

TEST BANK
Strategic Market Management 11th Edition
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This test bank includes both short essay and objective questions designed for each chapter in the book. These objective questions cover the material from the book. In general, a false answer is markedly at odds with material in the book. However, it may not be at odds with other written material. Therefore, it is important to position these questions as a test of a student's competence with the book material.

Chapter 1 – Strategic Market Management: An Overview

Essay Question:

1.1

Describe and give examples of a well-developed business strategy including the four characteristics.

Objective Questions:

1.1

Five management tasks used to develop strategic competencies do not include the following:

- a. Strategic analysis
- b. Manage multiple business units
- c. Identify competitors
- d. Develop a sustainable advantage
- e. Develop a growth platform

Answer: C. Identifying competitors is valuable but not one of the 5 management tasks.

1.2

The book suggests that many markets are dynamic and require new strategic models.

Answer: False—the book asserts that all markets are dynamic.

1.3

To develop a sustainable competitive advantage (SCA) in dynamic markets, a company must create multiple business units.

Answer: False. There are two routes to creating SCA's, developing assets and competencies and creating and leveraging organizational synergies between multiple business units.

1.4

A business is generally an organizational unit that has a distinct business strategy and a manager with sales and profit responsibility.

Answer: True.

1.5

Synergy occurs when two businesses can reduce costs by sharing some asset such as a sales force or logistics system.

Answer: True.

1.6

A strategy should only involve one value proposition – otherwise chaos will occur.

Answer: False. Most successful strategies involve more than one – for example, a customer value proposition that involves innovation and customer intimacy such as Virgin Atlantic Airways.

1.7

A strategic market management system will have more value for an organization that is not engaged in complex markets with multiple channels and regional variation in channels and products.

Answer: False. A strategic market management system is designed to help a company (complex or not) to deal with the rapid changes that can occur in a firm's external environment.

1.8

The elements of strategy can be encapsulated into four core elements--the product-market investment decision, functional area strategies, the customer value proposition, and the sustainable competitive advantage.

Answer: False. The four elements are: 1) the product-market investment strategy 2) the customer value proposition, 3) assets and competencies and synergies, and 4) functional area strategies. So while a sustainable competitive advantage is the goal of a business strategy it is not one of the elements that make up a good business strategy.

1.9

A strategic competency is what a business unit does exceptionally well, such as manufacturing, promotion, distribution, etc. which has strategic importance to the business.

Answer: True. This is the definition of a strategic competency.

1.10

According to the book, strategic marketing management has six objectives which include all except one of the following:

- (a) Precipitate the consideration of strategic choices.
- (b) Contribute to the bottom line success of the firm.
- (c) Force a long-range view.

(d) Make the resource allocation decision visible.

(e) Provide methods to aid in strategic analysis and decision-making.

Answer: B. There is nothing that will guarantee the success of a business. In fact, it is interesting to discuss that a strategy is evaluated after implementation; that is when it is known whether a strategy is successful or not. .

1.11

The four elements of a business strategy for a firm are the product-market investment decision, the functional strategies and program, the customer value proposition, and the _____ and _____.

Answer: Assets and competencies.

1.12

The scope of a business is defined by the products it offers and chooses not to offer, by the markets it does and does not seek to serve, by the competitors it chooses to compete with or to avoid, and by its level of vertical integration.

Answer: True. This is the definition of a business scope.

1.13

Strategic marketing is involved in making decisions, some of which include investment decisions. Of the following which is not an investment decision:

- (a) Invest for growth
- (b) Milk
- (c) Maintain
- (d) Liquidate
- (e) Innovation

Answer: E.

1.14

An external analysis includes the analysis of the customers, the competitors, the markets/submarkets and the environment.

Answer: True.

1.15

According to the book, customer analysis involves identifying the organization's customer segments and each segment's motivations and priority needs.

Answer: False.

1.16

Strategic market management is a system designed to help management both precipitate and make strategic decisions, as well as create strategic visions.

Answer: True. This is the definition of strategic market management.

1.17

Marketing's role in strategy includes being the primary driver of strategic analysis.

Answer: True.

1.18

The strategic plan should be developed annually.

Answer: False. It should be continuously refined.

Chapter 2 – External and Customer Analysis

Essay Questions:

2.1

What is the objective of external analysis? How would you distinguish between an effective and an ineffective external analysis? What would you say would be the most useful way to conduct an external analysis? Why?

2.2

Define and illustrate the term “strategic uncertainties.”

Objective Questions:

2.1

A strategic uncertainty identifies the most important strategic options.

Answer: False. Strategic uncertainties focus on specific unknown elements that will affect the outcome of strategic decisions.

2.2

An external analysis process should be able to affect strategy and to generate or evaluate strategic decisions.

Answer: True. The external analysis process should not be an end in itself. It should be motivated throughout by a desire to affect strategy, to generate or evaluate strategic decisions.

2.3

The benefits sought from a product is a very useful segmentation variable, because the selection of benefits can determine a total business strategy.

Answer: True.

2.4

A scenario is an alternative view of the future environment that is usually prompted by an alternative possible answer to a strategic uncertainty or by a prospective future event or trend.

Answer: True. This is the definition of a scenario.

2.5

In a strategic context, segmentation means the identification of customer groups that respond differently from other groups to competitive offerings.

Answer: True. This is the definition of segmentation.

2.6

One of the tasks in customer motivation analysis is to determine the relative importance of the motivations.

Answer: True. The importance of the motivation will help determine the strategic role that motivation will play in the business strategy.

2.7

A customer analysis consists of three components; segmentation, customer motivation, and _____.

Answer: Unmet needs. This is the definition of customer analysis. Customer analysis can be usefully partitioned into an understanding of how the market segments, an analysis of customer motivations, and an exploration of unmet needs.

2.8

Uncertainty can be handled by precipitating a strategic decision, by obtaining information to reduce the uncertainty, and by _____.

Answer: Scenario analysis. The three ways of handling uncertainty are: 1) a strategic decision can be precipitated because the logic for a decision is compelling and/or because a delay would be costly or risky. Second, it may be worthwhile to attempt to reduce the uncertainty by information acquisition and analysis of an information-need area. Third, the uncertainty could be modeled by a scenario analysis.

2.9

To gain customers as active partners, managers should do all of the following except:

- a. Co-create personalized experiences
- b. Encourage active dialogue
- c. Ignore the complainers
- d. Mobilize customer communities
- e. Manage customer diversity

Answer: C. Customers are increasingly becoming active partners in the buying process, rather than being seen as passive targets of product development and advertising.

2.10

Toyota Scion is aimed at generation Y, the echo boomers.

Answer: True

2.11

The retro-sexual is an affluent urban sophisticate aged 20 to 40.

Answer: False. See **The Male Shopper** page 26.

2.12

In obtaining a list of motivations, a set of 10 individual interviews will generate 90%-95% of the list.

Answer: False. See page 29.

2.13

Ethnographic research is used in B-to-B companies like Intel.

Answer: True

2.14

Dell's Ideastorm is an external program designed to get input from customers.

Answer: True