Marketing Strategy: The Big Picture

Introduction to the Big Picture Framework

The Big Picture is an integrated framework that distills proven marketing and strategy concepts into a memorable and useful toolset. The framework is quickly gaining acceptance as the core curriculum at top MBA programs and as the preferred strategy development methodology by a variety of companies around the world. The University of New Hampshire has developed an engaging three-day program to help you garner the benefits of the Big Picture framework and to apply them to your organization.

The framework functions as a common lens across the company’s functions and creates value by increasing the efficiency of strategic decision-making, adding analytical rigor to marketing planning and revenue forecasting activities, and by unifying the organization around a common vocabulary and goals. The value of the framework lies in its simplicity and interrelatedness. The framework has helped companies in a variety of industries grow their top line sales while also realizing substantial bottom-line efficiencies. Big Picture companies are extracting transformational value from their marketing and commercial activities.
### Who Should Attend?

Professionals at all levels and from a variety of functions have already attended Big Picture courses. Attendees generally come from a variety of backgrounds including:

**Marketing Managers** seeking to learn new tools and improve their marketing leadership skills

**General Management** seeking to instill a marketing discipline in their groups to more effectively generate demand

**Finance Managers** seeking to complement financial metrics

**Sales Directors and Field Sales Managers** seeking to develop a more strategic approach to their efforts

**R&D, Engineering** and other Product Development professionals seeking to integrate their work to the strategy of the firm

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### Framework Outcomes Include:

**Organizational Focus:** The Big Picture framework is a strategic planning tool that helps managers align all areas of the organization along a common goal. This facilitates consensus and facilitates decision-making. Use the Big Picture framework to turn your strategic plans into informative documents that live and change as your organization and its markets evolve.

**Integration of Strategy and Execution:** In today’s business environment, executional decisions are often taken without regard for the strategic course of the firm. This problem has become more palpable as markets have become increasingly complex. Companies, even mid-sized and small firms, respond to complexity by creating functional silos where execution regarding ideal customer selection, targeting, product development, pricing, and distribution is disconnected from the overall strategy. The Big Picture framework generates a single strategy within the firm, aligning functional and tactical goals, and in doing so it helps eliminate the inefficiencies that result from corporate compartmentalization.

**Marketing Efficiency:** A heightened focus in the measurement of marketing return on investment has driven many companies to create measurement dashboards, however setting metrics functionally in an organization can result in management paralysis in the face of seemingly contradictory signals. In addition to creating ambiguity, focus on the wrong metrics can lead to erroneous decisions. Within the Big Picture, we develop Strategy-Integrated Metrics (SIMs™), which naturally arise from the strategy of the company, and therefore deliver diagnostic information about the strategy and any implementation pitfalls.

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### Prework:

**View 60 minute webinar from the team at Big Picture Marketing**

**Readings**

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Instructors

**Thomas Gruen, Ph.D., Chair and Professor of Marketing**
Tom joined the UNH faculty in August 2011 from the University of Colorado where he was professor and chair of the marketing and international business departments. He holds Ph.D., MS, and MBA degrees in Marketing from Indiana University’s Kelly School of Business. Before entering the academic world, he worked as a retail trade association executive for ten years, managing advertising and publications for membership-based organizations. His research focuses on the management of customer relationships and he is most well known in academic circles for his work in relationships marketing. He has served as a visiting professor at ESCP in Paris, France and provides regular executive teaching for TKK Executive Programs of Helsinki, Finland.

**Christie Nordhielm, Ph.D.**
Christie Nordhielm is a founding partner of The Big Picture Partners and a world-renowned consultant and speaker in the areas of Strategic Marketing and Advertising. Christie is also an Associate Professor of Business at the Ross School of Business at the University of Michigan. Christie began her teaching career on the faculty of the top-ranked Marketing Department at the Kellogg School at Northwestern University, where she was selected by students in the full-time MBA program as the L.G. Lavengood Outstanding Professor of the Year in 2003. She has also served on the Faculty at the University of Chicago. At the University of Michigan she teaches Marketing and Business courses at the undergraduate, MBA, and executive levels.

**Marta Dapena-Baron, Ph.D.**
Marta is a founding partner of The Big Picture Partners. Marta teaches strategic marketing, pricing, and customer insights across executive audiences at a variety of companies including Johnson & Johnson, GE, Sealed Air, and Ecolab in the US, Europe and Asia. She has also taught strategic marketing courses as part of the faculty at the Johnson School of Business at Cornell University and at the Ross School of Business at the University of Michigan where she teaches in the Executive MBA and Executive Education programs.

Course Experience and learning objectives

*Marketing Strategy: The Big Picture* emphasizes the dynamic nature of strategy development by presenting key marketing topics as a set of interrelated modules as opposed to separate “chapters” representing topics independently. Beginning with the high level strategic topic of business objective, the framework will help you identify and prioritize key decisions, and it then will help you understand how those decisions affect other elements of your firm’s downstream execution. The methodical strategy development and planning process facilitated by the framework will enable you to assess decisions on an ongoing basis, thereby engaging in a process of continuous learning in the area of strategic marketing.

During this engaging three-day course you will learn to:

- Frame marketing opportunity based on company core capability, and customer and competitive objectives, linking strategic choice to its executional implications.
- Use needs-based segmentation principles with special emphasis on practical tools that link the segmentation work to the creation of a value proposition.
- Create a value proposition compellingly articulating value through positioning and capturing value by linking pricing to strategy.
Program Location, Logistics, and Fees

Location:

*Marketing Strategy: The Big Picture* is held in the state-of-the-art Peter T. Paul College of Business and Economics located on the University of New Hampshire’s Durham campus. The classroom is equipped with executive level technology to create a positive learning environment.

Accommodations:

The program fee does not include accommodations. If you plan to stay, consider The Three Chimney Inn and the Holiday Inn Express, both located in Durham, and The Sheraton Harborside in Portsmouth.

Tuition and Fees:

**Early Bird Price:** Register by September 30 and pay $2,970 / person.

**After September 30:** $3,300. per person.

Fees are inclusive of: All program materials; meals during the program (breakfasts, lunches, morning and afternoon breaks and one dinner); and Continuing Educations credits (CEUs).

10% discount to UNH alumni. Take your discount at registration.

Registration and Cancellation Policies:

Full refunds for cancellations up to 30 days. For detailed information, please visit: [https://paulcollege.unh.edu/executive-education/open-enrollment-programs/marketing-strategy-big-picture](https://paulcollege.unh.edu/executive-education/open-enrollment-programs/marketing-strategy-big-picture)

Questions?

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