

# Company and Marketing Strategy:

**Partnering to Build Customer Engagement, Value, and Relationships**

# STARBUCKS

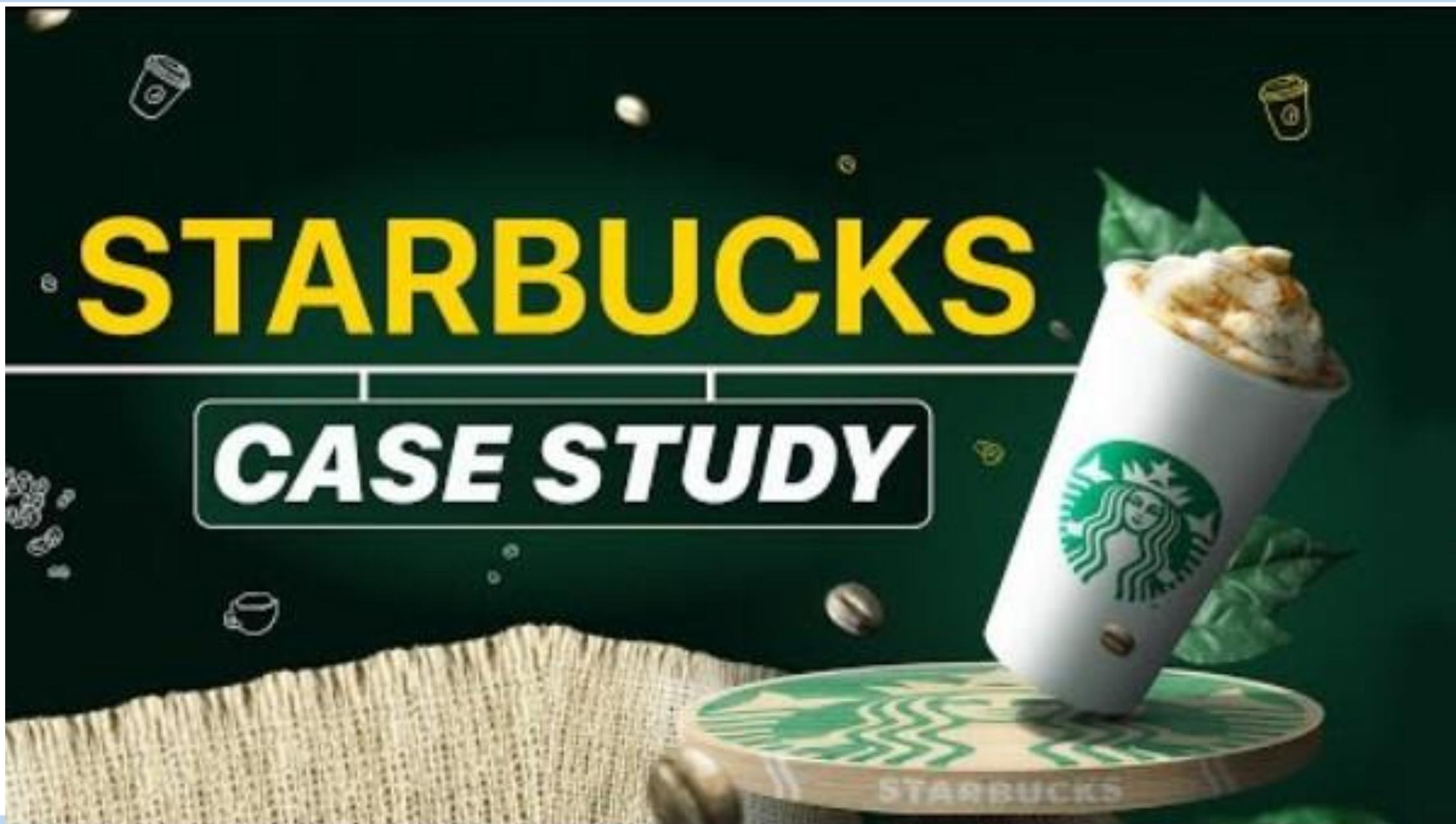
engagement  
value brand experiences

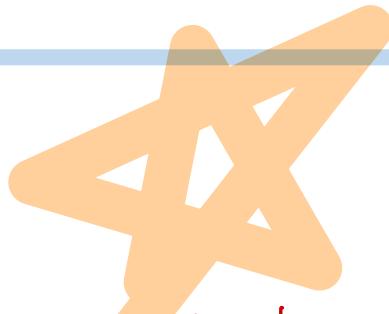
## Delivering the “Starbucks Experience”

More than just coffee, Starbucks sells the “*Starbucks Experience*,” one that “enriches people’s lives one moment, one human being, one extraordinary cup of coffee at a time.”



Andrew Aitchison/Alamy Stock Photo





long-run survival and growth

# Company-Wide Strategic Planning:

## Defining Marketing's Role

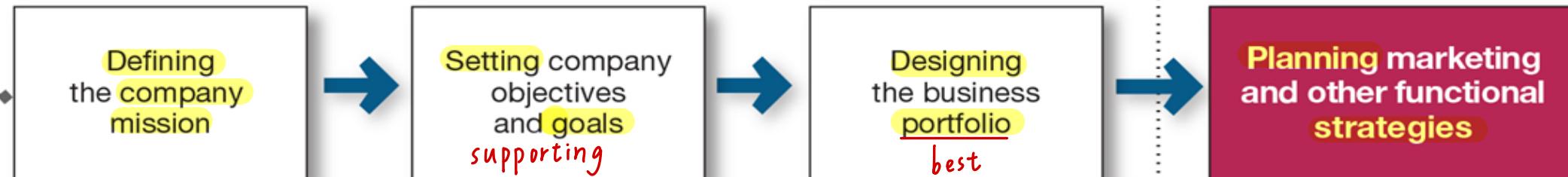
**Strategic planning** is the process of developing and maintaining a strategic fit between the organization's **goals** and **capabilities**, and its changing marketing opportunities.

annual plans, long-range plans, strategic plans

### Steps in Strategic Planning

- 1 定義公司使命：公司使命需以市場為導向，具備現實性、具體性、激勵性和環境一致性。
- 2 設定目標：公司使命需轉化為具體的目標，為業務組合決策提供方向。
- 3 設計業務組合：公司需分析自身優劣勢及市場機會，調整現有業務組合，制定未來發展策略。
- 4 制定功能性計劃：各部門需協同合作，實現公司策略目標。

Like the marketing strategy, the broader company strategy must be **customer focused**.



# STEP 1: Defining a market-oriented mission

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

CVS Health's overall mission is to be a "health care innovation company," one that is "helping people on their way to better health." Its marketing strategies and programs must support this mission.



rafapress/Shutterstock



# Defining a market-oriented mission

## Product- versus Market-Oriented Business Definitions

*satisfy basic customers' need*

Company	Product-Oriented Definition	Market-Oriented Definition
Starbucks	We sell coffee and snacks.	We sell “The Starbucks Experience,” one that enriches people’s lives in one moment, one human being, one extraordinary cup of coffee at a time.
Zoom	We host online meetings.	We deliver happiness by making video communications frictionless and secure, empowering people to accomplish more.
Airbnb	We rent places online.	<i>people "belong anywhere" in the world?</i>
Walmart	We run discount stores.	<i>save money, live better</i> ?

# STEP2: Setting company objectives and goals

## **Business objectives**

- Build profitable customer relationships
- Invest in research
- Improve profits

## **Marketing objectives**

*customer's engagement*

- Increase market share
- Create local partnerships
- Increase promotion

# Real Marketing 2.1 IKEA's Mission

## Creating a Better Everyday Life for the Many People

IKEA's deeply held mission is to "create a better

everyday life for the many people by offering a wide

range of well-designed, functional home furnishing

products at prices so low that as many people as possible

will be able to afford them."



Used with the permission of Inter IKEA Systems B.V.

# STEP 3: Designing the Business Portfolio

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

**Portfolio analysis** is a major activity in strategic planning whereby management evaluates the

products and businesses that make up the company.

Best portfolio → best fit company's  
strength  
weakness → threats  
opportunity

## Complex business portfolios

You probably know **Johnson & Johnson** for its many iconic consumer health brands, maybe BAND-AID brand adhesive bandages, Johnson's baby shampoo, or Tylenol pain reliever.

Did you know that the substantial bulk of J&J's revenue comes from its pharmaceuticals and medical devices businesses?

最好的業務組合是能夠在環境機會與公司的優勢和劣勢之間實現最佳匹配的業務組合。



Justin Sullivan/Getty Images

# Designing the Business Portfolio

**Strategic business units can be a**

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

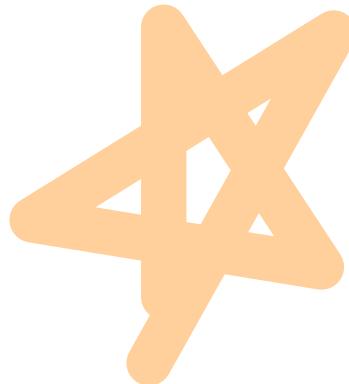
**Analyzing the Current Business Portfolio**

- Identify **strategic business units (SBUs)**
- Assess the attractiveness of its various SBUs
- Decide how much support each SBU deserves

SBU 是「Strategic Business Unit」（策略事業單位）的縮寫，指的是公司內部具有獨立運營責任和目標的業務單位。每個 SBU 通常擁有自己的產品線、市場和競爭對手，並且可以根據公司整體戰略自行制定業務策略。

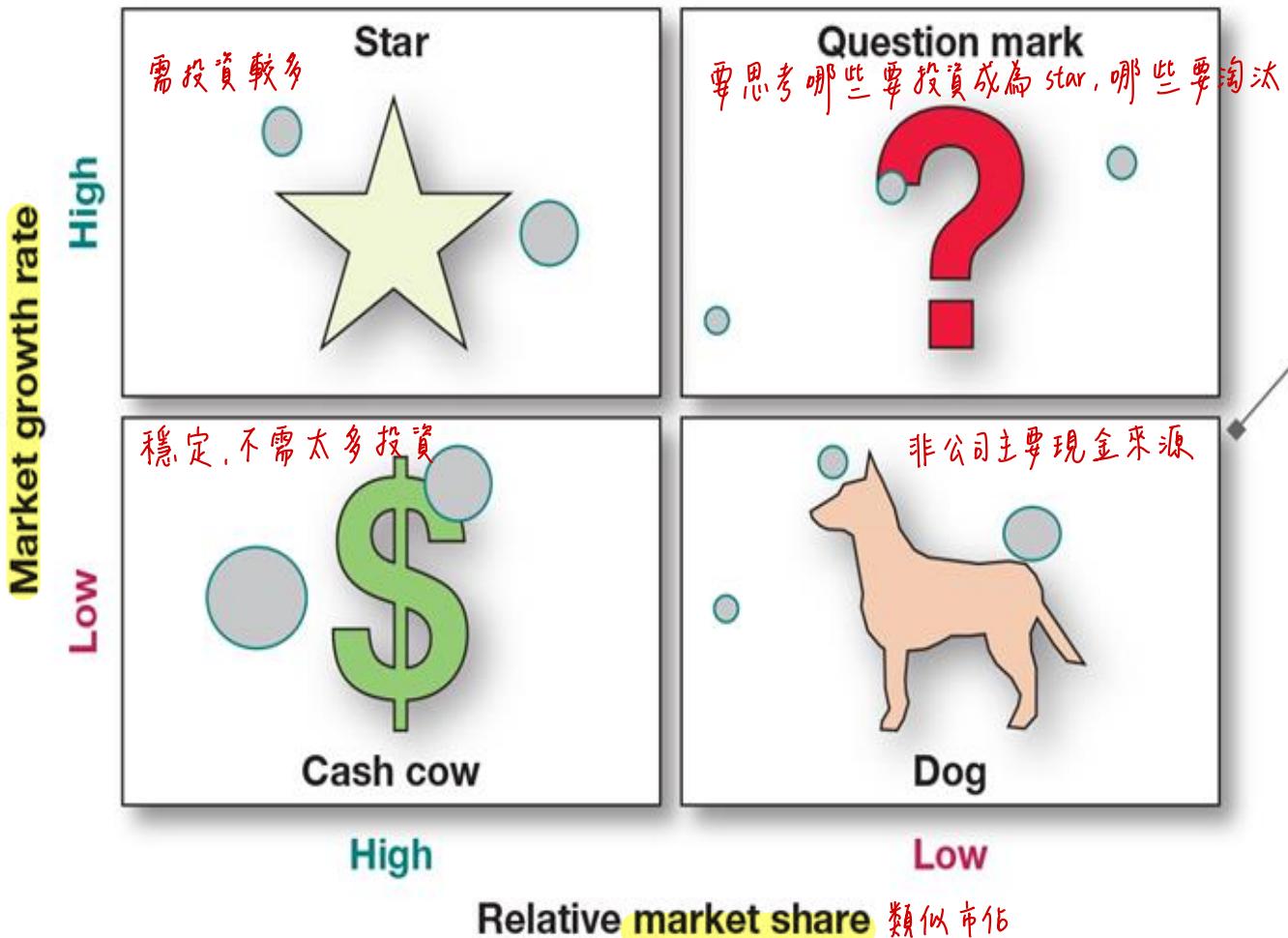
SBU 的特點包括：

1. 獨立性：每個 SBU 通常有自己的管理團隊，能夠自主決定如何運營。
2. 明確的市場定位：每個 SBU 通常服務特定的市場或客戶群體。
3. 資源分配：公司會根據每個 SBU 的表現和市場機會來分配資源，像是在波士頓矩陣中，根據不同的分類（明星、金牛、問題兒童、瘦狗）來決定資金和戰略投入。



# The BCG Growth-Share Matrix

Under the classic BCG portfolio planning approach, the company invests funds from mature, successful products and businesses (cash cows) to support promising products and businesses in faster-growing markets (stars and question marks), hoping to turn them into future cash cows.

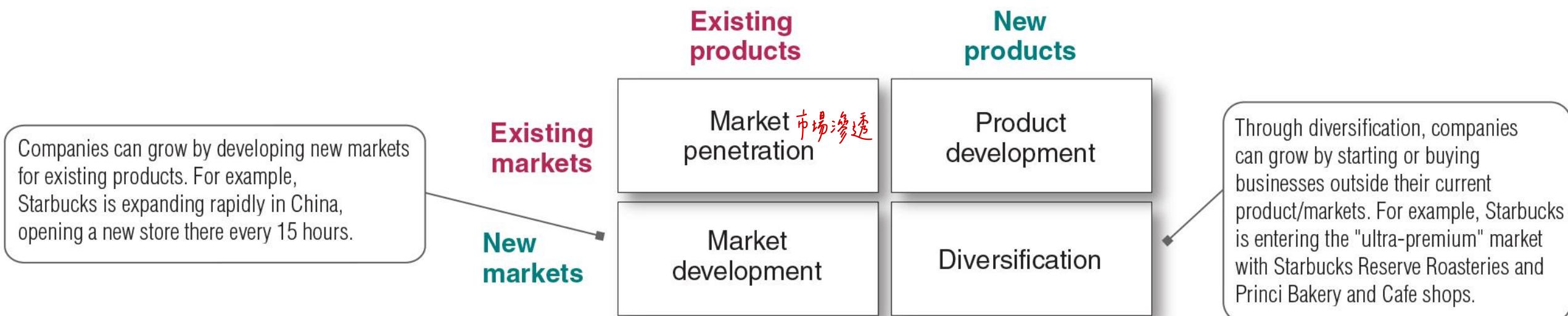


The company must decide how much it will invest in each product or business (SBU). For each SBU, it must decide whether to build, hold, harvest, or divest.  
**撤資**

# Problems with Matrix Approaches

- Difficulty in defining SBUs and measuring market share and growth
- Time consuming
- Expensive
- May not apply well to markets facing structural changes or disruptions
- Many companies dropped formal matrix-based methods in favor of customized approaches that suit specific situations.
- These approaches are more decentralized.

# The Product/Market Expansion Grid



# Developing Strategies for **Growth** and Downsizing

## Strategies for growth

To maintain its incredible growth, Starbucks has brewed up an ambitious, multipronged growth strategy. In little more than three decades, the chain has grown from a small Seattle coffee shop to an over \$24 billion powerhouse.



Market penetration

Market development

Product development

diversification

# 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.



# STEP 4: Planning Marketing: Partnering to Build Customer Relationships

## Partnering with Other Company Departments

**Value chain** is a series of departments that carry out value creating activities to design, produce, market, deliver, and support a firm's products.

(refer to Next Page) A company's value chain is only as strong as its weakest link  
company's success < how well each department performs its work of adding customer value  
how well the activities of various departments are coordinate

## Partnering with Others in the Marketing System

**Value delivery network** is made up of the company, suppliers, distributors, and ultimately customers who partner with each other to improve performance of the entire system.

# Planning Marketing: Partnering to Build Customer Relationships

## Partnering with Other Company Departments

### The value chain

To obtain sales and maintain a profitable customer relationship, Airbus marketers work closely with finance, design, production, service, and other Airbus departments to engage in a highly coordinated customer value creation and delivery process over time. Working together, the total company team can help Airbus's airline customers "own the sky."



vaalaa/Shutterstock

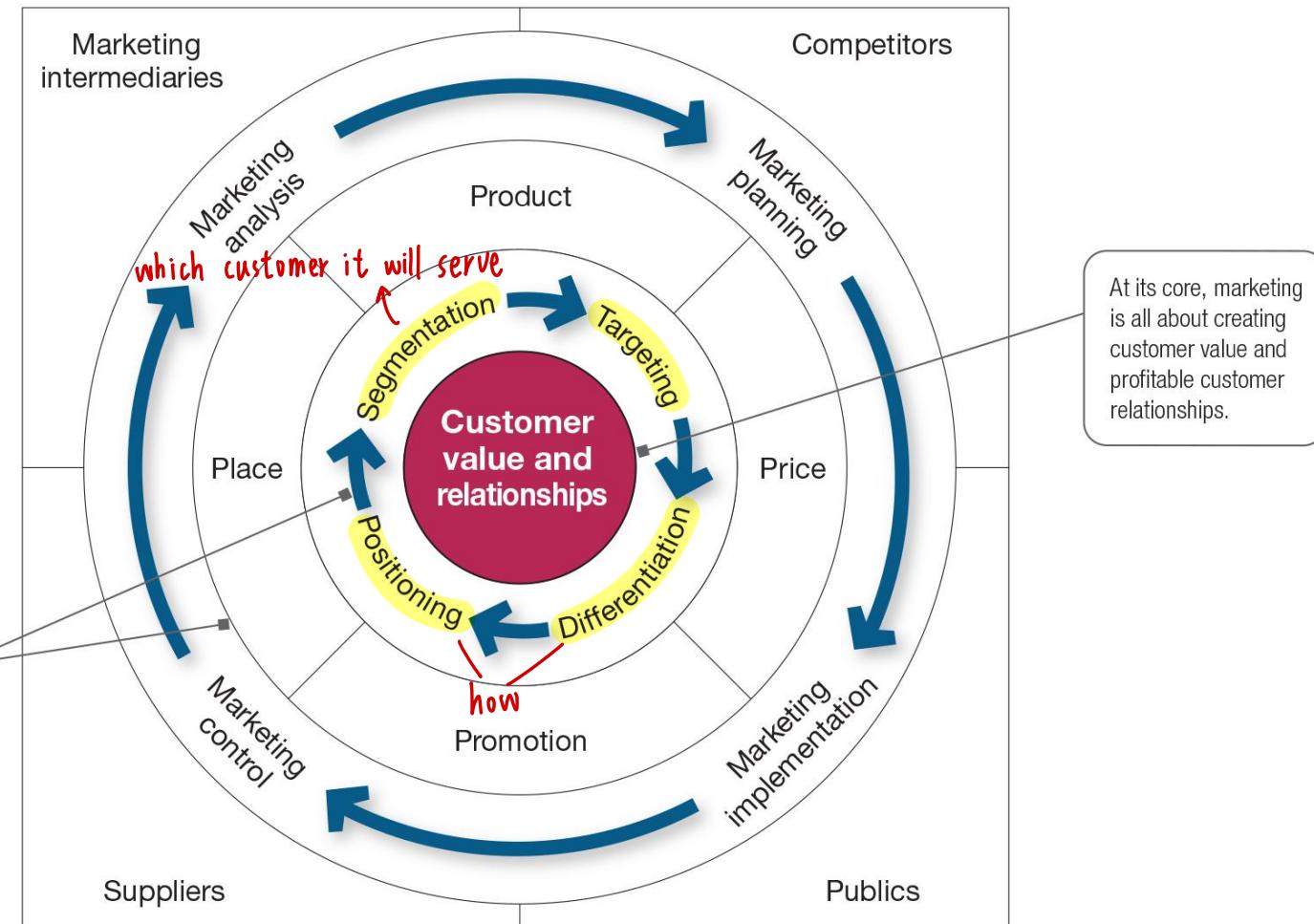


# Marketing Strategy and the Marketing Mix

**Figure 2.4 Managing Marketing Strategies and the Marketing Mix**

There are **too many** different kinds of **consumers** with **too many** different kinds of **needs**. Companies that try to be everything to everybody often end up being very little to anybody. Most companies are in a position to serve some segments better than others. Thus, each company must divide up the total market, **choose the best segments**, and design **strategies for profitably serving chosen segments**.

Marketing strategy involves two key questions: Which customers will we serve (segmentation and targeting)? and How will we create value for them (differentiation and positioning)? Then the company designs a marketing mix—the four Ps—that delivers the intended value to targeted consumers.



# 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.  
*determine which segment is best opportunity*

**Market segmentation** is the division of a market into distinct groups of buyers who have different needs, characteristics, or behaviors and who might require separate products or marketing mixes.

**Market segment** is a group of consumers who respond in a similar way to a given set of marketing efforts.

# Customer Value-Driven Marketing Strategy

most → select single segment

**Market targeting** is the process of evaluating each market segment's attractiveness and selecting one or more segments to enter.

**Market positioning** is the arranging for a product to occupy a clear, distinctive, and desirable place relative to competing products in the minds of target consumers.

定位就是讓產品佔據一個明確的、獨特的、  
以及相對於競爭產品的理想位置  
品牌並賦予他們在目標市場的最大優勢。

**Differentiation** begins the positioning process.

**Positioning** is arranging for a product to occupy a clear, distinctive, and desirable place relative to competing products from competing brands and give them the greatest advantage in their target markets.



The non-dairy segment started off as an offshoot of the milk industry but has now become a huge industry containing various segments within itself.

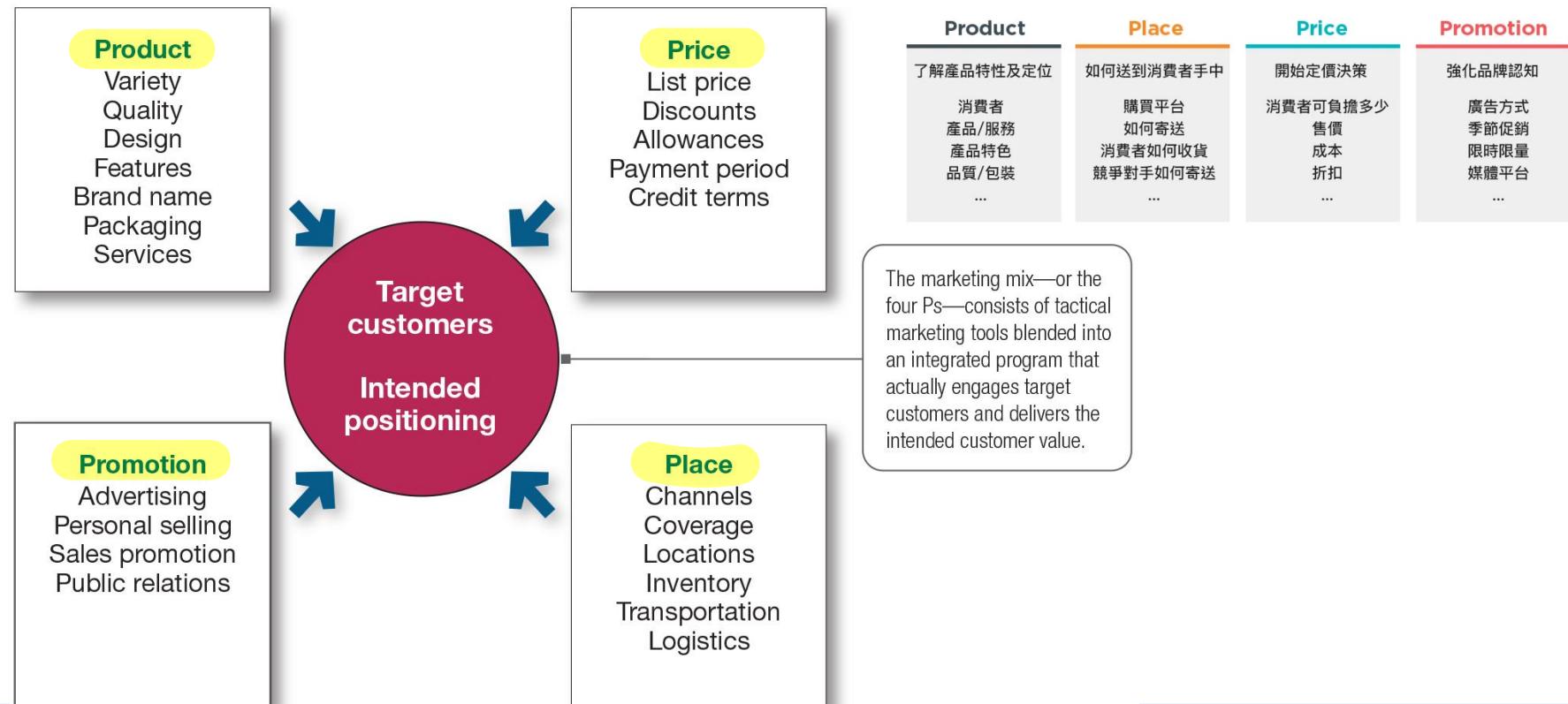
Positioning: Global Village  
Dubai's positioning as a funfair ground sets it apart from the plethora of theme parks in the region.



# Developing an Integrated Marketing Mix

**Marketing mix** is the set of controllable, tactical marketing tools—**product**, **price**, **place**, and **promotion**—that the firm blends to produce the response it wants in the target market. *deliver value to customer*

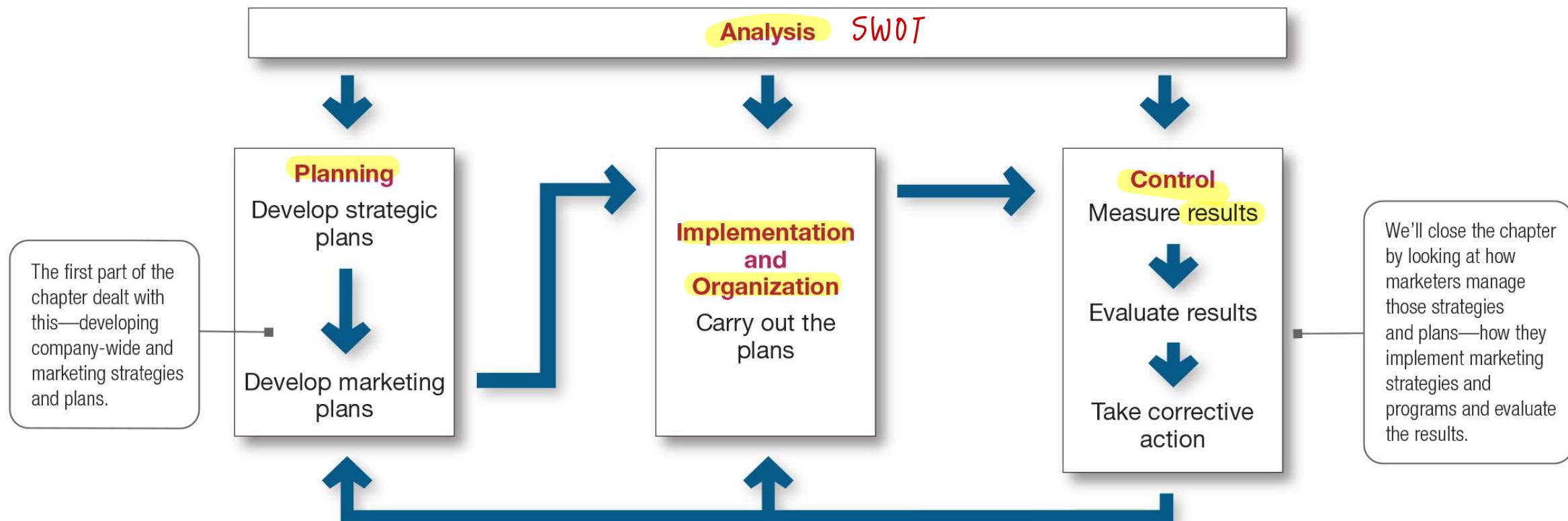
**Figure 2.5 The Four Ps of the Marketing Mix**

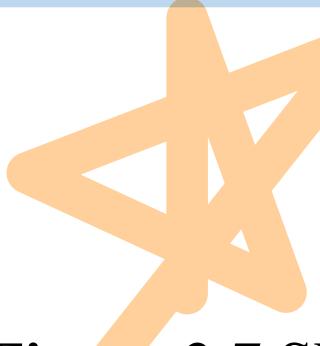




# Managing the Marketing Effort and Marketing Return on Investment

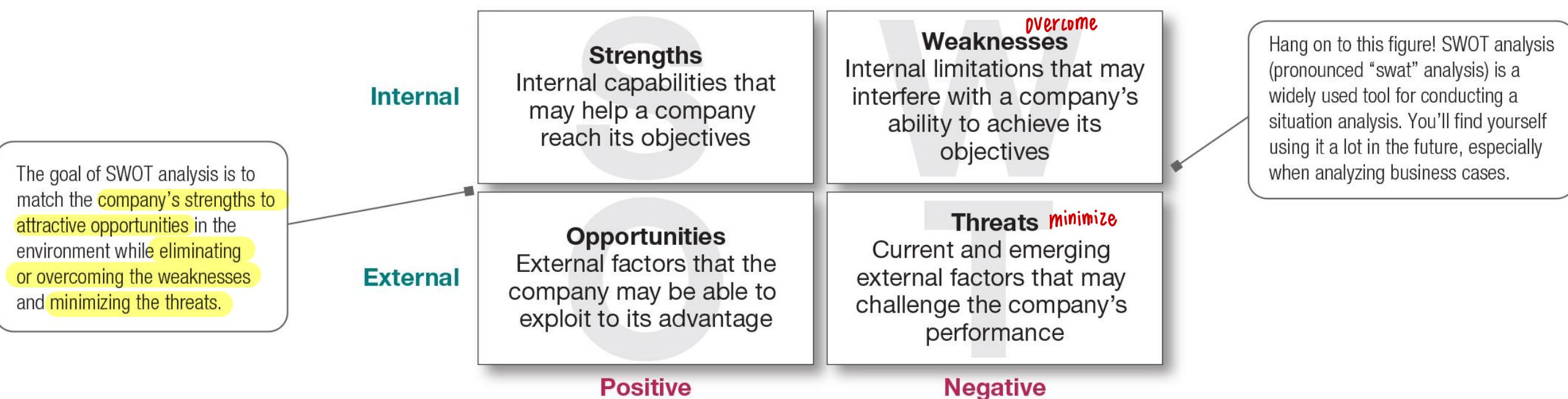
Figure 2.6 Managing Marketing: Analysis, Planning, Implementation, and Control





# Managing the Marketing Effort and Marketing Return on Investment

**Figure 2.7 SWOT Analysis:** Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T)



# Market Planning—Parts of a Marketing Plan



EXECUTIVE SUMMARY

營銷計劃組成部分：

- 摘要
- 現狀分析
- 威脅和機會
- 目標和問題
- 營銷策略
- 執行計劃
- 預算
- 控制



CURRENT MARKETING SITUATION



THREATS AND OPPORTUNITIES ANALYSIS (SWOT)



OBJECTIVES AND ISSUES



MARKETING STRATEGY



EXECUTIVE PLANS



BUDGETS



CONTROLS

# Marketing Implementation

- Turning marketing strategies and plans into marketing actions to accomplish strategic marketing objectives
- Addresses who, where, when, and how

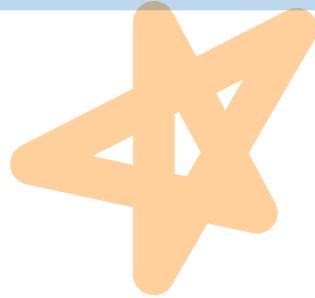
*implementation → do things right  
strategy → do the right thing*



Marketers must continually plan their analysis, implementation, and control activities.

# Marketing Department Organization

- To head up large marketing organizations, many companies have created a *chief marketing officer* (or CMO) position.
- Modern marketing departments can be arranged in several ways.
  - *Functional organization*
  - *Geographic organization*
  - Product management organization
  - Market or customer organization



# Marketing Control

- Marketing control involves four steps.
  - Management

設定目標 • sets specific marketing goals.

測量表現 • measures its performance in the marketplace

評估預期表現與真實的差異 evaluates the causes of any differences between expected and actual performance

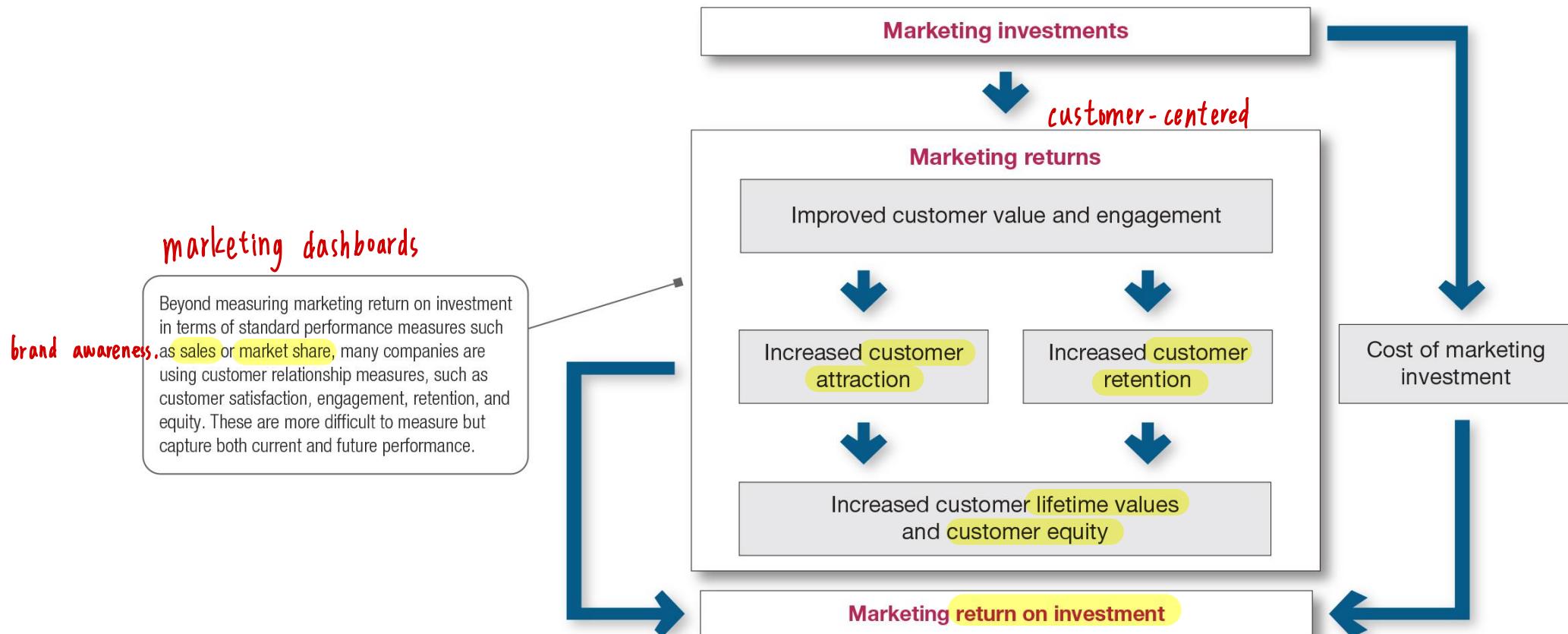
縮減差異符合預期 takes corrective action to close the gaps between goals and performance.

- Operating control
- Strategic control

# Return on Marketing Investment (Marketing ROI)

**Net return** from a marketing investment divided by the **costs** of the marketing investment

Measurement of the **profits generated** by investments in marketing activities



CH 3

# Analyzing the Marketing Environment

# L'OCCITANE: Adapting to Changes in the Marketing Macroenvironment

L'Occitane en Provence is a brand that has always combined core values with an innovative and agile approach to strategy and marketing.

In China and Japan, L'Occitane used local knowledge to find opportunities for growth in these new markets.



# A Company's Marketing Environment

The marketing environment includes the actors and forces outside marketing that affect marketing management's ability to build and maintain successful relationships with target customers.

行銷環境包括行銷外部的各種角色和力量，這些因素會影響行銷管理者建立和維持與目標顧客成功關係的能力。

# The Microenvironment and Macroenvironment

小

**Microenvironment** consists of the actors close to the company that affect its ability to serve its customers — the company, suppliers, marketing intermediaries, customer markets, competitors, and publics.

- 公司內部環境：各部門和管理層級。
- 營銷渠道公司：供應商、營銷中介機構、物流公司、營銷服務機構和金融中介機構。
- 顧客市場：消費者、企業、經銷商、政府和國際市場。
- 競爭者：努力比公司更好地服務顧客。
- 公眾：對公司實現目標有實際或潛在的興趣或影響。

大

**Macroenvironment** consists of the larger societal forces that affect the microenvironment — demographic, economic, natural, technological, political, and cultural forces.

- 人口統計力量：人口特徵的變化，如年齡結構、家庭結構、地理分佈、教育程度和職業構成等。
- 經濟力量：影響購買力和模式的因素，如經濟增長、通貨膨脹、失業率等。
- 自然力量：物理環境和自然資源的變化，如氣候變化、自然災害等。
- 技術力量：技術進步和創新，如數字技術、人工智能等。
- 政治/社會力量：法律、法規、政府機構和社會團體的影響。
- 文化力量：影響社會價值觀、觀念、偏好和行為的制度和力量。

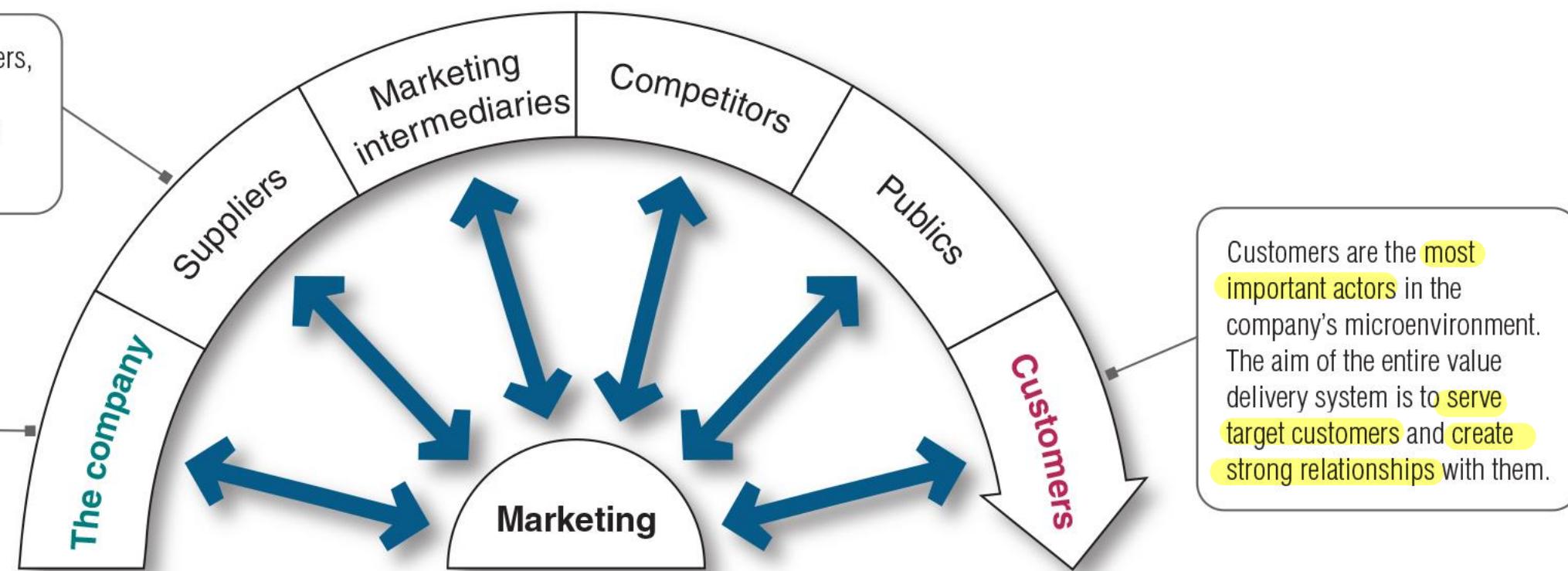
# The Microenvironment

value satisfaction

Figure 3.1 Actors in the Microenvironment

In creating value for customers, marketers must partner with other firms in the company's **value delivery network**.

Marketers must work in harmony with other company departments to create customer value and relationships.



# The Microenvironment

## 1. The Company

In designing marketing plans, marketing management takes other company groups into account.

- Top management
- Finance
- Research and development (R&D)
- Information technology
- Purchasing
- Operations
- Human resources
- Accounting

# The Microenvironment

## 2. Suppliers

- Provide the resources to produce goods and services
- Treat as partners to provide customer value



L'Oréal builds long-term supplier relationships based on mutual benefit and growth. It “wants to make L'Oréal a top performer and one of the world's most respected companies. Being respected also means being respected by our suppliers.”

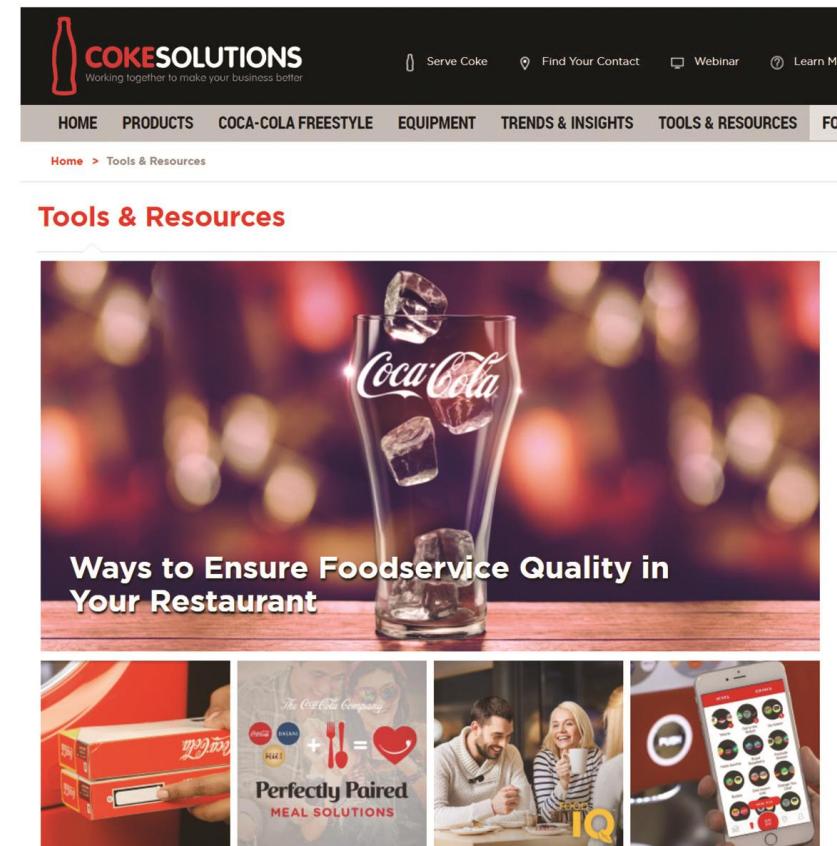
L'ORÉAL

# The Microenvironment

3. **Marketing intermediaries** are firms that help the company to **promote, finance, sell, and distribute its goods to final buyers.**

## Partnering with intermediaries

Coca-Cola provides its retail partners with much more than just soft drinks. It also pledges powerful marketing support.



# The Microenvironment

## Marketing Intermediaries

- Resellers
- Physical distribution firms
- Marketing services agencies
- Financial intermediaries

# The Microenvironment

## 4. Competitors

*consider own size , industry position*

Firms must gain strategic advantage by positioning their offerings strongly against competitors' offerings in the minds of consumers.

# The Microenvironment

5

## Publics

Any group that has an actual or potential interest in or impact on an organization's ability to achieve its objectives

- Financial publics funds (stockholders, bank)
- Media publics news, features, editorial opinions
- Government publics consult lawyer about product safety...
- Citizen-action publics consumer organization 消費者組織, 環保團體
- Local publics community
- General public public attitude
- Internal publics managers, workers, volunteers, board of director



## Publics

The Home Depot Foundation gives back to local communities through support for local nonprofits, grants, and countless orange-shirted “Team Depot” employee volunteer hours. It is committed to a culture of service that doesn’t stop at the checkout counter.



6.

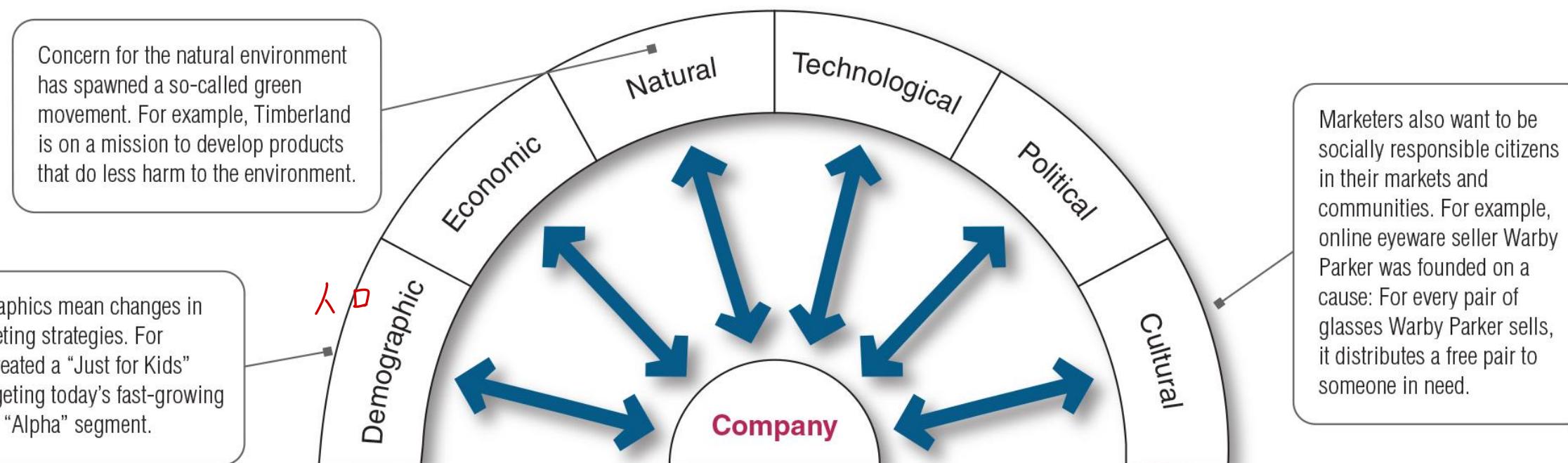
## Customers

- 主  
要 [
- Consumer markets for individuals & household 自用 or 家用
  - Business markets for processing 加工
  - Reseller markets resell product to get profits
  - Government markets produce public services or transfer to someone who needs
  - International markets

# The Macroenvironment

**Figure 3.2 Major Forces in the Company's Macroenvironment**

marketing environment is turbulent, changing → vulnerable 易受傷的  
動盪的





# The Demographic and Economic Environments

I.

## The Demographic Environment

- **Demography** is the study of **human populations**—size, density, location, age, gender, race, occupation, and other characteristics.
- **Demographic environment** involves people, and people make up markets.
- **Demographic trends** include **changing age and family structures**, **geographic population shifts**, **educational characteristics**, and **population diversity**.

年齡結構變化、家庭結構轉變、地理人口遷移、教育程度提高和白領人口增加，以及日益增長的多樣性，都對營銷策略產生影響。

# The Demographic and Economic Environments

## The Demographic Environment

- Baby Boomers – born between 1946 and 1964
- Generation X – born between 1965 and 1980
- Millennials – born between 1981 and 1996
- Generation Z – born between 1997 and 2012
- Generation Alpha – born after 2012

### Generational marketing

is important in segmenting people by lifestyle or life stage instead of age.

Baby boomers and millennials are now moving over to make room for younger Generation Alpha.

### Marketing to Boomers

The Nike CruzrOne sneaker naturally appeals to older baby boomers but focuses on lifestyle and pace rather than age.



# The Demographic and Economic Environments

## Targeting Gen Xers

Meal-plan delivery services like HelloFresh and Home Chef are especially attractive to time-pressed Gen Xers as they juggle careers and family, seek stress-free and convenient meal planning and preparation, and look for healthier family eating options.



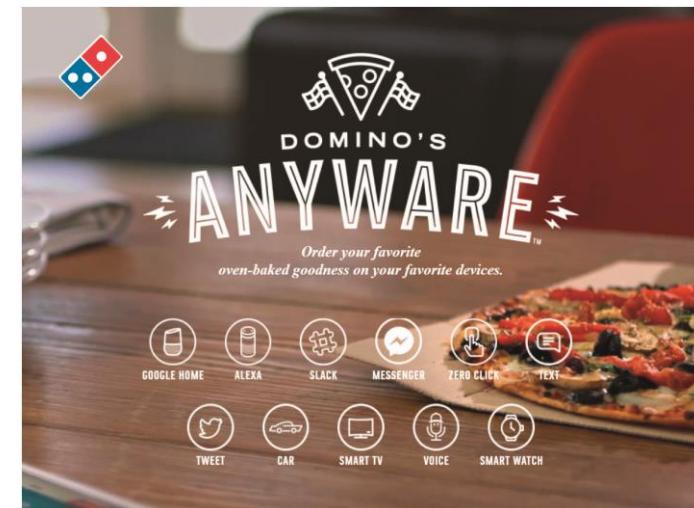
# The Demographic and Economic Environments

## The Demographic Environment

- The changing American family 家庭
- Geographic shifts in population 地理
- A better-educated, more white-collar, more professional population 更好教育，更多白領，更專業的人群
- Increasing diversity (種族) 多樣性
- Working remotely 遠距工作

## Marketing to Generation Z

The Domino's ANYWARE ordering platform, which accepts orders from 11 different devices and channels, appeals to Gen Zers' digital fluency and need for customized interactions and convenient ordering experiences.



Courtesy of Domino's

# The Demographic and Economic Environments

## Working remotely

The Zoom Whiteboard lets users in remote locations replicate the experience of a collaborative team physically gathered around a large whiteboard in an office.



# The Demographic and Economic Environments

## Marketing to consumers with disabilities

Toyota's marketing highlights inspirational real-life stories of athletes who overcame mobility challenges, such as Paralympic gold medalist swimmer Jessica Long, whose lower legs were amputated when she was 18 months old.



# The Demographic and Economic Environments

2.

## Economic environment

消費者更加節儉，追求更高的價值，促使公司  
更加關注產品的性價比、實用性和耐用性。

Consumers adopted a new back-to-basics sensibility in their lifestyles and spending patterns. To serve the tastes of these more financially <sup>節儉的</sup> frugal buyers, companies like Target are emphasizing the “pay less” side of their value propositions



# The Natural and Technological Environments

3.

The **natural environment** is the physical environment and the natural resources that are needed as inputs by marketers or that are affected by marketing activities.

## Trends in the Natural Environment

- Growing **shortages of raw materials**
- **Increased pollution**  
介入
- Increased government intervention
- Developing strategies that support **environmental sustainability**

物理環境的突發事件，如天氣、自然災害和健康危機，會影響公司的營銷策略。環境可持續性也日益受到重視。

# The Natural and Technological Environments



## **Environmental sustainability**

involves developing strategies and practices that create a world economy that the planet can support indefinitely.

## **The natural environment**

Nike has tried to advocate sustainability through its own practices and its impact on its value chain.

# The Natural and Technological Environments

4.

## The Technological Environment

- Most dramatic force in changing the marketplace
- New products, opportunities
- Concern for the safety of new products

數字技術的快速發展為營銷人員提供了了解消費者、  
創造新產品和以更有意義的方式與顧客互動的機會。

## Marketing technology

Two decades ago, even wide-eyed futurists would have had difficulty envisioning today's digital world. Digital has become an inseparable part of everything we do as consumers



# The Political–Social and Cultural Environments

5.

The Political and Social Environment consist of laws, agencies, pressure groups

Legislation regulating business is intended to protect

- companies from each other
- consumers from unfair business practices
- the interests of society against unrestrained business behavior  
社會利益

立法監管增加、政府機構執法力度加大以及對道德和社會責任的重視，都對營銷活動產生影響。

# The Political–Social and Cultural Environments

## The Political and Social Environment

道德, 社會責任

- Increased emphasis on ethics and socially responsible actions
- Cause-related marketing

## Cause-related marketing

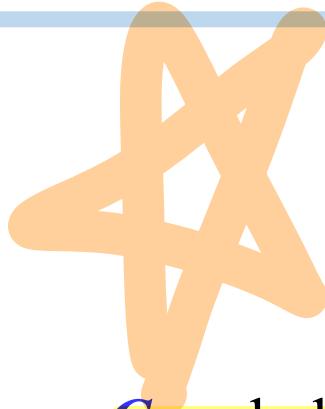
Innocent Drinks has a social mission, a longstanding objective of improving people's life by making it healthier.



# The Political–Social and Cultural Environments

6.

The **cultural environment** consists of institutions and other forces that  
社會價值、觀念、偏好、行為  
affect a society's **basic values, perceptions, and behaviors**



# The Political–Social and Cultural Environments

**Core** beliefs and values are persistent and are passed on from parents to children and are reinforced by schools, churches, businesses, and government.

**Secondary** beliefs and values are more open to change and include people's views of themselves, others, organizations, society, nature, and the universe

# The Political–Social and Cultural Environments

## The Cultural Environment

### Shifts in Secondary Cultural Values

- People's views of themselves
- People's views of others
- People's views of organizations
- People's views of society
- People's views of nature
- People's views of the universe

### People's views of others

These days, even when people are together, they are often “alone together.”



# The Political–Social and Cultural Environments

## Catering to the natural, organic, and ethical products trend

Unilever's Love Beauty and Planet brand has one goal: "To make you more beautiful and give a little love to our planet."



# Responding to the Marketing Environment

## Views on Responding *make, watch, wonder*

- Uncontrollable 不可控因素
  - React and adapt to forces in the environment
- Proactive 積極主動
  - Take aggressive actions to affect forces in the environment
- Reactive 反應
  - Watch and react to forces in the environment