**Q1. Discuss how Strategic Marketing differs from Marketing Management.**

Strategic marketing is the starting point of marketing planning. Planning helps to translate intended strategies into realised strategies. Marketing Strategy is a strong overarching vision, intended to fulfill your predetermined goals and objectives. It is the plan that ensures all your day to day activities (tactics) contribute to your monthly, quarterly and annual marketing goals.

While marketing management is mostly a short term activity to ensure all the overall marketing strategies is translated into effective and measurable marketing activities.

**Q2. What role does ‘gut-feel’ play in the development of strategy?**

Mintzberg mentioned that, effective strategies can show up in the strangest place and develop through the most unexpected means. There is no best way to make strategy, and sometime “gut feeling”, added by past experience and the future opportunity can create the best strategy. In the potter metaphor,

“Gut Feeling” in creating a strategy can be like a potter in the studio, rolling the clay to make the waferlike sculpture. The clay sticks to the rolling pin, and a round form appears. Why not make a cylindrical vase? One idea leads to another, until a new pattern form. Action has driven thinking, a strategy has emerged. This is how gut feeling feels like in creating a strategy. It opens up new opportunity based on the experience and the intuition of the crafter.

**Discuss Mintzberg’s “Crafting Strategy”**

Is strategic marketing mostly art or mostly science?

According to Mintzberg, The process of *forming*, *developing* or *crafting* strategy is a creative activity. Just like a potter metaphor that potter crafting an art. While mostly arts, all strategy making walks on two feet, one deliberate, the other emergent. While we let creativity and learning to form a strategy, it also needs some degree of control, which related to science.

**Describe the crafting of strategy**

Imagine someone planning strategy. What likely springs to mind is an image of orderly thinking: a senior manager, or a group of them, sitting in an office formulating courses of action that everyone else will implement on schedule. The keynote is reason—rational control, the systematic analysis of competitors and markets, of company strengths and weaknesses, the combination of these analyses producing clear, explicit, full-blown strategies.

Now imagine someone crafting strategy. A wholly different image likely results, as different from planning as craft is from mechanization. Craft evokes traditional skill, dedication, perfection through the mastery of detail. What springs to mind is not so much thinking and reason as involvement, a feeling of intimacy and harmony with the materials at hand, developed through long experience and commitment. Formulation and implementation merge into a fluid process of learning through which creative strategies evolve.

The crafting image better captures the process by which effective strategies come to be. The planning image, long popular in the literature, distorts these processes and thereby misguides organizations that embrace it unreservedly.

In developing this thesis, I shall draw on the experiences of a single craftsman, a potter, and compare them with the results of a research project that tracked the strategies of a number of corporations across several decades. Because the two contexts are so obviously different, my metaphor, like my assertion, may seem farfetched at first. Yet if we think of a craftsman as an organization of one, we can see that he or she must also resolve one of the great challenges the corporate strategist faces: knowing the organization’s capabilities well enough to think deeply enough about its strategic direction. By considering strategy making from the perspective of one person, free of all the paraphernalia of what has been called the strategy industry, we can learn something about the formation of strategy in the corporation. For much as our potter has to manage her craft, so too managers have to craft their strategy.

At work, the potter sits before a lump of clay on the wheel. Her mind is on the clay, but she is also aware of sitting between her past experiences and her future prospects. She knows exactly what has and has not worked for her in the past. She has an intimate knowledge of her work, her capabilities, and her markets. As a craftsman, she senses rather than analyzes these things; her knowledge is “tacit.” All these things are working in her mind as her hands are working the clay. The product that emerges on the wheel is likely to be in the tradition of her past work, but she may break away and embark on a new direction. Even so, the past is no less present, projecting itself into the future.

In my metaphor, managers are craftsmen and strategy is their clay. Like the potter, they sit between a past of corporate capabilities and a future of market opportunities. And if they are truly craftsmen, they bring to their work an equally intimate knowledge of the materials at hand. That is the essence of crafting strategy.