MARKETING STRATEGY AND MANAGEMENT

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RESEARCH FOR MARKETING

MARKETING STRATEGY AND MANAGEMENT

Second Edition

Michael J. Baker

M
MACMILLAN

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To my family – Sheila, John, Fiona and Anne

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Preface to the Second Edition

Marketing Strategy and Management is one of a trio of books intended to provide a sound foundation for the study of the subject of Marketing. Thus, *Marketing Strategy and Management* builds upon *Marketing: An Introductory Text* (5th edn, 1991) and is complemented by *Research for Marketing* (1991).

The first edition of *Marketing Strategy and Management* was largely written whilst I was the Crowther Foundation Distinguished Visiting Scholar at the Chinese University of Hong Kong in 1983. This break from the routine administrative duties of my appointment at Strathclyde University enabled me to commit to paper the essentials of a course which I have taught for almost twenty years as the capstone to an Honours degree in Marketing. The book thus assumes that the reader has already pursued an introductory course in marketing, such as the Chartered Institute of Marketing's Certificate course or a first year undergraduate programme, and so is familiar with the descriptive aspects of the subject, as well as possessing a reasonable overview of it as a whole. It is quite likely, therefore, that the intended reader of this book will have already read Kotler,¹ Bell,² McCarthy and Perrault,³ Pride and Ferrell,⁴ or similar comprehensive text books. Indeed, in the case of the Honours year students at Strathclyde they will probably have read all of these, as well as having studied many sub-areas of marketing, such as advertising, organisational buying behaviour, market research, product development, etc. in some depth. Accordingly, the purpose of this book is to build upon this knowledge by opening in Part I with an analysis of the nature of marketing strategy and strategic marketing planning (SMP), followed by an evaluation of the external forces (i.e. the marketing environment and buyer behaviour) which constrain and proscribe the courses of action available to the organisation. This consideration points to the need for a clear definition of the target market (market segmentation) and the selection of closely defined niches which the organisation can exploit to its advantage (positioning). Part I of the book concludes with a discussion of the situation analysis or marketing audit which captures the threats and opportunities facing the organisation, which are then matched with its strengths in the formulation of a marketing plan.

In order to succeed in an increasingly competitive market-place, the firm must select those opportunities which will enable it to use its *own resources to maximum effect*. Part II of the book looks at the major policy issues which

have to be taken into account in designing the most effective marketing mix. Essentially, the purpose here is to remind the reader of the key issues or concepts which have to be considered for each of the mix elements. It is *not* to provide a survey of the latest and most fashionable techniques. Accordingly, while readers will find references to very recent work, they will also find considerable reference to much earlier work on the grounds that many of the key concepts and ideas about marketing were first articulated in the 1950s and 1960s by people like Ted Levitt, Joel Dean and Igor Ansoff (to mention but a few). Thirty or more years later many of these original concepts and ideas are being 'rediscovered', but this hardly seems a sufficient reason for ignoring the original source in favour of the new disciple.

The book concludes in Part III with a section on implementation. During the 1980s a great deal of research was undertaken into the critical success factors which underly competitive success. As one would expect, different studies tend to emphasise particular factors as being especially important. However, virtually all studies are agreed that whilst there is a large number of factors which firms must take into account in devising a successful competitive strategy, in the final analysis it is the *quality of implementation* which tends to distinguish between more and less successful firms. Therefore, in this edition, we give more explicit recognition to the importance of concepts such as vision, corporate mission and corporate culture as the basis for developing an effective organisation. However, implementation depends on more than simple motivation, and Chapter 21 on 'Control' reviews some of the performance indicators which management uses to measure progress. Finally, we conclude with a recapitulation of the more important ideas and issues which have emerged from our review of marketing strategy and management.

Whilst the second edition contains most of the material included in the first, it has been expanded by approximately 20% and extensively restructured. The book now comprises 22 chapters instead of the 16 in the original edition. Two of these – Chapter 2 on Marketing and Competition and Chapter 9 on Positioning – are completely new, whilst the other four are the result of reorganising the first edition material. This restructuring is believed to give a more logical development of the subject and reflects experience with students and managers who have used the book as the basis for formal study of the subject.

The restructuring also reflects some of the changes which occurred in the 1980s after the first edition appeared. Amongst these may be noted the rise of global competition and the growing preoccupation with competitiveness. In turn, this has led to some maturing of views concerning the role of strategic planning and marketing in the organisation. During the 1960s and 1970s there was a tendency to establish separate departments with responsibility for these functions resulting in less involvement on the part of those ultimately responsible for the direction of the firm. The pressures of the recession of the late 1970s and 1980s have made it clear that marketing is the business of all the firm's employees and that strategic planning is too important to be left solely to strategic planners. As a result, there has been a move to dismantle monolithic marketing and planning departments

and diffuse the responsibility for these activities more widely through the company. This is not to say that there is not a need for specialist staff advice on these functions but is intended to distinguish between the advisory and executive responsibility for them. Finally, and as noted earlier, familiarity with the latest techniques and procedures is not by itself sufficient to guarantee success. Implementation is the key, and increasing attention is being given to the human factor in management.

As we noted in the first edition's Preface the acid test of this book's utility must be consumer acceptance. Its publishing record and the appearance of this second edition suggest that it has met a need and may be considered successful. That it is so owes a great deal to a number of people, some of whom must be singled out for specific acknowledgement. First, there are my students at Strathclyde – undergraduates, postgraduates and practising managers on short courses – who have provided both the challenge and the feedback that have shaped the book's structure and content. Second, there are my colleagues both at Strathclyde and my many friends in the Marketing Education Group who have helped develop and inform my own understanding of the subject. Third, there are my secretary, June Peffer and research assistant, Jennifer Skene. Between us we have managed to produce two new books and four revised editions of other books in the space of the last eighteen months. Only other secretaries and research assistants can probably appreciate just how much work this has involved. To all of you my special thanks.

University of Strathclyde
October 1991

M. J. BAKER

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