4	Produto B		0,07
5	Produto C		1,40
6	Produto D		0,05
7	Produto E		1,88
8	Produto F		1,86
9		C	
10			

Market Share Relativo	
	0,07
	0,07
	1,40
	0,05
	1,88
	1,86

Formatar Eixo

Opções de Eixo

Número

Preenchimento

Cor da Linha

Estilo da Linha

Sombra

Bordas Suaves e Brilhantes

Formato 3D

Alinhamento

Opções de Eixo

Mínimo: Automático Eixo 0,0

Máximo: Automático Fixo 0,35

Unidade principal: Automático Fixo 0,05

Unidade secundária: Automático Fixo 0,01

Valores em ordem inversa

Escala logarítmica Base: 10

Unidades de exibição: Nenhum

Mostrar rótulos das unidades de exibição no gráfico

Tipo de marca de escala principal: Externo

Tipo de marca de escala secundária: Nenhum

Rótulos do eixo: Inferior

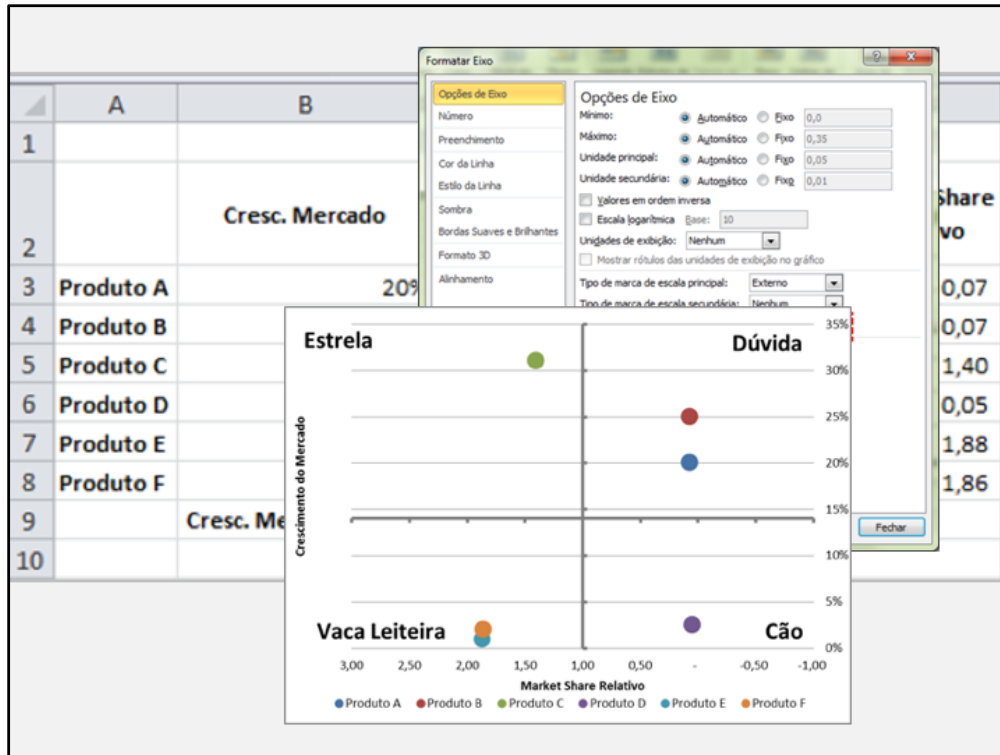
Eixo horizontal cruza em:

Automático

Valor do eixo: 0,14

Valor máximo do eixo

Fechar



Problems with Matrix Approaches

- Difficulty in defining SBUs and measuring market share and growth
- Time consuming
- Expensive
- Focus on current businesses, not future planning

Dificuldade em definir SBUs e medir a quota de mercado e crescimento
Demorado
Caro
Concentre-se em negócios atuais, e não em planeamento futuro

Increasingly, companies are placing responsibility for strategic planning in the hands of cross-functional teams of divisional managers who are close to their markets.

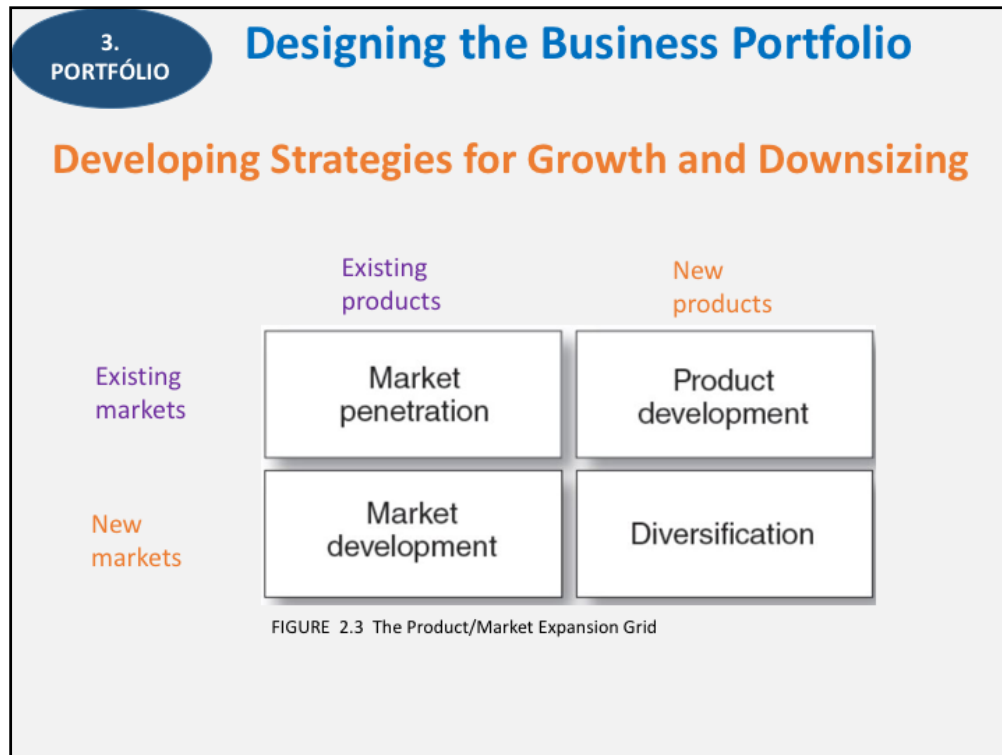
Because of these problems, many companies have dropped formal matrix methods in favor of more customized approaches that better suit their specific situations.

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Developing Strategies for Growth and Downsizing

Product/market expansion grid looks at new products, existing products, new markets, and existing markets for company growth opportunities.

Grade de expansão do produto / mercado olha para novos produtos, produtos existentes, novos mercados e mercados existentes para as oportunidades de crescimento da empresa.



Marketing needs to identify, evaluate, and select market opportunities and establish strategies for capturing them. One useful device for identifying growth opportunities is the **product/market expansion grid**, Figure 2.3.

Market penetration involves making more sales to current customers without changing its original product such as by adding new stores in current market areas to make it easier for customers to visit.

Market development involves identifying and developing new markets for its current products. For instance, managers could review new demographic markets. Perhaps new groups—such as seniors—could be encouraged. Managers could consider new geographic markets in U.S. markets and in non-U.S. markets, especially Asia.

Product development involves offering modified or new products to current markets such as by moving into new product categories.

Diversification involves starting up or buying businesses beyond its current products and markets. For example, the company could acquire a company that operates in different market segments with a different product mix.



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Developing Strategies for Growth and Downsizing



Strategies for growth: To maintain its incredible growth, Starbucks has brewed up an ambitious, multipronged growth strategy. - © STEFAN WERMUTH/Reuters/Corbis

In only three decades, Starbucks has grown at an astonishing pace, from a small Seattle coffee shop to an over \$14.9 billion powerhouse with more than 20,000 retail stores in over 64 countries.

To maintain its incredible growth in an increasingly overcaffeinated marketplace, Starbucks must brew up an ambitious, multipronged growth strategy.

First, Starbucks' management might consider whether the company can achieve deeper **market penetration**—making more sales to current customers without changing its original products.

Second, Starbucks might consider possibilities for **market development**— identifying and developing new markets for its current products. For instance, managers could review new demographic markets.

Third, Starbucks could consider **product development**—offering modified or new products to current markets.

Finally, Starbucks might consider **diversification**—starting up or buying businesses beyond its current products and markets. For example, the company acquired Evolution Fresh, a boutique provider of super-premium fresh-squeezed juices.

3.
PORTFÓLIO

Designing the Business Portfolio

Developing Strategies for Growth and Downsizing



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Developing Strategies for Growth and Downsizing

Downsizing is when a company must prune, harvest, or divest businesses that are unprofitable or that no longer fit the strategy.

Downsizing acontece quando uma empresa deve alienar os negócios que são inúteis ou que já não se encaixam na estratégia.

A firm might want to abandon products or markets for a number of reasons.

The firm may have **grown too fast or entered areas where it lacks experience**.
The **market environment might change**, making some products or markets less profitable.
Some **products or business units simply age and die**.

2-58

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Some **products or business units simply age and die**.

TPC

- 1) Elaborar a análise **SWOT**.
- 2) Indicar qual seria a **estratégia escolhida** para o projeto.
- 3) Apontar a **segmentação** do mercado (todos os segmentos existentes em base de 4 variáveis de segmentação) e escolher o **mercado-alvo**.
- 4) Elaborar a missão (**proposição do valor**) para o trabalho de grupo.
- 5) Indicar os **objetivos de marketing** (quantitativos e qualitativos).