

# 5 Marketing and sales

- ▶ market segments
- ▶ strategic marketing planning



## 5.1 About business Strategic marketing and partnering

### Discussion

**1** Work with a partner. Which market segment(s) do these pairs of businesses target? What qualities and strengths do they market themselves on? Are they similar or different?

- a bus service and a taxi company
- a public university and a private business school
- an opera house and a cinema
- a hairdresser and a tattoo shop

### Skimming

**2** Read *A recipe for success – how to develop a strategic marketing plan* quickly. Three well-known companies are used to illustrate particular strategic marketing skills. Which companies are they and which skill does each one illustrate?

### Scanning

**3** Scan paragraphs 3, 4 and 5 for the words and phrases in the box and complete the five rules for developing a strategic marketing plan below.

be up to follow up growth identify identify keep an eye on  
make adjustments plan polish profit understand volume

- 1 ... and ... your customers      3 ... opportunities for ..., ... or ...      5 ... results and ...  
2 ... what the competition ...      4 ... and ... your message

### Reading for detail

**4** Work with a partner. Read the article again and mark these statements *T* (true) or *F* (false).

- 1 Businesses are often panicked into marketing campaigns when customers are buying too slowly.
- 2 Tactical choices, like launching a low-cost product, must be consistent with the long-term plan.
- 3 Renault allied with international partners to deliver more low-cost models than GM and VW.
- 4 Kingfisher's image in the beverage market gave it a competitive advantage over cheaper airlines.
- 5 Consistent branding and messaging provide opportunities to increase growth, profits and volume.
- 6 Using networking, direct mail, websites, brochures, etc. are examples of tactical marketing.
- 7 Toyota initially overestimated American consumers' appetite for new technology.
- 8 Toyota's current strategy downplays the hybrid's low emissions, focusing on its celebrity image.

### Listening

**5**  2:01 Listen to an interview with Ari Maas, a Marketing Consultant and specialist in business partnering, and answer the questions.

- 1 Why is the cocktail party host a better analogy for what Ari does than the marriage bureau?
- 2 What are Apple® and Nike's core markets, and what do they have in common?
- 3 What products did they decide to promote together, and what were the benefits for customers?
- 4 How did Apple® and Nike use the Internet to provide additional benefits?
- 5 Which type of businesses are most interested in adopting Apple® and Nike's model?
- 6 What criteria does Ari suggest businesses use to test the suitability of the partnering model?

### Discussion

**6** Work in small groups. Think about companies which are currently successful. What do you consider to be their marketing strategies? How do their strategies differentiate them from their competitors? Who could they partner with and what new benefits could they offer consumers by using digital tools, such as social media?

### Internet research

In groups, list what you think are the most valuable brands in the world, from one to ten. Search for the keywords *top ten brands*. Which group got the most right?

### Glossary PAGE 156

air time  
be up to something  
M&A  
sign on the dotted line  
testimonial  
workhorse