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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

"MOSCOW POLYTECHNIC UNIVERSITY"
(MOSCOW POLYTECHNIC UNIVERSITY)

Faculty of Economics and Management

APPROVED BY
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WORKING PROGRAM OF THE DISCIPLINE

«Marketing»

Direction of training/specialty
38.03.01 Economy

Profile/specialization
International business and foreign economic

Qualification
bachelor

Forms of study
full-time

Moscow, 2025

Developer(s):

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Doctor of Economics, Associate Professor  V.V. Kurennaya

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1. Objectives, tasks and planned learning outcomes for the discipline

Towards the main goal**mastering the discipline "Marketing"**It should include the formation of knowledge about marketing activities in production management and the process of selling goods and services in the interests of consumers; the study and application of a set of marketing techniques and tools to achieve the goals and objectives of the organization; understanding the main directions of development of the commodity market in Russia and abroad.

TO**main tasks**mastering the discipline "Marketing" should include:
- determine the main types and forms of marketing activities;
- to show the role and place of marketing in modern economic conditions;
- to develop students' skills in analyzing the economic situation and applying marketing technologies to solve specific problems.

Training in the discipline "Marketing" is aimed at developing the following competencies in students:

Code and name of competencies	Indicators of Competence Achievement
OPK - 4 Capable of offering economically and financially sound solutions organizational and managerial decisions in professional activities	IOPK 4.1. - Possesses the skills to develop economically and financially sound organizational and managerial decisions in professional activities IOPK 4.2. - Analyzes and interprets financial, accounting and other information contained in the reports of the organization and departments to make sound organizational and managerial decisions IOPK 4.3. - Develops options for management decisions and justifies their selection taking into account the criteria of economic efficiency, risk assessment and possible socio-economic consequences
PC-1 Capable of collecting, monitoring and processing data to calculate the economic indicators of the organization	IPC-1.1. Performs work on collecting, processing and monitoring initial data necessary for conducting analysis and planning of indicators of production, commercial and financial-economic activities of the organization

2. The place of the discipline in the structure of the educational program

The discipline is related to the compulsory part of Block 1, code B.1.17.
The study of the discipline is based on the following disciplines:
- Economic statistics; Economics of
- enterprises and organizations;
- Microeconomics and macroeconomics.

The main provisions of the discipline should be used in the future when studying the following disciplines (practices):
- Planning and budgeting of activities of enterprises and organizations;
- Commercial activities of enterprises and organizations;
- Product promotion technologies;

- Risk assessment and analysis;
- Pre-graduation practice.

3. Structure and content of the discipline

The total workload of the course is 4 credit units (144 hours).

3.1 Types of academic work and labor intensity

3.1.1. Full-time education

p/p	Type of academic work	Quantity hours	Semesters	
			3	-
1.	**Classroom lessons**	**54**	**54**	-
	including:			
1.1	Lectures	18	18	-
1.2	Seminars/practical classes	36	36	-
1.3	Laboratory exercises	-	-	-
2.	**Independent work**	**90**	**90**	-
	including:			
2.1	Preparation for practical classes (study of lecture material)	40	40	-
2.2	Preparing for testing	20	20	-
2.3	Independent solution of problems/cases	30	30	-
	Interim assessment			
	credit/differential credit/exam		**Exam**	-
	Total	**144**	**144**	-

3.1.2. Part-time and part-time education

p/p	Type of academic work	Quantity hours	Semesters	
			4	-
1.	**Classroom lessons**	**36**	**36**	-
	including:			
1.1	Lectures	18	18	-
1.2	Seminars/practical classes	18	18	-
1.3	Laboratory exercises	-	-	-
2.	**Independent work**	**108**	**108**	-
	including:			
2.1	Preparation for practical classes (study of lecture material)	44	44	-
2.2	Preparing for testing	20	20	-
2.3	Independent solution of problems/cases	44	44	-
	Interim assessment			
	credit/differential credit/exam		**Exam**	-
	Total	**144**	**144**	-

3.2 Thematic plan for studying the discipline

(by form of education)

3.2.1. Full-time education

p/p	Sections/Topics of the Discipline	Labor intensity, hour					
		IN With e G O	Classroom work			WITH A m O	With T O I

			Lectures	Practical classes	Laboratory classes	Practical Preparation	
1.	The role of marketing in society and in market activity enterprises	16	2	4	-	-	10
2.	Marketing Environment	16	2	4	-	-	10
3.	Consumer behavior	16	2	4	-	-	10
4.	Selection of a target market by an enterprise	16	2	4	-	-	10
5.	Product policy of the enterprise	16	2	4	-	-	10
6.	Pricing policy and marketing mix	16	2	4	-	-	10
7.	Competition as a means of fighting for the consumer	16	2	4	-	-	10
8.	Marketing Research. Information System Marketing and Marketing Research	16	2	4	-	-	10
9.	Planning marketing on enterprise	16	2	4	-	-	10
	Total	**144**	**18**	**36**	**-**	**-**	**90**

3.2.2. Part-time and part-time education

p/p	Sections/Topics of the Discipline	Labor intensity, hour					
		Total	Classroom work				Independent Job
			Lectures	Practical classes	Laboratory classes	Practical Preparation	
1.	The role of marketing in society and in market activity enterprises	16	2	2	-	-	12
2.	Marketing Environment	16	2	2	-	-	12
3.	Consumer behavior	16	2	2	-	-	12
4.	Selection of a target enterprise	16	2	2	-	-	12

	market						
5.	Product policy of the enterprise	16	2	2	-	-	12
6.	Pricing policy and marketing mix	16	2	2	-	-	12
7.	Competition as a means of fighting for the consumer	16	2	2	-	-	12
8.	Marketing Research. Information System Marketing and Marketing Research	16	2	2	-	-	12
9.	Planning marketing on enterprise	16	2	2	-	-	12
	Total	**144**	**18**	**18**	**-**	**-**	**108**

3.3 Contents of the discipline

Topic 1 - Role marketing in society and in market activities enterprises	The essence and concept of marketing. Three-level marketing model. Marketing complex 4P. Marketing as a philosophy and methodology of market activity. Objectives, functions and principles of marketing. Marketing activity cycle. Structure of marketing functions. Evolution and main concepts of marketing. Product concept of marketing. Production concept. Sales concept. Concept of traditional marketing. Concept of socially responsible marketing. Concept of relationship marketing.
Topic 2 - Surrounding Wednesday **marketing**	Micro And macroenvironment marketing. Controlled And uncontrollable factors. Marketing environment. Strategic marketing. SWOT analysis as a method of joint study of external and internal marketing environment. Ansoff matrix. Penetration strategy. Market creation (expansion) strategy. Product development and development strategy. Diversification.
Topic 3 - Behavior consumers	Formation consumer. Principles behavior consumer. Model of individual consumer behavior and model of decision-making on purchasing industrial goods.

Topic 4 - Choice enterprise target market	Study of the commodity structure of the market. Classification features of commodity markets. Market conditions. Market capacity. Market segmentation and product positioning. Market segmentation process. Segmentation criteria of the Russian consumer market. Requirements imposed by the enterprise on the market segment Selection of target segments. Methods of target market development. Mass marketing. Differentiated marketing. Concentrated marketing. Decision on product positioning. Positioning procedure.
Topic 5 - Commodity Policy enterprises	Concept goods. Commodity policy How process. Multi-attribute model of goods. Classification of goods. Main types of classification of goods. Durable goods. Short-term goods. Services. Everyday goods. Pre-selected goods. Special demand goods. Product range. Product nomenclature. Breadth, depth and harmony of the assortment. Concept of the product life cycle. BCG matrix. Strategy of new product development. Packaging and trademark as tools of the company's marketing policy. Functions of packaging. Trade mark and brand.
Topic 6 - Pricing policy and complex marketing	The role and functions of price. The importance of pricing decisions in marketing. The main functions of price in the marketing mix. Factors of marketing pricing. Stages (order) of marketing pricing. Selecting the goal of pricing. Determining demand. Cost assessment. Analysis of competitors' prices and products. Selecting a pricing method. Setting the final price.
Topic 7 - Competition as means of struggle for the consumer	Concept competitive advantages. Active And reactive strategy of struggle for the consumer. The main ways of achieving competitive advantage by the enterprise. General competitive matrix of Michael Porter. Price leadership. Product leadership. Leadership in a niche. Opportunities to achieve competitive advantage based on the analysis of competitive forces of the market. Model of five competitive forces of Michael Porter.
Topic 8 - Marketing research. Informational system marketing and	Marketing information system. System of collecting external current information. Marketing research. Marketing information analysis system. Marketing research scheme. Exploratory research. Descriptive research. Identifying the problem and forming the research objectives. Selection of information sources. Desk

marketing research	research. Field research. Collection of information Analysis of collected information. Presentation of obtained results.
Topic 9 - Planning marketing on enterprise	Features of marketing planning. Strategic planning. Marketing planning process. Situational analysis. Marketing opportunities assessment. Defining product goals. Marketing strategy formation. Marketing mix development. Sales forecast development. Profit assessment. Marketing activity assessment and control. Marketing department regulations

3.4 Topics of seminars/practical and laboratory classes

3.4.1. Seminars/practical classes

Subject	Forms of control
Topic 1 - The role of marketing in society and in the market activities of the enterprise	Solving problems, cases, testing
Topic 2 - Marketing Environment	Solving problems, cases, testing
Topic 3 - Consumer Behavior	Solving problems, cases, testing
Topic 4 - Selecting a target market by an enterprise	Solving problems, cases, testing
Topic 5 - Product policy of the enterprise	Solving problems, cases, testing
Topic 6 - Pricing policy and marketing mix	Solving problems, cases, testing
Topic 7 - Competition as a means of fighting for the consumer	Solving problems, cases, testing

Topic 8 - Marketing Research. Marketing Information System and Marketing Research	Solving problems, cases, testing
Topic 9 - Marketing planning at the enterprise	Solving problems, cases, testing

3.4.2. Laboratory exercises

Laboratory classes for this discipline are not provided for in the curriculum.

3.5 Topics of course projects (course papers)

The curriculum does not provide for a course project (course work) for this discipline.

4. Educational, methodological and informational support

4.1 Regulatory documents and GOSTs

1. Tax Code of the Russian Federation of July 31, 1998 No. 146-FZ (as amended). Access from the legal system "ConsultantPlus". https://www.consultant.ru/document/cons_doc_LAW_19671/?ysclid=llccvfasoe103783874 (date accessed: 15.08.2023).

4.2 Main literature

1. Marketing: a textbook and practical course for universities / T. A. Lukicheva [et al.]; edited by T. A. Lukicheva, N. N. Molchanova. - Moscow: Yurait Publishing House, 2023. - 370 p. - (Higher education). — ISBN 978-5-534-01478-5. — Text: electronic // Educational platform Urait [website]. — URL: https://urait.ru/bcode/511490 (date of access: 02/16/2023).

2. Karpova, S. V. Marketing: Theory and Practice: a textbook for bachelors / S. V. Karpova. - Moscow: Yurait Publishing House, 2022. - 408 p. - (Bachelor. Academic course). - ISBN 978-5-9916-2661-3. - Text: electronic // Educational platform Yurait [website]. - URL: https://urait.ru/bcode/509104 (date of access: 02/16/2023).

3. Rebrova, N. P. Marketing: textbook and practical training for universities / N. P. Rebrova. - Moscow: Publishing house Yurait, 2023. - 277 p. - (Higher education). - ISBN 978-5-534-03466-0. - Text: electronic // Educational platform Yurait [website]. - URL: https://urait.ru/bcode/511398 (date of access: 02/16/2023).

4.3 Further reading

1. Tyurin, D. V. Marketing research: textbook for universities / D. V. Tyurin. - Moscow: Publishing house Yurait, 2022. - 342 p. - (Higher education). - ISBN 978-5-534-15611-9. - Text: electronic // Educational platform Yurait [website]. - URL: https://urait.ru/bcode/509197 (date of access: 02/16/2023).

2. Innovative Marketing: a textbook for universities / S. V. Karpova [et al.]; under the general edited by S. V. Karpova. - 2nd edition, revised and enlarged. - Moscow: Yurait Publishing House, 2023. - 474 p. — (Higher education). — ISBN 978-5-534-13282-3. — Text: electronic // Educational platform Urait [website]. — URL: https://urait.ru/bcode/510978 (date of access: 02/16/2023).

4.4 Electronic educational resources

LMS "Marketing"https://online.mospolytech.ru/enrol/index.php?id=443 (813_555.44.EP-EOR/20)

4.5 Licensed and freely distributed software

1. Microsoft Office suite programs (Word, Excel, PowerPoint)

4.6 Modern professional databases and information reference systems

1. SPS "ConsultantPlus: Non-profit Internet version". - URL: http://www.consultant.ru/online/ (date accessed: 16.02.2023). –Access mode: free.

5. Logistics

1. Lecture hall.
2. Auditorium for practical classes.
3. Computer class with Internet access.
4. Audience for group and individual consultations, ongoing monitoring and midterm assessment.
5. Audience for independent work.
6. Library, reading room.

6. Methodological recommendations

6.1 Methodological recommendations for the teacher on organizing training

This section of this work program is intended for beginning teachers and practicing specialists who do not have teaching experience.

The Marketing discipline forms the competencies of PC-1 and OPC-4 in students. In the context of constructing educational systems based on the principles of a competency-based approach, a conceptual change in the role of the teacher has occurred, who, along with the traditional role of a knowledge carrier, performs the function of an organizer of the student's scientific research work, a consultant in the procedures for selecting, processing and interpreting information necessary for practical action and further development, which must be taken into account when conducting lectures and practical classes in the Marketing discipline.

Teaching theoretical (lecture) material on the subject of "Marketing" is carried out on the basis of interdisciplinary integration and clear interdisciplinary connections within the framework of the educational program and curriculum.

The detailed content of individual topics of the discipline “Marketing” is considered in paragraph 3.3 of the work program.

Sample versions of tasks and test assignments for current monitoring and a list of questions for the exam in the discipline are presented in the FOS for the discipline in paragraph 7 of this work program.

The list of primary and secondary literature, databases and information reference systems required during the teaching of the discipline “Marketing” is given in paragraph 4 of this work program.

6.2 Methodological instructions for students on mastering the discipline

Acquiring in-depth knowledge of the discipline is achieved through active independent work of students. It is advisable to use the allocated hours to get acquainted with educational and scientific literature on the problems of the discipline, and to analyze scientific concepts.

The discipline provides for various forms of monitoring the level of achievement by students of the stated indicators of mastery of competencies.

Current control forms are the activity of work in practical classes, testing. The form of intermediate control in the discipline is an exam, during which the level of achievement of the declared indicators of mastering competencies by students is assessed.

Methodological guidelines for mastering the discipline.

Lecture classes are conducted in accordance with the content of this work program and represent a presentation of the theoretical foundations of the discipline.

Attendance at lectures is mandatory.

Taking notes on lecture material is permitted both in writing and on a computer.

Regular repetition of the material of lecture notes for each section in preparation for the current forms of certification in the discipline is one of the most important types of independent work of the student during the semester, necessary for high-quality preparation for the midterm certification in the discipline.

Conductingpractical classes in the discipline "Marketing" is carried out in the following forms:

- survey on materials discussed in lectures and studied independently recommended literature;
- analysis and discussion of issues on topics, problem solving.

Attendance at practical classes and active participation in them is mandatory. Preparation for practical classes necessarily includes studying lecture notes and recommended literature for an adequate understanding of the conditions and method of completing the tasks planned by the teacher for a specific practical class.

Methodological guidelines for the implementation of various forms of extracurricular independent work Study of primary and secondary literature in the discipline is conducted on a regular basis in the context of each topic to prepare for the midterm assessment in the discipline "Marketing". The list of primary and secondary literature on the discipline is given in paragraph 4 of this work program.

Guidelines for preparation for midterm assessment

The midterm assessment in the discipline "Marketing" is conducted in the form of an exam. An approximate list of questions for the exam in the discipline "Marketing" and the criteria for assessing the student's answer for the purposes of assessing the achievement of the declared indicators of competence formation are provided in the FOS for the discipline in paragraph 7 of this work program.

The student is admitted to the midterm assessment in the discipline regardless of the results of the current academic performance monitoring.

7. Evaluation Fund

7.1 Methods of monitoring and assessing learning outcomes

Code and name competencies	**Indicators of Competence Achievement**	**Control methods and assessments**
OPK - 4 Capable of offering economically and financially sound solutions	IOPK 4.1. - Possesses the skills to develop economically and financially sound organizational and managerial decisions in professional activities	Intermediate certification: exam Current control:

organizational-management decisions in professional activities	IOPK 4.2. - Analyzes and interprets financial, accounting and other information contained in the reports of the organization and departments to make sound organizational and managerial decisions IOPK 4.3. - Develops options for management decisions and justifies their selection taking into account the criteria economic efficiency, risk assessment and possible socio-economic consequences	survey and decision tasks/cases on practical classes; testing
PC-1 Capable of collecting, monitoring and data processing for carrying out calculations economic indicators of the organization	IPC-1.1. Performs work on collecting, processing and monitoring initial data necessary for conducting analysis and planning of indicators of production, commercial and financial-economic activities of the organization	Current control: survey and decision tasks/cases on practical classes; testing

7.2 Scale and criteria for assessing learning outcomes

7.2.1. Criteria for assessing the answer to the exam

(formation of competencies of OPK-4 and PC-1)

"5" (excellent):the student demonstrates excellent theoretical knowledge, practical skills, knows the terms, makes reasoned conclusions and generalizations, gives examples, demonstrates fluency in monologue speech and the ability to quickly respond to clarifying questions.

"4" (good):the student demonstrates good theoretical knowledge, practical skills, knows the terms, makes reasoned conclusions and generalizations, gives examples, demonstrates fluency in monologue speech, but at the same time makes minor mistakes that he quickly corrects independently or with minor correction from the teacher.

"3" (satisfactory):the student demonstrates satisfactory theoretical knowledge knowledge, demonstrates poorly developed skills in analyzing phenomena and processes, insufficient ability to make reasoned conclusions and give examples, demonstrates insufficient fluency in monologue speech, terms, logic and consistency of presentation, makes mistakes that can only be corrected with correction by the teacher.

"2" (unsatisfactory):the student demonstrates ignorance of the theoretical foundations subject, lack of practical skills, cannot make reasoned conclusions and give examples, demonstrates poor command of monologue speech, does not know the terms, demonstrates a lack of logic and consistency in presentation, makes mistakes that cannot be corrected by the teacher, refuses to answer additional questions.

7.2.2. Criteria for assessing the student's work in practical classes

(formation of competencies of OPK-4 and PC-1)

"5" (excellent):all tasks provided for in the practical training plan have been completed, The student answered all test questions clearly and without errors and worked actively during practical classes.

"4" (good):all tasks provided for in the practical training plan have been completed, The student, with corrective comments from the teacher, answered all the test questions and worked quite actively during practical classes.

"3" (satisfactory):all tasks provided for in the practical plan have been completed classes, with the teacher's comments; the student answered all the test questions with comments.

"2" (unsatisfactory):the student did not complete it or completed it incorrectly practical tasks provided for in the practical lesson plan; the student answered the test questions with errors or did not answer the test questions.

7.2.3. Test results evaluation criteria (formation of competencies of OPK-4 and PC-1)

The test is graded according to the percentage of correct answers given by the student to the test questions.

Standard scale of compliance of test results with the assigned score:

- "excellent" - over 85% correct answers; "good" - from
- 70.1% to 85% correct answers; "satisfactory" - from 55.1%
- to 70% correct answers; from 0 to 55% correct answers -
- "unsatisfactory"

"5" (excellent):the test taker demonstrates excellent theoretical knowledge and is familiar with the terms and has the ability to respond quickly to test questions.

"4" (good):the test taker demonstrates good theoretical knowledge, has most terms and has the ability to quickly respond to test questions.

"3" (satisfactory):the test taker demonstrates satisfactory theoretical knowledge, has a command of basic terms and concepts.

"2" (unsatisfactory):the test taker lacks theoretical knowledge, terminology He doesn't speak English and responds slowly to test questions.

7.3 Evaluation tools

7.3.1. Current control (formation of competencies of OPK-4 and PC-1)

Examples of tasks/cases to be solved during practical classes:

Case No. 1 Positioning AUDI

Audi was founded in 1909 by August Horch. Incidentally, this is where the name came from – the German surname Horch, which means “listen”, sounds like Audi in Latin. Later, after leaving the company he founded, Audi, August Horch founded the Horch company. In 1932, the companies united under the name Avto Union. The famous four rings are the symbols of the four companies that made up the Avto Union consortium by 1934 – “DKW”, “Audi”, “Horch” and “Wanderer”.

In 1964, when Audi shares were bought by Volkswagen, which owns them to this day, Audi cars were not in great demand and did not occupy a significant market share. Once luxurious, in the public mind they were no higher than the people's cars Volkswagen. The company faced an extremely difficult task - to revive a once-famous brand in an inert, conservative, highly stereotyped market and raise it from the people's to the luxury class.

Today, Audi's main competitors are Mercedes and BMW, and the share of executive cars in the company's sales structure is steadily growing. In many ways, the Audi concern owes its success to a well-thought-out marketing policy, classic marketing tools, the "five Rs" - product

policy, positioning, pricing policy, product promotion policy and public relations, - it is necessary to add one more service – customer service.

The main principle that Audi follows in its activities is: “Think globally, act locally”, which can be translated as “Think ahead and act according to circumstances”. This means that the company strives to adapt to the local conditions of the country in which it operates. In relation to product policy, this principle is expressed in the fact that the company strives to develop the largest markets, building in the country the production of exactly those cars for which there is demand. Thus, large Audi assembly plants are located in China and Brazil - the company considers these regions to be the most promising. The markets of these countries are very different from the German market - the most popular models there are the Audi 80 and 100, which have long since left the market and are not produced in Germany. Sales in each country have their own characteristics - in the USA, 79% of the total number of Audis sold are all-wheel drive Audi Quattro, the most popular are powerful six- and eight-cylinder (A8). In Germany, all models sell equally well, in Switzerland, preference is given to the sports cars of the S-series and cars with a powerful engine, in Austria, the model with a direct injection diesel engine sells best.

As a member of the Volkswagen Group, Audi participates in a single purchasing program, according to which all purchases are made centrally, for all members of the group at once. This is facilitated by a single platform concept for all members of the group: all Volkswagen brands (Audi, Volkswagen, Seat, Skoda), with the exception of Volkswagen Trucks, are built on four main platforms (sports modifications and convertibles are in the same classes as the main model). This means that the cars are easier to produce and that many parts of one brand will fit a fellow, another brand built on the same platform.

The main competitors are also distributed across the same platforms for ease of comparison and marketing research.

The “A” platform includes such models as Volkswagen Polo, Golf A4, Volkswagen Bora, junior models of Audi TT, Audi A3, Seat Toledo, Skoda Oktavia.

The “B” platform includes the Audi A4, Volkswagen Passat, older models of the Audi TT. The main competitors of this class are the BMW 3 Series and Ford.

Platform "C" is the Audi A6. The concern considers its competitors to be Mercedes E, Rover, and also BMW of the fifth series. And the last platform "D", unites executive class cars, is the Audi A8, and its main competitors are BMW of the seventh series and Lexus.

A prerequisite for success for a car manufacturer is the precise positioning of each model and full compliance with the expectations of the target audience, so each model undergoes constant consumer testing at all stages of development. Thus, when creating the current “flagship” of Audi – the sports model Audi TT – consumers were given the opportunity not only to evaluate the appearance of the car, but also to compare it with competitors – BMW Z3, Mercedes SLK, Porsche Boxter.

Comparative analysis also helps to identify market niches that have not yet been captured by competitors. For example, when working on the positioning of the Audi TT, it became clear that most sports cars have an aggressive, slightly “snobbish” image, which repels some potential buyers who “don’t measure up” to the “true buyer of a sports car.” As a result, the Audi TT began to be positioned not as a purely sports car, but rather as a car for leisure, retaining most of the sporty features. This step allowed to attract those “slightly unsporty” buyers who could not decide to buy a Porsche or Mercedes.

Experience shows that the target audience of any Audi model is formed approximately the same way:

10 – 20% - customers who switched to Audi from similar BMW models,

10–20% are customers who switched to Audi from similar Mercedes-Benz models, more than 50% are owners of previous Audi models who decided to buy a new car, and the rest are former Volkswagen owners who were specifically “ripe” to buy an Audi.

Price has become a serious marketing tool for Audi, which has largely allowed it to position its product. When forming its pricing policy, Audi focuses on Mercedes and BMW, and the ratio varies from country to country. If we take the price of BMW as 100%, then in the world the price of Audi will be somewhere higher, somewhere lower than BMW, but on average the same, the price of similar Mercedes models is slightly higher.

Audi gradually moved towards such high “prestigious” prices. This was facilitated by one of the features of the company’s pricing policy – not to reduce prices when the product starts to leave the market. When the market gets tired of a given model, Audi does not offer the same cars cheaper (which is typical for the automobile business), but provides additional conveniences at the same price (gradually moving the average price and prestige of the car up, which is the goal of brand development). Each new model continues the trend, increasing prices and the image of the car. Along with the power, the price of the car grows and, unnoticed by the market and the consumer, Audi gradually moves to a more expensive niche without an obvious increase in prices and a drop in sales volumes.

The cars are distributed through channels belonging to the Volkswagen concern. In total, Volkswagen now has about 10,000 dealers selling all over the world. It would seem that this is more than enough for a relatively small (compared to Volkswagen) Audi. However, the tasks of these two brands, even if they belong to the same owner, are different, which means that the ways to solve them should be different.

That is why Audi decided on a long-term and expensive brand separation program, believing that it is impossible to sell Volkswagen Polo and Audi A8 in the same place, by the same people, since Polo is an inexpensive mass product, and Audi A8 is an exclusive that requires appropriate service. Now Audi imposes a number of strict requirements on its dealers, up to the point that Volkswagen and Audi showrooms have different entrances and cars are in different rooms, sold by different people. The brand separation program also revises a number of new conditions for the area and design of the showroom, as well as standards for the availability of cars in the warehouse - for example, if a dealer sells 5,000 cars a year, then he must have at least 15 cars in the warehouse and another 10 in reserve for demonstration to customers.

There is another marketing reason for separating sales of Volkswagen and Audi: as soon as a new car model comes out, all the consumer's attention switches to it, which significantly harms demand for all other models. At the same time, if a dealer works with only one brand - Audi, then the risk of a decrease in sales when, say, a new Volkswagen comes out is significantly lower.

Audi actively supports its dealer network. Firstly, not a single, even the most important, customer buys a car directly from Audi (an exception was made only for car rental companies), but only from official partners - dealers who receive cars from official importers.

The company ensures that the dealer receives sufficient income from the sale of cars - the average stable dealer receives a margin of about 14%, and a small surcharge if he meets all the supplier's requirements; such additional bonuses are possible depending on the tasks and bonuses for a large share of luxury cars in the sales structure. As a result, a good dealer receives about 20% of the income, of which he is obliged to use 1% for advertising under the terms of the contract. Audi regularly holds dealer conferences.

There is a special division in the Audi structure that deals exclusively with the production of advertising materials for dealers – stands, corporate flags, outdoor advertising, banners, special plates with the model name instead of the car number, wall posters, presentation CD-ROMs, videos intended for demonstration in the car showroom, as well as gifts for buyers. Such materials, firstly, make it easier for dealers to decorate retail showrooms, and secondly, allow maintaining a single standard of the Audi corporate style throughout the world, which ultimately leads to high brand recognition. The methods of car sales are not regulated by the manufacturer and depend on local conditions and mentality: in Italy and Spain, cars are bought directly from the warehouse. In Germany, as a rule, customers choose a car in the dealer's showroom and order it individually, only 15-20% of annual Audis are bought in Germany from a dealer

warehouse. As for executive cars, 95% of dealers order the A8, and do not take ready-made ones. The same trend is observed all over the world - until 1998 in the USA only 5% of cars were bought to order, and now more than 50% of cars are sold in a custom version. Audi sales specialists cannot impose anything on the client, especially the color - "even if today you persuade to buy a car of a different color, then this client will then be unhappy for 5 years - every morning he will look at a car of an unloved color and be irritated at the thought that it was pushed on him."

Activities of all intermediaries

between the manufacturer and dealers – importers – is regularly analyzed by Audi employees according to a number of parameters:

- sales volume (relative to the total market capacity),
- the share of luxury car sales among the total number of cars sold is

the larger this share, the better,

- the level of development of the dealer network (how large is the number of dealers, how many of them

are exclusive Audi dealers).

Each importer may face market-specific challenges and its assessment depends on the extent to which these challenges are met.

Audi has an active advertising policy. A significant part of the budget structure is spent on television and printed advertising (about 1/3 of the total expenses), 6% is spent on sponsorship events, about 10% is spent on publishing literature about the company, 25% of funds go to participation in exhibitions, 1-2% - to support the website, and the rest - on sales promotion campaigns and special target programs.

Having updated the model range and introduced high-quality expensive cars to the market, Audi marketers were faced with the need to form new brand values that correspond to the new product.

During the work, 4 main brand values were identified, which are used today:

- *emotionality (passionate),*
- *bright appearance (visionaly),*
- *humanity (human)*
- *leadership*

Raffles for customers and potential buyers are a fairly common marketing technique. Audi added its own twist to it by offering unusual prizes – a test drive of an Audi TT or a free weekend in an Audi TT.

However, a car is a rather specific product, and standard means such as TV advertising are not always suitable for its promotion. Especially when it comes to luxury cars. To launch the most expensive and prestigious model, the Audi A8, a special series of test drives was made for VIP clients. Famous or very rich people were given a free car to rent for a certain period of time. Some liked the car so much that they decided to buy it. As a result, the company received the most effective advertising – word of mouth, which corresponded to the image of the car.

During the launch of the Audi A8, the following promotion was also held: owners of competing brands – BMW, Jaguar, Mercedes-Benz – were given a very advantageous offer to exchange their cars for new Audis, receiving a bonus of 5,000 euros.

To promote executive class models, a special service called VIP Shuttle service was even created - it supplies luxury cars for temporary use free of charge to celebrities visiting the country. The size of the fleet is far from symbolic
– more than 100 cars.

All these events had one goal – to fix in the minds of potential buyers the idea that where there is fame, success, money – there is AudiA8. The car challenged the established, conservative market – people saw in the news how diplomats, businessmen, politicians, celebrities get out of Audi, and then the advertising emphasized it: go and try it yourself (“go&test”), which meant: “you see: reality has changed – we have come to this market and declare ourselves. Check how true it is”.

Exhibitions occupy a special place in car advertising. All car exhibitions in the world are divided into three categories according to their importance for Audi. The first category (A) includes exhibitions in Tokyo, Berlin, Frankfurt am Main and Detroit. Category B includes, in particular, exhibitions in China, Paris and Moscow.

At all exhibitions, the company uses a standard stand: two floors, with cars on the first floor and a VIP room, tables for negotiations, snacks on the second floor, where representatives of the Quattro company (manufacturing special vehicles and accessories to order) also work. Audi actively helps its dealers participate in exhibitions, either by purchasing the entire exhibition space and representing dealers on its territory, or by helping them design stands, which helps maintain the corporate image. All exhibitions are held under the slogan “Audi – one name – one standard everywere”.

The concept of permanent Audi exhibitions in the most crowded places is worth noting.
- these exhibitions are called Audi Forum. They are in many large cities (New York, Paris, Munich). These exhibitions belong to Audi and do not bring direct profit - cars are not sold there, but you can get full information about cars and where to buy them.

The company takes care of its corporate image. Moreover, the company even has a special department – Corporate Identity Department, whose main task is to maintain a unified image of the company in all external and internal communications.

Question:

1.What segmentation principles does the company use in its activities?

2.What attributes of the company's cars can be highlighted?

3.What methods can be used to evaluate attributes?

4. How can you characterize the company’s competitive positions?

Case No. 2 Distribution of "BENETTON"

Northern Italy rose seven centuries ago on the trade of woolen cloth. Fine and beautiful, it was in particular demand at medieval fairs. With the gold they earned, of which there was a lot, merchants from Florence, Milan and Venice commissioned architects and artists to create famous cathedrals and frescoes. “Italians have a heightened sensitivity to beauty in their blood. It is the origin of Italian style and Italian design. It was the beginning of Italian fashion, which appeared half a century ago,”
- says Luciano Benetton, the founder of the eponymous transnational clothing holding and, in a sense, the heir to the traditions of old Italy. In our days, he has managed to successfully synthesize both of its achievements - wool production and high art.

In post-war Italy, there was a “dolce vita”, a “sweet life”, a craving for small earthly joys. Italian fashion appeared on its own – people wanted to enjoy their improving life. Fashion brands of Italian clothing appeared quite quickly – however, only for the rich. The middle class of Italy, as well as the youth, needed their own fashion designers. A niche in the market had already appeared, but there was no manufacturer capable of understanding and using this potential demand.

It is clear that the Benettons themselves did not think about such lofty matters at that time. But their intuition did not fail them. The first sweaters and jumpers were made in the traditional English style, but the emphasis was on color. Residents of Luciano's hometown of Treviso did not wear yellow, blue and green at that time. The Benettons were sure that the new life in Italy was best combined with bright, lively colors in clothing. They called their first collection in French Tres Jolie ("very beautiful"). "We started with one very simple idea," says Luciano. "It was to offer stores a maximum of colors and shades, while other manufacturers offered only four." The idea worked. The family's main concern became organizing sales.

In 1960, Luciano visited Rome for the first time, where he went to see the Olympic Games. The capital seemed to Luciano to be the embodiment of the “dolce vita”. One of the Roman shops of avant-garde knitwear particularly struck him. The shop belonged to the Jewish Tagliacozzo family and was packed with customers. Later, when Luciano was already selling his clothes in Rome, he met the merchant Sergio Tagliacozzo. It was he who inspired Luciano with the idea that the future of the clothing trade belonged to chain stores.

stores that will offer customers a rapidly changing range of quality clothing at reasonable prices.

Apparently, Tagliacozzo's idea had a serious impact on the company's further development. Benetton faced a problem at the time: like other Italian brands, raise prices and become an expensive brand for a narrow circle of clients, or increase production volumes. In the second case, however, there was a risk of sinking to banal consumer goods. Nevertheless, Luciano bet on mass production - he believed that working with the middle class could be much more profitable. Moreover, Benetton came up with a special concept - mass fashion.

Benetton has made a bet on guessing the changing worldview of its consumers and responding to every fluctuation in tastes with a new collection as quickly as possible. The clothes, says Benetton, express, on the one hand, the mood of the masses and at the same time are made in such a way that they leave freedom of expression for the individual.

Benetton changes its collections on average once a month. Each of them contains several thousand items. Behind each collection there is a constant search, an attempt to understand what exactly needs to be offered to customers. The company is very busy developing collections, new materials, color concepts, many designers and fashion designers spend most of their time traveling around the world, trying to catch what can bring success on the market tomorrow.

For the same purpose, Luciano came up with another of his brainchildren, the Benetton Factory, which can be called the “factory of the future.” It is here that the Benettons try to model the development of “mass fashion.” They believe that the demand for a particular concept of clothing is only a consequence of numerous trends in the development of the world – primarily cultural and technological. In order to try to imagine a picture of the future, Benetton attracts dozens of talented young professionals from all regions of the world to the Factory, offering them the opportunity to realize their creative abilities. For this purpose, they can use design, photography, video, graphics, the Internet. Their task is to understand the dominant social trends in the world, identify them at the symbolic level, and then express them in their work. It is from here that Luciano draws ideas to create effective models for attracting customers to the brand and giving them what may seem most attractive at the moment.

In order to implement a clothing production model at the technological level that combines high quality (material, tailoring, style), a huge selection and rapid design changes, the Benetton family had to come up with an extremely flexible, high-tech production system and a special network distribution scheme, the signature Benetton franchising.

When the Benettons entered the capital market in the mid-sixties, the family began to feel the need to build their own factory. Luciano, however, understood that to move to a higher level they needed new competitive advantages. “Since everything that brings success is quickly copied and adopted, we had to come up with new ideas,” he says. “It was a never-ending race to always be on top.”

While the factory was being built, Luciano, first of all, decided to learn how to make the same soft woolen products as the Scots, and thus significantly improve the quality of his products. To understand the secret of soft wool, he went to Scotland. In addition, Benetton thought a lot about how to shorten the cycle of new products appearing on the market, to minimize the time between an order from a store and the delivery of a batch of clothes. Fashion was already changing faster than they could make a new collection. To do this, it was necessary to dye finished products, not yarn. At that time, no one knew how to do this. Benetton, however, dug up a certain "born alchemist" named Ado Montana, who, through experimentation - by dipping fabric in dye - found the desired know-how in a few months.

Thus, after the factory was completed in 1965, Luciano entered the market with two innovations at once. And although this doubled the cost of the factory, the costs quickly paid off - production increased to one hundred thousand items per month, despite the recession that broke out in Italy at that time. Now the factory, built more than thirty years ago, has turned into a huge industrial complex, where about 70% of production is concentrated.

Benetton. However, today the company has to solve (albeit at a different level) basically the same problems: to improve quality and reduce the time required for Benetton products to appear in stores located around the world.

It is precisely to exercise greater control over quality that Benetton's main production facilities are located just a few kilometers from its headquarters. There is another important point. "Many are trying to move production to third world countries," says Luciano. "We are not going down that path. In fashion, I believe, other laws apply. After all, the fact that the product is made in Italy is a kind of added value. Of course, there are people who want to buy Swiss watches assembled in Hong Kong. Or French perfume from Egypt. But many are willing to pay only for the item to be made in Switzerland or Germany."

Careful selection of suppliers is another aspect of the fight for quality. Raw material suppliers must engage in constant research in their field and be aware of all innovations.

The speed of order fulfillment is achieved through superbly developed logistics and full computerization of the customer service process. Orders from stores – and there are several thousand of them in the world – are instantly sent to a single information center. From there, the data goes to a textile factory that produces the necessary products. Then, through a tunnel about a kilometer long, boxes of clothing go around the clock to the distribution center. Each box, which may contain about a dozen sweaters or 30-50 T-shirts, has a code for the country, city, and store where the goods are sent.

The distribution center, through which 40,000 of these boxes pass each day, is fully automated. Giant sorting robots (also known here by their family names, “mama,” “papa,” and so on) read codes and stack the boxes at 15 different exits, each dedicated to a specific region (Moscow has exit no. 5). As soon as enough boxes have accumulated to fill a truck, an electronic system notifies the appropriate services. “We have a thousand trucks,” says one of the few employees at the center, “but you hardly see them. Freight transport, in turn, is tied to shipping by sea, rail, or air. By the time we start producing a product, we already know how to get it to the store.”

Benetton's production is built into a unique chain of network sales. Most of the stores selling Benetton branded goods do not belong to the company itself, but are linked to it by a special form of franchising. This allows Benettons to throw a huge number of models onto the market during the year without taking any risks. After all, selling goods is a headache for chain stores. In addition, Benetton products compete with themselves, increasing overall production volumes.

The franchising scheme arose “naturally”. Luciano owes this invention to a certain Piero Marchiorello, who came to him with a proposal to open an exclusive Benetton store. Marchiorello pledged to design it in the “Benetton style” and to buy goods only from the family. Soon, the first Benetton brand store My Market appeared in the small town of Belluno. Having barely opened, it turned the usually deserted street into a bustling one. Marchiorello immediately opened another store, but this time in a busy location, at one of Italy’s ski resorts. Crowds of tourists banged on the store’s doors and lined up for an entire block. As a result, Marchiorello became a millionaire, and the number of stores working with Benetton under this franchising scheme has since increased to five thousand. The conditions are the same - you open a store with your own money (although in some cases Benetton can help you - investments range from 10 thousand to several hundred thousand dollars), decorate it in the appropriate style and take products only from the company. Almost anyone can open such a store.

The Benetton family controls its network very flexibly with the help of several dozen trusted people, so-called agents - there are usually between one and five of them per country (naturally more on the Italian market). It is the agents who provide the family with information about the market - the prospects for its development, etc., - and also offer to take certain marketing steps. In fact, they “keep their finger on the pulse of the market.” All of the company’s orders also go through them.

The scheme is as follows. Benetton sends them individual samples of each collection, and agents, meeting with representatives of brand stores, offer them several thousand models to choose from. They forward orders to the company's information center. All products are paid for in advance - however, the money goes to Benetton directly.

This achieves two important goals. First, everything Benetton produces, it produces to order. “Everything you see has already been sold,” says a company employee, showing us a kilometer-long tunnel through which an endless line of boxes with orders moves to the Distribution Center. Stores are not allowed to return unsold products, and therefore Benetton is practically not threatened by a crisis of overproduction. “Minimum lot? – We can produce to order just one box of a certain model. And the price will be the same as if you ordered a thousand.” This is exclusivity at a reasonable price. In addition, “to order” production allows the distribution network to offer a huge number of clothing options under the Benetton brand and to make the content of the stores extremely diverse. The products presented there are often completely different not only in different countries or cities, but also in two stores located on the same street.

This, in turn, gives rise to such a phenomenon as “Benetton competing with itself.” Now Luciano has new ideas regarding the development of the chain. “At the moment, we are focusing on creating megastores,” he says. “This makes it possible to maintain low prices. In addition, megastores offer more opportunities to organize sales in such a way that even those customers who did not intend to buy our products buy them. The display itself, the presentation of the products should force people to make their choice.” The first such megastore opened in Moscow. “We have already reached the stage where we need to sell our clothes to those who did not intend to buy anything at all,” smiles Luciano Benetton. “We have to work very hard for this.”

This franchising scheme allowed the Benettons to easily transform into a global company. At the same time, the company did not lose its “national essence” and is still tightly controlled through a family holding.

In parallel with the development of the core business, the Benettons, taking advantage of Italian privatization, were able to significantly diversify their assets. In addition to clothing, they added a network of Italian highways, tourism, the largest network of Italian snack bars Autogrill, as well as the telecommunications giant Telecom Italia, which they control together with the Pirelli family. The family tightly controls all of its numerous assets through the Edizione holding (it owns 67% of Benetton). At the same time, neither the placement of part of Benetton shares on the stock exchange, nor its global presence weakened the family's control over the business.

Questions:

1. Based on the case materials, reproduce the logistics schemes of the Benetton company.

2.What distribution system is used in Benetton?

3.What elements of the marketing mix create competitive advantages for a company? Benetton?

Case #3 Yin and Yang of Design

Until recently, the Samsung brand was associated with cheap electronic trinkets. Now, its sophisticated, bold and attractive products have become a sensational global brand. By opening up to the outside world and looking into the soul of its country, Samsung has changed itself.

On the third floor of the Time Warner Center in New York, directly below Thomas Keller's posh Per Se restaurant, where meals start at $210 and where it's impossible to find a free table, is the equally glamorous Samsung showroom.

The elegant and austere Samsung Experience showroom invites visitors to live, work and play in a luxurious world where everything works: Internet-connected refrigerators, vacuum cleaners with “hygienic power,” air purifiers with nanotechnology, microwave ovens with steam cleaning, ultra-light laptops, sumo wrestler-sized LCD TVs, virtually silent laser printers, all-in-one digital cameras and dozens of

multifunctional cell phones. It is a temple of style and technology; on a typical Sunday, it attracts more than 1,500 enthusiastic parishioners.

Twenty years ago, Samsung's enigmatic CEO Kun-hee Lee walked into a tacky electronics store in Los Angeles and had a very different experience. Lee's products were gathering dust on the back shelves of the store, where even the salespeople didn't look. He realized that American shoppers were mistaking the Korean company's products for cheap, toy-like products that belonged among the discounted goods. Kun-hee Lee immediately realized that Samsung's survival in the American market was in jeopardy.

Soon after that visit, Lee issued a manifesto to Samsung executives, which he later repeated in his book, Change Begins With Me. “Management still clings to the idea of quantity at the expense of quality... We will become a third-rate company... We must change at all costs.” He implored workers to “change everything except your wife and family”—an order that is still talked about at Samsung today. In an attempt to break old work patterns, Lee ordered every Samsung employee to report to work two hours early.

The goal that Kun-hee Lee aimed for was simple and bold: to capture the future, Samsung needed to soar to the top of the world's top brands; it needed to become a brand whose wide range of digital products not only satisfied people's needs, but also captured their imagination.

Consulting company Interbrand calculated that it is the fastest growing brand in the last five years: Samsung is now the world leader in CDMA mobile phones; it is fighting with Motorola for second place in total phone sales, behind only Nokia; it also leads the world markets for color TVs, flash memory and LCD panels.

In 2006, Samsung was hit by slumping profits and a political scandal in Korea, agreeing to pay a $300 million fine for colluding with other companies to fix prices on computer chips in the United States. But despite all the turmoil, Samsung shares are trading at near-record highs, and a new marketing campaign has just begun. Samsung may be disliked in its home country, but it is deeply respected for its rapid growth, its technological prowess, its 20.7 percent share of Korea's exports, and for turning "Made in Korea" from a dirty word to a source of pride.

The change began when Kun-hee Lee realized that in a world where products were rapidly becoming commoditised, Samsung’s size and cost advantage would not be enough to thrive. The company needed to create fashionable, high-quality digital products that would inspire consumers with elegant, human-centric design. The Samsung CEO foresaw that his company could use design as a weapon against its competitors, transforming itself from a failed imitator into a world-class innovator. Steve Jobs may be considered a superstar of product design. But Lee, a 63-year-old billionaire virtually unknown outside his home country, was perhaps the only one who had harnessed the power of design to create great business opportunities. In some ways, Samsung has surpassed Apple in design excellence. Over the past five years, the Industrial Design Society of America (IDSA) has awarded Samsung more awards than any other company on the planet. "Samsung is respected around the world in large part because of its design school," says Michelle Berryman, executive vice president of IDSA and director of Atlanta-based design firm Echo Visualization. "For example, their flat-screen TVs are so sleek that people are willing to pay a premium for them, like an iPod."

Twelve years ago, Kun-hee Lee commissioned Tamio Fukuda, his design consultant, to assess the state of the company’s design. Fukuda’s conclusion was grim: Samsung’s design had no “face”; its product development process was primitive; and the company’s top managers were not at all interested in design quality. In other words, Samsung was not much different from many modern corporations. To change that, the company spent years building a robust design culture that reflected Korea’s ancient traditions but was also innovative and global.

Despite its striking modernity, Korea remains in many ways a traditional society. Over the past 23 centuries, the Korean Peninsula has repeatedly fallen under Chinese rule,

Mongolia and Japan; each country left its own indelible cultural imprint. The deepest of these was the influence of Neo-Confucianism, which prizes authority and order above all else. Kung-hee Lee is revered at Samsung as the company's leader; his addresses are like "a page from the Bible." In one such address, Lee called for design to drive change at the company: "The most important values for an enterprise are its design and other creative capabilities. I believe these are the qualities that will ultimately determine the winner of the 21st century." Kung-hee Lee could issue decrees. He could send a delegation of Samsung executives to the Art Center College of Design in Pasadena, California, to announce his plans to open a Samsung design school. He could quickly build a $10 million, state-of-the-art building in downtown Seoul to house the Samsung Innovation Design Lab, or IDS. He could pour millions into educational programs and budding designers. But even the Samsung Emperor couldn't change the corporate mindset - narrow-minded, hyper-competitive and extremely resistant to change.

Samsung, which means "Three Stars" in Korean, was founded by Lee's father in 1938 to export rice, sugar, and fish. Samsung remained a food company in the 1990s. Samsung was a technology company whose management thought in terms of rice exports. There was no talk of design. The main thing was to keep prices low and sell more than anyone else.

When graphic design pioneer Miyo examined the state of Samsung's design, new problems immediately arose: the company's designers, following its neo-Confucian culture, began to imitate the masters of their industry, which at the time were considered Sony and IBM. As a result, Samsung was unable to develop its own unique design. Middle managers often saw competitors and refused to share ideas. And because Samsung engineers controlled the product development process, technical limitations stifled any hope of turning design into an end in itself.

It turned out that the Western curriculum, modeled on the Art Center program, was completely alien to Samsung designers. They needed to find a way to turn managers into allies of design. But the most difficult thing seemed to be weaning people from old, ingrained principles of thinking and creating a "new mind" for Samsung.

Some initiatives were tactical, designed to quickly create a cohesive working environment. Designers were required to take a year-long course in machine design to learn how to advocate for their ideas. Promising engineers and managers from other fields were also invited to IDS to learn how to work with designers, and designers to learn how to work with them. This collaboration became the basis for the Creating New Business Group, a team of top designers, technologists, and marketing and manufacturing experts that studies consumer sentiment and develops alternative scenarios to determine future purchasing habits around the world.

Progress isn't always quick. In one class, students were asked to describe an object whose design they considered ideal. The instructor himself chose a banana. "Nature is the best designer," he told them. "A banana fits in your pocket. It has its own hygienic packaging. It is biodegradable. And you can tell if the fruit is ripe by its color." For a moment, the class was silent. Then a question was raised. "So," one student asked, "you want us to make a phone shaped like a banana?"

Miyo decided that Samsung's designers were lacking gaiatsu, which in Japanese means "an external force that brings about great change." He wanted IDS students to draw their most original ideas from primary sources. So the world was to be the source of gaiatsu for the company. The Global Design Workshop was a traveling seminar in which more than twenty students visited the world's major design centers: Athens, Delhi, Florence, London, New York, and many other cities. Samsung continued to send its most promising designers, participants in the Design Development Program, to study at leading universities and institutes around the world. In addition, the company strengthened its global presence by opening design studios in London, Los Angeles, Milan, San Francisco, Shanghai, and Tokyo.

Samsung’s own school gave its designers the confidence to dare new ways of thinking. But there were still some vexing problems: the company lacked a universal design ethos – a clear, well-defined set of principles that designers could expand upon and consumers could intuitively understand. Samsung’s instinct was to cultivate a design language rooted in Korean culture. But that wasn’t easy. The peninsula was the legacy of the Chinese Han, Ming, and Tang dynasties, as well as Mongols, Russians, Japanese, and even American missionaries. True Korean character was hard to pin down, but Samsung found it in Tae Kuk, the yin-yang symbol on the South Korean flag that represents the unity and duality of all things. It was Tae Kuk that helped Samsung find its identity: “Balance of mind and feeling.”

“Sense and emotion are two inseparable opposites,” says Lee Sang-Yoon, who leads Samsung’s design studio in San Francisco. “In design terms, sense is rational, clear, and geometrically correct. Emotion is calm and organic; it establishes an emotional connection with the user. Together, sense and emotion provide us with a way to express our design approach, which is constantly evolving.”

The task force spent a year developing and refining a scale with the mind at one end and the senses at the other, which now ensures that each product's design is consistent with Samsung's brand positioning. The truth usually lies somewhere in the center of the scale, the balance point. Samsung did the same with two other key concepts: "simplicity" and "complexity."

In this case, Samsung usually leans towards simplicity; it likes intuitive and humanistic design. Even Samsung's competitors have found a place on these two scales: according to the latest analysis, App1e occupied the "simplicity/feeling" area, and Sony - "complexity/intelligence". Samsung diligently seeks out areas where there are no competitors - this is where the main opportunities are hidden.

A sure sign that the designers have come to their own unity and duality of Tae Kuk: they think for themselves and think like Samsung.

Questions:

1. Describe the marketing strategy of Samsung, including from the point of view of I. Ansooff matrices.

2.What competitive advantages does Samsung have?

Case #4 With a feeling of deep dissatisfaction

"Customer focus" is another new-fangled cliche in the managers' everyday life. In order to check a company's commitment to this ideal in practice, it is enough to know how it resolves conflicts with the consumer, how quickly it reacts to their complaints and how attentively it treats the "source of irritation". Modern methods of working with complaints allow this to be done in a civilized manner and to the benefit of both parties.

At Rover Computers, which has manufactured its 250,000th laptop, when it comes to the quality management system, they are willing to share details. The company compensates for the image losses of domestic electronics with tests that all equipment from this supplier is subjected to. Even at the final stage, when a batch of computers has already been examined up and down, it is checked by quality control experts - a monetary reward is provided for any defects found. "After this, we have every reason to talk about the reliability of the products," says Rover Computers Marketing Director Andrey Andreyev.

But here's the paradox: the more the manufacturer cultivates the quality of the product, the more difficult it is for the customer to maintain loyalty to the brand if the product he bought suddenly turns out to be not so perfect. When this happens, the first thing they try to do is relieve the client's tension. Souvenirs and letters of apology are used. The company offers options for a quick and complete resolution of the unfortunate situation. When working with complaints, the organization of the process is very important.

A complaint in the strict sense of the word is a document (statement) intended to record and present a customer's claims regarding the quality or quantity of goods delivered to him or

services. However, in a collective sense, this can be used to describe any manifestation of dissatisfaction with the supplier's fulfillment of its obligations.

Rover Computers has a dedicated customer support service that is responsive to any complaints. In addition, consumers can contact the company's president, Sergey Shunyaev, personally by sending an email (the address is on the corporate website and in the documentation for any Rover-branded PC). The company was once accused of misleading consumers by promising to replace standard batteries in one laptop model with batteries with an extended operating time. Andrey Andreyev: We conducted something like an investigation. It turned out that the warehouse was to blame for the complaint. Its employees simply mixed up the boxes. Of course, we replaced all our customers' batteries, with apologies and gifts. And we staged a St. Bartholomew's Day massacre at the warehouse.

The philosophy of the customer complaints management system, which is widespread in the West, is the management of processes that, for various reasons, get out of control. The company must be ready to resolve any conflict with the consumer, doing so promptly and with great attention to the "source of irritation." This is the only way to maintain the customer's loyalty and trust. Another practical meaning of the system is to identify bottlenecks in production, logistics, and other internal processes of the company.

"In principle, we need to work to prevent problems with clients and partners. But if complaints come in, it would be a sin not to learn a lesson and draw conclusions," says Irina Selivanova, director of the Quality Center at the Stockholm School of Economics in St. Petersburg.

Handling complaints is part of**CRM (Client Relation Management).**Any A customer-oriented business in its development must rely, among other things, on feedback from the end consumers of its products.

The company needs to create conditions that would enable it to correctly segment incoming information and learn how to build the process of working with it in such a way as to ultimately increase the share of loyal, regular clients. Internal CRM is a rather expensive toy. It may well cost at least $50,000. However, it should not be neglected under any circumstances.

Once, at a major international congress, there was a conversation between the editor of a Russian magazine and his colleague from a Finnish daily newspaper. The topic was work with readers. The Finn asked the Russian how often he corresponded with readers, to which he received the following answer: “You probably have a poor idea of the scale of our business. We have about 200,000 subscribers, and I simply cannot correspond with everyone.” The Finnish colleague, embarrassed, explained: his daily newspaper has 500,000 subscribers, and he personally congratulates each one on their birthday, not to mention that he regularly informs them about subscription renewals and immediately responds to any comments related to delivery or the quality of publications.

At the same time, several tasks have to be solved: attract new customers, secure existing ones, and retain those who are on the verge of leaving. Competent work with complaints helps to cope with the last category. Very often, a client leaves a company if there is no trust left in it. But customers who have received good service, including high-quality support for their complaints, become the most loyal.

At Heidelberg CIS they have a good idea of the value of customer loyalty. Printing machines of the German brand are the most expensive on the Russian market. At Heidelberg CIS there is a step-by-step instruction for the described business process. No later than 24 hours after the complaint is accepted, the client is informed in an official letter that his complaint has been reviewed and accepted for processing. The position, first and last name of the responsible person are also indicated there. And the time within which the manager must contact the client to discuss a scenario of possible actions with him. Then everything is according to the approved plan: timely communication - discussion - decision. Each claim that cannot be resolved "here and now" is brought to the attention of the board members - this is approximately a quarter of the total number. But all complaints will get into the database, and with a detailed description of the reasons for the circumstances. The process of closing a complaint - for example, organizing an additional delivery or replacement of equipment - is also formalized. The client receives a report on the company's fulfillment of obligations in terms of deadlines and results. To top it all off, the client is asked to give his

assessment of the work done in a special questionnaire. Of the 300 employees of Heidelberg CIS, the burden of responsibility is placed on only 15 managers of different departments. There are no questions as to which of them the complaint should be attributed to - the division of claims by areas (equipment installation, service or product quality) actually corresponds to the functional structure of the company. However, sometimes "everything happens at once": the machine breaks down, the spare part does not arrive, the service engineer is late. For this case, a new category has been developed and implemented into practice - complex complaints. They are resolved according to the "one-stop shop" principle. It is curious that in this initiative the Russian office has outpaced the headquarters of the concern.

Russian laws are much more liberal in this regard with respect to companies (besides, the mandatory nature of their implementation is well known). Therefore, recalling a defective batch is exotic in our country, unlike in the West. And yet, there are precedents. The experience of AvtoVAZ, which was once called a “smart marketing ploy,” is memorable. In front of the amazed public, the auto giant undertook what is known in developed countries as a recall — a free modification aimed at increasing safety and improving performance. About a thousand Niva-21213 and -21214 SUVs were sent for “urgent” repair a couple of years ago. The problem was in the power steering: due to the defect, the car could suddenly lose control. AvtoVAZ announced its intention to check the batch of 184 Samara and Samara-2 cars that went on sale — the quality control service was interested in the rear wheel hub bearings. Rare examples of recalling small batches of goods for free repair or replacement can also be found in the Russian consumer electronics market and in the Pharmaceutical industry. However, this, alas, does not reflect the situation as a whole.

In general, it is too early to classify Russia as a country where citizens' rights in the economic sphere are scrupulously observed. But as consumer activity grows, the situation will inevitably change. — primarily in the mid- and high-price market segment.

Questions:

1. Based on the case materials, determine what is included in the concept of “value” in each specific case. case?
2. In what ways do the companies mentioned in the case maintain customer loyalty?
3. Assess the state of customer-oriented business in Russia.

Examples of test tasks:

1. Marketing as a business philosophy is:
A) Ensuring high quality of goods;
B) Concentration of business around the buyer;
C) Receiving excess profits;
D) Option B and C are correct;
E) All options are correct.

2. The integration function of marketing consists of:
A) Subordinate all functions in the enterprise to the general idea of satisfaction marketing – the needs of potential consumers;
B) Balance production and sales plans taking into account market demand;
C) Coordinate the work of all departments of the enterprise
D) All options are correct;
E) There is no correct option.

3. Determine the correctness of the market development sequence:
A) 1st period - sales; 2nd period - production; 3rd period - marketing;
B) 1st period - marketing; 2nd period - production; 3rd period - sales;
C) 1st period - production; 2nd period - sales; 3rd period - marketing;
D) There is no correct option;

E) All options are correct.

4. The concept of marketing states that:
A) consumers will buy those products that are widely available and affordable;
B) consumers will not purchase the organization's products in sufficient quantities;
C) the key to achieving the organization's goals is to identify the needs and requirements of target markets;
D) the key to achieving the organization's goals is to ensure the desired satisfaction in more effective and more productive ways than competitors;
E) consumers will be more favorable to goods and services that have the highest quality, best performance properties and characteristics.

5. Incentive marketing is used:
A) with negative demand;
B) latent demand;
C) lack of demand;
D) irrational demand;
E) all of the above.

6. Counter-marketing is used:
A) in case of excessive demand;
B) irrational demand;
C) falling demand;
D) negative demand.
E) all of the above.

7. Despite the existence of a significant number of definitions of marketing, each of them has something in common, namely:
A) producer priority;
B) buyer priority;
C) priority of the intermediary;
D) consumer priority.

8. The top management of a sewing enterprise believes that, when carrying out entrepreneurial activity, it is necessary to take into account, firstly, its own interests; secondly, the interests of consumers of sewing products, and, thirdly, it is necessary to ensure the preservation of the environment. In this case, the enterprise will most likely implement:
A) marketing concept;
B) the concept of intensification of commercial efforts;
C) the concept of product improvement;
D) the concept of socially responsible marketing.

9. The marketing macroenvironment is determined by:
A) the state of the economy, demography, politics, law, culture, science and technology, the environment;
B) the activities of suppliers, competitors, intermediaries, customers and contact audiences;
C) existing legislation;
D) the activities of government bodies.

10. McDonald's most likely sells:
A) mass marketing;
B) product-differentiated marketing;

C) targeted marketing.

Option 2

Task 1. Evolution of the content and forms of marketing. The influence of scientific and technological progress and social responsibility.

Task 2. Study and assessment of the commodity market situation.

Test

1. According to one of the theories of motivation for satisfying our needs, there is a statement that a person is not able to fully understand the motives of his actions. This point of view belongs to;

A) Abraham Maslow;
B) Sigmund Freud;
C) Frederick Hertzberg;
D) Max Weber.

2. The company's activities aimed at turning a potential buyer into a client are...
A) marketing;
B) management;
C) enterprise economics;
D) remarketing;
E) there is no correct answer.

3. Marketing research is:
A) the same as "market research";
B) collecting, organizing, analyzing and summarizing data to identify and solve various marketing problems;
C) a permanent system for collecting, classifying, analyzing, evaluating and disseminating marketing information;
D) marketing research;
E) all answers are correct.

4. According to the method of obtaining data and information, the following are distinguished:
A) study of the internal environment of the organization;
B) primary research;
C) research of services;
D) regional study;
E) all answers are correct.

5. The scientific approach to conducting marketing research is based on:
A) efficiency;
B) objectivity;
C) efficiency;
D) self-criticism;
E) there is no correct option.

6. The main areas of research in marketing are:
A) consumer research;
B) research of sellers;

C) research of entrepreneurs;
D) research of stores;
E) all answers are correct.

7. Research of organizational consumers refers to:
A) study of the internal environment of the organization;
B) consumer research;
C) market research;
D) competitor research;
E) there is no correct option.

8. Economic conditions are:
A) the current economic situation on the market, which is characterized by the relationship between supply and demand;
B) the current economic situation on the market, which is characterized by the price level and inventory levels;
C) the current economic situation on the market, which is characterized by the relationship between supply, price level, and inventory;
D) the current economic situation on the market, which is characterized by the relationship between supply and demand, price levels, and inventory levels;
E) there is no correct option.

9. The buyers' belonging to a certain social class is a characteristic of:
A) cultural level factors;
B) factors of social order;
C) personal factors;
D) psychological factors;
E) there is no correct option.

10. Consumer lifestyle is a characteristic of:
A) cultural level factors;
B) factors of social order;
C) personal factors;
D) psychological factors;
E) there is no correct option.

Option 3

Task 1. Basic concepts of business management. Their differences from the concept of marketing.

Task 2. Principles and methods of consumer research.

Test

1. The desk research method includes:
A) telephone survey;
B) continuous observation;
C) analysis of previous research reports;
D) conducting experimental sales of goods;
E) there is no correct option.

2. The disadvantage of secondary data is:
A) speed of receipt;
B) low cost compared to primary data;
C) the impossibility of assessing their reliability;
D) ease of use;
E) there is no correct option.

3. Producing what the customer wants and what he can buy at a given moment in time is...
A) marketing idea;
B) marketing objective;
C) marketing function;
D) marketing strategy;
E) management strategy.

4. Name the function that involves organizing the production of new goods, managing the quality and competitiveness of products:
A) sales;
B) management and control;
C) production;
D) demand;
E) proposals.

5. Name the components of the marketing mix:
A) product policy;
B) product, pricing, sales and communication policies;
C) sales policy;
D) communication policy;
E) pricing policy.

6. Name the function that involves organizing the system of goods distribution and service:
A) organizational;
B) managerial;
C) production;
D) sales;
E) control.

7. The main concepts that reflect the essence of marketing are:
A) need, requirement;
B) request, product;
C) exchange, transaction;
D) market;
E) All answers are correct.

8. What demand is associated with remarketing?
A) Negative;
B) decreasing;
C) absent;
D) tall.

9. Under what demand conditions is conversion marketing used?

A) Falling demand;
B) negative demand;
C) full demand;
D) unsatisfactory demand.

10. What is meant by market segmentation?
A) Classification of consumers into groups according to some characteristics; B) Choice of channels distributions;
C) determination of marketing communications tools;
D) satisfying consumer needs.

7.3.2. Interim assessment (exam)
(formation of competencies OPK-4, PC-1)

Approximate list of questions for the exam:

1. The essence and concept of marketing.
2. Marketing as a philosophy and methodology of market activity.
3. Objectives, functions and principles of marketing.
4. Evolution and basic concepts of marketing.
5. Micro and macro environment of marketing.
6. Strategic marketing. SWOT analysis as a method of joint study of the external and internal marketing environment.
7. Formation of the consumer.
8. Model of individual consumer behavior and model of decision-making on purchasing industrial goods.
9. Study of the product structure of the market.
10. Market segmentation and product positioning.
11. The concept of a product. Multi-attribute model of a product.
12. Classification of goods. Product range.
13. The concept of the product life cycle. BCG matrix.
14. New product development strategy.
15. Packaging and brand as tools of the company's marketing policy.
16. Organizational structure of marketing services.
17. The role and functions of price. Factors of marketing pricing.
18. Stages (order) of marketing pricing.
19. The role and functions of marketing distribution channels.
20. The nature and types of intermediaries. Types of distribution channels. Sales strategy based on the principle of selecting intermediaries.
21. Organizational forms of distribution channels and firm strategies for attracting intermediaries. Criteria for selecting distribution channels.
22. The communication process.
23. Marketing communication tools.
24. Advertising decisions.
25. The concept of competitive advantage. Active and reactive strategy of fighting for the consumer.
26. The main ways of achieving competitive advantage by an enterprise. General competitive matrix of Michael Porter.
27. Opportunities to achieve competitive advantage based on the analysis of competitive market forces. Michael Porter's Five Competitive Forces Model.

28. Marketing information system.
29. Marketing research scheme.
30. Features of marketing planning.
31. Marketing planning process.
32. Regulations on the marketing department.
33. Analysis of economic factors of the marketing environment.
34. Analysis of social factors of the marketing environment.
35. Analysis of political and legal factors of the marketing environment.
36. Analysis of environmental factors of the marketing environment.
37. Analysis of technological factors of the marketing environment.
38. Research of the marketing microenvironment.
39. Analysis of suppliers as a subject of the marketing environment.
40. Analysis of the enterprise as a subject of the marketing environment.
41. Analysis of competitors as a subject of the marketing environment.
42. Analysis of intermediaries as a subject of the marketing environment.
43. Analysis of consumers as a subject of the marketing environment.
44. Analysis of contact audiences as a subject of the marketing environment.
45. The process of developing the enterprise's product portfolio.
46. The concept of product quality.
47. Certification, accreditation, standardization.
48. Analysis of product competitiveness.
49. Reasons for success and failure in promoting a new product.
50. Levels of product hierarchy.
51. The concept of product distribution.
52. Marketing communications system.