**Factors Determining Marketing Strategies**

This unit enables learners to understand the influences on marketing strategy and the characteristics and use of marketing intelligence. It also involves the underpinning principles of strategic marketing analysis, strategic choice and stakeholder engagement.

**Indicative Content**

**1. Understand the influences on determining marketing**

Features of the environment

* Competition; local/national/international influences; market maturity; political, economic, legal and social trends; barriers to market entry; concept of marketing orientation and measurement scales (MARKOR and MKTOR)

Market segmentation, targeting and positioning

* Psychographic factors; segmentation types, techniques, algorithms and approaches; processes for targeting and product positioning; concept of differentiation with an emphasis on perceptual mapping; multi-dimensional scaling in product and service positioning

Macro and micro forces

* Definitions and significance; key elements of a marketing scan (demographics; socio-cultural forces; economic forces; regulatory forces; competitive forces; technological forces)

Scanning tools and techniques

* SWOT; PESTEL; environmental scanning; Porter’s Five Force Analysis; competitor analysis; industry analysis; QUEST

**2. Understand marketing intelligence**

Value and uses

* Characteristics and uses; planning, management and control; sources and validity of information

Marketing information system

* Marketing information systems; collection and analytical methods; simulation, modelling, linear programming, game theory, correlation and cluster analysis

Sales forecasting

* Moving averages; regression; exponential smoothing; sales force composite; jury of executive option; Delphi technique; customer projections

**3. Understand stakeholder engagement in organisations**

Stakeholder mapping

* Mapping techniques: Influence-Interest Grid; Power-Impact Grid; Mendelow’s Power-Interest Grid; Three-Dimensional Grouping of Power, Interest and Attitude (Murray-Webster and Simon); The Stakeholder Circle; Quadrant tactics

Principles of stakeholder engagement

* Stakeholder engagement strategies; identifying, analysing, mapping, prioritizing; expertise, willingness, value; nature of interest; conflicting agendas

Stakeholder support

* Role and importance of stakeholders in achievement of marketing objectives; corporate social responsibility (CSR)

Impact of conflicting requirements

* Identifying conflict; impact on the achievement of strategic direction/need for strategic change; perceptions and reputational risk; strategies to mitigate/resolve conflict

**4. Understand the nature of strategic marketing analysis and strategic choice**

Strategic intent and choice

* Concept of strategic fit; strategic intent, assessment and choice; strategic and tactical marketing; achieving coherence with corporate strategy

Competition and cooperation

* Advantages and disadvantages of competition and cooperation strategies; Ansoff’s Matrix; Boston Consulting Group (BCG) Growth-Share Matrix; Profit Impact of Marketing Strategy (PIMS); GE Multi Factoral Analysis

Cost leadership

* Purpose, characteristics and use; factors affecting it; distinction between cost and price leadership; role of cost leadership within market leadership

Pricing strategies

* Types of pricing strategy, their purposes, advantages and disadvantages; relationship of pricing strategies to other components of the marketing mix

Differentiation

* Purpose of product/service differentiation; simple, horizontal and vertical product differentiation; Unique Selling Propositions (USPs); relationship of product differentiation with monopolistic competition and perfect competition