

Lecture 2

## ΣΤΡΑΤΗΓΙΚΟ ΜΑΡΚΕΤΙΝΓΚ: ΠΡΟΣΑΝΑΤΟΛΙΣΜΟΣ ΣΤΗΝ ΑΓΟΡΑ & ΠΕΡΙΒΑΛΛΟΝ

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### Προγραμματισμός μαθήματος & Αξιολόγηση

**Απρίλιος**

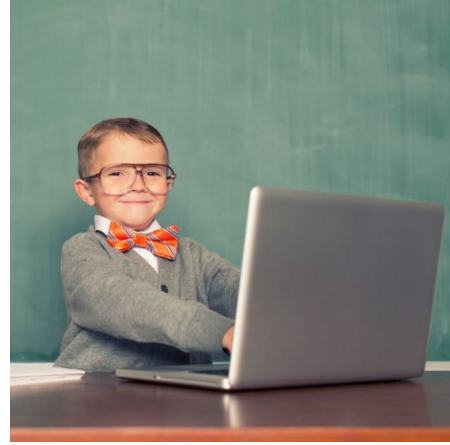
- 04.04 @ 11:30-13:20
- 23.04 @ 17:30-19:20\*
- 25.04 @ 11:30-13:20

**Μάιος**


- 09.05 @ 11:30-13:20
- 16.05 @ 11:30-13:20

**Ιούνιος**

- 11.06 @ 19:30-21:20\*\*



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### In-class exercise

01. Μάνατζμεντ

02. Στρατηγική

03. Οργανωσιακή Θεωρία

04. Οργανωσιακή Συμπεριφορά

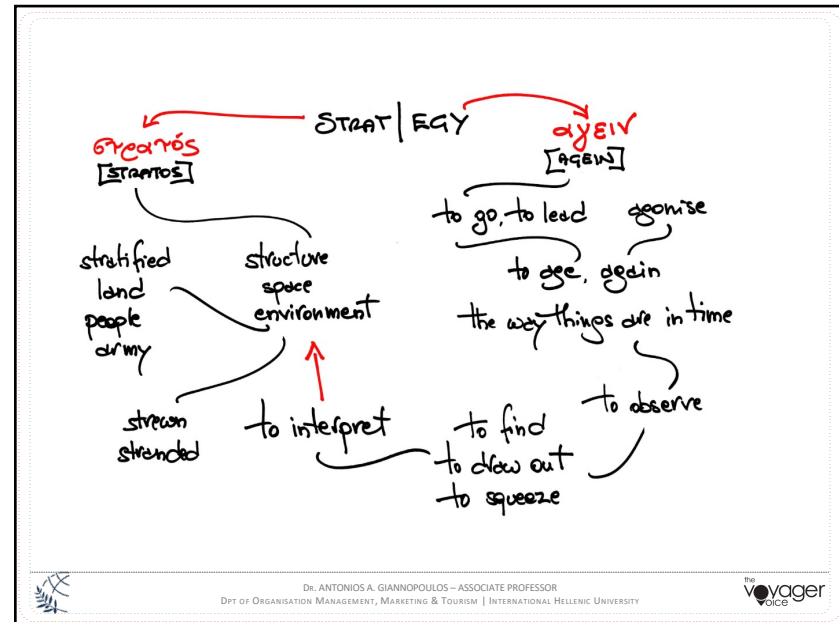
05. Συγκριτικό & Ανταγωνιστικό Πλεονέκτημα

06. Αποδοτικότητα & Αποτελεσματικότητα επιχείρησης/οργανισμού

07. Κερδοσκοπικοί / Μη κερδοσκοπικοί οργανισμοί

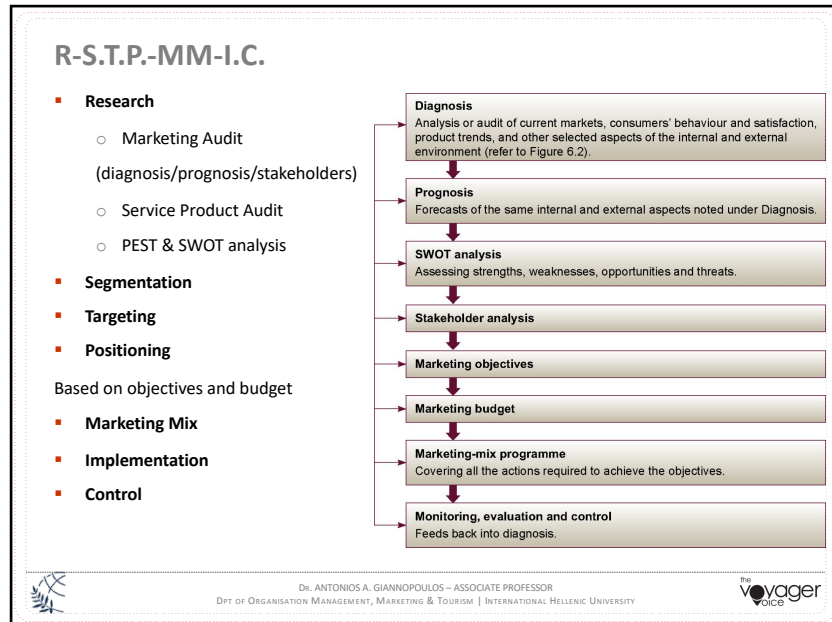


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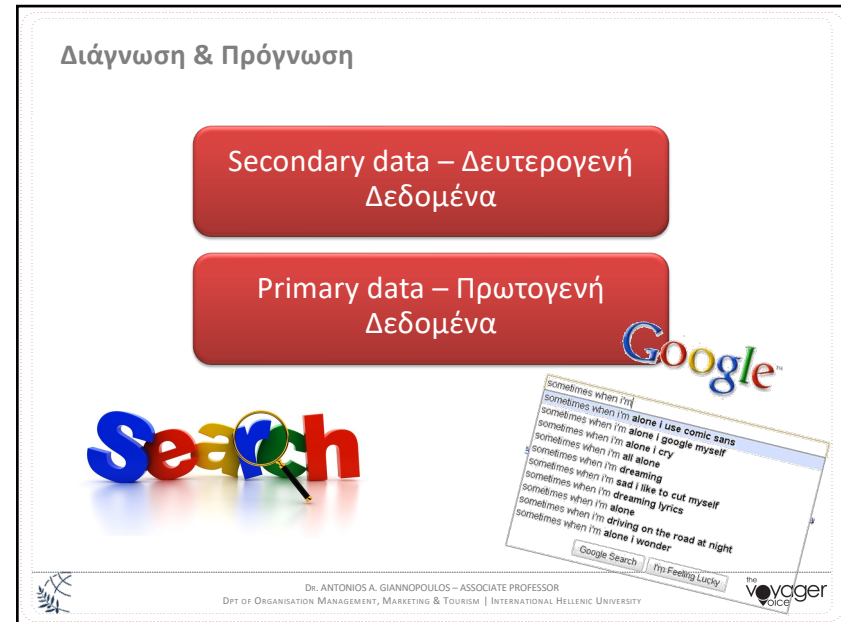


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**Marketing Μυθρία** (Levitt,1984) – Η περίπτωση της New Coke

New Coke: Η Γκάφα του Αιώνα





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**Εσωτερικό/Εξωτερικό Περιβάλλον**

Εσωτερικό Περιβάλλον

Εξωτερικό Περιβάλλον

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**Εξωτερικό Περιβάλλον**

Μίκρο-Περιβάλλον

Μάκρο-Περιβάλλον

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**PEST ANALYSIS**

POLITICAL FACTORS ECONOMIC FACTORS SOCIAL FACTORS TECHNOLOGICAL FACTORS

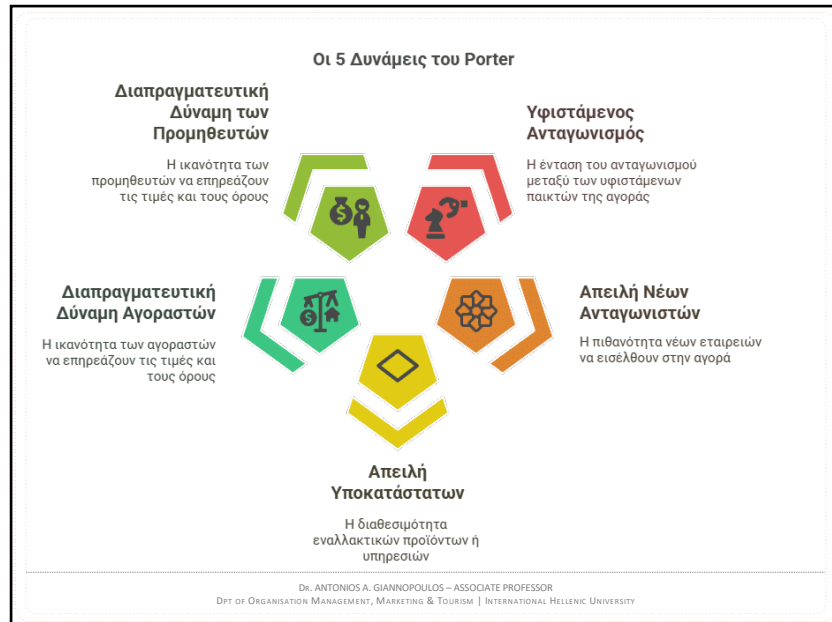
**P E S T**

**ANALYSIS**

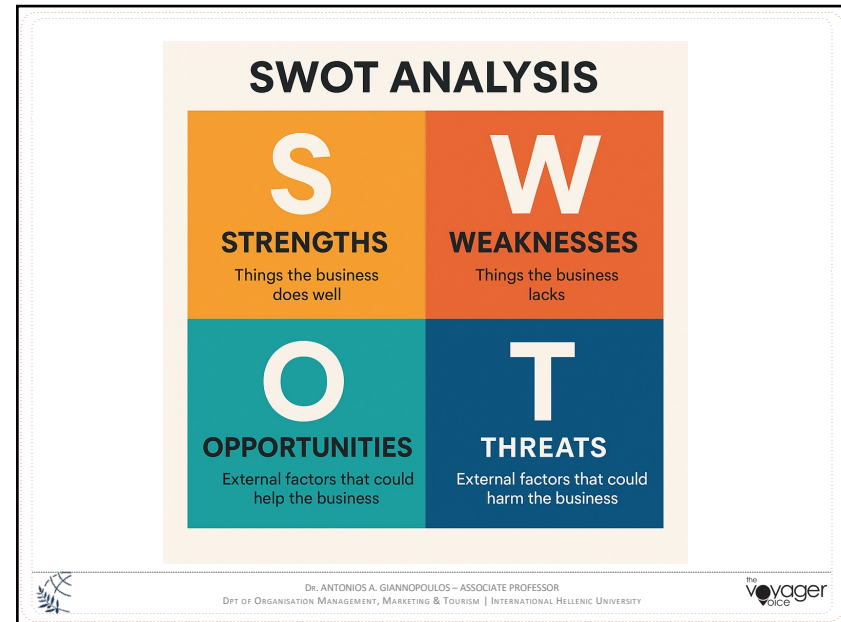
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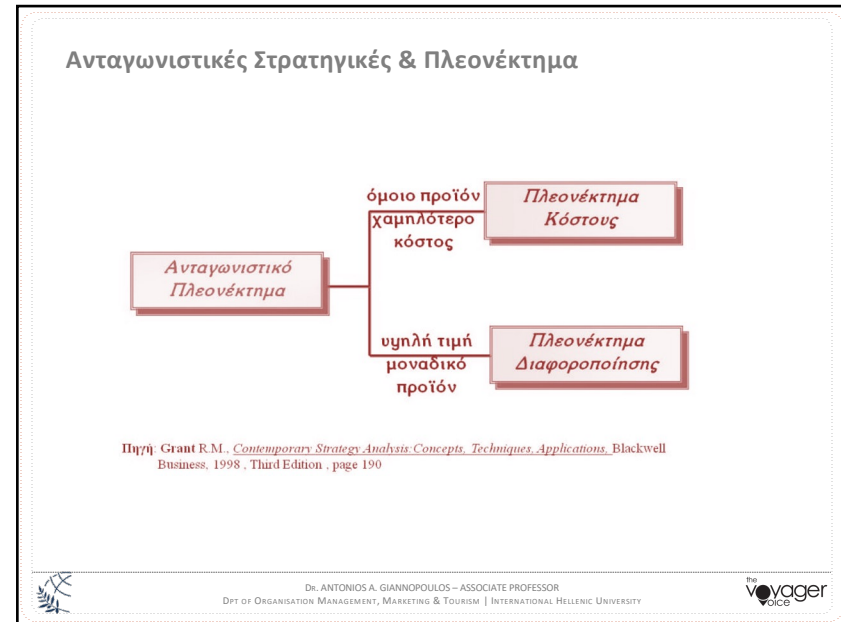
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### Περιγραφή Ανταγωνιστικών Στρατηγικών

Λαμβάνοντας υπόψη τα 2 είδη ανταγωνιστικού πλεονεκτήματος, η επιχείρηση έχει 3 επιλογές όσον αφορά την ανταγωνιστική στρατηγική που θα ακολουθήσει.

1. Τη στρατηγική Ηγεσίας Κόστους
2. Τη στρατηγική διαφοροποίησης/μοναδικότητας
3. Τη στρατηγική εστίασης που διακρίνεται σε:
  - Στρατηγική εστίασης με ηγεσία κόστους
  - Στρατηγική εστίασης με διαφοροποίηση



### Ανταγωνιστικές Στρατηγικές & Πλεονέκτημα

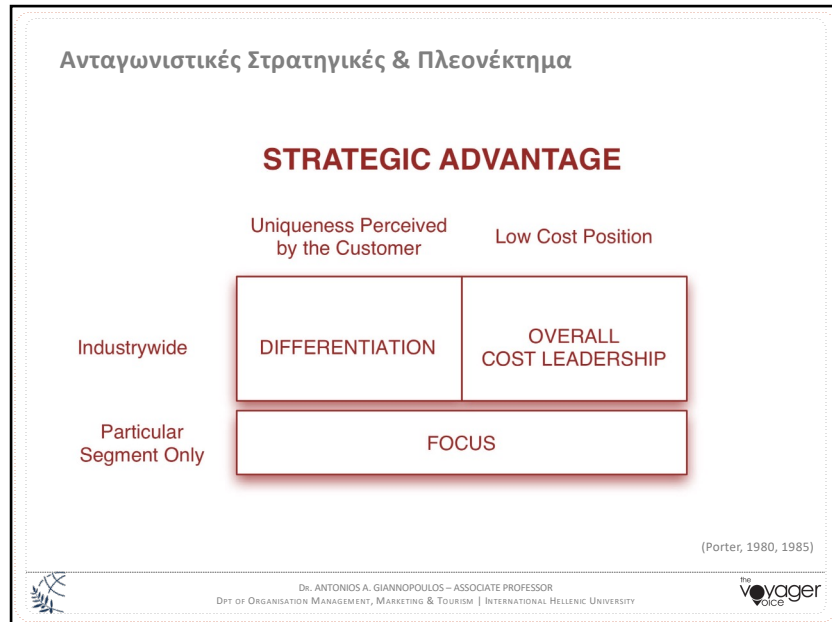
#### Πηγή Ανταγωνιστικού Πλεονεκτήματος

Χαμηλό Κόστος      Διαφοροποίηση

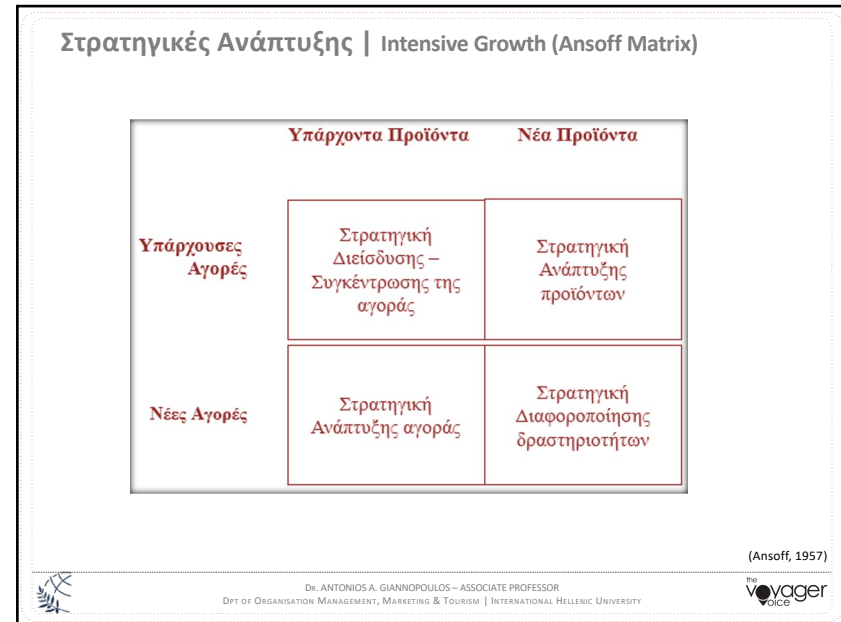
Αγορά Στόχος	Ευρεία Αγορά	Ηγεσία Κόστους	Διαφοροποίηση
	Τμήμα Αγοράς	Εστιασμένη Χαμηλό Κόστος	Εστιασμένη Διαφοροποίηση

(Porter, 1980, 1985)

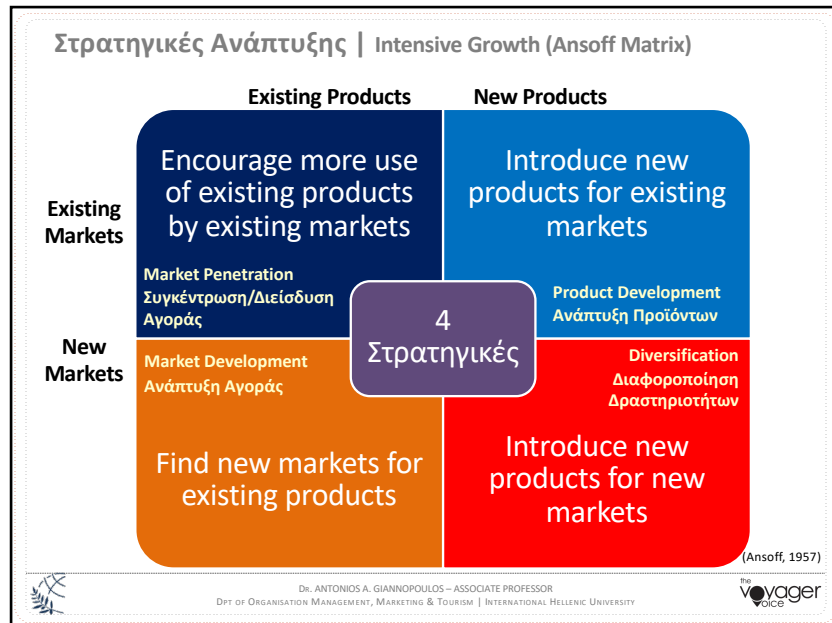




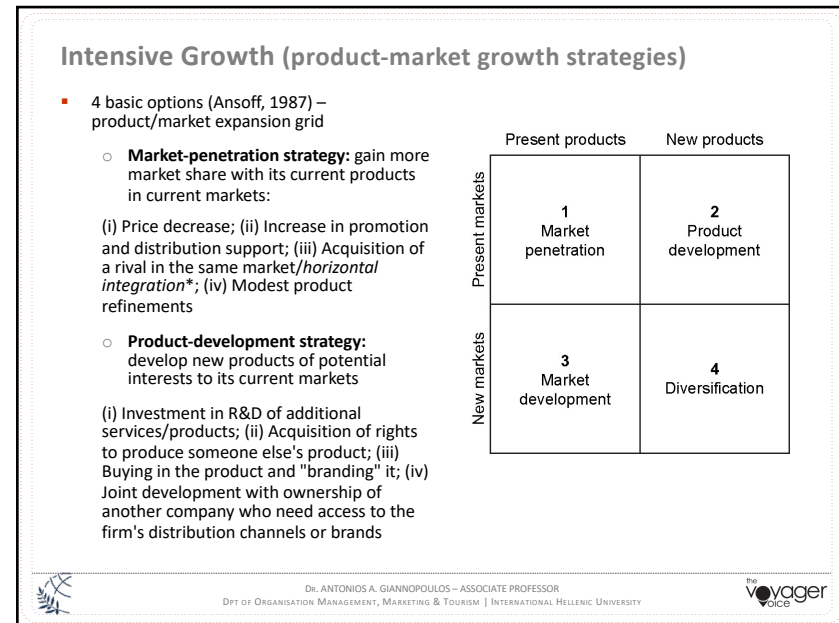
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### Intensive Growth (product-market growth strategies)

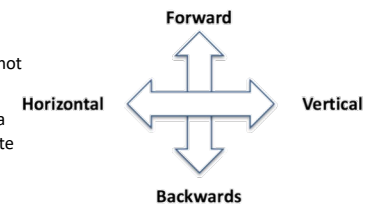
- 4 basic options (Ansoff, 1987) – product/market expansion grid
  - **Market-development strategy:** find or develop new markets for its current products
    - (i) Different customer segments; (ii) B2C to B2B (a service/product previously sold only to the households); (iii) New geographical areas or regions; (iv) Foreign markets
  - **Market-diversification strategy:** review opportunities to develop new products for new markets
    - e.g. *vertical integration\**, concentric diversification vs. unrelated diversification

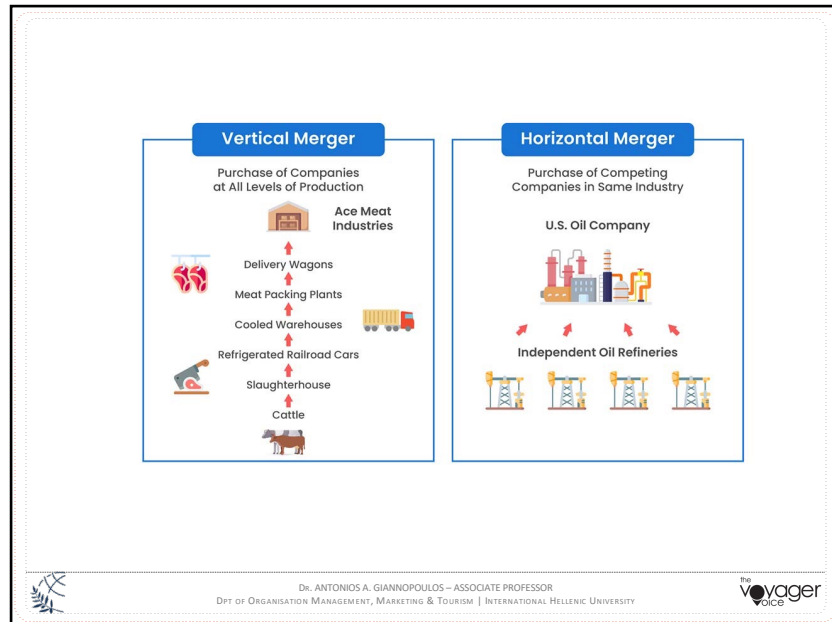
	Present products	New products
Present markets	1 Market penetration	2 Product development
New markets	3 Market development	4 Diversification



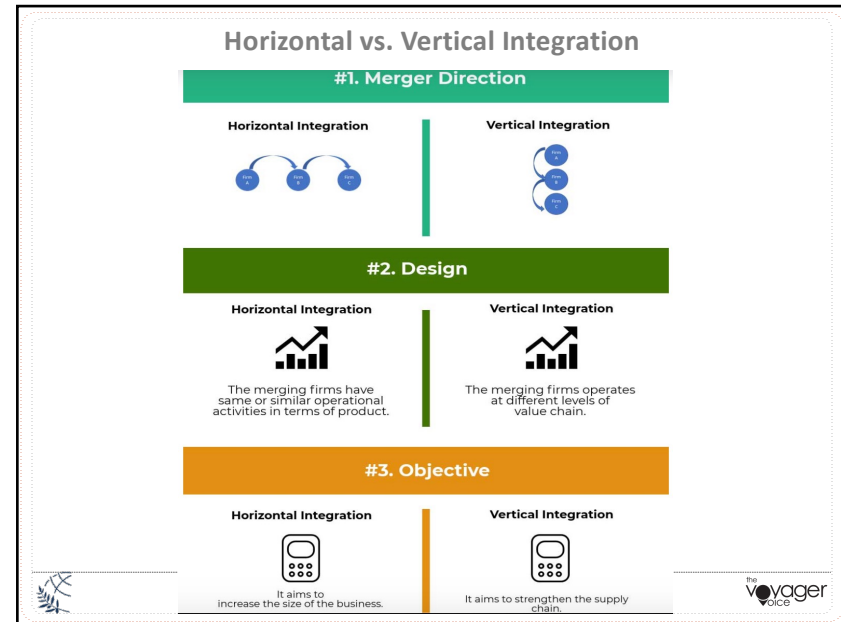
### Στρατηγικές Ολοκλήρωσης

- **Οριζόντια Ολοκλήρωση:** to acquire one or more competitors, provided that the government does not bar this move
- **Κάθετη Ολοκλήρωση:** to gain more control (gain a larger share of the value-added stream) or generate more profit by acquiring some wholesalers or retailers
  - **Κάθετη Ολοκλήρωση προς τα εμπρός (Vertical: Forward integration)**
    - Gaining ownership or increased control over distributors or retailers
  - **Κάθετη Ολοκλήρωση προς τα πίσω (Vertical: Backward integration)**
    - Seeking ownership or increased control of a firm's suppliers
  - **Οριζόντια Ολοκλήρωση (Horizontal integration)**
    - Seeking ownership or increased control over competitors

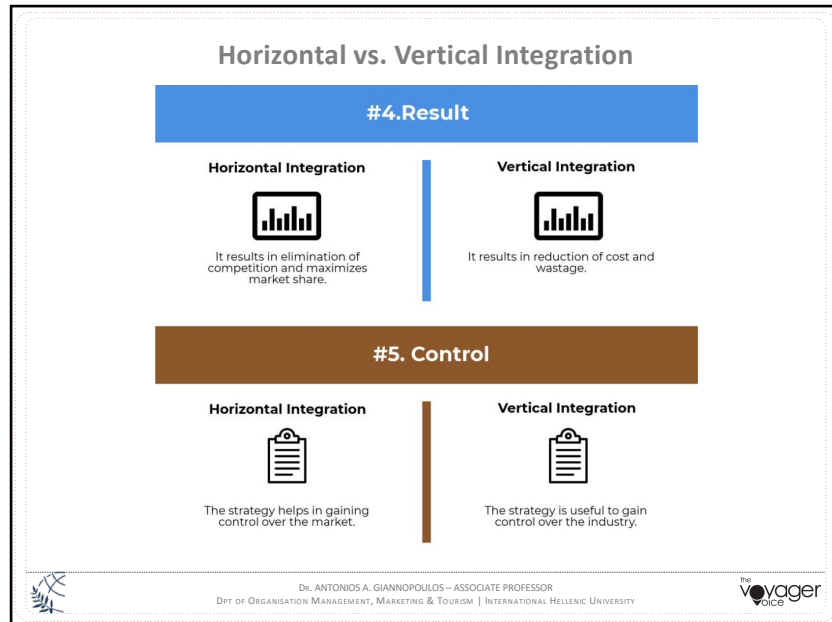




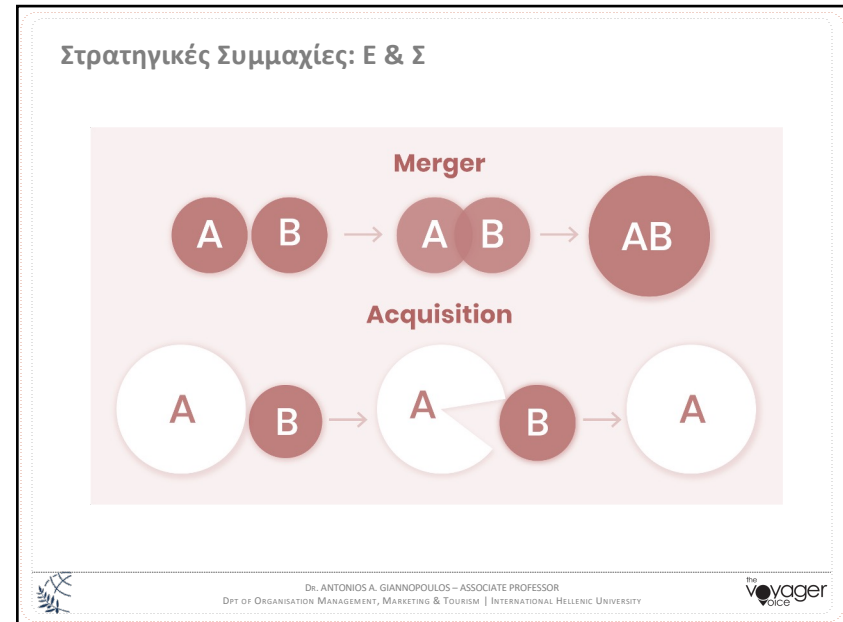
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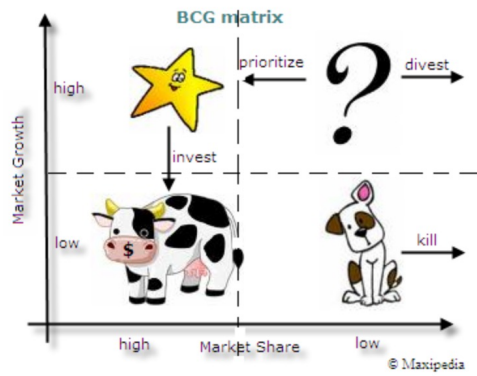


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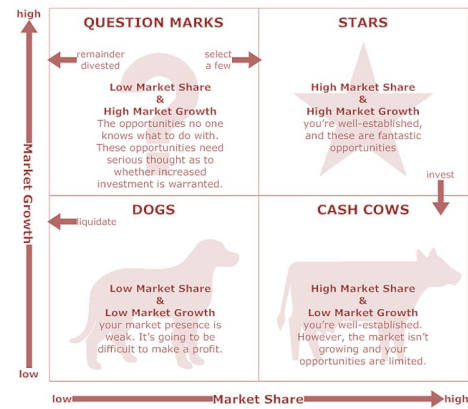


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**BCG Matrix (Boston Consulting Group)**  
**Αξιολόγηση χαρτοφυλακίου προϊόντων/υπηρεσιών**

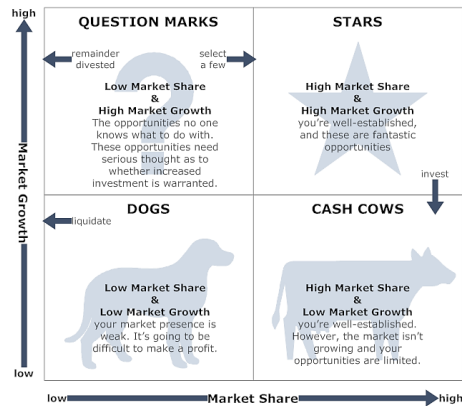


**Boston Consulting Group Growth-Share Matrix**



### Boston Consulting Group Growth-Share Matrix

- Relative market share refers to the SBU's market share relative to that of its largest competitor in the segment (measure of company's strength in the relevant market segment)



### Case Studies

#### Case Study 2

Your neighbours have a young family and enjoy taking the children on outings, when they usually travel by car. They are pretty safety conscious and after seeing an advert on TV for a new model with additional safety features which protect rear-seat passengers, they go along to the showroom for a look. The salesman offers them a good trade-in for their existing car and they decide to buy the new model.

#### Case Study 1

Your parents buy a new front door after a company calls them on a Sunday night and persuades them to have an adviser call round the next day as they are doing a special promotion in your area. There was nothing wrong with the old front door, but the adviser was very persuasive and your folks end up buying from the company. [It probably wasn't their first choice of colour but the special promotion ended that day so they had to buy it in order to get it at the promotional price.]

#### Case Study 3

You receive a telephone call telling you that you have won a free holiday – all you have to do to claim your prize is to attend a holiday presentation on a specified date. You agree. On the day, you and about 30 others listen to a presentation about a holiday property ownership scheme which you can buy into for a special promotional price of £5,000 and which seems to have amazing benefits and the company can arrange loans to help you finance it. The only snag is that this price is only offered on the day and you have to sign up before you leave. There is a lot of pressure on people to sign up there and then, but you decide against it, and ask instead for the free holiday, which was the main reason you came.

The presenter's attitude changes from 'best mate' to 'I've just wasted three hours of my time on you and now I won't get my commission!' The 'free' holiday turns out to have so many conditions attached to it that in the end you put it and all the forms in the bin – and put the whole episode down to experience.

Discuss what was happening in these case studies; if they involved marketing and/or selling and whether there is any difference between them

## Μορφές Προσανατολισμού της Επιχείρησης Forms of Orientation

The business operates under a basic belief or philosophy – firm’s orientation. It can operate under some combination of all. Not all forms of orientation provide a sustainable performance over time.

- Production orientation – Προσανατολισμός στην Παραγωγή
- Product orientation – Προσανατολισμός στο Προϊόν
- Sales orientation – Προσανατολισμός στις Πωλήσεις
- **Market orientation – Προσανατολισμός στην Αγορά**



## Production orientation

- Essentially **inward looking**
- Focus on the needs and operations of the business (**organisational efficiency**)
  - May offer products/services that the customer does not want
- Emphasis on production capacity, finance for increasing production and maintaining the efficiency of profitability
- **The attitudes and responses of businesses with products experiencing strong and rising demand** (low-cost and mass-produced product/service i.e. McDonald’s expansion in China) or ineffective applications in the hospitality industry e.g. Holiday Inn mega-size standard operation manuals

Starting point	Focus	Means	End
<b>Production orientation</b>			
Innovative, strong, hospitality products	Satisfying high demand	New technology generating mass production at low prices	Profit through mass sales



### Product orientation

- Essentially **inward looking**
- Focus on creating better **versions of the existing product** to attract new customers
  - May offer products/services that the customer does not want
- Emphasis on quality and cost controls
- **The attitudes and responses of “established” businesses in stable market conditions vs. changes in tastes/fashion etc.** e.g. sophisticated menu of celebrity Chefs

Starting point	Focus	Means	End
<b>Production orientation</b>			
Innovative, strong, hospitality products	Satisfying high demand	New technology generating mass production at low prices	Profit through mass sales
<b>Product orientation</b>			
Existing hospitality product/service	Maintain and improve existing product concept	Minor improvements and adaptations of existing marketing mix	Profit dependent upon stable market conditions



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### Sales orientation

- Despite **external focus, management still inward looking**
- Focus to secure sales, increase **expenditure on advertising and distribution channels, sales promotion or price discounting**
  - May offer products/services that the customer does not want
- Emphasis on sales (tend to accept every possible sale) and advertising to persuade customers they need a product – salespeople and promotions that communicate message to sell a product (frequently mixing customer segments)
- **The attitudes and responses of businesses whose products are no longer enjoying steady growth in demand or are in decline** (i.e. supply exceeds demand) e.g. filling bedrooms, bars and restaurants

sell more stuff to more people more often for more money to make more profit

Starting point	Focus	Means	End
<b>Production orientation</b>			
Innovative, strong, hospitality products	Satisfying high demand	New technology generating mass production at low prices	Profit through mass sales
<b>Product orientation</b>			
Existing hospitality product/service	Maintain and improve existing product concept	Minor improvements and adaptations of existing marketing mix	Profit dependent upon stable market conditions
<b>Selling orientation</b>			
Existing hospitality product/service	Existing and new facilities	Aggressive selling and promotional tactics	Profit through sales volume



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### Market orientation

- **Outward looking** – focus on the needs and expectations of th marketplace: more emphasis on market research and produce/adapt products in line with what the customer wants .
- **Still use advertising and selling, but as tools to inform and persuade customers about a product/service which is tailored to their needs**
- A clearly defined approach to existing, potential and long term markets

A market-oriented service firm:

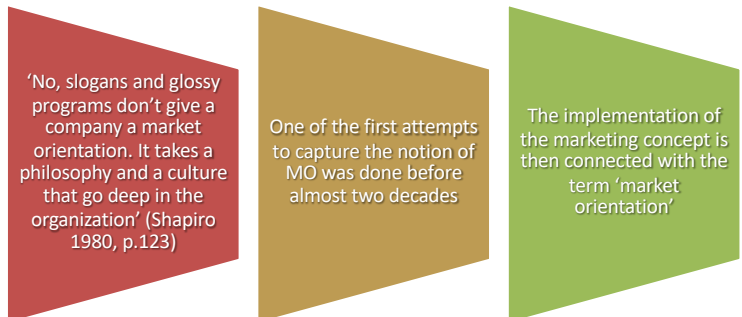
- marketing understood and practised throughout **the entire organisation**
- pre-supposes **CEO sympathetic to the marketing philosophy**
- marketing functions effectively (close collaboration with **other departments**)
- no “amount” of marketing will make the company a success, if inadequate control over **product quality** results in poor value for money, however well advertised, or hard sold, the product is

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### Market orientation (MO)




‘No, slogans and glossy programs don’t give a company a market orientation. It takes a philosophy and a culture that go deep in the organization’ (Shapiro 1980, p.123)

One of the first attempts to capture the notion of MO was done before almost two decades

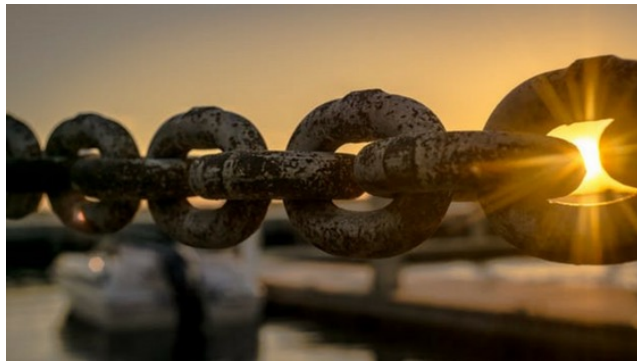
The implementation of the marketing concept is then connected with the term ‘market orientation’

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## MARKET + ING = Marketing



[προσφορά – ζήτηση – πελάτες – καταναλωτές]



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## Το μάρκετινγκ ΔΕΝ δημιουργεί ανάγκες

"Marketers do not create needs: Needs preexist marketers.  
Marketers along with other societal factors influence wants.  
Marketers might promote ideas ... They do not, however, create  
the need ..."

- Philip Kotler



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Το μάρκετινγκ ΔΕΝ ταυτίζεται με τις πωλήσεις

**SELLING IS MARKETING  
BUT MARKETING  
IS NOT SELLING**

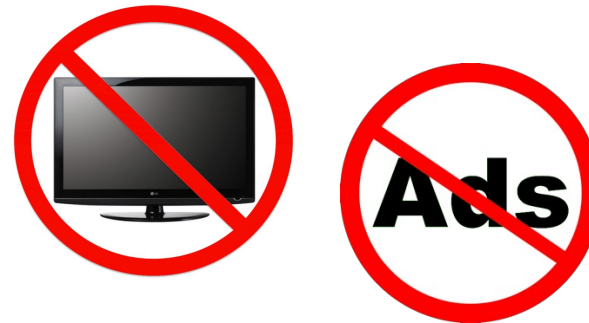


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Το μάρκετινγκ ΔΕΝ είναι προβολή/προώθηση/διαφήμιση

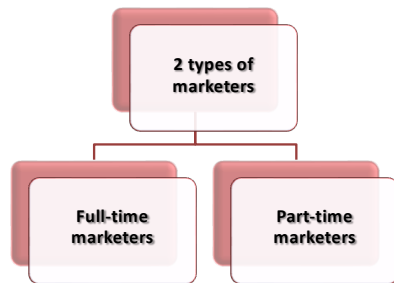


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### Time to reconsider?



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