

## **Market Driven Strategic Change**

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# Warwick Business School at the Shard



## Market Driven Strategic Change

Market-driven companies engage multiple approaches to understand the opportunities and threats emerging in their markets, and to predict how customers will react to changes in their marketing strategy.

This three day programme looks at the core issues surrounding the development of market driven strategic change.

You will explore the underlying principles of market and service orientations; the processes of relationship-oriented market sensing; and market-led strategic marketing planning and implementation within your role and sector.

The programme is delivered via a mixture of lectures, interactive and experiential sessions and case studies including:

- Developing a Service Focus
- Understanding Market Orientation
- Appreciating Market Sensing
- Valuing Relationships
- Energizing Planning
- Implementing Market Driven Strategic

### Who leads the programme?

Leif Brandes is Assistant Professor of Marketing and Behavioural Science at WBS. He is currently working on a variety of research projects in the areas of customer word of mouth and organizational behaviour.

# Key Programme Themes

## **DAY 1 Developing a Service and Market Focus**

We will explore how marketing philosophy has changed from the traditional goods dominant logic, in which organisations create value for customers, to a service dominant logic, in which customers play an important role as co-creators of value. A consequence of this change is that organisations need to develop a service orientation that helps to create satisfied customers. This development requires a good understanding of customers and their value perceptions. We will use cases to discuss how organisations can achieve this understanding through the development of market orientation and market focus, and how service orientation can be a successful marketing strategy.

## **DAY 2 Market Sensing and Relationship Marketing**

In the morning, we will focus on the sensing and learning processes that underpin marketing strategy. We will address the issue of competitive strength by discussing how our knowledge about the market can help us build a competitive advantage that is sustainable. Our discussion will highlight the need for organisations to shift their attention from data collection to data interpretation. Using cases, we will look at some lessons from organisations that have been successful in building a competitive advantage from learning about markets.

In the afternoon, we will look at the relationships that organisations have with key stakeholders (customers, co-workers, collaborators, and competitors). We will discuss what kind of relationships you should build with these stakeholders, and when it might be best to end relationships (e.g., when to fire your customers). We will use cases to see how organizations have been successful through the adoption of relationship marketing techniques.

## **DAY 3 Planning and Implementation**

On the final day, we will look at how to make strategic change happen in organizations. We will discuss different approaches to planning, and how to detect, and address strategic gaps (ie, the difference between our plan and reality). We will also spend considerable time on problems that we should anticipate when trying to implement strategic change, and on how to build an implementation strategy to address them. Finally, we will explore ways of internal marketing that help us to 'sell' our implementation strategy to members of the organization, and to gain their acceptance of the strategy. Using cases, we will look at examples of organizations that have used internal marketing extensively to get everybody 'on board' in times of strategic change.

**Fee:** £2,985

**Duration:** Three days

**2015 Dates:** September 16, 17, 18

## Faculty



[Leif Brandes](#) is an Assistant Professor of Marketing and Behavioural Science at Warwick Business School, University of Warwick. He holds a PhD from the University of Zurich, Switzerland and a Master in Mathematical Finance from the University of Konstanz, Germany. Past research has focused on market orientation, the organizational culture/marketing interface, the initiation of strategic marketing, professional services marketing and other exploratory projects.

Currently, he is working on variety of projects including projects on dysfunctional customer behaviour as well as a number of other culture-orientated projects.