

I. COMPANY STRATEGY - GENERAL PROBLEMS

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STRATEGIC THINKING IN MARKETING

1. Introduction

To practise marketing obviously means to be market-minded. But it should mean at the same time to be future-minded. Therefore, the marketing concept consequently has fostered strategic thinking. In Western Europe and the USA as well as in most western countries discussions about marketing strategies are popular or even fashionable. The amount of work and brilliant ideas nevertheless have not solved up to now the problem of strategy finding.

In the following remarks I will try to point out the basic ideas of marketing strategy in our economic system. The concepts of shaping marketing strategies include all parts of marketing; but since choosing and building up marketing channels is one of the basic strategic decisions of a company these concepts include channel strategy finding. In the second part I will give some examples of analytic approaches to marketing strategies in order to characterise the type of technology used and the mental structure this technology is based on. Some critical remarks will follow.

2. Marketing Concept and Marketing Strategies

2.1 Development of the Marketing Concept

Very strong activity is characteristic for the marketing of companies in western economies especially if they do not sell only

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on the domestic but also on foreign markets. Marketing is understood as an activity of adapting to the market but also of influencing or even creating a market. The development of the marketing concept is marked in a 3-stage-model as follows:

In a production orientated stage of marketing the production process and its organisation have been the main problem of a company. Once this problem had been solved, there were no real sales difficulties. The marketing sector had to submit to the production sector. So to speak the salesmen had to sell what was produced, which in times of shortage didn't form a problem. In fact there were no real marketing problems. Today one may find this situation in branches with new technologies or in developing countries, but on the developed western markets it is rather seldom found.

The adapting-to-the-market stage is based on the assumption that the production is adapted to the demands of market and its prospective development. By market research one tries to investigate the market situation and its future development. The production processes and programs are adapted to the markets and at the same time communication with customers is build up by advertising and sales promotion as well as active selling. This concept is still predominant today in many branches. Nevertheless: again and again it becomes obvious that technicians and scientists think in terms of production and are not yet prepared to think in terms of the dominance of markets.

In the market-creating stage it is presumed that markets-especially for new products - do not exist at the beginning, but have to be created by information campaigns (especially advertising). This applies above all to new, so far unknown goods in the consumers' markets, but also in new technology industrial markets. This situation can be found with luxury goods but also with basic needs, e.g. new drugs, which may be important for health.

Chemical fibres and new textiles belonged for some time to this category. The further development of the economies, but also the application of new technologies is often dependent on the market creating ability parallel to the technical development of new products.

2.2 Strategic Thinking in Marketing

In a dynamic marketing in market economies adapting to the market and creating new markets will also always be future orientated. Due to the necessary investments in technical equipment, but also in the establishment of marketing channels, long term thinking will be indispensable. Marketing strategies which are adjusted to exploit expected demand and create additional demand and to meet the competition are necessary. Strategic thinking is also a consequence of the freedom of economic action, which exists in market economies at least partly; this freedom at the same time exerts a pressure to use this freedom in order to be able to compete with other firms in the long run. Individual action is possible - but it is also necessary for survival.

Strategic thinking can be described by the following points:

Shaping a strategy means to think about the near and far future, that is to say to think not only of tomorrow but of the days after tomorrow. The future is not simply understood as a certain date to come, for instance the year 2000, but as a path leading from the present into the future. As a rule - that is especially true for industrial goods - the period of observation is theoretically unlimited ("open end").

The thinking is centered on development processes, not on situations. In the more simple form, therefore, for instance the growth of the market is observed, in a slightly more complicated form, the changes in the growth rate, and finally there may be looked at relative changes, for instance the company's planned or expected growth compared with the competitor's growth.

Strategic thinking has to be orientated to complex structures. Therefore, it is not restricted to the marketing department but it should be used also in any other sector of the firm.

Concerning the products the planning, will not only include existing products and possible variants or similar products. Completely new fields of activity permanently have to be included into the planning. This so called diversification makes it necessary for a company to enter into completely new fields, i.e. new areas and new technologies. More often on behalf of the adjustment to complex structures not only the market itself is taken into consideration, but also the "non market environment" - which strongly

influences the market in the presence and still more its development. Thus, marketing means not only thinking in market categories (demand and competition) but also in categories of the socio-cultural environment, the political and legal environment, the economic environment, the technological and the natural environment (see Fig. 1).

| <u>socio-cultural environment</u> | <u>political and legal environment</u> | <u>socio-economic environment</u> | <u>technological environment</u> | <u>natural environment</u> |
|-----------------------------------|---|---|--|----------------------------|
| demographic structure | form of government | national economy | available technologies | topography |
| systems of social compound | economic system | <ul style="list-style-type: none"> - system - indicators - resources - private and state owned companies, consumers | demand for available technologies | infrastructure |
| cultural patterns | matter-of-fact power structure, internal and external conflicts | international relations <ul style="list-style-type: none"> - system - balance of payments - balance of trade | necessary infrastructure | climate |
| systems of social security | interventions in national economic affairs | relevant sectors <ul style="list-style-type: none"> - importance - interlacing branches - structure | institutions for the development of technologies | geology |
| system of education | interventions in foreign trade relations | | | |

Fig.1. Analysis and forecast of the environment

Strategic thinking in marketing is increasingly determined by the orientation to risks and chances. While for the observation of the past and the near future a company may rely on relatively exact ratios (in terms of turnover, profit, loss, rentability etc.) for the strategic observation of the future it has to introduce other methods in order to analyze risks and chances and if possible to make them evident and evaluate them by evaluation

models (risk spectrum, chance spectrum). The further a firm looks into the future, the less it can rely on one specific strategy, the more it has to draft a variety of alternatives to meet unexpected situations. In cases of extreme uncertainty a company may even have to go on without concrete schemes of action and concentrate on providing potentials for readiness and reaction schemes for possible future events.

According to the degree of uncertainty in a strategy usually it is of on use to formulate goals in terms of profit, loss or cash. The company has to use more and more qualifying descriptions of future state of affairs instead of quantitative goals, thus taking marketing thinking away from quantification, which still is intensified today.

2.3. Contents of Marketing Strategies

The contents of a strategy may be divided into three parts (see Fig. 2). First of all the future fields of activity and the positions to be taken in these fields are described. So the question is which products the company should offer in future, which solutions should be applied to problems arising with customers. Just as open and submitted to the strategical objective are the market segments, but also the customers groups, for whom something is to be offered. The question is: "what for whom"? There is a connection to the market position desired in the market. Should the company try to achieve the leading market position? Should a position as a pioneer be taken on new markets? Or should the company try to follow dependence strategies (with some limited independence), which leave the glamour, but also sometimes high introduction costs to the market leader, while the company occupies so-called market niches living there with sufficient profit.

In longterm strategies only the basic structure of the marketing - action-mix (advertisement, distribution selling) is determined but of course without any details. Only the basic structure is fixed, e.g. "intensive advertisement for branded goods" or "strongly emphasizing the application of technical services" with new special products to be introduced, which are playing an important role in the production process of the customers (e.g. manufacturing textiles through offering dyes).

| | Future situations |
|--|--|
| A. Positions in the markets | <ol style="list-style-type: none"> 1. Future fields of action: <ol style="list-style-type: none"> 1.1. Products (problem solvings to be offered): <ul style="list-style-type: none"> - types and volumes of services to be rendered, - breadth and depth of the assortment of products. 1.2. Segments of demand: <ul style="list-style-type: none"> - types and volumes of segments, - segmentation and differentiation. 2. Future positions in the fields of action: <ol style="list-style-type: none"> 2.1. Preponderance (market leadership, pioneer, beneficiary of market niches). 2.2. Independence (autonomy, cooperation, dependence). |
| B. Structures of marketing actions | <ol style="list-style-type: none"> 3. Future basic structure of the marketing-actionmix: <ol style="list-style-type: none"> 3.1. Accentuation of special fields of action 3.2. Defining basic principles for some or all fields of actions. |
| C. Structures and potential of marketing resources | <ol style="list-style-type: none"> 4. Future potential and structure of the marketing resources; <ol style="list-style-type: none"> 4.1. Future potential of special resources: <ul style="list-style-type: none"> - know-how, - human resources, - plant and material resources, - marketing channels, - financial resources, 4.2. Future coordination and structure of resources: <ul style="list-style-type: none"> - organisation, - planning, - controlling. |

Fig.2. Contents of marketing strategies

Another important element in the marketing-strategy is the so-called "planning of potentials", which determines which marketing resources should be supplied in future. The company has to consider the know-how and the personal staff in all its different qualities. Apart from that of course also the factual resources and finance. One of the most important strategic decisions is the selection (or building up) of marketing channels.

An important element in every strategy is the future organi-

sation. Should for instance the sales section be organised regionally? Should a company try to build up an organisation which is divided into customer specialised departments with specialists for certain branches or groups of customers? Similar questions of strategic relevance arise with respect to the planning and controlling system. To sum up the contents of the first part of this lecture, two points should be stressed:

- the modern concept of strategic marketing in a market economy is based on information needs concerning not only the actual markets but as well the non market-environment as the future developments;

- marketing strategies try not only to adapt a company to the market demands of the future but also to influence or even shape the market structure and the future developments.

To realize these goals - which are important in all developed countries (in market as well as in planned economies) methods of analysis are practised, which shall be presented in the second part. Of course it is necessary to restrict the discussion to some examples in order to make understandable the basic concept and way of thinking.

3. Instruments of Strategic Analysis (Examples)

Marketing strategies require considerable efforts to collect information about today and future, at the same time a lot of imagination about things which at the moment are neither present nor recognisable, but which might be created by own or evoked by other activities and influence the relevant environment. In a market economy these creative activities are usually carried out by staffs of the enterprise which unfortunately very often lose contact with the actual business and have considerable difficulties in making these ideas and concepts understood by those who manage the business.

In order to analyse the strategic situations as to competition and demand various instruments of analysis have been developed, which try to evaluate alternative strategy concepts. They are presented here not only for their special technology but to give some examples of the impact of strategic ideas on marketing con-

cepts in our economic system. In former times most of these research methods were concentrated on demand, i.e. consumer research. Nowadays the competitors are the main goal of market analysis.

In order to demonstrate the situation of competition I have chosen three different examples of observation:

Figure 3 shows the competitive constellation between 4 diversified competitors. Company U offers seven different groups of products in three regional markets. This type of diversification is typical e.g. for the electrical and chemical industries. If you compare the competition of such enterprises world wide it is of interest to analyse the advantages and disadvantages of specialised companies (A for one product, B for one region) versus diversified companies (U for some regions and all products, C for four products in two regions); concentration causes advantages of specialisation but also cumulation of risk. Diversification gives possibilities of compensatory calculation and price undercutting. To understand the competitive constellation in all segments may be a decisive factor in making a decision concerning one segment.

Figure 4 (table and diagram) emphasizes two other criteria, which are very popular at the moment. The turnover of the four companies is the basis for measuring the growth-rate from the first to the second year $/G_c/$. The strength of the competitors is measured by the ratio

$$\frac{\text{turnover of the company}}{\text{turnover of the biggest competitor}}$$

If this "relative market share" (RMS) surmounts 1, the company is the market leader. Generally speaking the RMS is a measure of the present strength, while the growth is an indicator of future positions. In the example, A is market leader, but his growth is smaller than the average and the growth rate of U and B, who are not the strongest now, but do have good prospects. So, the diagram shows the present constellation and makes it possible to draw conclusions about the future development. But everything is based on two ratios: relative market share today and market growth.

Figure 5 compares three competing products by means of qualitative criteria. The dots for the 3 products are marked in a "ranking scale" from very good to not sufficient. The points are connected by a line, just for optical reasons. The product of the company in this example has to compete with a high quality product (which is rather expensive) and a low quality product. Such profi-

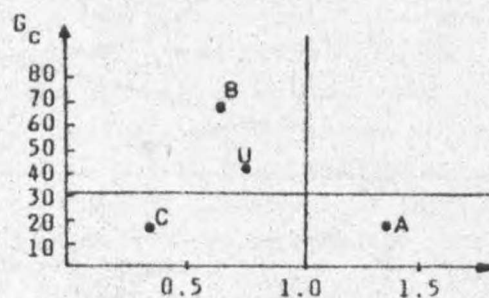
| | | Products | | | | | | |
|--|---|----------|-----|-------|-----|-------|----|-----|
| | | I | II | III | IV | V | VI | VII |
| Regional markets or groups of clients | 1 | | A | | | | | |
| | 2 | U | A U | U C C | U | | | |
| | 3 | | A | U | U | U C C | U | U |
| | 4 | B | B B | U B | U B | B | B | B |
| | 5 | | A | | | | | |
| | 6 | | A | | | | | |

Fig. 3 Competitive constellation
(specialised diversified competitions)

U = company referred to (offering 7 products in some markets)
 A = competitor offering one product in all the 6 markets
 B = competitor offering all products in one market
 C = competitor offering four products in two markets

| Company | First year- turnover RMS | | Second year turnover RMS | | Turnover growth-rate (G_c) |
|--------------|-----------------------------|------|-----------------------------|------|-----------------------------------|
| | | | | | |
| Company U | 80 | 0.62 | 112 | 0.75 | 40% |
| Competitor A | 130 | 1.63 | 150 | 1.34 | 15% |
| Competitor B | 60 | 0.46 | 102 | 0.68 | 70% |
| Competitor C | 50 | 0.38 | 56 | 0.37 | 12% |
| Total market | 320 | -- | 420 | -- | 31% |

(annual
growth of
the turnover
of each company)



\emptyset growth/of
market (31%)
RMS
(relativ/ma-
rket share)
in the second
year

Fig. 4. Competitive situation
(measured by growth and relative market share)

les give a summary of numerous separate statements concerning the relative qualitative situation of the products. The diagram gives an idea about the competitive situation and makes it easier to think

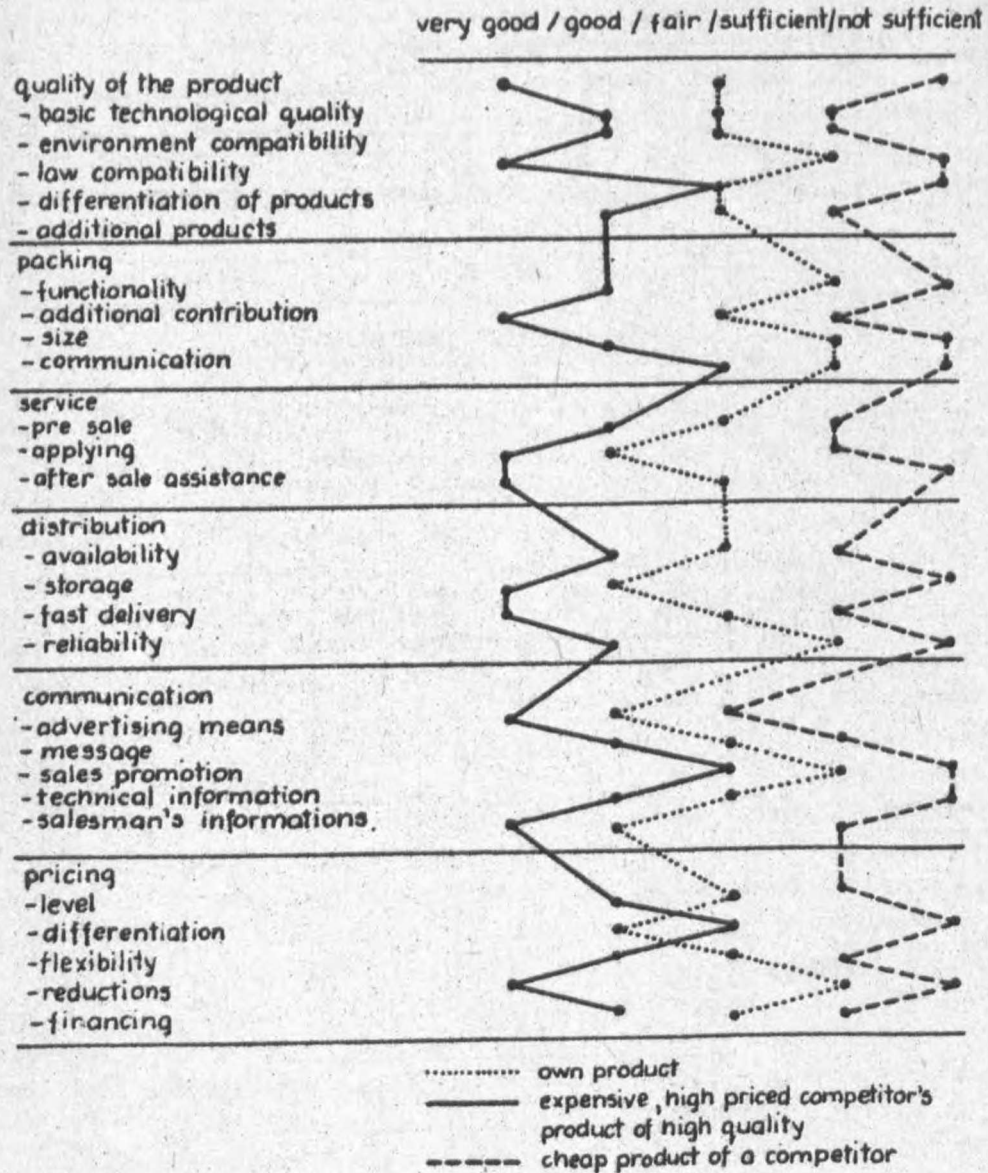


Fig. 5. Profiles of competing products

strategically in several dimensions at the same time. In the same way different marketing channels may be evaluated by qualitative criteria.

The cost experience line in a linear scale (Fig. 6) makes use of a principle derived from learning by experience: cost will decline with doubling of the accumulated production by 20-30%¹. The consequence for marketing strategy: a company which enters the market early as a pioneer will obtain high turnover and find itself in a relatively favourable cost situation, while enterprises which enter the market later have to start off with a high cost level and can reduce their costs per unit by learning processes only slowly.

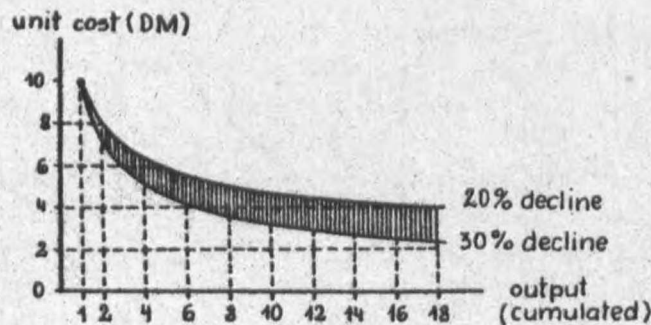


Fig. 6. Cost experience line

Source: A. Gälweiler, *Unternehmensplanung-Grundlagen und Praxis*, Frankfurt/M-New York 1974, p. 243.

This line which, however, is built on several preconditions not to be discussed here. Nevertheless, in the last decade this has been a basic idea in shaping strategic decisions.

Figure 7 shows possible financial consequences. According to the basic idea of the early start of production the pioneer has a cost advantage compared to later coming competitors; he can either pass this cost advantage on as a price reduction and thus strengthen his position, or he collects the cost undercuttings without re-

¹ H. H. Hinterhuber, *Strategische Unternehmensführung*, Berlin-New York 1984, p. 206.

Comparison of 3 alternative developments:

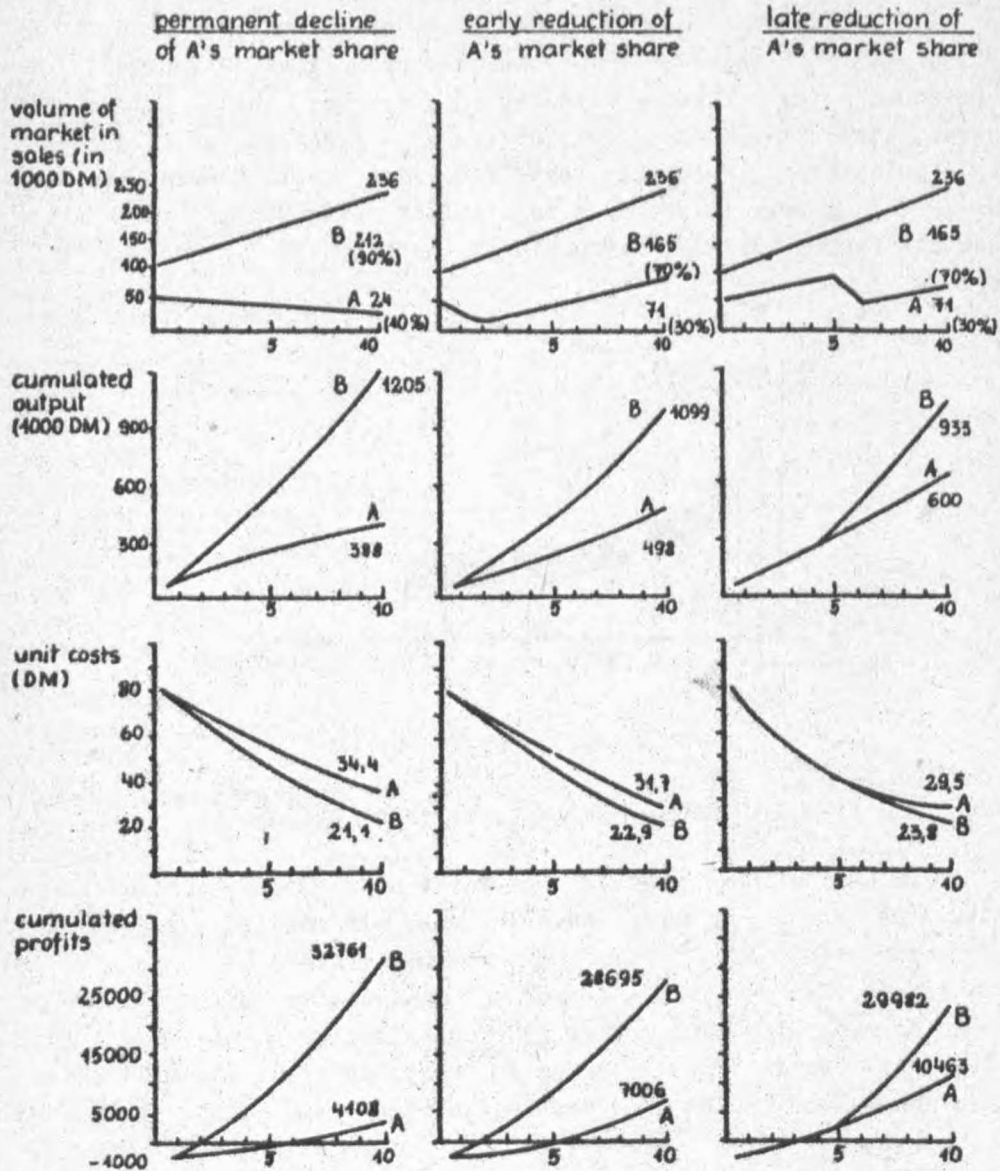


Fig. 7. Growth - cost reduction - potential of profit
(growth of market 10% p.a., decline of costs 25% if cumulated turnover has doubled)

ducing prices as profit or cash-surplus thus having an investment potential which gives him an advantage over his competitors. Figure 7 gives a survey of the consequences of three alternative market developments. The early entering of market or conquering market shares ensures turnover, cost advantages and thus profits. This concept together with the following ideas seems to be a basic dogma of North American companies, dominating the discussions of marketing strategy.

Using this concept as basis, in the well-known Boston-Matrix (portfolio) (Fig. 8), consisting of the axes market growth and relative market share, it is tried to point out the situation of a company offering a lot of different product groups, each of which may be in a quite different market situation.

This type of diagram helps to give a survey of all the product groups, the so-called portfolio of a company. The situation of different product groups, which are positioned according to their market situation is interpreted as follows. In the rapidly growing markets with a relatively high market share (B) a relatively high investment (left column) is necessary to follow the market which, however, is balanced by a relatively high cash flow, because of the strong market position. Products in a market with

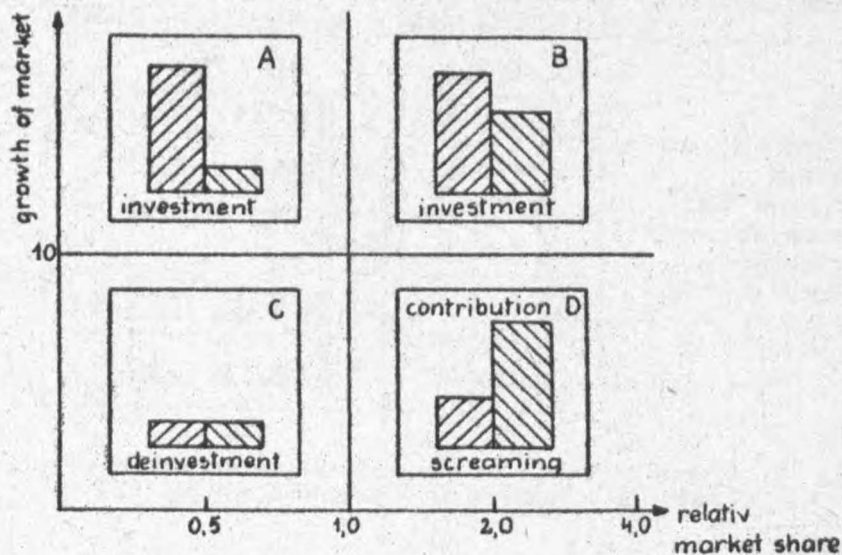


Fig. 8. Matrix of (relative) market share and market growth (portfolio).

Source: H. H. Hinterhuber, Strategische Unternehmensführung, Berlin-New York 1984, p. 118.

rapid/strong market growth, but a low market - share (A) will suffer there a cash-deficit, because of the necessary high investments without sufficient cash. In a slowly growing market (with little necessity to invest) a strong market position (D) will provide cash-surpluses, because the cash-intakes are higher than the necessary investments ("cash cows"). A weak market position and slow market growth (C) will usually lead to disinvestment and learning the market.

| | 1. period | | | | 2. period | | | | 3. period | | | | (turnover) (growth rate) |
|-------|-----------|-----|-----|------|-------------|-------------|-------------|--------------|--------------|--------------|------------|--------------|-----------------------------|
| | I | II | III | Σ | I | II | III | Σ | I | II | III | Σ | |
| M | 700 | 120 | 80 | 900 | 700 0% | 200 +66% | 400 +25% | 1000 +44% | 650 -7% | 270 +35% | 80 -20% | 1000 0% | |
| C | 200 | 250 | 450 | 600 | 200 0% | 400 +60% | 200 +33 | 800 +33 | 200 0% | 800 100% | 200 0% | 1200 +50% | |
| D | 600 | - | - | 600 | 600 0% | - | - | 600 0% | 480 -20% | - | - | 480 -20% | |
| DS | 200 | 250 | 250 | 700 | 300 +50% | 300 +20% | 300 +20% | 900 +29% | 270 -10% | 400 +33% | 320 +7% | 990 +10% | |
| Total | 1700 | 620 | 480 | 2800 | 1800 +6% | 900 45% | 600 +25% | 3300 +17% | 1600 -11% | 1470 +63% | 600 0% | 3670 +41% | |

relative market share
in a channel
(Intra channel RMS)

relative market share
of the channels
(inter channel RMS)

3,5

0,29

0,15

1,1

2,4

0,4

0,12

0,83

0,5

2,0

0,5

0,8

0,25

4,0

0,25

1,2

-

-

-

0,6

-

-

-

0,4

1,0

1,0

1,0

0,9

0,68

1,25

0,8

0,83

2,0

0,5

0,33

1,09

0,92

0,37

Fig. 9. Turnover growth rate and relative market shares of 3 trading companies in 4 channels (example)

channels companies
 M - mail order house I
 C - chain stores II
 D - discounter III
 DS - department Store

This diagram is understood as a portfolio, into which the different products are located according to their financial standing. This evaluation of the production program is the basis of conclusions and various prescriptions, e.g. that there always should be products with cash-surpluses (D) so that other products, which are newcomers to the market and need investment (A), are subsidized and lead to their own.

4. Applying Strategic Analysis to Marketing Channel Strategies Finding

A main strategic decision in the marketing of consumer goods is the selection of marketing channels which promise to be a successful gate to the consumer markets. Figure 9 outlines a situation, which may be typical: 3 trading companies or groups (I, II, III) run different types of retail outlets as it is more and more usual in the system of consumer goods trade: mail order houses (M), chain stores (C), discounters (D), department stores (DS). The table shows the turnover for 3 periods, the rate of growth (G) and the relative market shares.

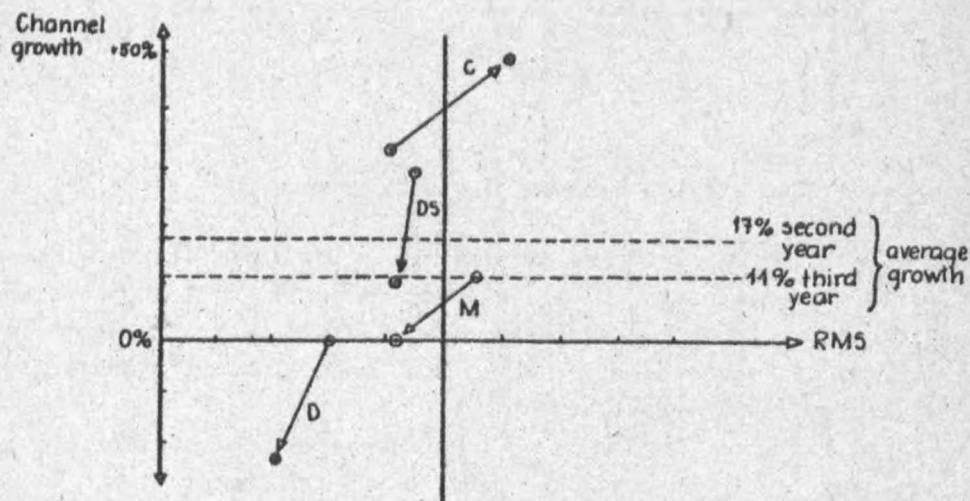


Fig. 10. Competition between different channels
(inter-channel competition)

Figure 10 outlines the competitive situation between the four types of channels (inter-channel competition): M is losing the leadership; only C has a growth rate above the average. D, DS and M are declining in channel growth as well as in relative market share. Figure 11 shows the competition between the three companies between the three companies (inter company competition). I still defends the leadership, but its growth rate is not only less than the average, but already negative; II has increasing growth rate (more than average) and an increasing relative market share. The growth of III is becoming negative, nevertheless the relative market share was improved a little bit.

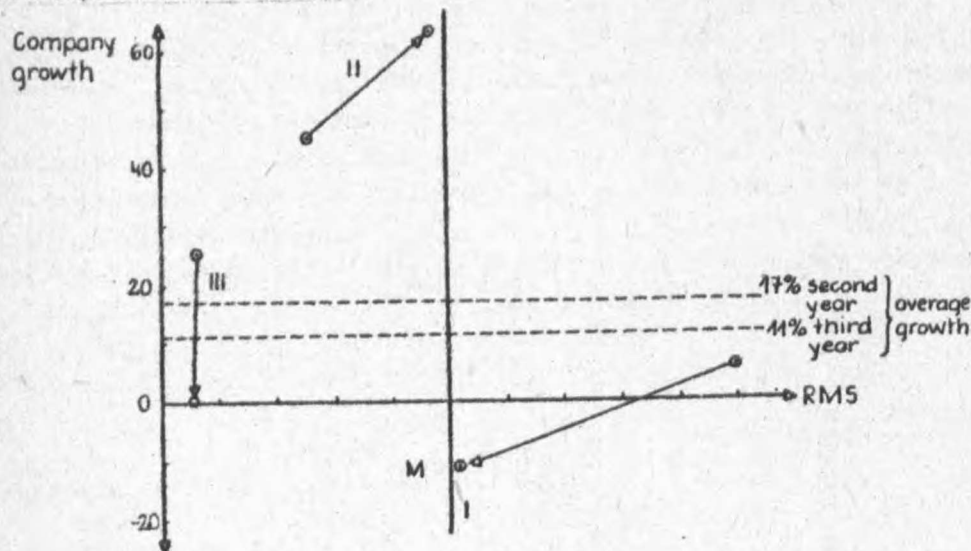


Fig. 11. Competition between different companies (overall)

Figure 12 gives a survey of the competition of the three companies in three channels (intra channel competition). The diagram shows that I is losing growth rate and relative market share in all fields. II is successful in field i and DS by both criteria, while already losing growth rate in M.

Figure 13 gives for each of the companies the portfolio and its structure². I has a strong position in the channel M, even after losing relative market share, but there seems to be no more growth potential. Moreover it is losing RMS in the other channels

² These questions are discussed by: G. Drexel, Strategische Planung im Einzelhandel, "Die Unternehmung" 1983, H. 3, p. 182-202.

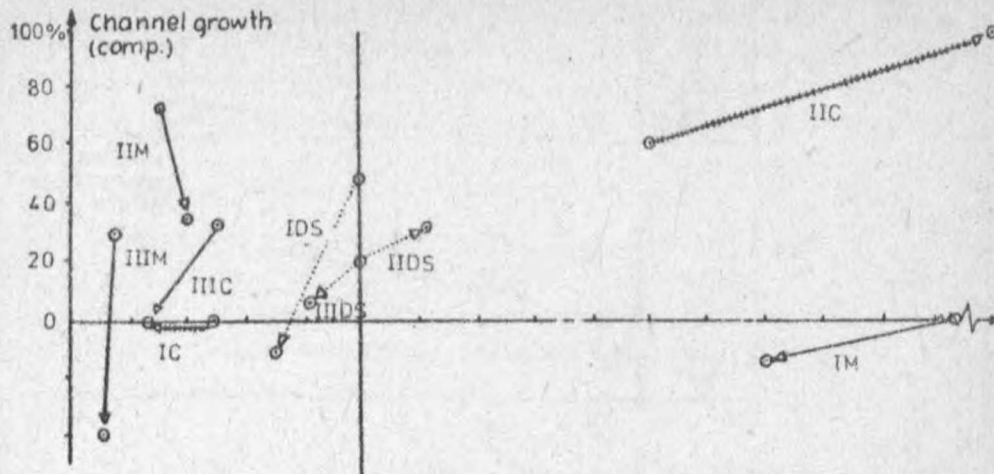


Fig. 12. Competition in the channels of companies
(intra channel competition)

(which have a higher growth rate). II is strengthening its position in all channels, most of all in C which has the highest growth rate. III is in a weak position in all channels and losing market share, most of all in the flourishing channels C and DS.

This strategic analysis is of interest not only for the trading companies themselves but for all producers who are using trading companies as marketing channels.

5. Some Critical Remarks

The considerations in Fig. 9-13 are based on two ratios: the growth rate and the relative market shares. These two quantitative criteria are very one sided if considered as a criterion of the market situation. This fact is lively criticized as in a special sense narrow-minded. Thus it has especially been stated that the strong market share cannot be a criterion for the profit, as the relative market position in comparison to the competitors is by no means expressed only by this ratio, but by many other criteria which have partly been collected in Fig. 14. The one-dimensional-quantifying index of relative market shares is replaced here by a variety of qualifying statements, such as size and financial standing of the enterprise, advantages in the production sector,

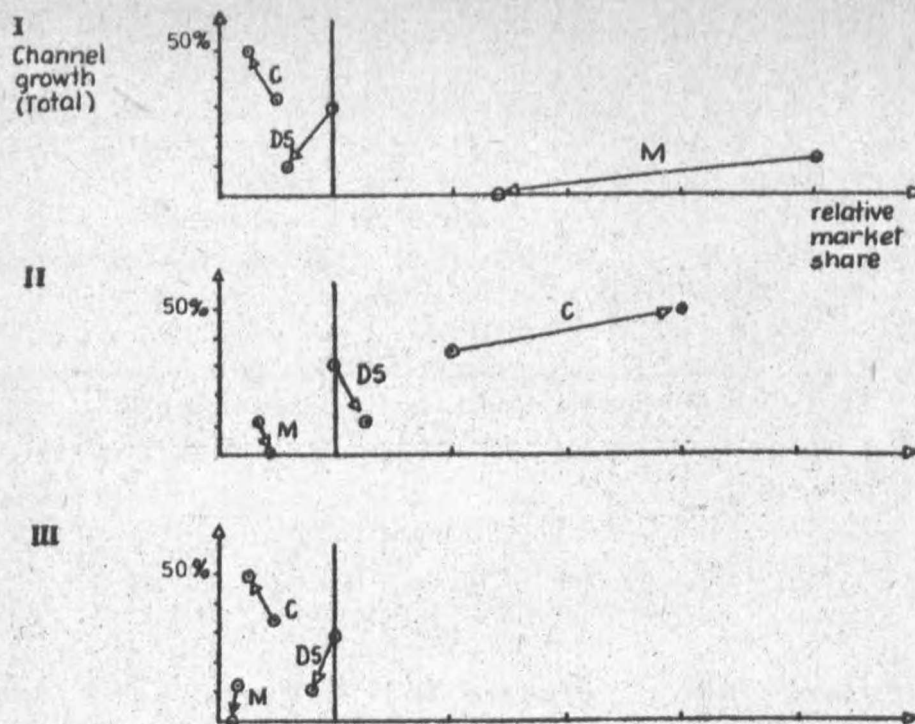


Fig. 13. Channel portfolio of the companies

advantages in the energy and raw material provisions - a problem of extraordinary importance - advantages in research and development potentials and especially the qualification of the management. With this widened consideration of a relative position of an enterprise in relation to its competitors, Hinterhuber³, whose abbreviated specification this is, tries to explain that with strategic (that means longterm orientated) considerations the relative market share can only be one indicator out of many, and that moreover the qualifying evaluation is more appropriate, contrary to the way of considerations taken over from the USA. The adherence to market growth should be criticized in the same manner.

Rapidly growing markets are by no means always profitable. On the other hand: There may be stagnating markets, the profit quota of which is a lot higher than that of rapidly growing and hotly contested market. Here also not only the growth is apt to measure

³ Hinterhuber, op. cit.

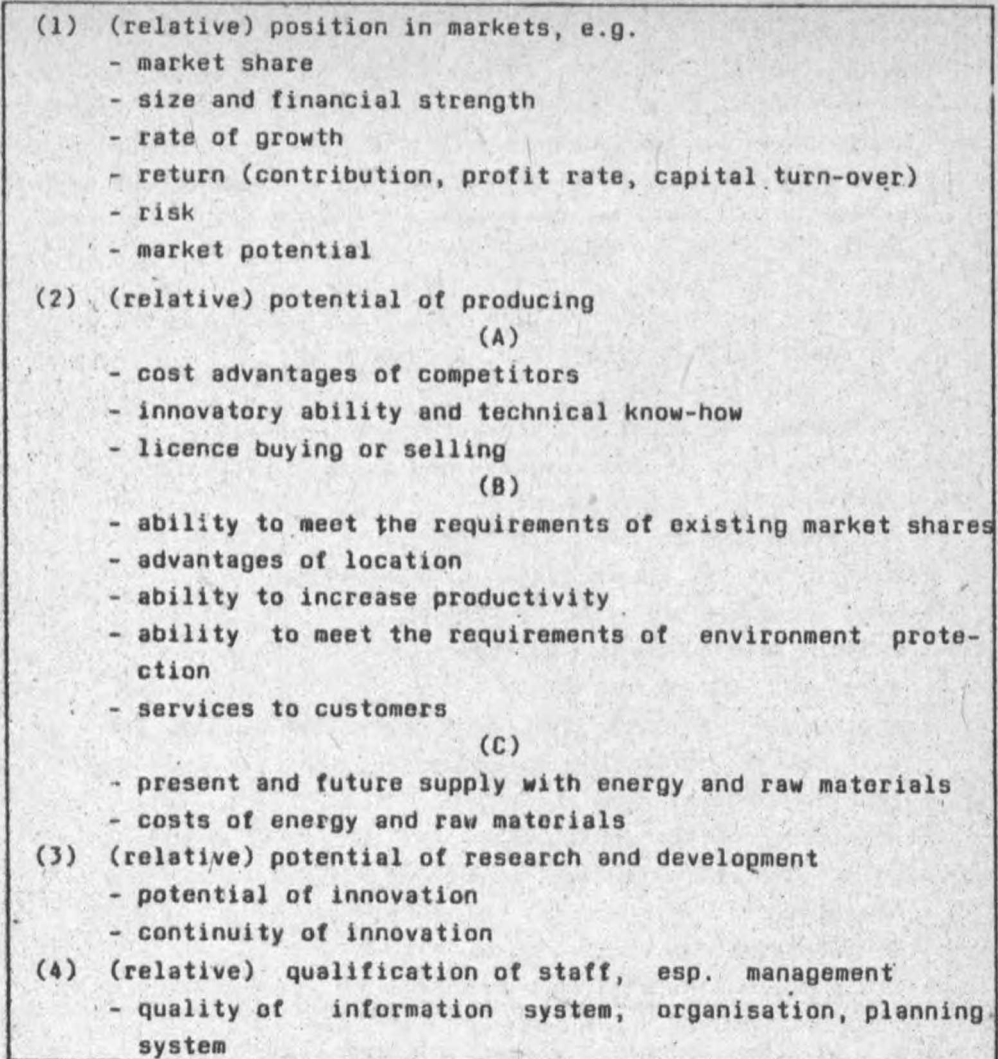
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- (1) (relative) position in markets, e.g.
 - market share
 - size and financial strength
 - rate of growth
 - return (contribution, profit rate, capital turn-over)
 - risk
 - market potential
 - (2) (relative) potential of producing
 - (A)
 - cost advantages of competitors
 - innovatory ability and technical know-how
 - licence buying or selling
 - (B)
 - ability to meet the requirements of existing market shares
 - advantages of location
 - ability to increase productivity
 - ability to meet the requirements of environment protection
 - services to customers
 - (C)
 - present and future supply with energy and raw materials
 - costs of energy and raw materials
 - (3) (relative) potential of research and development
 - potential of innovation
 - continuity of innovation
 - (4) (relative) qualification of staff, esp. management
 - quality of information system, organisation, planning system

Fig. 14. Dimensions of relative strength's in competition

S o u r c e: As on Fig. 8 (p. 105).

the market attractiveness but a series of other criteria, the so-called market quality and other criteria mentioned in Fig. 15.

The point is that the merely quantifying evaluation in profit and growth rates is not sufficient, to explain the variety of influencing factors. This critical opinion towards the strategic thinking in terms of market growth and relative market share rates from my point of view is not contradicted by the fact that an American study has explained a high correlation between market

growth and relative market share on the one hand and the profitability of an enterprise on the other. For the punctual consideration, which is related to the present, near future and near past this may probably be true, but in strategical considerations other

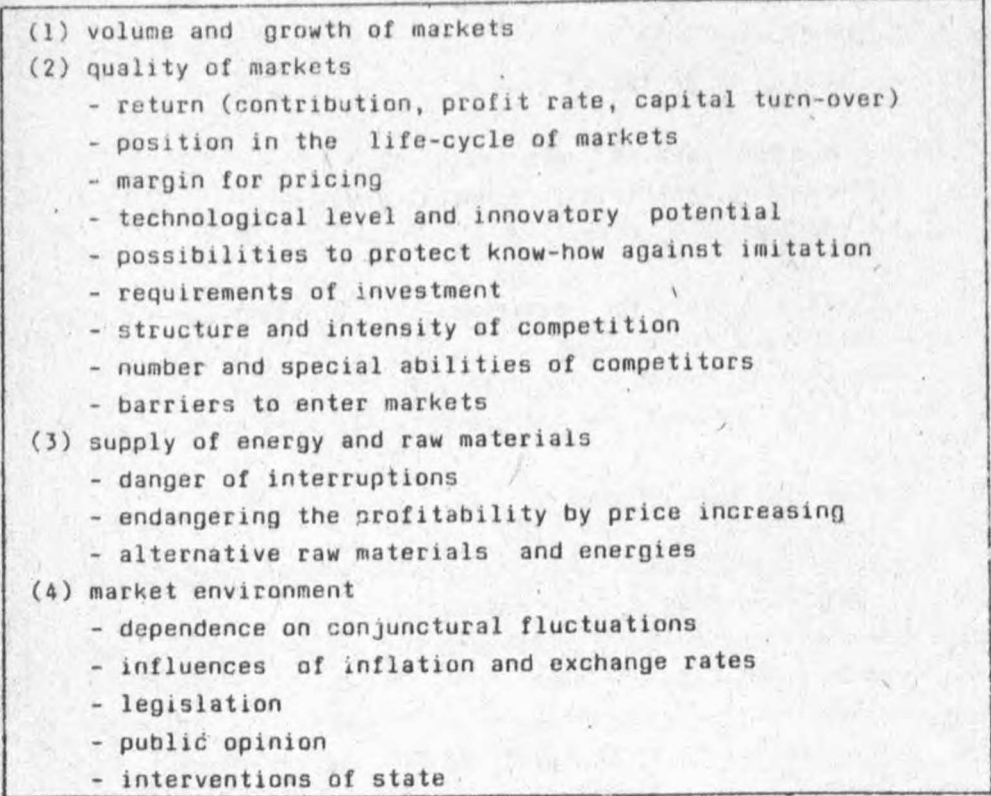
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- (1) volume and growth of markets
 - (2) quality of markets
 - return (contribution, profit rate, capital turn-over)
 - position in the life-cycle of markets
 - margin for pricing
 - technological level and innovatory potential
 - possibilities to protect know-how against imitation
 - requirements of investment
 - structure and intensity of competition
 - number and special abilities of competitors
 - barriers to enter markets
 - (3) supply of energy and raw materials
 - danger of interruptions
 - endangering the profitability by price increasing
 - alternative raw materials and energies
 - (4) market environment
 - dependence on conjunctural fluctuations
 - influences of inflation and exchange rates
 - legislation
 - public opinion
 - interventions of state

Fig. 15. Dimensions of market attractiveness

S o u r c e: As on Fig. 8 (p. 102).

criteria will have more impact. To rely on quantitative indicators leads astray. The marketing manager's way of thinking, which during the last decade aimed at a quantification of success and market ratios as exactly as possible, now in its strategic version has to free itself from the blunders of the mere quantitative thinking. The endeavours to give marketing a basis of rationality by precise analysis with figures and diagrams has had a lot of advantages - most of all to reduce the pretended importance of mere intuition, irrationality etc. On the other hand the development

of strategic thinking in marketing has shown that the alleged precision of all these ratios and diagrams is based on one-dimensional quantitative data which do not reflect the multi-dimensional patterns of reality, its differentiation and heterogeneous possibilities of development in future. Nevertheless strategic thinking should not fall back behind the methods of quantitative and graphic explanation. But it cannot be contented by these methods of analysis and structuring of the complex reality. As a result: up to now we do not have mastered the subject of marketing strategies, we are just at the very beginning.

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MYŚLENIE STRATEGICZNE W MARKETINGU

Celem artykułu jest ukazanie znaczenia strategii marketingowej oraz trudności jej formułowania przez przedsiębiorstwa w gospodarce rynkowej. Autor definiuje koncepcję marketingu i ukazuje jej ewolucję w formie trójetapowego modelu. Opracowanie strategii wymaga orientacji przedsiębiorstwa na przyszłość i dominacji myślenia długookresowego. Pociąga to za sobą objęcie planowaniem coraz to nowych dziedzin działalności przedsiębiorstwa oraz uwzględnienie różnych aspektów jego otoczenia (także pozarynkowego). Strategia marketingowa służy nie tylko dostosowaniu się przedsiębiorstwa do przyszłego popytu, lecz również pozwala kształtować rozwój struktury rynku. Wymaga to prowadzenia szerokiej analizy rynku, dotyczącej m. in. przedsiębiorstw konkurencyjnych oraz ich udziału na rynku. Analiza ta obejmuje również profile percepcji produktu, krzywe kosztów oraz metodę portfolio. Wybór strategii kanałów rynku autor uważa za kluczowe decyzje o przedsiębiorstwie, podkreślając konkurencyjność różnych kanałów rynku.

Wobec stosowanych dotychczas metod analizy rynku, opierających się na wskaźnikach udziału przedsiębiorstw na rynku oraz stopy wzrostu obrotów, autor wyraża sceptycyzm. Uważa je za zbyt uproszczone, nie oddające złożoności sytuacji rynkowej. Metody te winny być uzupełnione w przyszłości o informacje dotyczące otoczenia wewnętrznego i zewnętrznego przedsiębiorstwa.