

Chapter 02

Developing Marketing Strategies and a Marketing Plan

True / False Questions

1. Strong supplier relations and efficient supply chains help firms such as Walmart to achieve operational excellence.

True False

2. To build a sustainable competitive advantage, companies should focus on a single strategy.

True False

3. It is not always necessary to go through all the steps in the marketing planning process.

True False

4. A mission statement describes the specific actions a firm will take to achieve its goals.

True False

5. iTunes software is often credited for the success of the Apple iPod MP3 player, because it made the iPod easier to use than competing players, and was difficult for competitors to duplicate. This is an example of a sustainable competitive advantage.

True False

6. STP refers to segmentation, testing, and promotion.

True False

7. The components of a SWOT analysis are Strengths, Weaknesses, Opportunities and Tactics.

True False

8. Firms are typically more successful when they focus on opportunities that build on their competitors' strengths.

True False

9. Duke's is a surfer-themed restaurant chain in Hawaii. Most of its customers are tourists. In a SWOT analysis for Duke's, the possibility that the recession might cut back on tourism in Hawaii would be considered a Weakness.

True False

10. Price should be based on the value that the customer perceives.

True False

11. Geraldo manages the electrical turbine engine division of General Electric Corporation. He makes most decisions independently, without consulting headquarters. Geraldo manages a strategic business unit.

True False

12. The marketing planning process always proceeds sequentially through the five steps.

True False

13. Isaac is looking for ways to offer new goods and services to his existing customers. He is pursuing a market development strategy.

True False

14. Sandisk's MP3 player product line (called the Sansa) has a low relative market share. The MP3 player market is expected to decline over the next few years. In BCG portfolio analysis, the Sansa would be considered a dog.

True False

15. The "Implement Marketing Mix" step of the strategic marketing planning process is part of the control phase.

True False

16. Relative market share is an example of a marketing metric.

True False

17. Product penetration is one of the four major growth strategies.

True False

18. Firms decide how to allocate resources to their various products and services during the STP step of the marketing planning process.

True False

Multiple Choice Questions

19. If a firm wants to develop a sustainable competitive advantage, it should:
- A. begin an aggressive campaign to buy up competitors.
 - B. copy the innovative features of other firms that are attractive to customers.
 - C. examine its operations and customer relations to identify significant things competitors cannot easily copy.
 - D. increase its marketing budget so that it outspends its competitors.
 - E. arrange to meet with competitors to discuss how to avoid direct competition.
20. Which of the following is NOT one of the four overarching strategies to create and deliver value and to develop sustainable competitive advantage?
- A. Locational excellence
 - B. Customer excellence
 - C. Operational excellence
 - D. Product excellence
 - E. Planning excellence
21. When Ramona, the keynote speaker at a major business leaders' conference, arrived in the middle of the night at the Ritz-Carlton, she was exhausted and her suit was wrinkled from her ten-hour plane trip. The night clerk found someone to dry clean Ramona's suit and have it ready for her morning presentation. She has been a loyal Ritz-Carlton customer ever since. In this example, Ritz-Carlton demonstrated the macro strategy of:
- A. customer excellence
 - B. operational excellence
 - C. product excellence
 - D. promotional excellence
 - E. global excellence
22. Taking steps to encourage customer loyalty is one way to:
- A. test new products.
 - B. promote efficiency.
 - C. sustain an advantage over competitors.
 - D. develop new pricing strategies.
 - E. improve supply chain effectiveness.

23. Some banks have begun offering special accounts designed to attract junior high school students. These kids save in such small amounts that the accounts cost banks more to maintain than they are worth. But bankers know that consumers are creatures of habit and hope that the young people they serve now will become adult customers. These banks recognize:
- A. that operational excellence is an important macro strategy.
 - B. the lifetime value of customers.
 - C. that product excellence leads to loyal customers.
 - D. the importance of making decisions based on short-term results.
 - E. that as long as customers bring in some revenue, costs do not matter.
24. Nordstrom's, an upscale department store, has a well-known reputation for going the extra mile to serve its customers. This reputation for excellent customer service has probably resulted in:
- A. product design excellence.
 - B. mission statement satisfaction.
 - C. sustainable price decreases.
 - D. a sustainable competitive advantage.
 - E. producer excellence.
25. Firms achieve _____ through efficient procedures and excellent supply chain management.
- A. customer excellence
 - B. locational excellence
 - C. customer loyalty
 - D. value-based pricing
 - E. operational excellence
26. Marketers want their firms to develop excellent supply chain management and strong supplier relations so they can:
- A. persuade stores to refuse to carry competitors' products.
 - B. use their power within the supply chain to force weaker firms to accept less favorable pricing.
 - C. control prices and lock in margins.
 - D. create a sustainable competitive advantage.
 - E. justify charging higher prices than competitors do.

27. For many years, Southwest Airlines distinguished itself as the low-cost airline. Now, many other low-cost competitors have entered the market. Similarly, Southwest was one of the first airlines to offer online ticketing. Now, all airlines have online ticketing. These examples suggest that:
- A. no single strategy is likely to be sufficient to build a sustainable competitive advantage.
 - B. situation analysis is a continuous process.
 - C. customers rarely remain loyal to companies.
 - D. product excellence is the only true source of a sustainable competitive advantage.
 - E. innovation is pointless because competitors will develop copycat offerings.
28. "Effective marketing doesn't just happen." It is:
- A. promoted through STP analysis.
 - B. possible only for seasoned marketing executives to achieve.
 - C. planned.
 - D. introduced through control phase SBUs.
 - E. the result of competitor's failures.
29. Carla has been directed by her regional marketing manager to cut prices on seasonal items, submit an ad in the local paper, and tell distributors to reduce deliveries for the next month. Which step of the strategic marketing planning process is Carla engaged in?
- A. evaluate performance.
 - B. define the business mission.
 - C. situation analysis.
 - D. implement marketing mix and resources.
 - E. identifying and evaluating opportunities.
30. When conducting a SWOT analysis, in what phase of the strategic marketing process is an organization presently engaged?
- A. planning
 - B. implementation
 - C. control
 - D. segmentation
 - E. metrics

31. The automobile manufacturing industry closely watches annual consumer satisfaction surveys. For years, Japanese car companies consistently had the highest levels of customer satisfaction, creating a _____ for these companies.
- A. strategic marketing plan
 - B. clear mission statement
 - C. cost advantage
 - D. sustainable competitive advantage
 - E. diversification strategy
32. Which of the following is LEAST likely to provide a sustainable competitive advantage?
- A. Lowering prices.
 - B. Having a well-known brand name.
 - C. Achieving high levels of customer satisfaction.
 - D. Using patented technology.
 - E. Creating an efficient supply chain.
33. Even when large discount retailers enter a market, a few small, local retailers survive and prosper. These small retailers have probably developed a(n) _____ that allows them to survive.
- A. advertising campaign
 - B. plan to evaluate results
 - C. sustainable competitive advantage
 - D. set of performance metrics
 - E. SWOT analysis
34. As part of her company's SWOT analysis, Valerie is assessing the company's internal environment, including:
- A. strengths.
 - B. opportunities.
 - C. strengths and weaknesses.
 - D. threats.
 - E. opportunities and threats.

35. Samantha is charged with assessing her company's external environment as part of a SWOT analysis. Samantha will study her company's:
- A. strengths.
 - B. opportunities.
 - C. strengths and weaknesses.
 - D. weaknesses.
 - E. opportunities and threats.
36. Manufacturers who use just-in-time manufacturing systems coordinate closely with suppliers in order to ensure that materials and supplies arrive just before they are needed in the manufacturing process. While just-in-time systems can offer major advantages in terms of inventory costs, they must be carefully managed. If a firm found that its just-in-time system was badly managed, leading to frequent manufacturing delays due to missing parts, this would represent a _____ in a SWOT analysis.
- A. weakness
 - B. opportunity
 - C. threat
 - D. strength
 - E. business mission
37. For U.S. businesses with strong export capabilities, expansion of U.S. trade agreements with other countries creates:
- A. weaknesses.
 - B. opportunities.
 - C. strengths.
 - D. threats.
 - E. strategic plans.
38. In 2006, Ford Motor Company announced it would severely cut back automobile production. For parts companies supplying Ford Motor, this represented a(n):
- A. weakness.
 - B. opportunity.
 - C. strength.
 - D. threat.
 - E. strategic plan.

39. Lionel is asked to conduct an STP analysis for his firm. The first step he should perform in this analysis is to:
- A. develop a business mission statement.
 - B. choose the best target markets.
 - C. reposition existing segments.
 - D. divide the marketplace into subgroups.
 - E. conduct a SWOT analysis.
40. In 2006, Walmart announced that it would begin selling organic food products. In doing so, Walmart was probably trying to:
- A. gain government subsidies.
 - B. attract a different market segment.
 - C. reduce its costs.
 - D. save the environment.
 - E. offset cost-based pricing pressure.
41. For years, when considering new products, marketers at Celestial Seasonings asked themselves, "What would Stacy think?" Stacy was a fictional character representing 25-50 year old, educated, upper-income women who rarely watched television but did a lot of reading. "Stacy" represented Celestial's primary:
- A. demographic segment.
 - B. positioning.
 - C. SBU.
 - D. target market segment.
 - E. sustainable competitive advantage.
42. Many of today's college graduates will make their livings providing goods and services to "baby boomers," the large group of Americans born in the period after World War II. Baby boomers are a _____ market segment.
- A. psychological
 - B. behavioral
 - C. social
 - D. product-based
 - E. demographic

43. After identifying various market segments that her company could pursue, Lisa evaluated each segment's attractiveness based on size, income, and accessibility. Lisa was involved in:
- A. target marketing.
 - B. situation analysis.
 - C. diversification.
 - D. positioning.
 - E. market penetration estimation.
44. LeBron James, Alex Rodriguez, and other athletes are paid huge sums of money by companies for celebrity endorsements. If, endorsements by these athletes create a clear understanding among consumers of the companies' products, they can help with the firm's _____ strategy.
- A. product excellence
 - B. targeting
 - C. positioning
 - D. segmentation
 - E. customer excellence
45. _____ involves the process of defining the marketing mix variables so that target customers have a clear, distinctive understanding of what a product does or represents in comparison with competing products.
- A. Targeting
 - B. Market segmentation
 - C. A sustainable competitive advantage
 - D. Positioning
 - E. A customer excellence strategy
46. Imagine that you are in a convenience store choosing your favorite "comfort" food instead of being in a classroom taking this test. You might notice the packaging, colors, labels, even the fonts used on labels. All of these efforts are part of the marketer's:
- A. value-based promotions.
 - B. market segmentation.
 - C. positioning strategy.
 - D. customer excellence strategy.
 - E. target market.

47. When positioning products relative to competitors' offerings, firms typically are most successful when they focus on opportunities:
- A. that build on their strengths relative to those of their competitors.
 - B. for diversification.
 - C. in international markets.
 - D. where value-based pricing can be ignored.
 - E. where customer excellence can be substituted for product excellence.
48. Many small businesses whose competitors are national franchises advertise "we are locally owned" or "we have been here since 1951." This is part of these firms':
- A. business mission.
 - B. market segmentation strategy.
 - C. positioning strategy.
 - D. customer excellence strategy.
 - E. target market.
49. When discussing the marketing planning process, STP stands for:
- A. Strategies, tactics, and plans.
 - B. Strategize, target, and promote.
 - C. Segmentation, targetting, and positioning.
 - D. Situation analysis, trend spotting, and planning.
 - E. Sustaining, trending, and positioning.
50. Suppose your university made a sizable investment in its career services--additional counselors, increased efforts to bring in recruiters, and other services aimed at helping students to find jobs. This investment would enhance the university's _____ in an attempt to create value for students and recent graduates.
- A. segmentation strategy
 - B. place strategy
 - C. locational excellence strategy
 - D. diversification strategy
 - E. product strategy

51. The idea of value-based marketing requires firms to charge a price that:
- A. covers costs and generates a modest profit.
 - B. includes the value of the effort the firm put into the product or service.
 - C. captures the value customers perceive that they are receiving.
 - D. prioritizes customer excellence above operational excellence.
 - E. matches competitors' prices.
52. E-books, in addition to being an alternative product form, provide _____ value creation since they can be downloaded via the Internet immediately when they are needed.
- A. product
 - B. place
 - C. promotion
 - D. price
 - E. primary
53. In value-based marketing, promotion communicates the:
- A. targeted solution.
 - B. operational excellence strategy.
 - C. value proposition.
 - D. relative market value.
 - E. target market definition.
54. Google and other search engines allow marketers to bid to have their ads shown when consumers search on keywords related to the firm's products. These marketers are attempting to create value through _____.
- A. product
 - B. price
 - C. promotion
 - D. place
 - E. cost-based

55. In order to effectively communicate value to target markets, marketers must first:
- A. consider the cost of alternative media.
 - B. use the Internet.
 - C. redesign ads to meet media specifications.
 - D. understand their customers.
 - E. hire the right ad agency.
56. Craig sees that his company's quarterly sales and profits are significantly above projections and says, "That's great. Let's keep doing what we've been doing." Craig is ignoring the _____ step of the marketing planning process.
- A. Evaluate Performance
 - B. Define the Business Mission
 - C. Situation Analysis
 - D. Implement Marketing Mix and Resources
 - E. Identifying and Evaluating Opportunities
57. The first objective in the Evaluate Performance phase of the marketing planning process is to:
- A. determine whether to raise or lower prices.
 - B. adjust advertising allocations.
 - C. find ways to cut costs.
 - D. review implementation programs and results using metrics.
 - E. consider changing the target market.
58. Kathy reviews her division's quarterly results and sees that some units exceeded goals while others did not. Next, she will attempt to determine why performance of the different units varied, and whether the variation:
- A. created a net benefit or loss.
 - B. should be reported to senior executives or not.
 - C. was consistent with the company's mission statement.
 - D. offers opportunities for diversification.
 - E. was due to factors within or outside the firm's control.

59. Understanding the causes of performance, regardless of whether that performance exceeded, met, or fell below the firm's goals:
- A. enables firms to make appropriate adjustments.
 - B. allows managers to demonstrate their effectiveness.
 - C. offers insights into value-based pricing.
 - D. should be followed by eliminating underperforming SBUs.
 - E. allows firms to better assess customer loyalty.
60. A regional manager at GNC, a chain of retail stores selling nutritional supplements, is reviewing sales data after a recent in-store promotion. The data show success in some stores and limited response in others. The manager will probably next review the company's:
- A. financial statements, to investigate current and past profits.
 - B. brand awareness study, to assess national levels of awareness.
 - C. implementation programs, to see if the promotion was handled consistently in the different stores.
 - D. results for other product lines, to see how important diet products are to the firm.
 - E. analysis of national trends in vitamins and herbal supplements, to help predict future sales.
61. After conducting STP analysis for her custom auto parts store and developing strategies for each of the four Ps, Monique now has to make _____ decisions.
- A. competitive response
 - B. resource allocation
 - C. product line
 - D. market growth
 - E. mission statement
62. Lamar owns four dry cleaning stores in the suburbs of Orlando, Florida. He recently updated his STP analysis, and has just finished adjusting his marketing mix based on the STP results. His next strategic marketing decision will likely involve:
- A. how Disney World crowds will impact his business.
 - B. which employees to promote or fire.
 - C. how to allocate resources among his four stores.
 - D. what new government regulations might create opportunities or threats.
 - E. when to shift from a customer excellence to an operational excellence strategy.

63. In most companies, marketing resource allocation decisions are made at the SBU or _____ level of the firm.
- A. corporate
 - B. product line
 - C. customer care
 - D. sales representative
 - E. accounting
64. A(n) _____ is a group of products that consumers may use together or perceive as similar in some way.
- A. SBU
 - B. STP
 - C. product line
 - D. market segment
 - E. promotional service
65. Heather has been assessing a number of her firm's products using the Boston Consulting Group approach to portfolio analysis. She has been trying to assess the strength in a particular market and is looking at the sales of the product and the overall market as well as the sales of competitors. Heather is trying to determine:
- A. the product's relative market share.
 - B. the market growth rate.
 - C. a source of competitive advantage.
 - D. the impact of population shifts on future demand.
 - E. cash equivalent values for each product.
66. To determine how attractive a particular market is in using the BCG portfolio analysis, _____ is established as one axis.
- A. competitive intensity
 - B. sales dollars
 - C. market size
 - D. market growth rate
 - E. market profit potential

67. In BCG portfolio analysis, products in low-growth markets that have received heavy investment and now have excess funds available to support other products are called:

- A. stars.
- B. cash cows.
- C. question marks.
- D. dogs.
- E. anchors.

68. Fernando was thrilled to find out that his company had just decided to invest a great deal of money in the product he was managing. He knows that even with its recent high rate of growth and the fact that it dominates its market, he would need more money to establish it firmly. Using the BCG portfolio analysis, his product would be classified as a(n):

- A. star.
- B. cash cow.
- C. question mark.
- D. dog.
- E. anchor.

69. Using the BCG portfolio analysis, a "dog" should be phased out unless:

- A. its marketing manager is a champion of the product.
- B. additional resources could increase its relative market share slightly.
- C. it complements or boosts the sales of another product.
- D. the market has a small chance of rebounding.
- E. none of these. Dogs should be phased out.

70. The strategic marketing planning process:

- A. is a five-step process that should always be completed in order.
- B. is frequently used in reverse.
- C. begins with establishing specific, measurable outcomes.
- D. is not always sequential.
- E. forces marketing managers to think rationally.

71. Which of the following is NOT one of the four major growth strategies marketers typically utilize?

- A. market penetration
- B. market development
- C. segment development
- D. diversification
- E. product development

72. For many years, because of the size of the U.S. economy, domestic companies ignored international markets, preferring instead to develop new product offerings for existing customers. These companies were pursuing a _____ strategy.

- A. market penetration
- B. market development
- C. segment development
- D. diversification
- E. product development

73. Adrienne decides to add new sales representatives and increase advertising in her existing market for her current line of security systems. Adrienne is pursuing a _____ growth strategy.

- A. segment development
- B. market development
- C. market penetration
- D. diversification
- E. product development

74. A _____ growth strategy employs the existing marketing offering to reach new market segments.

- A. product proliferation
- B. market development
- C. market penetration
- D. diversification
- E. product development

75. Quitman Enterprises sells its business language dictionary to college students throughout the United States. Joseph Quitman, the owner, wants to start selling the book to international students abroad. Quitman wants to pursue a _____ growth strategy.

- A. product proliferation
- B. market development
- C. market penetration
- D. diversification
- E. product development

76. When pursuing a market development strategy, expanding into international markets is generally:

- A. more risky than expansion in domestic markets.
- B. impossible due to negative attitudes about American products.
- C. executed with the help of international trade subsidies.
- D. simplified by creating new products for export markets.
- E. the only option offering substantial opportunities for growth.

77. H&R is a small, local heating and air conditioning business. The area military base is a potential source of growth, and H&R already installs and services the type of equipment the military would require, but it is difficult to get established as a certified government contractor. H&R is considering a _____ growth strategy.

- A. product proliferation
- B. market development
- C. market penetration
- D. diversification
- E. product development

78. Many states create licensing requirements for a variety of professionals (such as lawyers and accountants) designed to restrict entry into their market by professionals from other states. This strategy limits _____ growth strategies.

- A. product proliferation
- B. market development
- C. market penetration
- D. diversification
- E. product development

79. Marketers who design and offer new products and services to their existing customers are pursuing a _____ growth strategy.
- A. product proliferation
 - B. market development
 - C. market penetration
 - D. diversification
 - E. product development
80. Most banks now have customer relationship software which, when a customer contacts the bank, tells the service representative what types of accounts, loans, and credit cards the customer currently has. Service representatives use this information to sell some of the other services the bank currently offers to these customers. This is a _____ growth strategy.
- A. product proliferation
 - B. market development
 - C. market penetration
 - D. diversification
 - E. product development
81. Maryam called her auto insurance agent to renew her policy. The agent told her about new types of insurance that are now available--to cover her apartment, or even the engagement ring she just got from her fiancé. The agent was pursuing a _____ growth strategy.
- A. product development
 - B. market development
 - C. market penetration
 - D. diversification
 - E. product proliferation
82. Introducing newly developed products or services to a market segment the company is not currently serving is called:
- A. product development
 - B. market development
 - C. market penetration
 - D. diversification
 - E. product proliferation

83. Zara is a women's clothing retailer headquartered in Spain, with stores located in many countries. Zara has developed a "quick response" system that allows store merchandise to be adjusted rapidly to fit changing customer preferences. Every aspect of Zara's operation is optimized for this system, making it difficult for competitors like The Gap to duplicate. Zara has established:
- A. customer loyalty.
 - B. locational excellence.
 - C. a diversification growth strategy.
 - D. a sustainable competitive advantage.
 - E. a related diversification opportunity.
84. Fourteenth National Bank prides itself on offering better service than any of its competitors. If this is accurate, and if customers recognize and value Fourteenth National's superior service, the bank creates and delivers value through:
- A. promotional excellence.
 - B. product excellence.
 - C. operational excellence.
 - D. global excellence.
 - E. customer excellence.
85. Anita has gone to the same hair salon for the past ten years. She believes that her stylist, the salon owner, does a better job of cutting and styling her hair than anyone else could. Other salons have opened closer to Anita's home, some offering more plush facilities or lower prices, but she isn't tempted to switch. Anita's attitude toward the salon is an example of:
- A. a sustainable competitive advantage.
 - B. a customer retention program.
 - C. an opportunity, in SWOT analysis.
 - D. customer loyalty.
 - E. the benefits of a locational excellence strategy.
86. Customer retention programs are based on what concept?
- A. Customer excellence is the easiest macro strategy to follow.
 - B. Customer relationships should be viewed from a lifetime value perspective.
 - C. It is important to maximize profits in the first few months of a customer relationship.
 - D. Segmentation, targeting, and positioning analysis should not be rushed.
 - E. Firms must spend large amounts of money to retain customers.

87. Most banks implement customer retention programs aimed at their best customers. They do this because they know that retaining customers usually results in:
- A. a product development growth strategy.
 - B. an operational advantage.
 - C. opportunities for diversification.
 - D. increased long term profits.
 - E. more clearly defined market segments.
88. Some universities offer online degree programs, competing with traditional colleges based on the convenience of taking online courses. These online programs are pursuing which macro strategy?
- A. Customer excellence
 - B. Locational excellence
 - C. Operational excellence
 - D. Product excellence
 - E. None of these
89. When a pharmaceutical company develops a new medication, it typically applies for a patent in order to prevent competitors from developing copycat products for several years. Pharmaceutical companies apply for patents in order to establish:
- A. an operational excellence macro strategy.
 - B. a market penetration growth strategy.
 - C. a sustainable competitive advantage.
 - D. an efficient supply chain.
 - E. all of these.
90. One example of a customer loyalty program is:
- A. a "frequent diner" card at a restaurant, offering a free appetizer for every \$100 in food purchases.
 - B. a quantity discount offered for large purchases at an office supply store.
 - C. all of these.
 - D. an "everyday low price" policy on all products at a grocery store.
 - E. an extensive customer service training program for new employees at a hair salon.

91. Which of the following is the third step in the strategic marketing planning process?
- A. Define the business mission.
 - B. Identify and evaluate opportunities.
 - C. None of these.
 - D. Implement marketing mix and allocate resources.
 - E. Situation analysis.
92. In mid-2010, Hewlett-Packard Company (HP) acquired Palm Computing, Inc., a manufacturer of personal devices and smart phones. Before deciding to acquire the company, strategic planners at HP spent time thinking about how Palm and HP would "fit" together, and how the acquisition might change HP's core goals and objectives. The strategic planners were engaged in the _____ step of the strategic marketing planning process.
- A. Situation analysis
 - B. Implement marketing mix and allocate resources
 - C. Identify and evaluate opportunities
 - D. Evaluate performance
 - E. Define the business mission
93. After defining the business mission, what should a firm do next to develop a marketing plan?
- A. Conduct an STP analysis.
 - B. Perform a situation analysis.
 - C. Develop a positioning strategy.
 - D. Select a target market.
 - E. Implement the four Ps.
94. In a SWOT analysis, increasing gasoline prices would represent a potential _____ for manufacturers of electric cars.
- A. weakness
 - B. threat
 - C. opportunity
 - D. operational advantage
 - E. locational advantage

95. A former advertising campaign for Geico Insurance used the slogan, "So easy, even a caveman could do it" to emphasize the ease of buying insurance on Geico's website. This campaign was part of Geico's:
- A. mission statement.
 - B. market segmentation plan.
 - C. product strategy.
 - D. customer excellence strategy.
 - E. positioning strategy.
96. Abercrombie & Fitch, a hip clothing retailer, includes a "SHARE" link on the product pages of its website. This link encourages an Abercrombie customer to post a link (perhaps showing a new style of jeans) on Facebook or Twitter. Abercrombie & Fitch hopes that the customer's friends (who are probably very much like current customers) will click the link, visit the page, and make purchases. This is an example of a _____ growth strategy.
- A. product proliferation
 - B. market development
 - C. market penetration
 - D. diversification
 - E. product development
97. Sodexo is a corporation that manages school cafeterias, university dining halls, mess halls at military bases, concession stands at sports arenas, and other large-scale food service facilities. If Sodexo were to begin to sell individual frozen meals in supermarkets, it would be pursuing a _____ growth strategy.
- A. product development
 - B. market development
 - C. market penetration
 - D. diversification
 - E. product proliferation

98. Singapore Airlines seeks to differentiate itself from competing airlines, in part through innovative design of its airplane seats and in-flight entertainment systems. Through continuous innovation in these areas, Singapore Airlines is pursuing a _____ macro strategy.

- A. customer excellence
- B. global excellence
- C. locational excellence
- D. operational excellence
- E. product excellence

99. 3M involves its customers in the process of developing new products. In this way, it can benefit from current customers' insights and develop new products that will meet these customers' needs. 3M is pursuing a _____ growth strategy.

- A. Diversification
- B. Market development
- C. Market penetration
- D. Product development
- E. Product penetration

100 Over the last few months, Juan and his colleagues have analyzed the current business situation, and then identified target markets for his firm's personal care products. Finally, they developed the products, prices, distribution and promotion that should appeal to each of those target markets. In doing so, Juan has also identified what he believes is an advantage his competitors cannot match. Juan and his colleagues have been developing:

- A. a business mission statement
- B. a strategic vision
- C. team-building exercises
- D. a marketing strategy
- E. competitive assessments

- 101 Gerald's Tire Store sets itself apart from competitors by the extra attention it pays to providing fast, courteous service in a clean, professional looking environment. Gerald's has used this strategy for over 40 years, expanding to 15 outlets. Gerald's Tire Store has created a _____ to create and deliver value and to develop a sustainable competitive advantage.
- A. segmentation strategy
 - B. set of metrics
 - C. market development strategy
 - D. diversification strategy
 - E. macro, or overarching, strategy
- 102 Which of the following is the best way to build a sustainable competitive advantage using product excellence?
- A. Being the first to offer customers desired features, even if competitors can copy them easily.
 - B. Positioning the product using a clear, distinctive brand image.
 - C. Having the most features on each model.
 - D. Focusing on being cutting edge and continually eliminating older features that are still in use by customers.
 - E. Copying the market leader's features, but at a lower cost.
- 103 A competitive advantage based on location is often sustainable because:
- A. mobile marketing has not yet proven its value for most customers.
 - B. real estate prices have been dropping.
 - C. few marketers are aware of its importance yet.
 - D. it is not easily duplicated.
 - E. the internet has diminished the importance of "brick and mortar" stores.
- 104 Four companies dominate the cereal industry. These firms produce in large volumes, promote heavily, and control access to the supermarket shelves through "slotting allowances," which are payments to retailers in return for shelf space. Combined, these four firms have:
- A. identical marketing mixes.
 - B. all of these.
 - C. a sustainable competitive advantage.
 - D. achieved product excellence.
 - E. violated laws governing competition.

105 Value creation through Place decisions for a consumer product involves:

- A. putting the product in the front of the store.
- B. designing creative displays to capture consumers' attention.
- C. pricing products differently at different stores.
- D. making sure the product is available in the stores where customers will want to find it, and that it is always in stock so they can buy it when they want to.
- E. focusing exclusively on internet sales to reduce supply chain costs.

106 In recent years, cellular (mobile) service providers have worked hard to eliminate "dead zones," providing customers with service wherever they traveled. By working to make the network available in more locations, cellular service companies were focusing on _____ value creation.

- A. product
- B. price
- C. promotion
- D. place
- E. financial

107 When firms successfully implement poor strategies (perhaps due to good luck) or do a poor job of implementing good strategies, it can be difficult to:

- A. generate cost-based performance ratios.
- B. evaluate performance and make adjustments.
- C. increase product excellence without reducing customer excellence.
- D. develop segmentation strategies.
- E. choose a business mission.

108 In 2007, Apple Computer Company introduced its new iPhone, adding a cellular telephone, a camera, and Internet access to its iPod. The company was pursuing a(n) _____ strategy.

- A. market development
- B. market penetration
- C. operational excellence
- D. customer excellence
- E. product development

109 The goal of a customer excellence strategy is to gain loyal customers. Customer loyalty can be developed through:

- A. having a strong brand
- B. offering unique merchandise
- C. providing superior customer service
- D. all of these
- E. none of these

110 Allen is in the marketing department of a mid-sized firm that develops and sells communications systems. He is proud of the Human Resources area in the company that provides the firm with excellent employees. Allen himself really enjoys his work, but he knows the work of HR helps create an advantage for the firm because:

- A. customers appreciate the kind of service that knowledgeable employees provide.
- B. employees play a major role in the success of the firm.
- C. it is easier to communicate with and inspire the customer if the employees believe in what the firm is doing.
- D. building customer loyalty depends on a committed workforce.
- E. All of these.

111 After performing an STP analysis, marketers implement _____ for each target market.

- A. pricing strategies
- B. promotion strategies
- C. place strategies
- D. product strategies
- E. all of these

112 When choosing marketing communication methods, the most effective and efficient option depends on:

- A. the customers.
- B. the value created.
- C. the message.
- D. all of these.
- E. none of these.

113 Brad is reviewing the performance of his Subway sandwich store. As a franchisee, he has access to comparative data from other stores. Brad will likely look at _____ data for other stores to help him to evaluate his performance.

- A. sales
- B. gross margin
- C. number of customers
- D. coupon redemption
- E. all of these

114 Portfolio analysis is a useful and powerful tool, but firms often need to take a more balanced approach because:

- A. measures are difficult to obtain and project.
- B. classifications can become self-fulfilling prophecies and strengths and weaknesses are distorted.
- C. substitute approaches can offer different insights.
- D. All of these.
- E. None of these.

115 Starbucks has developed a number of metrics beyond purely financial metrics. Knowing the importance of perceptions and knowing the importance of developing ways to demonstrate its activity, Starbucks tries to find clear ways to:

- A. build brand equity.
- B. demonstrate its sense of corporate social responsibility.
- C. address concerns of opponents at local, regional, national and global levels.
- D. help consumers to feel better about their purchases.
- E. All of these.

116 Greta is the marketing director for the Pump-N-Slurp convenience store chain. She recently developed a marketing plan for the firm and presented it to company executives. Which of the following did Greta probably include in Pump-N-Slurp's marketing plan?

- A. Specific plans for each of the four Ps.
- B. Marketing objectives.
- C. Opportunities for the firm.
- D. Perceived weaknesses of the firm.
- E. All of these.

117 Marketers want their firms to develop efficient operations because this kind of efficiency:

- A. usually leads to lower prices or greater pricing flexibility.
- B. allows the firm to offer greater value to customers.
- C. makes it easier to get the products customers want to them when they want them.
- D. can lead to more attractive margins.
- E. All of these.

118 Which of the following actions, if it actually happened, would be the most likely to support and enhance an operational excellence macro strategy?

- A. Singapore Airlines, installing more comfortable seats in the economy-class cabins of its airplanes.
- B. 3M Corporation, implementing new software to improve communication with its suppliers.
- C. adidas, inviting customer suggestions to guide the design of the next generation of Air Jordan shoes.
- D. Nike, opening hundreds of new company stores in high-traffic shopping areas.
- E. McDonald's, lowering prices on its coffee drinks.

119 Which of the following factors, listed in a situation analysis for a major auto manufacturer, is the best example of a threat?

- A. The factory that manufactures a new, popular car cannot build enough vehicles to meet the demand, while other factories have excess capacity.
- B. Recent consumer studies have indicated that Chinese consumers prefer American cars.
- C. A New York law firm has filed a \$10 million class action suit against the company on behalf of car owners whose gas tanks exploded.
- D. Due to outdated engine technology, the company's cars get lower gas mileage than those of major competitors.
- E. The company has lower manufacturing costs than its key competitors, allowing it to sell its cars at low prices.

120 Which of the following factors, listed in a situation analysis for a major U.S. auto manufacturer, is the best example of an opportunity?

- A. The factory that manufactures a new, popular car cannot build enough vehicles to meet the demand, while other factories have excess capacity.
- B. Recent consumer studies have indicated that Chinese consumers prefer American cars.
- C. A New York law firm has filed a \$10 million class action suit against the company on behalf of car owners whose gas tanks exploded.
- D. Due to outdated engine technology, the company's cars get lower gas mileage than those of major competitors.
- E. The company has lower manufacturing costs than its key competitors, allowing it to sell its cars at low prices.

121 When Nike, the prominent athletic shoe manufacturer, branched out from selling only athletic shoes to also offering athletic clothing and gym bags, what type of growth strategy did this represent?

- A. Market penetration
- B. Product penetration
- C. Market development
- D. Product development
- E. Diversification

122 In its discussion of Nike and adidas, two major athletic shoe manufacturers, the text mentions that Nike has purchased Umbro, a sports brand that has appealed mainly to soccer (European football) enthusiasts in the past. This action suggests that Nike intends to compete head to head with adidas, which got its start designing soccer shoes. On a SWOT analysis for adidas, how should Nike's acquisition of Umbro be categorized?

- A. Strength
- B. Opportunity
- C. Weakness
- D. Segment
- E. Threat

- 123 The global athletic footwear market is expected to experience only very slow growth over the next several years. Nike is the market leader, with a market share of approximately 33 percent. According to Boston Consulting Group portfolio analysis, how should Nike treat its athletic shoe business?
- A. Nike will probably have to invest heavily in the athletic shoe business, including extensive promotions and new production facilities.
 - B. Nike should consider exiting the athletic shoe market.
 - C. Nike should stop investing in its athletic shoe business; it has already reaped all the benefits it is likely to receive.
 - D. Nike's athletic shoe business still requires some investment, but is likely to produce excess resources that can be invested in other divisions of the company.
 - E. Nike should invest in the athletic shoe market only if it helps to boost the sales of other products in fast-growing markets.
- 124 Subway is a large chain of franchise sandwich shops. Marcia owns three Subway stores in a large city. At the end of the year, she notes that sales rose from two to five percent over last year's sales at Stores 1 and 2, but fell two percent at Store 3. Based on this information, how should Marcia reward (or punish) her store managers?
- A. She should give bonuses to the managers of Stores 1 and 2, and put the Store 3 manager on probation.
 - B. She should ignore the sales data; this is not an appropriate marketing metric.
 - C. She should give each manager a raise, tied to the store results.
 - D. She should review at least ten years of sales data about her stores' performance before making a decision.
 - E. She should seek more information about why the stores had different results before making a decision.
- 125 Coca-Cola sells two different zero-calorie versions of Coke: Diet Coke and Coke Zero. It has chosen to attempt to appeal to men with Coke Zero. In addition to launching an ad campaign featuring men enjoying Coke Zero, Coca-Cola also designed a "masculine" looking can for Coke Zero, with bold red lettering on a black background. This specially-designed can is an example of:
- A. positioning.
 - B. targeting.
 - C. segmentation.
 - D. a market segment.
 - E. market penetration.

126 Delta Airlines is among the companies experimenting with selling products and services on their Facebook pages. The idea is to make purchasing even easier for customers who may spend large portions of the day with Facebook active on their computers or mobile devices. There is no need even to navigate to Delta's website--users can book a trip in Delta's "Ticket Agent" application without ever leaving Facebook. Which element of the marketing mix does this represent?

- A. Product and value creation.
- B. Price and value capture.
- C. Place and value delivery.
- D. Promotion and value communication.
- E. None of these.

Essay Questions

127 Of what use is a sustainable competitive advantage to a firm?

.

128 The text states, "Viewing customers with a lifetime value perspective, rather than on a transaction-by-transaction basis, is the key to modern customer retention programs." Create an example demonstrating a lifetime value perspective. Why is customer retention almost always a profitable marketing strategy?

129 Although most people do not have a personal marketing plan, when would one be appropriate?

130 One of the benefits of taking marketing courses is the opportunity to apply marketing concepts to marketing yourself. When selling yourself, you are a product including all the skills, aptitudes, and attitudes you bring to the market. What is a sustainable competitive advantage? What can you do to give yourself a sustainable competitive advantage in the marketplace?

131 Your marketing professor, Dr. Marketing, has been asked to participate in the university's strategic marketing planning process. During the planning phase of the process, what questions will Dr. Marketing likely ask? Be specific to the university's strategic marketing planning process.

132 The text describes firms like Netflix and Southwest, who operate in competitive markets but successfully differentiate themselves from the competition. This gives them a sustainable competitive advantage. What is a sustainable competitive advantage? Describe an example of a product or business you have encountered that has developed sustainable competitive advantage. Why is that product or firm advantage sustainable?

133 Your marketing professor, Dr. Marketing, has been asked to participate in the university's strategic marketing planning process. After completing the planning phase of the process, Dr. Marketing has been asked to assist with the STP analysis. What questions will Dr. Marketing ask during the STP analysis? Be specific to the university's strategic marketing planning process.

134 As the text states, "Firms typically are most successful when they focus on opportunities that build on their strengths relative to those of their competition." Using the automobile industry in the United States, describe an example of this type of positioning strategy.

135 Your marketing professor, Dr. Marketing, has been asked to participate in the university's strategic marketing planning process. After completing the first three steps of the process, Dr. Marketing has been asked to assist with implementing the marketing mix and allocating resources. What questions will Dr. Marketing ask? Be specific to the university's strategic marketing planning process.

136 Jamie, a sales manager for an industrial materials company, reviews each sales representative's performance quarterly. She knows business has been good but is surprised to see some reps are selling much more than their goals while others have not meeting their goals. What should Jamie do?

137 You and your friend Alison work in different parts of a large firm. In a recent analysis, your area was labeled a "cash cow" and hers was labeled a "question mark." What things would you do differently in your area than Alison would do in hers?

138 Boston Consulting Group's Portfolio Analysis classifies a company's products or product lines into a two-by-two matrix. What are the bases of classification and what are the products or product lines in each of the four quadrants called? What marketing strategies are usually considered for each of the four classifications?

139 Your new sales manager, who previously worked for Boston Consulting Group, directs each sales rep to "toss out the dogs," "exploit the stars," and "milk the cows." Translate this into everyday English: what is the sales manager asking the sales reps to do?

140 After finishing his marketing degree, Ryan inherited the family shrimp shack restaurant. The restaurant is a small, local institution that beach visitors have been coming to for decades. Ryan wants to make his business grow and is considering either a market penetration or market development strategy. Describe what Ryan will likely do if he pursues either strategy.

141 Garden Gate is a one-location nursery business, selling plants and flowers for home gardeners. The new owners want to grow through either a product development or diversification strategy. What will the owners likely do if they pursue either strategy?

142 Why is a good marketing strategy necessary for a firm?

.

143 Why is it important to have a structured approach to planning and developing a marketing plan?

.

144 Southwest Airlines is known for being the low-cost provider in the U.S. airline industry. What type of macro strategy has Southwest pursued?

.

145 What is the goal of product, operational, locational, and customer excellence?

.

146 Every summer, university administrators attempt to estimate how many students will show up in the fall. When August arrives, they hire part-time instructors and reassign faculty to teach the courses students want. In the spring, administrators often go on a retreat to consider how to do things differently next year. What phase of the strategic planning process do they engage in during each of the three seasons (summer, fall, and spring)?

147 Firms periodically conduct SWOT analyses. Why?

.

148 When using STP, what types of opportunities provide the greatest potential success?

.

149 When catalog companies send sale catalogs to their current customers, which type of growth strategy are they pursuing?

.

150 When musicians and their concert promoters began offering CDs of a live concert, immediately after the concert ended, what type of growth strategy were they pursuing?

.

151 Several years ago, the Florida Orange Juice Growers Association ran a promotional campaign with the slogan: "Orange juice. It isn't just for breakfast anymore." Based on this slogan, which of the four growth strategies was the association pursuing? Briefly explain your reasoning.

152 Suppose that you and a friend decide to turn your favorite sports activity--inline skating--into a business. You plan to design a line of fashionable clothing that integrates elbow and kneepads. For each of the four macro strategies, briefly describe the most important thing your company should do if you intend to focus on that strategy. Your answers should be specific to the inline skating business.

153 Conduct a brief SWOT analysis of your prospects of finding a good job related to your major when you graduate (if you already have such a job, think about finding a job with more responsibility). Be sure to include at least one factor representing each of the four major sections of a SWOT analysis, and be sure to label each factor to indicate which of those four sections it belongs in.

154 In July, 2010, Microsoft discontinued the Kin, its social networking phone, after just six weeks of disappointing sales. During what step of the strategic marketing planning process would Microsoft have made the decision to stop offering the product?

155 Suppose that you and a friend decide to turn your favorite sports activity--inline skating--into a business. You plan to design a line of fashionable clothing that integrates elbow and knee pads. In launching your business, you complete all the activities listed below (though not necessarily in this order). For each listed activity, identify the step in the strategic marketing planning process it represents.

A. You track sales and profits, and discover that pants are selling better than shirts, apparently because the shirts are too expensive. You will look for a lower-cost supplier for shirts, or consider dropping your prices if you can afford to do so.

B. You realize that your experience as skaters is a plus; however, your lack of experience in selling clothing could hurt you. You find out that a skateboard shop in town wants to branch out into inline skating; however, you also find out that Nike is thinking about expanding its product line to include special inline skating clothes.

C. You decide that you will target college students who enjoy inline skating, and will aim to establish yourself as a company that offers trendy clothes for the student budget.

D. You decide that your business focus will be to offer fashionable yet durable clothing for inline skaters, with built-in protection for knees and elbows.

E. You offer clothing that college students would want to wear, price it for a student budget, sell it online and in sports stores near college campuses, and promote your products on Facebook.

156 As the text explains, Nike, the prominent athletic shoe manufacturer, relies heavily on athlete sponsorships to build demand for its products. Spectators at major sporting events--both those attending in person and those watching at home--frequently see the Nike "swoosh" logo worn by elite athletes. Given the vast worldwide audience for Olympics broadcasts, an Olympic year gives Nike increased exposure. On a Nike situation analysis in an Olympic year, would you consider this exposure to be a strength or an opportunity? Explain your reasoning; be specific.

157 Nike, the prominent athletic shoe manufacturer, acquired Cole-Haan, a manufacturer of dress and casual street shoes, in 1988. Depending on your interpretation of the products and markets involved, you might be able to argue that this acquisition represented any of the four major growth strategies. For EACH of the four growth strategies, offer a justification that the Cole-Haan acquisition represented that particular strategy. Don't just define what the growth strategy means; apply the definition to this specific example. Once you have offered a justification for each of the four growth strategies, choose the one you think the Cole-Haan acquisition best represents, and explain why.

158 Subway is a large chain of franchise sandwich shops. Marcia owns three Subway stores in a large city. At the end of the year, she notes that sales rose from two to five percent over last year's sales at Stores 1 and 2, but fell two percent at Store 3. Marcia decides to give large bonuses to the managers of Stores 1 and 2, and to put Store 3's manager on probation. Critique Marcia's evaluation of her stores' performance. What would you have done differently? Be specific.

Chapter 02 Developing Marketing Strategies and a Marketing Plan

Answer Key

True / False Questions

1. Strong supplier relations and efficient supply chains help firms such as Walmart to achieve operational excellence.

TRUE

Efficiency in the supply chain is one of the primary features of an operational excellence strategy.

AACSB: Analytic

Blooms: Understand

Difficulty: 1 Easy

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

2. To build a sustainable competitive advantage, companies should focus on a single strategy.

FALSE

While a firm may put primary energy into one strategy in order to achieve excellence, many firms seek multiple sources of advantage in order to meet customers needs to the greatest possible extent.

AACSB: Analytic

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

3. It is not always necessary to go through all the steps in the marketing planning process.

TRUE

Revisions to existing plans often do not require going through all steps in the process.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

4. A mission statement describes the specific actions a firm will take to achieve its goals.

FALSE

A mission statement is a broad description of a firm's objectives and the scope of activities it plans to undertake.

*AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium*

*Learning Objective: 02-02 Describe the elements of a marketing plan.
Topic: Marketing Planning Process*

5. iTunes software is often credited for the success of the Apple iPod MP3 player, because it made the iPod easier to use than competing players, and was difficult for competitors to duplicate. This is an example of a sustainable competitive advantage.

TRUE

iTunes made the iPod so easy to use that it was difficult for other MP3 players to compete, even at lower prices. Over time, some competitors have created similar tools, but it has been difficult enough to copy that these competitors have never really caught up.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

6. STP refers to segmentation, testing, and promotion.

FALSE

STP stands for "segmentation, targeting, and positioning."

*AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.
Topic: STP*

7. The components of a SWOT analysis are Strengths, Weaknesses, Opportunities and Tactics.

FALSE

The components of a SWOT analysis are Strengths, Weaknesses, Opportunities, and Threats.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

8. Firms are typically more successful when they focus on opportunities that build on their competitors' strengths.

FALSE

Firms are typically more successful when they focus on opportunities that build on their own strengths relative to the competition.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

9. Duke's is a surfer-themed restaurant chain in Hawaii. Most of its customers are tourists. In a SWOT analysis for Duke's, the possibility that the recession might cut back on tourism in Hawaii would be considered a Weakness.

FALSE

A recession is an external factor with possible negative results, so it is a Threat.

AACSB: Analytic

Blooms: Understand

Difficulty: 3 Hard

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

10. Price should be based on the value that the customer perceives.

TRUE

Value-based pricing helps to ensure that customers perceive a product as a good value.

AACSB: Analytic
Blooms: Understand
Difficulty: 1 Easy

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Implementing the Marketing Mix

11. Geraldo manages the electrical turbine engine division of General Electric Corporation. He makes most decisions independently, without consulting headquarters. Geraldo manages a strategic business unit.

TRUE

A strategic business unit is a division of the firm that can be managed and operated somewhat independently from other divisions.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Portfolio Analysis

12. The marketing planning process always proceeds sequentially through the five steps.

FALSE

Planning processes can move back and forth between the steps as needed.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-02 Describe the elements of a marketing plan.
Topic: Marketing Planning Process

13. Isaac is looking for ways to offer new goods and services to his existing customers. He is pursuing a market development strategy.

FALSE

This is a product development strategy. A market development strategy offers existing products and services to new customers.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

14. Sandisk's MP3 player product line (called the Sansa) has a low relative market share. The MP3 player market is expected to decline over the next few years. In BCG portfolio analysis, the Sansa would be considered a dog.

TRUE

The Sansa has low relative market share in a low-growth market, which is the definition of a dog.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Portfolio Analysis

15. The "Implement Marketing Mix" step of the strategic marketing planning process is part of the control phase.

FALSE

It is part of the Implementation phase, along with STP analysis.

AACSB: Analytic

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Planning Process

16. Relative market share is an example of a marketing metric.

TRUE

Relative market share might be used as a metric to evaluate a firm's performance compared to its competitors.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Step 5: Evaluate Performance Using Marketing Metrics

17. Product penetration is one of the four major growth strategies.

FALSE

The four major growth strategies are Market Penetration, Product Development, Market Development, and Diversification.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

18. Firms decide how to allocate resources to their various products and services during the STP step of the marketing planning process.

FALSE

Resource allocation takes place during Step 4, in which the marketing mix is implemented and resources are allocated.

AACSB: Analytic
Blooms: Remember
Difficulty: 2 Medium

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Step 4: Implement Marketing Mix and Allocate Resources

Multiple Choice Questions

19. If a firm wants to develop a sustainable competitive advantage, it should:

- A. begin an aggressive campaign to buy up competitors.
- B. copy the innovative features of other firms that are attractive to customers.
- C.** examine its operations and customer relations to identify significant things competitors cannot easily copy.
- D. increase its marketing budget so that it outspends its competitors.
- E. arrange to meet with competitors to discuss how to avoid direct competition.

A sustainable competitive advantage comes from doing things that add value and that are not easily imitated by competitors. The other options do not achieve this objective.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

20. Which of the following is NOT one of the four overarching strategies to create and deliver value and to develop sustainable competitive advantage?

- A. Locational excellence
- B. Customer excellence
- C. Operational excellence
- D. Product excellence
- E.** Planning excellence

The four overarching strategies are locational excellence, customer excellence, operational excellence, and product excellence.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

21. When Ramona, the keynote speaker at a major business leaders' conference, arrived in the middle of the night at the Ritz-Carlton, she was exhausted and her suit was wrinkled from her ten-hour plane trip. The night clerk found someone to dry clean Ramona's suit and have it ready for her morning presentation. She has been a loyal Ritz-Carlton customer ever since. In this example, Ritz-Carlton demonstrated the macro strategy of:

- A. customer excellence
- B. operational excellence
- C. product excellence
- D. promotional excellence
- E. global excellence

The Ritz-Carlton clerk went to extra trouble to offer excellent customer service, which is one way to pursue a customer excellence strategy.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

22. Taking steps to encourage customer loyalty is one way to:

- A. test new products.
- B. promote efficiency.
- C. sustain an advantage over competitors.
- D. develop new pricing strategies.
- E. improve supply chain effectiveness.

A customer excellence macro strategy, which is one way to pursue a sustainable competitive advantage, depends in part on encouraging customer loyalty.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

23. Some banks have begun offering special accounts designed to attract junior high school students. These kids save in such small amounts that the accounts cost banks more to maintain than they are worth. But bankers know that consumers are creatures of habit and hope that the young people they serve now will become adult customers. These banks recognize:

- A. that operational excellence is an important macro strategy.
- B. the lifetime value of customers.**
- C. that product excellence leads to loyal customers.
- D. the importance of making decisions based on short-term results.
- E. that as long as customers bring in some revenue, costs do not matter.

By spending money now in the hope of receiving revenues later, banks are recognizing that the lifetime value of a customer relationship must be considered when choosing target markets. This does not mean that costs don't matter at all, but it means that a relationship that is initially unprofitable may become profitable as it continues.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

24. Nordstrom's, an upscale department store, has a well-known reputation for going the extra mile to serve its customers. This reputation for excellent customer service has probably resulted in:

- A. product design excellence.
- B. mission statement satisfaction.
- C. sustainable price decreases.
- D. a sustainable competitive advantage.**
- E. producer excellence.

This is a good example of a potential sustainable competitive advantage based on customer service (i.e., a customer excellence strategy).

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

25. Firms achieve _____ through efficient procedures and excellent supply chain management.

- A. customer excellence
- B. locational excellence
- C. customer loyalty
- D. value-based pricing
- E. operational excellence**

An operational excellence strategy depends on efficiency throughout the supply chain in order to keep costs low.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

26. Marketers want their firms to develop excellent supply chain management and strong supplier relations so they can:

- A. persuade stores to refuse to carry competitors' products.
- B. use their power within the supply chain to force weaker firms to accept less favorable pricing.
- C. control prices and lock in margins.
- D. create a sustainable competitive advantage.**
- E. justify charging higher prices than competitors do.

Some of the potential answers here represent unethical (and potentially illegal) behavior. The best answer is far simpler--this type of operational excellence helps to create a sustainable competitive advantage by keeping costs low.

*AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

27. For many years, Southwest Airlines distinguished itself as the low-cost airline. Now, many other low-cost competitors have entered the market. Similarly, Southwest was one of the first airlines to offer online ticketing. Now, all airlines have online ticketing. These examples suggest that:

- A.** no single strategy is likely to be sufficient to build a sustainable competitive advantage.
- B. situation analysis is a continuous process.
- C. customers rarely remain loyal to companies.
- D. product excellence is the only true source of a sustainable competitive advantage.
- E. innovation is pointless because competitors will develop copycat offerings.

The example shows that competitors strive to copy good ideas. But that doesn't mean innovation is pointless--being the first to do something can still give you an advantage if you do it best, or if you innovate in ways that are difficult to imitate. What this example shows is that you cannot come up with a single idea, stay with it long term, and expect to sustain a competitive advantage. You must always look for new sources of advantage.

AACSB: Analytic

Blooms: Analyze

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

28. "Effective marketing doesn't just happen." It is:

- A. promoted through STP analysis.
- B. possible only for seasoned marketing executives to achieve.
- C.** planned.
- D. introduced through control phase SBUs.
- E. the result of competitor's failures.

Companies may sometimes succeed by accident, but good marketing requires careful planning.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Planning Process

29. Carla has been directed by her regional marketing manager to cut prices on seasonal items, submit an ad in the local paper, and tell distributors to reduce deliveries for the next month. Which step of the strategic marketing planning process is Carla engaged in?
- A. evaluate performance.
 - B. define the business mission.
 - C. situation analysis.
 - D. implement marketing mix and resources.**
 - E. identifying and evaluating opportunities.

Carla is dealing with implementation of the marketing mix--price cuts (Price), advertising (Promotion), and distribution changes (Place).

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Planning Process

30. When conducting a SWOT analysis, in what phase of the strategic marketing process is an organization presently engaged?
- A. planning**
 - B. implementation
 - C. control
 - D. segmentation
 - E. metrics

SWOT analysis is part of the Planning phase.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Planning Process

31. The automobile manufacturing industry closely watches annual consumer satisfaction surveys. For years, Japanese car companies consistently had the highest levels of customer satisfaction, creating a _____ for these companies.

- A. strategic marketing plan
- B. clear mission statement
- C. cost advantage
- D. sustainable competitive advantage**
- E. diversification strategy

Satisfied customers, if this satisfaction leads to loyalty, is a source of sustainable competitive advantage.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

32. Which of the following is LEAST likely to provide a sustainable competitive advantage?

- A. Lowering prices.**
- B. Having a well-known brand name.
- C. Achieving high levels of customer satisfaction.
- D. Using patented technology.
- E. Creating an efficient supply chain.

Simply cutting prices is probably the easiest strategic move for a competitor to copy. In contrast, creating an efficient supply chain that lowers your costs, allowing you to pass those savings on to customers in the form of price cuts, can create a sustainable competitive advantage.

AACSB: Analytic

Blooms: Understand

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

33. Even when large discount retailers enter a market, a few small, local retailers survive and prosper. These small retailers have probably developed a(n) _____ that allows them to survive.

- A. advertising campaign
- B. plan to evaluate results
- C. sustainable competitive advantage**
- D. set of performance metrics
- E. SWOT analysis

The other items listed could help the retailers to develop or evaluate a plan to achieve a sustainable competitive advantage, but on their own they will not be enough. Small retailers usually cannot compete with larger competitors on price. But they might survive by offering services their customers value (and are willing to pay extra to get), by offering specialty products not carried by larger retailers, or by locating in places where the larger stores don't want to (or can't) locate.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy

34. As part of her company's SWOT analysis, Valerie is assessing the company's internal environment, including:

- A. strengths.
- B. opportunities.
- C. strengths and weaknesses.**
- D. threats.
- E. opportunities and threats.

The internal components of a SWOT analysis are strengths and weaknesses.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.
Topic: SWOT Analysis

35. Samantha is charged with assessing her company's external environment as part of a SWOT analysis. Samantha will study her company's:

A. strengths.
B. opportunities.
C. strengths and weaknesses.
D. weaknesses.
E. opportunities and threats.

The external components of a SWOT analysis are opportunities and threats.

AACSB: Analytic

Blooms: Remember

Difficulty: 2 Medium

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

36. Manufacturers who use just-in-time manufacturing systems coordinate closely with suppliers in order to ensure that materials and supplies arrive just before they are needed in the manufacturing process. While just-in-time systems can offer major advantages in terms of inventory costs, they must be carefully managed. If a firm found that its just-in-time system was badly managed, leading to frequent manufacturing delays due to missing parts, this would represent a _____ in a SWOT analysis.

A. weakness
B. opportunity
C. threat
D. strength
E. business mission

The management of the just-in-time system is an internal issue; if it is being done badly, that makes it a weakness.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

37. For U.S. businesses with strong export capabilities, expansion of U.S. trade agreements with other countries creates:

A. weaknesses.
B. opportunities.
C. strengths.
D. threats.
E. strategic plans.

Expansion of trade agreements is an external factor that could be favorable for firms that can take advantage. An external positive factor is an opportunity.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

38. In 2006, Ford Motor Company announced it would severely cut back automobile production. For parts companies supplying Ford Motor, this represented a(n):

A. weakness.
B. opportunity.
C. strength.
D. threat.
E. strategic plan.

For parts companies, Ford's actions represent external factors. A possible cutback in orders is a negative factor. An external negative factor is a threat.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

39. Lionel is asked to conduct an STP analysis for his firm. The first step he should perform in this analysis is to:

- A. develop a business mission statement.
- B. choose the best target markets.
- C. reposition existing segments.
- D. divide the marketplace into subgroups.**
- E. conduct a SWOT analysis.

The first stage of an STP analysis is segmentation, which involves dividing the market into groups. Business mission development and SWOT analysis take place before STP analysis starts, and targeting and positioning are later stages in STP analysis.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

40. In 2006, Walmart announced that it would begin selling organic food products. In doing so, Walmart was probably trying to:

- A. gain government subsidies.
- B. attract a different market segment.**
- C. reduce its costs.
- D. save the environment.
- E. offset cost-based pricing pressure.

Walmart was probably trying to attract customers who didn't shop there because they wanted to buy organic products. These customers represented a different market segment for Walmart.

AACSB: Analytic

Blooms: Understand

Difficulty: 3 Hard

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

41. For years, when considering new products, marketers at Celestial Seasonings asked themselves, "What would Stacy think?" Stacy was a fictional character representing 25-50 year old, educated, upper-income women who rarely watched television but did a lot of reading. "Stacy" represented Celestial's primary:

- A. demographic segment.
- B. positioning.
- C. SBU.
- D. target market segment.**
- E. sustainable competitive advantage.

Stacy was created to help Celestial's marketers to understand its major target market segment. The segment is more than just demographic--it includes elements of Stacy's behavior (reading instead of TV). Stacy isn't Celestial's positioning--rather, the company needs to position its products to help women like Stacy to understand the value Celestial products can offer them.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

42. Many of today's college graduates will make their livings providing goods and services to "baby boomers," the large group of Americans born in the period after World War II. Baby boomers are a _____ market segment.

- A. psychological
- B. behavioral
- C. social
- D. product-based
- E. demographic**

This segment is being formed using age, a demographic factor.

AACSB: Analytic

Blooms: Understand

Difficulty: 3 Hard

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

43. After identifying various market segments that her company could pursue, Lisa evaluated each segment's attractiveness based on size, income, and accessibility. Lisa was involved in:

- A. target marketing.
- B. situation analysis.
- C. diversification.
- D. positioning.
- E. market penetration estimation.

A key component of target marketing is the evaluation of potential target segments' attractiveness.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

44. LeBron James, Alex Rodriguez, and other athletes are paid huge sums of money by companies for celebrity endorsements. If, endorsements by these athletes create a clear understanding among consumers of the companies' products, they can help with the firm's _____ strategy.

- A. product excellence
- B. targeting
- C. positioning
- D. segmentation
- E. customer excellence

Positioning is the creation of a clear, distinct understanding of what the product does or represents compared to competitors. Celebrity endorsers are often used to convey this message.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

45. _____ involves the process of defining the marketing mix variables so that target customers have a clear, distinctive understanding of what a product does or represents in comparison with competing products.

A. Targeting
B. Market segmentation
C. A sustainable competitive advantage
D. Positioning
E. A customer excellence strategy

This is the definition of positioning, which is the final activity in STP analysis.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

46. Imagine that you are in a convenience store choosing your favorite "comfort" food instead of being in a classroom taking this test. You might notice the packaging, colors, labels, even the fonts used on labels. All of these efforts are part of the marketer's:

A. value-based promotions.
B. market segmentation.
C. positioning strategy.
D. customer excellence strategy.
E. target market.

Packaging, colors, labels, and fonts all contribute to the consumer's impressions of a product and to their understanding of what it offers. This is therefore part of the product's positioning.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

47. When positioning products relative to competitors' offerings, firms typically are most successful when they focus on opportunities:

- A. that build on their strengths relative to those of their competitors.
- B. for diversification.
- C. in international markets.
- D. where value-based pricing can be ignored.
- E. where customer excellence can be substituted for product excellence.

When firms take advantage of their strengths to develop positioning, they stand a good chance of success as long as these strengths translate into greater value for consumers.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.
Topic: STP

48. Many small businesses whose competitors are national franchises advertise "we are locally owned" or "we have been here since 1951." This is part of these firms':

- A. business mission.
- B. market segmentation strategy.
- C. positioning strategy.
- D. customer excellence strategy.
- E. target market.

These firms are positioning themselves against the competition, emphasizing their local presence in order to suggest that this local experience helps them to do a better job of serving consumers.

AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.
Topic: STP

49. When discussing the marketing planning process, STP stands for:

- A. Strategies, tactics, and plans.
- B. Strategize, target, and promote.
- C. Segmentation, targeting, and positioning.**
- D. Situation analysis, trend spotting, and planning.
- E. Sustaining, trending, and positioning.

Segmentation, targeting, and positioning is the third step of the process.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.
Topic: STP

50. Suppose your university made a sizable investment in its career services--additional counselors, increased efforts to bring in recruiters, and other services aimed at helping students to find jobs. This investment would enhance the university's _____ in an attempt to create value for students and recent graduates.

- A. segmentation strategy
- B. place strategy
- C. locational excellence strategy
- D. diversification strategy
- E. product strategy**

The product the students buy--a degree--is enhanced by the ability to find a good job after graduation. Thus, this additional investment is related to the product strategy.

AACSB: Analytic
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Marketing Mix

51. The idea of value-based marketing requires firms to charge a price that:

- A. covers costs and generates a modest profit.
- B. includes the value of the effort the firm put into the product or service.
- C.** captures the value customers perceive that they are receiving.
- D. prioritizes customer excellence above operational excellence.
- E. matches competitors' prices.

Value-based marketing is related to customers' perceived value.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Marketing Mix

52. E-books, in addition to being an alternative product form, provide _____ value creation since they can be downloaded via the Internet immediately when they are needed.

- A. product
- B.** place
- C. promotion
- D. price
- E. primary

Place refers to getting products to customers when and where they need/want them. This is what electronic downloading of e-books offers.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Marketing Mix

53. In value-based marketing, promotion communicates the:

- A. targeted solution.
- B. operational excellence strategy.
- C. value proposition.**
- D. relative market value.
- E. target market definition.

The value proposition is the value of the firm's offering, as explained to the target market. Promotion is responsible for communicating this value proposition.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Marketing Mix*

54. Google and other search engines allow marketers to bid to have their ads shown when consumers search on keywords related to the firm's products. These marketers are attempting to create value through _____.

- A. product
- B. price
- C. promotion**
- D. place
- E. cost-based

Ads displayed in search engines are an example of Promotion.

*AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Marketing Mix*

55. In order to effectively communicate value to target markets, marketers must first:

- A. consider the cost of alternative media.
- B. use the Internet.
- C. redesign ads to meet media specifications.
- D. understand their customers.**
- E. hire the right ad agency.

All of these steps might factor into a value communication strategy, but the only one that is necessary in all cases is understanding customers.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Marketing Mix*

56. Craig sees that his company's quarterly sales and profits are significantly above projections and says, "That's great. Let's keep doing what we've been doing." Craig is ignoring the _____ step of the marketing planning process.

- A. Evaluate Performance**
- B. Define the Business Mission
- C. Situation Analysis
- D. Implement Marketing Mix and Resources
- E. Identifying and Evaluating Opportunities

Craig should still evaluate performance, even if results were good. There's always a chance that he was successful due to luck, not due to the quality of his plan. There's also a chance that he did well, but that he could have done even better with a stronger plan.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Evaluating Performance*

57. The first objective in the Evaluate Performance phase of the marketing planning process is to:

- A. determine whether to raise or lower prices.
- B. adjust advertising allocations.
- C. find ways to cut costs.
- D.** review implementation programs and results using metrics.
- E. consider changing the target market.

The starting point for evaluating performance is to compare goals to actual performance and, for any goals not met, to review implementation programs looking for explanations.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Evaluating Performance*

58. Kathy reviews her division's quarterly results and sees that some units exceeded goals while others did not. Next, she will attempt to determine why performance of the different units varied, and whether the variation:

- A. created a net benefit or loss.
- B. should be reported to senior executives or not.
- C. was consistent with the company's mission statement.
- D. offers opportunities for diversification.
- E.** was due to factors within or outside the firm's control.

Although the variations may point to opportunities for improvement in some units of the division, it may also be that some units faced challenges outside their control that were not faced by other units.

*AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard*

*Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Evaluating Performance*

59. Understanding the causes of performance, regardless of whether that performance exceeded, met, or fell below the firm's goals:

- A. enables firms to make appropriate adjustments.
- B. allows managers to demonstrate their effectiveness.
- C. offers insights into value-based pricing.
- D. should be followed by eliminating underperforming SBUs.
- E. allows firms to better assess customer loyalty.

Once the causes of above- or below-goal performance are understood, firms can decide how the marketing plan should be adjusted. Some of the other answers might be true in some cases, but not in every case.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Evaluating Performance

60. A regional manager at GNC, a chain of retail stores selling nutritional supplements, is reviewing sales data after a recent in-store promotion. The data show success in some stores and limited response in others. The manager will probably next review the company's:

- A. financial statements, to investigate current and past profits.
- B. brand awareness study, to assess national levels of awareness.
- C. implementation programs, to see if the promotion was handled consistently in the different stores.
- D. results for other product lines, to see how important diet products are to the firm.
- E. analysis of national trends in vitamins and herbal supplements, to help predict future sales.

The manager should seek to understand the differences in implementation programs between the different stores. Perhaps she will find that the successful stores did things the other stores didn't. While studies of national trends might offer interesting and useful information for the overall planning process, to understand the difference between stores she needs to focus at a local level.

AACSB: Analytic
Blooms: Apply
Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Evaluating Performance

61. After conducting STP analysis for her custom auto parts store and developing strategies for each of the four Ps, Monique now has to make _____ decisions.

- A. competitive response
- B. resource allocation**
- C. product line
- D. market growth
- E. mission statement

Monique has chosen a target market, determined positioning strategies, and developed marketing mixes. She now has to consider available resources and determine how they will be allocated across the different options available for implementation.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Implementing the Marketing Mix

62. Lamar owns four dry cleaning stores in the suburbs of Orlando, Florida. He recently updated his STP analysis, and has just finished adjusting his marketing mix based on the STP results. His next strategic marketing decision will likely involve:

- A. how Disney World crowds will impact his business.
- B. which employees to promote or fire.
- C. how to allocate resources among his four stores.**
- D. what new government regulations might create opportunities or threats.
- E. when to shift from a customer excellence to an operational excellence strategy.

Lamar should already have considered a strategy shift in an earlier step of the planning process, and should have evaluated the impact of Disney World and of possible government regulation in a situation analysis. After STP analysis, he should be considering his implementation plan for the four Ps and deciding how to allocate resources. In this case, he could invest equally in all four stores, or he could adjust his allocations according to the situation at each store.

AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Implementing the Marketing Mix

63. In most companies, marketing resource allocation decisions are made at the SBU or _____ level of the firm.

- A. corporate
- B. product line**
- C. customer care
- D. sales representative
- E. accounting

In general, marketing resources are allocated to SBUs or product lines. The corporate level is too high unless it is a very small company with just a single product line, and the sales representative level is generally too low.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Portfolio Analysis

64. A(n) _____ is a group of products that consumers may use together or perceive as similar in some way.

- A. SBU
- B. STP
- C. product line**
- D. market segment
- E. promotional service

This is the definition of a product line.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Portfolio Analysis

65. Heather has been assessing a number of her firm's products using the Boston Consulting Group approach to portfolio analysis. She has been trying to assess the strength in a particular market and is looking at the sales of the product and the overall market as well as the sales of competitors. Heather is trying to determine:

- A.** the product's relative market share.
- B. the market growth rate.
- C. a source of competitive advantage.
- D. the impact of population shifts on future demand.
- E. cash equivalent values for each product.

A company's relative share of a market is determined by comparing its market share (company sales divided by overall market size) to market shares of competitors.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Portfolio Analysis

66. To determine how attractive a particular market is in using the BCG portfolio analysis, _____ is established as one axis.

- A. competitive intensity
- B. sales dollars
- C. market size
- D.** market growth rate
- E. market profit potential

The BGC matrix uses market growth rate on one axis and relative market share on the other. The other factors are not unimportant—they are simply not part of BGC portfolio analysis.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Portfolio Analysis

67. In BCG portfolio analysis, products in low-growth markets that have received heavy investment and now have excess funds available to support other products are called:

A. stars.
B. cash cows.
C. question marks.
D. dogs.
E. anchors.

Cash cows are product lines with high relative market share as the result of past investment, but in low-growth market. They typically generate excess cash that can be used to support other product lines.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Portfolio Analysis

68. Fernando was thrilled to find out that his company had just decided to invest a great deal of money in the product he was managing. He knows that even with its recent high rate of growth and the fact that it dominates its market, he would need more money to establish it firmly. Using the BCG portfolio analysis, his product would be classified as a(n):

A. star.
B. cash cow.
C. question mark.
D. dog.
E. anchor.

A product with high relative market share in a high-growth market, in BCG analysis, is called a star. Stars typically require investment in order to continue to grow and to maintain or improve their market positions.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Portfolio Analysis

69. Using the BCG portfolio analysis, a "dog" should be phased out unless:

- A. its marketing manager is a champion of the product.
- B. additional resources could increase its relative market share slightly.
- C.** it complements or boosts the sales of another product.
- D. the market has a small chance of rebounding.
- E. none of these. Dogs should be phased out.

Dogs can be worth keeping if they assist with the sales of another more successful product.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Portfolio Analysis

70. The strategic marketing planning process:

- A. is a five-step process that should always be completed in order.
- B. is frequently used in reverse.
- C. begins with establishing specific, measurable outcomes.
- D.** is not always sequential.
- E. forces marketing managers to think rationally.

While the steps of the process are often executed in order, sometimes a firm may jump from a later step back to an earlier one to make adjustments. Metrics are established later in the process. And while the planning process may help managers to think more clearly, irrational plans can still be developed!

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Planning Process

71. Which of the following is NOT one of the four major growth strategies marketers typically utilize?

- A. market penetration
- B. market development
- C. segment development**
- D. diversification
- E. product development

The four growth strategies are market penetration, market development, product development, and diversification.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies*

72. For many years, because of the size of the U.S. economy, domestic companies ignored international markets, preferring instead to develop new product offerings for existing customers. These companies were pursuing a _____ strategy.

- A. market penetration
- B. market development
- C. segment development
- D. diversification
- E. product development**

The product development strategy is one in which firms develop new products for their existing customers.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies*

73. Adrienne decides to add new sales representatives and increase advertising in her existing market for her current line of security systems. Adrienne is pursuing a _____ growth strategy.

A. segment development
B. market development
C. market penetration
D. diversification
E. product development

Adrienne is trying to sell more of her current products to current customers, which is a market penetration strategy.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

74. A _____ growth strategy employs the existing marketing offering to reach new market segments.

A. product proliferation
B. market development
C. market penetration
D. diversification
E. product development

This is the definition of market development.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

75. Quitman Enterprises sells its business language dictionary to college students throughout the United States. Joseph Quitman, the owner, wants to start selling the book to international students abroad. Quitman wants to pursue a _____ growth strategy.

- A. product proliferation
- B. market development**
- C. market penetration
- D. diversification
- E. product development

Since Quitman wants to sell an existing product to new customers, this is a market development strategy.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

76. When pursuing a market development strategy, expanding into international markets is generally:

- A. more risky than expansion in domestic markets.**
- B. impossible due to negative attitudes about American products.
- C. executed with the help of international trade subsidies.
- D. simplified by creating new products for export markets.
- E. the only option offering substantial opportunities for growth.

International expansion is usually riskier because there are many differences--cultural differences, economic considerations, and political and legal differences, for example--to consider.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

77. H&R is a small, local heating and air conditioning business. The area military base is a potential source of growth, and H&R already installs and services the type of equipment the military would require, but it is difficult to get established as a certified government contractor. H&R is considering a _____ growth strategy.

- A. product proliferation
- B. market development**
- C. market penetration
- D. diversification
- E. product development

This is a market development strategy because the military is a new type of customer, but H&R's current offerings would be used.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

78. Many states create licensing requirements for a variety of professionals (such as lawyers and accountants) designed to restrict entry into their market by professionals from other states. This strategy limits _____ growth strategies.

- A. product proliferation
- B. market development**
- C. market penetration
- D. diversification
- E. product development

By restricting the ability of lawyers and other professionals to easily expand their businesses across state lines, states are preventing these professionals from selling existing services to new customers. These would be market development opportunities.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

79. Marketers who design and offer new products and services to their existing customers are pursuing a _____ growth strategy.

- A. product proliferation
- B. market development
- C. market penetration
- D. diversification
- E. product development**

This is the definition of the product development growth strategy.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

80. Most banks now have customer relationship software which, when a customer contacts the bank, tells the service representative what types of accounts, loans, and credit cards the customer currently has. Service representatives use this information to sell some of the other services the bank currently offers to these customers. This is a _____ growth strategy.

- A. product proliferation
- B. market development
- C. market penetration**
- D. diversification
- E. product development

Selling more services to existing customers is a market penetration growth strategy. If these were newly developed services, this would be a product development example.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

81. Maryam called her auto insurance agent to renew her policy. The agent told her about new types of insurance that are now available--to cover her apartment, or even the engagement ring she just got from her fiancé. The agent was pursuing a _____ growth strategy.

- A.** product development
- B. market development
- C. market penetration
- D. diversification
- E. product proliferation

The agent is trying to sell new types of insurance to a current customer, which is a product development strategy.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

82. Introducing newly developed products or services to a market segment the company is not currently serving is called:

- A. product development
- B. market development
- C. market penetration
- D.** diversification
- E. product proliferation

This is the definition of diversification.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

83. Zara is a women's clothing retailer headquartered in Spain, with stores located in many countries. Zara has developed a "quick response" system that allows store merchandise to be adjusted rapidly to fit changing customer preferences. Every aspect of Zara's operation is optimized for this system, making it difficult for competitors like The Gap to duplicate. Zara has established:

- A. customer loyalty.
- B. locational excellence.
- C. a diversification growth strategy.
- D. a sustainable competitive advantage.**
- E. a related diversification opportunity.

Zara has established an advantage that is difficult to copy-this is a sustainable competitive advantage.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

84. Fourteenth National Bank prides itself on offering better service than any of its competitors. If this is accurate, and if customers recognize and value Fourteenth National's superior service, the bank creates and delivers value through:

- A. promotional excellence.
- B. product excellence.
- C. operational excellence.
- D. global excellence.
- E. customer excellence.**

Superior service is a key facet of a customer excellence strategy.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

85. Anita has gone to the same hair salon for the past ten years. She believes that her stylist, the salon owner, does a better job of cutting and styling her hair than anyone else could. Other salons have opened closer to Anita's home, some offering more plush facilities or lower prices, but she isn't tempted to switch. Anita's attitude toward the salon is an example of:
- A. a sustainable competitive advantage.
 - B. a customer retention program.
 - C. an opportunity, in SWOT analysis.
 - D. customer loyalty.**
 - E. the benefits of a locational excellence strategy.

By refusing to consider competitive offerings and staying in a long-term relationship with the salon, Anita is demonstrating loyalty to her stylist and salon. If the salon has a large number of loyal customers due to the quality of its service, that could be considered a sustainable competitive advantage, but one loyal customer isn't enough to establish that.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

86. Customer retention programs are based on what concept?
- A. Customer excellence is the easiest macro strategy to follow.
 - B. Customer relationships should be viewed from a lifetime value perspective.**
 - C. It is important to maximize profits in the first few months of a customer relationship.
 - D. Segmentation, targeting, and positioning analysis should not be rushed.
 - E. Firms must spend large amounts of money to retain customers.

Taking a lifetime value view of customer relationships demonstrates that profits through the entire relationship matter more than short-term profitability. While it is true that STP should not be rushed, this is not the focus of customer retention programs. Maximizing profits at the expense of relationships is almost the opposite of customer retention programs, since it focuses on quick profits at the possible expense of larger profits in the long run. The other two incorrect choices may be true in a few instances but they are often not true; customer excellence can be extremely difficult to achieve, and customer retention does not necessarily demand high levels of spending.

*AACSB: Analytic
Blooms: Understand
Difficulty: 3 Hard*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

87. Most banks implement customer retention programs aimed at their best customers. They do this because they know that retaining customers usually results in:

- A. a product development growth strategy.
- B. an operational advantage.
- C. opportunities for diversification.
- D. increased long term profits.**
- E. more clearly defined market segments.

Customer retention programs recognize that it is often worth spending something in the short term to keep a customer in the long term. This approach looks at the value of the customer relationship on a lifetime basis instead of considering only the current transaction.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy

88. Some universities offer online degree programs, competing with traditional colleges based on the convenience of taking online courses. These online programs are pursuing which macro strategy?

- A. Customer excellence
- B. Locational excellence**
- C. Operational excellence
- D. Product excellence
- E. None of these

Online courses are available anywhere, as long as the student has Internet access and a computer or mobile device. Online delivery may create efficiencies (related to operational excellence) and may produce better service (customer excellence) or a better educational product (product excellence), but we cannot be sure from the question that these forms of excellence are being pursued.

AACSB: Analytic
Blooms: Apply
Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy

89. When a pharmaceutical company develops a new medication, it typically applies for a patent in order to prevent competitors from developing copycat products for several years. Pharmaceutical companies apply for patents in order to establish:

A. an operational excellence macro strategy.
B. a market penetration growth strategy.
C. a sustainable competitive advantage.
D. an efficient supply chain.
E. all of these.

The patent protects the company's product from imitation, thus creating a competitive advantage that is sustainable through the life of the patent.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

90. One example of a customer loyalty program is:

A. a "frequent diner" card at a restaurant, offering a free appetizer for every \$100 in food purchases.
B. a quantity discount offered for large purchases at an office supply store.
C. all of these.
D. an "everyday low price" policy on all products at a grocery store.
E. an extensive customer service training program for new employees at a hair salon.

A "frequent diner" program gives a customer an incentive to visit the restaurant more often, even if competitors try to win customers away with special menus or other offers, because the customer wants to earn the rewards that come with frequent visits.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

91. Which of the following is the third step in the strategic marketing planning process?

- A. Define the business mission.
- B. Identify and evaluate opportunities.**
- C. None of these.
- D. Implement marketing mix and allocate resources.
- E. Situation analysis.

The steps, in order, are: (1) Define the business mission, (2) Situation analysis, (3) Identify and evaluate opportunities, (4) Implement marketing mix and allocate resources, and (5) Evaluate performance.

AACSB: Analytic
Blooms: Understand
Difficulty: 1 Easy

Learning Objective: 02-02 Describe the elements of a marketing plan.
Topic: Marketing Plan

92. In mid-2010, Hewlett-Packard Company (HP) acquired Palm Computing, Inc., a manufacturer of personal devices and smart phones. Before deciding to acquire the company, strategic planners at HP spent time thinking about how Palm and HP would "fit" together, and how the acquisition might change HP's core goals and objectives. The strategic planners were engaged in the _____ step of the strategic marketing planning process.

- A. Situation analysis
- B. Implement marketing mix and allocate resources
- C. Identify and evaluate opportunities
- D. Evaluate performance
- E. Define the business mission**

By considering questions of "fit" and changing objectives, the planners are considering HP's business mission and how the acquisition might change it.

AACSB: Analytic
Blooms: Apply
Difficulty: 2 Medium

Learning Objective: 02-02 Describe the elements of a marketing plan.
Topic: Marketing Plan

93. After defining the business mission, what should a firm do next to develop a marketing plan?

- A. Conduct an STP analysis.
- B.** Perform a situation analysis.
- C. Develop a positioning strategy.
- D. Select a target market.
- E. Implement the four Ps.

A situation analysis is the second step of the marketing planning process.

AACSB: Analytic

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Plan

94. In a SWOT analysis, increasing gasoline prices would represent a potential _____ for manufacturers of electric cars.

- A. weakness
- B. threat
- C.** opportunity
- D. operational advantage
- E. locational advantage

Higher gas prices should make consumers more likely to consider buying electric cars, so this is a positive factor. It is external to the firm since it is beyond the firm's control. An external positive factor is an opportunity.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

95. A former advertising campaign for Geico Insurance used the slogan, "So easy, even a caveman could do it" to emphasize the ease of buying insurance on Geico's website. This campaign was part of Geico's:

- A. mission statement.
- B. market segmentation plan.
- C. product strategy.
- D. customer excellence strategy.
- E. positioning strategy.**

Geico is seeking to define itself in customers' minds as a very easy way to save money on insurance, in order to distinguish it from its competitors. This is the nature of positioning.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.
Topic: STP

96. Abercrombie & Fitch, a hip clothing retailer, includes a "SHARE" link on the product pages of its website. This link encourages an Abercrombie customer to post a link (perhaps showing a new style of jeans) on Facebook or Twitter. Abercrombie & Fitch hopes that the customer's friends (who are probably very much like current customers) will click the link, visit the page, and make purchases. This is an example of a _____ growth strategy.

- A. product proliferation
- B. market development
- C. market penetration**
- D. diversification
- E. product development

In this situation, A&F is trying to sell more of its existing products to its current target market, which is a market penetration strategy. Market development would involve attracting new market segments, but the company is assuming that the friends of current customers will be similar to those customers (and thus part of the same market segment).

AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

97. Sodexo is a corporation that manages school cafeterias, university dining halls, mess halls at military bases, concession stands at sports arenas, and other large-scale food service facilities. If Sodexo were to begin to sell individual frozen meals in supermarkets, it would be pursuing a _____ growth strategy.

A. product development
B. market development
C. market penetration
D. diversification
E. product proliferation

Individually packaged frozen meals would be a new product area for Sodexho (even though it is still a food, the manufacturing process would be quite different from the bulk food service required by cafeterias and dining halls). Consumers in grocery stores would also be a new market, since Sodexho currently serves universities, the military, and the like. Thus, with a new market and a new product, this would be an example of diversification.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

98. Singapore Airlines seeks to differentiate itself from competing airlines, in part through innovative design of its airplane seats and in-flight entertainment systems. Through continuous innovation in these areas, Singapore Airlines is pursuing a _____ macro strategy.

A. customer excellence
B. global excellence
C. locational excellence
D. operational excellence
E. product excellence

The innovations described are in the area of the product offering, and so represent product excellence. The description of Singapore Airlines in the text also mentions a focus on customer excellence through specialized training to flight attendants, resulting in outstanding service, but those features are not included in the question.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

99. 3M involves its customers in the process of developing new products. In this way, it can benefit from current customers' insights and develop new products that will meet these customers' needs. 3M is pursuing a _____ growth strategy.

A. Diversification
B. Market development
C. Market penetration
D. Product development
E. Product penetration

While some of the new products may attract new markets (which would represent diversification), the initiative described is aimed primarily at developing new products to serve current customers, and so represents a product development strategy.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

100. Over the last few months, Juan and his colleagues have analyzed the current business situation, and then identified target markets for his firm's personal care products. Finally, they developed the products, prices, distribution and promotion that should appeal to each of those target markets. In doing so, Juan has also identified what he believes is an advantage his competitors cannot match. Juan and his colleagues have been developing:

A. a business mission statement
B. a strategic vision
C. team-building exercises
D. a marketing strategy
E. competitive assessments

The question describes the situation analysis, STP, and positioning steps of developing a marketing strategy, as well as a potential sustainable competitive advantage.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

101. Gerald's Tire Store sets itself apart from competitors by the extra attention it pays to providing fast, courteous service in a clean, professional looking environment. Gerald's has used this strategy for over 40 years, expanding to 15 outlets. Gerald's Tire Store has created a _____ to create and deliver value and to develop a sustainable competitive advantage.

- A. segmentation strategy
- B. set of metrics
- C. market development strategy
- D. diversification strategy
- E. macro, or overarching, strategy**

Gerald's Tire Store has a macro strategy focusing primarily on customer excellence, based on the quality of customer service mentioned in the question.

*AACSB: Analytic
Blooms: Understand
Difficulty: 1 Easy*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

102. Which of the following is the best way to build a sustainable competitive advantage using product excellence?

- A. Being the first to offer customers desired features, even if competitors can copy them easily.
- B. Positioning the product using a clear, distinctive brand image.**
- C. Having the most features on each model.
- D. Focusing on being cutting edge and continually eliminating older features that are still in use by customers.
- E. Copying the market leader's features, but at a lower cost.

The incorrect options all describe ways to create new product models that are probably easy for competitors to copy (or that, in one case, copies competitors' offerings). A clear, distinct, positioning, though, offers a more sustainable advantage through product excellence.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

103. A competitive advantage based on location is often sustainable because:

- A. mobile marketing has not yet proven its value for most customers.
- B. real estate prices have been dropping.
- C. few marketers are aware of its importance yet.
- D. it is not easily duplicated.**
- E. the internet has diminished the importance of "brick and mortar" stores.

If you have a wide variety of locations in prime areas, that's difficult (and often expensive) for a competitor to duplicate. While some of the other answers are true statements, they don't explain why a locational excellence strategy tends to be sustainable.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

104. Four companies dominate the cereal industry. These firms produce in large volumes, promote heavily, and control access to the supermarket shelves through "slotting allowances," which are payments to retailers in return for shelf space. Combined, these four firms have:

- A. identical marketing mixes.
- B. all of these.
- C. a sustainable competitive advantage.**
- D. achieved product excellence.
- E. violated laws governing competition.

While some of the other statements might be true, we don't have enough information in the question to draw those conclusions. But what's been described is a sustainable competitive advantage because it's so difficult for another competitor to break into the market.

*AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

105. Value creation through Place decisions for a consumer product involves:

- A. putting the product in the front of the store.
- B. designing creative displays to capture consumers' attention.
- C. pricing products differently at different stores.
- D.** making sure the product is available in the stores where customers will want to find it, and that it is always in stock so they can buy it when they want to.
- E. focusing exclusively on internet sales to reduce supply chain costs.

Value creation through Place has to do with making sure the product is available when and where the customer wants it. Some of the other options (like the creative displays, or putting the product in the front of the store) may cause more consumers to notice the product, but the correct answer is the one that best describes ensuring that the product is available to the customer.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Implementing the Marketing Mix

106. In recent years, cellular (mobile) service providers have worked hard to eliminate "dead zones," providing customers with service wherever they traveled. By working to make the network available in more locations, cellular service companies were focusing on _____ value creation.

- A. product
- B. price
- C. promotion
- D.** place
- E. financial

By making sure the mobile network is available to use where and when customers want it, cellular service companies are working on place value creation.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Implementing the Marketing Mix

107. When firms successfully implement poor strategies (perhaps due to good luck) or do a poor job of implementing good strategies, it can be difficult to:

- A. generate cost-based performance ratios.
- B. evaluate performance and make adjustments.**
- C. increase product excellence without reducing customer excellence.
- D. develop segmentation strategies.
- E. choose a business mission.

Good luck may mask the weaknesses in a bad strategy, and poor execution may mask the strengths of a good strategy, making evaluation difficult in both cases.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Evaluating Performance

108. In 2007, Apple Computer Company introduced its new iPhone, adding a cellular telephone, a camera, and Internet access to its iPod. The company was pursuing a(n) _____ strategy.

- A. market development
- B. market penetration
- C. operational excellence
- D. customer excellence
- E. product development**

Apple was creating a new product for its existing customers, which is a product development strategy. Some people might believe that the iPhone wasn't for Apple's existing customers, but was for new customers, which would make "diversification" the best answer. But since that answer isn't offered, "product development" is the best of the remaining examples.

AACSB: Analytic
Blooms: Understand
Difficulty: 3 Hard

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

109. The goal of a customer excellence strategy is to gain loyal customers. Customer loyalty can be developed through:

- A. having a strong brand
- B. offering unique merchandise
- C. providing superior customer service
- D. all of these**
- E. none of these

A customer excellence strategy relies on all of these methods, among others. In essence, firms that provide superior value are most likely to have loyal customers.

*AACSB: Analytic
Blooms: Understand
Difficulty: 1 Easy*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

110. Allen is in the marketing department of a mid-sized firm that develops and sells communications systems. He is proud of the Human Resources area in the company that provides the firm with excellent employees. Allen himself really enjoys his work, but he knows the work of HR helps create an advantage for the firm because:

- A. customers appreciate the kind of service that knowledgeable employees provide.
- B. employees play a major role in the success of the firm.
- C. it is easier to communicate with and inspire the customer if the employees believe in what the firm is doing.
- D. building customer loyalty depends on a committed workforce.
- E. All of these.**

Excellence in human resources management is one aspect of operational excellence, for all of the reasons listed.

*AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard*

*Learning Objective: 02-01 Define a marketing strategy.
Topic: Marketing Strategy*

111. After performing an STP analysis, marketers implement _____ for each target market.

- A. pricing strategies
- B. promotion strategies
- C. place strategies
- D. product strategies
- E. all of these**

These are the four elements of the marketing mix.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Implementing the Marketing Mix

112. When choosing marketing communication methods, the most effective and efficient option depends on:

- A. the customers.
- B. the value created.
- C. the message.
- D. all of these.**
- E. none of these.

All of these factors must be considered in order to develop effective marketing communications.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Implementing the Marketing Mix

113. Brad is reviewing the performance of his Subway sandwich store. As a franchisee, he has access to comparative data from other stores. Brad will likely look at _____ data for other stores to help him to evaluate his performance.

- A. sales
- B. gross margin
- C. number of customers
- D. coupon redemption
- E.** all of these

This comparison process will help Brad to determine whether or not his stores are performing as well as they might. All of the types of data mentioned could be useful in this analysis. Sales and number of customers will measure the amount of business he is receiving; coupon redemption will measure the effectiveness of sales promotions, and gross margin will measure his profitability and operating efficiency.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Evaluating Performance

114. Portfolio analysis is a useful and powerful tool, but firms often need to take a more balanced approach because:

- A. measures are difficult to obtain and project.
- B. classifications can become self-fulfilling prophecies and strengths and weaknesses are distorted.
- C. substitute approaches can offer different insights.
- D.** All of these.
- E. None of these.

These are all common criticisms of portfolio analysis tools.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Portfolio Analysis

115. Starbucks has developed a number of metrics beyond purely financial metrics. Knowing the importance of perceptions and knowing the importance of developing ways to demonstrate its activity, Starbucks tries to find clear ways to:
- A. build brand equity.
 - B. demonstrate its sense of corporate social responsibility.
 - C. address concerns of opponents at local, regional, national and global levels.
 - D. help consumers to feel better about their purchases.
 - E. All of these.**

Starbucks has important goals to measure that go beyond financial performance.

*AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Evaluating Performance*

116. Greta is the marketing director for the Pump-N-Slurp convenience store chain. She recently developed a marketing plan for the firm and presented it to company executives. Which of the following did Greta probably include in Pump-N-Slurp's marketing plan?
- A. Specific plans for each of the four Ps.
 - B. Marketing objectives.
 - C. Opportunities for the firm.
 - D. Perceived weaknesses of the firm.
 - E. All of these.**

All of these are part of the marketing planning process. Marketing objectives will be derived from the business mission and corporate objectives, opportunities and weaknesses are part of the situation analysis, and plans for the four Ps will be part of the positioning strategy.

*AACSB: Analytic
Blooms: Apply
Difficulty: 2 Medium*

*Learning Objective: 02-02 Describe the elements of a marketing plan.
Topic: Marketing Planning Process*

117. Marketers want their firms to develop efficient operations because this kind of efficiency:

- A. usually leads to lower prices or greater pricing flexibility.
- B. allows the firm to offer greater value to customers.
- C. makes it easier to get the products customers want to them when they want them.
- D. can lead to more attractive margins.
- E. All of these.**

Operational efficiency offers the firm a wide range of benefits, many of which are related to pricing and margins.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

118. Which of the following actions, if it actually happened, would be the most likely to support and enhance an operational excellence macro strategy?

- A. Singapore Airlines, installing more comfortable seats in the economy-class cabins of its airplanes.
- B. 3M Corporation, implementing new software to improve communication with its suppliers.**
- C. adidas, inviting customer suggestions to guide the design of the next generation of Air Jordan shoes.
- D. Nike, opening hundreds of new company stores in high-traffic shopping areas.
- E. McDonald's, lowering prices on its coffee drinks.

By improving communication with its suppliers, 3M would probably improve efficiency of the supply chain, which is how firms achieve operational excellence. The ability to offer lower prices, as in the McDonald's example, is a potential benefit enjoyed by firms that achieve operational excellence, but lower prices do not help to create operational excellence.

AACSB: Analytic

Blooms: Analyze

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: What is a Marketing Strategy?

119. Which of the following factors, listed in a situation analysis for a major auto manufacturer, is the best example of a threat?
- A. The factory that manufactures a new, popular car cannot build enough vehicles to meet the demand, while other factories have excess capacity.
 - B. Recent consumer studies have indicated that Chinese consumers prefer American cars.
 - C.** A New York law firm has filed a \$10 million class action suit against the company on behalf of car owners whose gas tanks exploded.
 - D. Due to outdated engine technology, the company's cars get lower gas mileage than those of major competitors.
 - E. The company has lower manufacturing costs than its key competitors, allowing it to sell its cars at low prices.

A threat is an external negative event. Being the target of a lawsuit is certainly a negative event, and the law firm is external to the company. Problems in balancing manufacturing capacity are internal to the firm and so are weaknesses. Potential demand in China is a positive external factor--an opportunity. A lower cost structure is a positive internal factor--a strength. The gas mileage issue might sound like a threat in that competitive offerings are superior, and competitors are external to the firm; however, the example states that gas mileage is inferior due to outdated technology, which is an issue internal to the firm.

*AACSB: Analytic
Blooms: Analyze
Difficulty: 3 Hard*

*Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.
Topic: Step 2: Conduct a Situation Analysis*

120. Which of the following factors, listed in a situation analysis for a major U.S. auto manufacturer, is the best example of an opportunity?

- A. The factory that manufactures a new, popular car cannot build enough vehicles to meet the demand, while other factories have excess capacity.
- B. Recent consumer studies have indicated that Chinese consumers prefer American cars.**
- C. A New York law firm has filed a \$10 million class action suit against the company on behalf of car owners whose gas tanks exploded.
- D. Due to outdated engine technology, the company's cars get lower gas mileage than those of major competitors.
- E. The company has lower manufacturing costs than its key competitors, allowing it to sell its cars at low prices.

An opportunity is an external positive event. Potential demand in China could be a positive thing for the company, and since it deals with Chinese consumers it is an external factor. A lower cost structure is a positive internal factor--a strength. The remaining factors are negative, and so cannot be opportunities.

AACSB: Analytic

Blooms: Analyze

Difficulty: 3 Hard

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: Step 2: Conduct a Situation Analysis

121. When Nike, the prominent athletic shoe manufacturer, branched out from selling only athletic shoes to also offering athletic clothing and gym bags, what type of growth strategy did this represent?

- A. Market penetration
- B. Product penetration
- C. Market development
- D. Product development**
- E. Diversification

It is reasonable to suppose that athletic clothing and gym bags would appeal to the same customers who already purchased Nike shoes. Thus, this is an example of offering new products to the same customers, which is a product development strategy.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

122. In its discussion of Nike and adidas, two major athletic shoe manufacturers, the text mentions that Nike has purchased Umbro, a sports brand that has appealed mainly to soccer (European football) enthusiasts in the past. This action suggests that Nike intends to compete head to head with adidas, which got its start designing soccer shoes. On a SWOT analysis for adidas, how should Nike's acquisition of Umbro be categorized?

- A. Strength
- B. Opportunity
- C. Weakness
- D. Segment
- E. Threat**

This is a potentially negative factor since it creates stronger direct competition for adidas, and the negative factor is external to adidas. Thus, it is a threat.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: Step 2: Conduct a Situation Analysis

123. The global athletic footwear market is expected to experience only very slow growth over the next several years. Nike is the market leader, with a market share of approximately 33 percent. According to Boston Consulting Group portfolio analysis, how should Nike treat its athletic shoe business?

- A. Nike will probably have to invest heavily in the athletic shoe business, including extensive promotions and new production facilities.
- B. Nike should consider exiting the athletic shoe market.
- C. Nike should stop investing in its athletic shoe business; it has already reaped all the benefits it is likely to receive.
- D. Nike's athletic shoe business still requires some investment, but is likely to produce excess resources that can be invested in other divisions of the company.**
- E. Nike should invest in the athletic shoe market only if it helps to boost the sales of other products in fast-growing markets.

A market leader in a low-growth market is, in BCG terms, a cash cow. This means that, although Nike certainly wants to maintain its market leadership position, the athletic shoe business can be expected to generate excess resources that can be invested in other areas of the company. This question deals with the athletic shoe market as a whole--note that there could be niches that are growing rapidly, and where heavier investment might be warranted.

AACSB: Analytic

Blooms: Evaluate

Difficulty: 3 Hard

124. Subway is a large chain of franchise sandwich shops. Marcia owns three Subway stores in a large city. At the end of the year, she notes that sales rose from two to five percent over last year's sales at Stores 1 and 2, but fell two percent at Store 3. Based on this information, how should Marcia reward (or punish) her store managers?
- A. She should give bonuses to the managers of Stores 1 and 2, and put the Store 3 manager on probation.
 - B. She should ignore the sales data; this is not an appropriate marketing metric.
 - C. She should give each manager a raise, tied to the store results.
 - D. She should review at least ten years of sales data about her stores' performance before making a decision.
 - E.** She should seek more information about why the stores had different results before making a decision.

There could be a reason why one store performed more poorly than the others that is outside the store manager's control. For example, perhaps it is located in a shopping center that has lost tenants and has several empty storefronts. The shopping center would probably experience reduced traffic, which would likely hurt sales at the Subway shop.

AACSB: Analytic
Blooms: Evaluate
Difficulty: 3 Hard

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.
Topic: Step 5: Evaluate Performance Using Marketing Metrics

125. Coca-Cola sells two different zero-calorie versions of Coke: Diet Coke and Coke Zero. It has chosen to attempt to appeal to men with Coke Zero. In addition to launching an ad campaign featuring men enjoying Coke Zero, Coca-Cola also designed a "masculine" looking can for Coke Zero, with bold red lettering on a black background. This specially-designed can is an example of:
- A.** positioning.
 - B. targeting.
 - C. segmentation.
 - D. a market segment.
 - E. market penetration.

Segmentation and targeting decisions have already taken place at this point, with the decision to target men with the Coke Zero introduction. The can design is one element of the marketing mix, attempting to give men an understanding that this drink is designed for them.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: Step 3: Identifying and Evaluating Opportunities Using STP

126. Delta Airlines is among the companies experimenting with selling products and services on their Facebook pages. The idea is to make purchasing even easier for customers who may spend large portions of the day with Facebook active on their computers or mobile devices. There is no need even to navigate to Delta's website--users can book a trip in Delta's "Ticket Agent" application without ever leaving Facebook. Which element of the marketing mix does this represent?

- A. Product and value creation.
- B. Price and value capture.
- C. Place and value delivery.**
- D. Promotion and value communication.
- E. None of these.

Place is the element of the marketing mix that relates to making sure the firm's offerings are available to customers where and when they want them. By allowing customers to make flight reservations inside Facebook, Delta is increasing convenience for consumers by allowing them to make the reservations without leaving Facebook, this delivering value through Place.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.

Topic: Step 4: Implement Marketing Mix and Allocate Resources

Essay Questions

127. Of what use is a sustainable competitive advantage to a firm?

Establishing a sustainable competitive advantage makes it hard for competitors to enter a market or attract a firm's customers. The advantage should be difficult to copy and should be something that can be maintained over time.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

128. The text states, "Viewing customers with a lifetime value perspective, rather than on a transaction-by-transaction basis, is the key to modern customer retention programs." Create an example demonstrating a lifetime value perspective. Why is customer retention almost always a profitable marketing strategy?

Answers to the first part will vary but should demonstrate how much business a customer brings in over a lifetime. For example, a customer spending \$4.00 at Starbucks, five days per week, for 20 years equals \$20,800. Customer retention is profitable because it costs more to get new customers than to retain existing ones

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

129. Although most people do not have a personal marketing plan, when would one be appropriate?

Students might reflect on their own personal circumstances, but three plausible responses include the choice and process they used to select the college or university, a potential marriage and pursuing a job.

AACSB: Analytic

Blooms: Evaluate

Difficulty: 3 Hard

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Plan

130. One of the benefits of taking marketing courses is the opportunity to apply marketing concepts to marketing yourself. When selling yourself, you are a product including all the skills, aptitudes, and attitudes you bring to the market. What is a sustainable competitive advantage? What can you do to give yourself a sustainable competitive advantage in the marketplace?

A sustainable competitive advantage is something you can persistently do better than the competition. Skills including statistical analysis, ability to use technology, communication, and accounting etc, are all important and valuable. Aptitudes including rational thinking and problem solving are lifelong abilities that can benefit any organization. Attitudes such as persistence, a sense of humor, teamwork, are valuable in any business environment. But, as best-selling author Steven Covey suggests, we must always "sharpen the saw," meaning continually grow and learn in order to be successful and maintain a sustainable competitive advantage.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

131. Your marketing professor, Dr. Marketing, has been asked to participate in the university's strategic marketing planning process. During the planning phase of the process, what questions will Dr. Marketing likely ask? Be specific to the university's strategic marketing planning process.

Answers will vary but should begin with discussion of creating or revising the university's mission statement, leading to questions of what type of university are we, and what does the university need to accomplish its goals and objectives?

Additionally, discussion of the mission statement will likely lead to questions concerning what and how can the university build a sustainable competitive advantage?

Dr. Marketing will also assist with the situation analysis. This will include internal examination of the current status of the university including questions concerning, what are the university's strengths and weaknesses? Questions about external forces, threats and opportunities will also be asked during the SWOT analysis.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Plan

132. The text describes firms like Netflix and Southwest, who operate in competitive markets but successfully differentiate themselves from the competition. This gives them a sustainable competitive advantage. What is a sustainable competitive advantage? Describe an example of a product or business you have encountered that has developed sustainable competitive advantage. Why is that product or firm advantage sustainable?

A sustainable competitive advantage is something you can persistently do better than the competition. Student's examples will vary but should include product, operational, locational, or customer excellence that competitors have not been able to duplicate.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

133. Your marketing professor, Dr. Marketing, has been asked to participate in the university's strategic marketing planning process. After completing the planning phase of the process, Dr. Marketing has been asked to assist with the STP analysis. What questions will Dr. Marketing ask during the STP analysis? Be specific to the university's strategic marketing planning process.

STP analysis includes segmentation, targeting, and positioning. Dr. Marketing will ask what basis for segmentation should be used. Should the university's market be divided based on age, income, geographic area, or maybe educational interests? After segmentation, the next question is which segments can be pursued profitably, or targeted?

Many market segments will likely be identified but Dr. Marketing will often have to ask, "Can we effectively and efficiently reach that group of potential consumers?" (For example, one university considered providing educational services to a local prison but ran into a host of problems making it impossible to target that market.)

Lastly, Dr. Marketing will ask questions about how the university intends to position itself in the various market segments. What products or services are going to be promoted? How are the university's products and services different from what competitors are offering? Where and how can the university build on existing strengths?

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.

Topic: STP

134. As the text states, "Firms typically are most successful when they focus on opportunities that build on their strengths relative to those of their competition." Using the automobile industry in the United States, describe an example of this type of positioning strategy.

Answers will vary and change over time but likely choices include Toyota's Scion products, lower-priced cars targeting younger consumers or their Lexus division of upscale cars introduced years ago. In both case, Toyota built on its reputation for quality products (though that reputation has been somewhat tarnished lately). Another possibility is the recent re-positioning of GM's Hummer using ads with women drivers. The hybrid autos are a third possibility.

AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.
Topic: STP

135. Your marketing professor, Dr. Marketing, has been asked to participate in the university's strategic marketing planning process. After completing the first three steps of the process, Dr. Marketing has been asked to assist with implementing the marketing mix and allocating resources. What questions will Dr. Marketing ask? Be specific to the university's strategic marketing planning process.

Dr. Marketing will ask marketing mix and resource allocation questions. Dr. Marketing will ask general product questions such as, "which courses and degree programs will create the most value for our consumers?" What prices should we charge for in-state and out-of-state students? What prices should we charge for graduate versus undergraduate programs? Should we charge higher or lower prices for online programs? Place or value delivery questions might include whether to emphasize day or night programs, classroom or online programs? Should the university open satellite campuses? Lastly, Dr. Marketing will ask questions regarding where and how to promote the university's programs? One of the critical but potentially controversial questions will be how to allocate the university's resources. Virtually every program on campus will want more resources and think their program creates the most value for students. Dr. Marketing will have to be careful when recommending additional resources for the marketing program!

AACSB: Analytic
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.
Topic: Implementing the Marketing Mix

136. Jamie, a sales manager for an industrial materials company, reviews each sales representative's performance quarterly. She knows business has been good but is surprised to see some reps are selling much more than their goals while others have not meeting their goals. What should Jamie do?

Jamie should start by looking closely at the data. Were the successful sales people selling one or two items at discounts in order to generate volume or did they sell the full line of the company's materials to each customer, resulting in increased sales? Did the poorly performing sales reps sell to fewer customers, make too many small sales, or fail to sell the full line of materials? After reviewing the data, Jamie will probably talk with each sales rep and ask about that person's results, both those exceeding goals and those not meeting goals. Jamie will seek to explain the variation and utilize the information to make changes.

AACSB: Analytic

Blooms: Evaluate

Difficulty: 3 Hard

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Evaluating Performance

137. You and your friend Alison work in different parts of a large firm. In a recent analysis, your area was labeled a "cash cow" and hers was labeled a "question mark." What things would you do differently in your area than Alison would do in hers?

There are many possible answers, but students should understand the different kinds of strategies, the use of resources and the future of each unit.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Portfolio Analysis

138. Boston Consulting Group's Portfolio Analysis classifies a company's products or product lines into a two-by-two matrix. What are the bases of classification and what are the products or product lines in each of the four quadrants called? What marketing strategies are usually considered for each of the four classifications?

The two bases of classification are relative market share (high-low) and market growth rate (high-low). This leads to four quadrants labeled stars, cash cows, dogs, and question marks.

- * Stars: high market share/high growth rate. Usually require continued promotion efforts and expansion of production capacity.
- * Cash cows: high market share/low growth rate. Sources of funding for other parts of the firm. They typically require modest promotional and production support.
- * Dogs: low market share/low growth rate. Candidates to be phased out unless they are needed to complement or boost sales of other products.
- * Question marks: low market share/high growth rate. Candidates for strategic marketing planning, assessing potential for growth.

AACSB: Analytic

Blooms: Evaluate

Difficulty: 3 Hard

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Portfolio Analysis

139. Your new sales manager, who previously worked for Boston Consulting Group, directs each sales rep to "toss out the dogs," "exploit the stars," and "milk the cows." Translate this into everyday English: what is the sales manager asking the sales reps to do?

Your sales manager wants you to stop selling those products that are in slow growth markets and which the company has a small relative market share. The manager also wants you to spend more time and effort selling products that are in high growth markets and which the company has a high market share. Finally, you should continue to sell but not put additional effort into high relative market share, low market growth products, referred to as cash cows.

AACSB: Analytic

Blooms: Understand

Difficulty: 3 Hard

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Portfolio Analysis

140. After finishing his marketing degree, Ryan inherited the family shrimp shack restaurant. The restaurant is a small, local institution that beach visitors have been coming to for decades. Ryan wants to make his business grow and is considering either a market penetration or market development strategy. Describe what Ryan will likely do if he pursues either strategy.

If Ryan pursues a market penetration strategy, he will likely expand advertising and promotion, maybe adding billboards, promoting specials, adding hours and likely expanding the restaurant to serve more customers.

If Ryan pursues a market development strategy, he will attempt to serve new market segments. Since his product is a restaurant, market development would likely include opening additional locations in other areas, offering the same menu.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

141. Garden Gate is a one-location nursery business, selling plants and flowers for home gardeners. The new owners want to grow through either a product development or diversification strategy. What will the owners likely do if they pursue either strategy?

If they pursue a product development strategy, they will offer new products or services to the firm's current target market. A nursery could logically provide a landscape design consulting service, landscape maintenance service, soil and pest testing service or add additional products such as indigenous plants.

If they pursue a diversification strategy, they would market new products or services to a market segment they are not currently serving. Targeting landscape design or maintenance services for commercial customers would be one type of diversification.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

142. Why is a good marketing strategy necessary for a firm?

Many elements might be included, but it is important for students to demonstrate they understand the importance of allocating resources, leveraging competencies, capitalizing on strengths and minimizing weaknesses, coordinating efforts and decisions, and facilitating smooth operations for the firm.

AACSB: Analytic

Blooms: Evaluate

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

143. Why is it important to have a structured approach to planning and developing a marketing plan?

Firms operate in a complex environment, and it is easy to overlook critical issues in the overwhelming possibilities. A structured approach will minimize the possibility that important items will be overlooked. It is also a way to ensure the transparency for the rest of the organization who depend on marketing for leadership.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Planning Process

144. Southwest Airlines is known for being the low-cost provider in the U.S. airline industry. What type of macro strategy has Southwest pursued?

Operational excellence, because it focuses on efficiency in its supply chain.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

145. What is the goal of product, operational, locational, and customer excellence?

Creating and developing customer value.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-05 Outline the implementation of the marketing mix as a means to increase customer value.

Topic: Marketing Strategy

146. Every summer, university administrators attempt to estimate how many students will show up in the fall. When August arrives, they hire part-time instructors and reassign faculty to teach the courses students want. In the spring, administrators often go on a retreat to consider how to do things differently next year. What phase of the strategic planning process do they engage in during each of the three seasons (summer, fall, and spring)?

Summer--planning; Fall--implementation; Spring--control.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-02 Describe the elements of a marketing plan.

Topic: Marketing Planning Process

147. Firms periodically conduct SWOT analyses. Why?

SWOT analyses help a firm evaluate the current situation, both the internal environment and external environment.

AACSB: Analytic

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

148. When using STP, what types of opportunities provide the greatest potential success?

Opportunities that build on a firm's strengths relative to those of their competitors.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-04 Describe how a firm chooses which consumer group(s) to pursue with its marketing efforts.
Topic: STP

149. When catalog companies send sale catalogs to their current customers, which type of growth strategy are they pursuing?

Market penetration, because the companies are trying to sell additional products (marked down) to current customers.

AACSB: Analytic
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

150. When musicians and their concert promoters began offering CDs of a live concert, immediately after the concert ended, what type of growth strategy were they pursuing?

Product development, because the CD is a new product (just recorded) and it's being sold to current customers.

AACSB: Analytic
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.
Topic: Growth Strategies

151. Several years ago, the Florida Orange Juice Growers Association ran a promotional campaign with the slogan: "Orange juice. It isn't just for breakfast anymore." Based on this slogan, which of the four growth strategies was the association pursuing? Briefly explain your reasoning.

The best answer is that this is a market penetration strategy. The slogan seeks to increase sales of a current product (orange juice), which reduces the options to market penetration or market development. "It isn't just for breakfast anymore" sounds like the Growers Association wants those who drink orange juice at breakfast time to consider it at other times of the day too. In other words, it focuses on increasing usage among current customers, which is market penetration.

Some students might say that it is a market development strategy. For this to be correct, they would have to argue that a different market segment that currently doesn't drink orange juice is being targeted.

AACSB: Analytic

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

152. Suppose that you and a friend decide to turn your favorite sports activity--inline skating--into a business. You plan to design a line of fashionable clothing that integrates elbow and kneepads. For each of the four macro strategies, briefly describe the most important thing your company should do if you intend to focus on that strategy. Your answers should be specific to the inline skating business.

There are many correct answers; here is a sample. To make this question easier, you could ask the student to provide an idea for just one or two of the macro strategies.

* Product excellence: Focus on continually improving the products and making them the most advanced ones on the market, perhaps using stylish yet durable fabrics that won't be damaged in a fall. Then work to develop a clear positioning statement for your brand.

* Customer excellence: Offer outstanding service, perhaps including live chat on the website as well as no-hassle returns if the customer changes his or her mind about a purchase.

* Operational excellence: Develop close relationships with suppliers of fabric and other raw materials and with retailers.

* Locational excellence: In addition to having a top-notch website, try to get your products into as many retail stores as possible, probably focusing on sporting goods stores.

AACSB: Analytic

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 02-01 Define a marketing strategy.

Topic: Marketing Strategy

153. Conduct a brief SWOT analysis of your prospects of finding a good job related to your major when you graduate (if you already have such a job, think about finding a job with more responsibility). Be sure to include at least one factor representing each of the four major sections of a SWOT analysis, and be sure to label each factor to indicate which of those four sections it belongs in.

In order to make sure the students clearly classify the factors, you might want to provide an answer space with four sections; in each one, include a blank line for the name of the section and additional space for the factor.

Students will come up with a variety of answers depending on their individual situations. They will probably need to do some speculation for Opportunities and Threats. Here is a sample:

* Strengths-students might mention internship experience, past work experience, classes taken, personal characteristics, or personal contacts

* Weaknesses-possibilities include lack of experience, inability to relocate, or a low GPA

* Opportunities-could include expected growth in the field, a new firm starting up in the area that will be hiring, or a shortage of graduates in the field

* Threats-could include the recession, a glut of graduates in the field, or reduced demand for professionals in the field

AACSB: Analytic

Blooms: Analyze

Difficulty: 3 Hard

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: SWOT Analysis

154. In July, 2010, Microsoft discontinued the Kin, its social networking phone, after just six weeks of disappointing sales. During what step of the strategic marketing planning process would Microsoft have made the decision to stop offering the product?

Step 5--Evaluate performance using marketing metrics.

Some students might also answer "Control phase." Strictly speaking, this is a phase and not a step; however, Step 5 is the only step of the process that fits into the Control phase, so you may want to accept both as correct answers.

If you want to make this question more difficult, you can add to the question the following:

"What should Microsoft have done before deciding to discontinue the product?" The answer: Microsoft should have determined the causes for the disappointing sales in order to determine whether or not another action (perhaps a different target market, a price adjustment, or a revised promotion plan) could put sales back on track.

AACSB: Analytic

Blooms: Apply

155. Suppose that you and a friend decide to turn your favorite sports activity--inline skating--into a business. You plan to design a line of fashionable clothing that integrates elbow and knee pads. In launching your business, you complete all the activities listed below (though not necessarily in this order). For each listed activity, identify the step in the strategic marketing planning process it represents.
- A. You track sales and profits, and discover that pants are selling better than shirts, apparently because the shirts are too expensive. You will look for a lower-cost supplier for shirts, or consider dropping your prices if you can afford to do so.
 - B. You realize that your experience as skaters is a plus; however, your lack of experience in selling clothing could hurt you. You find out that a skateboard shop in town wants to branch out into inline skating; however, you also find out that Nike is thinking about expanding its product line to include special inline skating clothes.
 - C. You decide that you will target college students who enjoy inline skating, and will aim to establish yourself as a company that offers trendy clothes for the student budget.
 - D. You decide that your business focus will be to offer fashionable yet durable clothing for inline skaters, with built-in protection for knees and elbows.
 - E. You offer clothing that college students would want to wear, price it for a student budget, sell it online and in sports stores near college campuses, and promote your products on Facebook.

A. Evaluate results; B. Situation analysis; C. STP; D. Business mission; E. Implementation

156. As the text explains, Nike, the prominent athletic shoe manufacturer, relies heavily on athlete sponsorships to build demand for its products. Spectators at major sporting events--both those attending in person and those watching at home--frequently see the Nike "swoosh" logo worn by elite athletes. Given the vast worldwide audience for Olympics broadcasts, an Olympic year gives Nike increased exposure. On a Nike situation analysis in an Olympic year, would you consider this exposure to be a strength or an opportunity? Explain your reasoning; be specific.

A reasonable argument can be made for this being a strength or an opportunity, so this is about the rationale offered. This could be viewed as a strength in that Nike's logo is ubiquitous and well-recognized, and customers in Nike's target markets will be reminded of the many sports for which Nike offers shoes and apparel. It could also be viewed as an opportunity to strengthen Nike's position overseas (due to international viewership) and to increase awareness of the breadth of Nike's products (due to increased viewership of niche sports that ordinarily don't get much attention).

AACSB: Analytic

Blooms: Evaluate

Difficulty: 3 Hard

Learning Objective: 02-03 Analyze a marketing situation using SWOT analysis.

Topic: Step 2: Conduct a Situation Analysis

157. Nike, the prominent athletic shoe manufacturer, acquired Cole-Haan, a manufacturer of dress and casual street shoes, in 1988. Depending on your interpretation of the products and markets involved, you might be able to argue that this acquisition represented any of the four major growth strategies. For EACH of the four growth strategies, offer a justification that the Cole-Haan acquisition represented that particular strategy. Don't just define what the growth strategy means; apply the definition to this specific example. Once you have offered a justification for each of the four growth strategies, choose the one you think the Cole-Haan acquisition best represents, and explain why.

Market penetration: If you argue that shoes represent one type of product regardless of the type of shoe, and if you argue that Nike's customers would also purchase dress and casual street shoes, then the Cole-Haan acquisition enabled Nike to sell more of its existing product (shoes) to its current customers.

Market development: If you argue that shoes represent one type of product regardless of the type of shoe, but that different customers would buy Cole-Haan's dress shoes from those that buy Nike athletic shoes, then the Cole-Haan acquisition enabled Nike to sell its existing product (shoes) to new markets.

Product development: If you argue that dress/casual street shoes represent a different type of product from athletic shoes, and if you argue that Nike's customers would also purchase dress/casual street shoes, then the Cole-Haan acquisition enabled Nike to sell new products to its current customers.

Diversification: If you argue that dress/casual street shoes represent a different type of product from athletic shoes, but that different customers would buy Cole-Haan's dress shoes from those that buy Nike athletic shoes, then the Cole-Haan acquisition enabled Nike to sell new products to new markets.

This question helps to point out that classifications are rarely black and white--how things are viewed depend on assumptions.

AACSB: Analytic

Blooms: Evaluate

Difficulty: 3 Hard

Learning Objective: 02-07 Describe how firms grow their business.

Topic: Growth Strategies

158. Subway is a large chain of franchise sandwich shops. Marcia owns three Subway stores in a large city. At the end of the year, she notes that sales rose from two to five percent over last year's sales at Stores 1 and 2, but fell two percent at Store 3. Marcia decides to give large bonuses to the managers of Stores 1 and 2, and to put Store 3's manager on probation. Critique Marcia's evaluation of her stores' performance. What would you have done differently? Be specific.

The major problem with Marcia's evaluation is that her only point of comparison seems to be last year's sales figures. She should attempt to obtain information on sales trends at other Subway sandwich shops, and if possible, at competing sandwich shops in her city. For example, perhaps her competitors and/or fellow franchisees saw much larger gains, perhaps due to an improving economy. She should also seek to understand whether or not there might be an explanation for the reduction in sales at the third store. Perhaps it is located in a shopping center that has been losing tenants, which would be beyond the manager's control and therefore shouldn't factor into a performance evaluation.

AACSB: Analytic

Blooms: Evaluate

Difficulty: 3 Hard

Learning Objective: 02-06 Summarize portfolio analysis and its use to evaluate marketing performance.

Topic: Step 5: Evaluate Performance Using Marketing Metrics