

THE PRACTICAL MARKETING WORKBOOK



Learning, understanding and
applying marketing concepts
through practical activities

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About the Author

Geoff Fripp has over 20 years experience in hands-on marketing roles, with firms such as St.George Bank, Telstra, CIC insurance and a major credit union.

During this time he gained experience in most marketing areas, with his roles including: marketing manager, product development manager, marketing research manager, direct marketing manager, and communications manager.

Outside of his corporate experience, he also founded and managed a small business during the 1990's.

Since 2001, Geoff has been a speaker and lecturer in the field of marketing. He has taught for a number of universities and private colleges, including the University of Sydney, where he has been an Adjunct Lecturer for five years.

About the Book

Obviously, the field of marketing is best taught and understood by involving the students in a range of practical examples, exercises, and case studies.

During his teaching, Geoff noticed that most of the available activities were either: multiple choice questions (that mainly reviews theory/definitions) or case studies (that rely on the students already having a solid knowledge of the topic).

Therefore, as there appeared to be a shortage of 'stepping stone' activities, this workbook was developed to help students to review new materials in short 'bite-size' pieces.

Using the Book

There are over 200 activities in this workbook. Therefore, lecturers simply need to 'pick and choose' the activities they want to use.

Some activities are quite short and fairly simple - these are designed to be 'lecture breakers' and to reinforce a model/topic during a lecture.

Some activities are quite interesting, or a bit of fun - these are designed to review materials, whilst also 'energizing' a class after a heavier activity.

Most activities are designed to form part of a 1-2 hour tutorial session. Approximate timings have been provided for each activity to enable easy lesson planning. (Note: These timings will vary depending upon the group and the lecturer's facilitation style.)

TOPIC ONE

Introduction to Marketing

- Perceptions of Marketing
- Defining Marketing
- Marketing Philosophies and the Marketing Concept
- Customer Value
- Customer Satisfaction
- The Role of Marketing
- The Marketing Mix
- Quick Icebreakers

Activity 1: Perceptions of Marketing

Activity Type	Group discussion → then class discussion
Required Time	15-20 minutes
Topics Addressed	Initial understanding of marketing

Instructions

Marketing is sometimes a misunderstood profession. Therefore, at the start of this course, let's review your initial perceptions of marketing using this quick quiz.

Keep in mind that the goal of this activity is not to select a particular answer - instead, its purpose is to explore the generally held perceptions of marketing.

When you have finished, compare your perceptions against those of your fellow students (or other groups).

Use this scale for your answers:

A= Definitely true

B = Somewhat true

C = Could be true or false

D = Somewhat false

E = Definitely false

(Note: This will be an interesting activity to look back upon at the end of your program.)

Activity/Task

1. Marketing is simply another word for advertising.
2. The main goal of marketing is to maximise the number of customers.
3. People who are successful in marketing are really creative and outgoing - but are not that good with numbers and statistics.
4. Marketers do not usually end up as CEO's. Most CEO's have a finance, engineering, or legal background.
5. People in marketing roles tend to have little interaction with staff from other departments (functions) within a firm.
6. The main goal of advertising is to make the product sound as attractive as possible.
7. All firms need to advertise to some extent.
8. All large firms will have a marketing department.

9. A bank could design, develop and successfully launch a new credit card product inside three months, if it really wanted to.
10. A clerk in an administrative role has absolutely no effect on sales.
11. Some firms actively demarket (try to discourage) to low-value customers.
12. A response rate of less than 5% for a direct mail campaign will lose money for a firm.
13. If something goes really wrong with our service/product, customers are likely to switch to competitors even if we rectify their problem.
14. Many key marketing decisions within a firm are so important that the CEO (or the senior executive team) often undertakes them (rather than the marketing department).
15. Marketing tasks are fairly simple, particularly compared to complex and serious roles/functions like finance and engineering.

Question Number	Your response (A-E) Refer to scale on previous page	'Average' Response of Group/Class (A-E)
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Activity 2: What is Marketing?

Activity Type	Group discussion → then class discussion
Required Time	15-20 minutes
Topics Addressed	Defining marketing

Instructions

Even in the business world, the term 'marketing' conveys different meanings. For instance, there are still business managers who see marketers as just the implementers of the organisation's promotion and advertising programs.

Your task in this activity is to firstly review the various views/definitions of marketing in the conversation below.

Then see if you can come up with your own definition of marketing (based on some of these views and your general understanding of marketing).

Try not to use a standard textbook definition - instead see if you can construct a suitable definition of marketing in your own words.

Activity/Task

Vicki: To me the answer is pretty straightforward - marketing is all about working out how you can get consumers to buy more products from your firm.

Susie: That's fine, but how do you actually do that? I think marketing is the various tasks that you undertake to get consumers to buy more, such as having special offers and developing great new products.

Natalia: But is it just about getting people to buy more? For instance, McDonalds could get people to buy more Big Macs if they started selling them for only \$1 - I'm not sure that they would really want to do that.

Paul: No they wouldn't - they would want to increase profits, not sales. That's why in their marketing they train their staff and continuously open more stores, which have lots of seating and parking, as well as having playgrounds and drive-thrus. At McDonalds, their marketing all about convenience and service.

Mitchell: Sure, McDonalds do all that, but they focus on value as well. For just \$6 you can get a burger combo. So I think that a key part of marketing is having a low price.

- Vijay:** But hang on a bit, there are firms that like to charge high prices. For example, with an expensive restaurant, having high prices is a sign of the quality of the food and their service.
- Mike:** And those types of restaurants don't even need to advertise. They gain new customers through their reputation and word-of-mouth.
- Bianca:** You know what you're talking about is having a strong brand. That's what I think marketing is all about. A good example is BMW. Their cars are a status symbol, so people are willing to pay more to own one.
- Barry:** So what you're saying is the key to marketing is lots of advertising in order to build a strong brand so consumers will pay more and buy more.
- Julie:** But isn't it more than just advertising? To build a strong brand, don't you need to start with a good product first? There's no point advertising something that people won't buy again. So I think marketing starts with a good product.
- Charlie:** But to have a good product, you first have to understand the customer and their needs. If you do that right, then you know what products they want, how much they will pay, and how to advertise. So I think the key to marketing is truly understanding the consumer and meeting their needs.

Key points on marketing (from the above conversation)	
Other points that you think should be included	
Therefore, your definition of marketing is...	

Activity 3: Which Marketing Orientation/Philosophy?

Activity Type	Individual exercise
Required Time	10-15 minutes
Topics Addressed	Marketing philosophies The marketing concept

Instructions

Firms tend to adopt a particular orientation/philosophy in terms of their overall approach to business.

For the following examples, match the firm to the orientation/philosophy that they most appear to follow.

Use this list for your answers:

A = Production Concept

B = Product Concept

C = Sales/Promotion Concept

D = Marketing Concept

E = Societal Marketing Concept

Activity/Task

(Simply record your responses at the side of each statement.)

1. “It’s a old saying, but it’s true – ‘build a better mouse-trap and the world will beat a path to your door’. And that’s exactly what we do! Our products are always being enhanced and improved upon and, quite simply, they’re the best on the market.”
2. “We’re very focused on understanding our customers and meeting their needs. And you have to be. For example, 20 years ago our firm used to manufacture typewriters - well nobody buys them anymore. Therefore, to be successful you have to adapt and fortunately our whole firm is committed to that goal. And it’s working, last year we achieved both record profits and record customer satisfaction scores.”
3. “We’re an importer of various products that are suited to direct marketing promotion. In particular, we are heavy users of late-night TV info-commercials. Our approach is simple – find fun, novelty or self-improvement products from overseas, import them, and them effectively promote them.”
4. “In today’s world, running a successful business is quite a complex challenge. It’s a real balancing act to constantly provide a fair return to our shareholders, whilst meeting the ever-changing needs of the consumers. And we also do this within our requirements of working with environmentally-friendly technology and materials, as well as giving something back to the community. But it’s a challenge that we really enjoy.”

5. “At our firm, we are very cost-focused and we have worked hard to become a lean organisation. We believe that if we can make and distribute our products very efficiently, then we can always sell cheaper than our competitors, and hence we will sell more and make more money.”
6. The Body Shop is a large retail chain throughout many countries. As part of their business philosophy, they will only deal with ‘ethical’ suppliers (for instance, ones that have fair employment practices). It is also important to them that they contribute to good causes and that their products are environmentally friendly.
7. Some companies are very focused on innovation and technological break-throughs. And some will even disregard poor market research results (which indicate limited interest in their product concept) if they really believe in their product.

These firms understand that new technology often takes time to be adopted by consumers. (For instance, mobile phones were initially only adopted by businesses, and much later by consumers.) Therefore, they create a great product first, and then they try and create a market.

8. The Salvation Army is a high-profile charity that helps thousands of people annually through its many programs and various forms of support.

However, to provide such extensive support, they need significant donations from individuals and businesses. Therefore, throughout the year they conduct many fund-raising lunches with business people, have significant direct marketing programs in place, generate significant amounts of publicity, and even conduct advertising.

9. For many years, there has been a trend of manufacturing firms deciding to physically produce their goods internationally, in countries where labour costs are significantly lower (such as China, India, Mexico).

This trend is now extending to basic services as well. A good example is the firms in India that provide 'outsourced' telephone call-centre services to large companies, such as banks and insurance companies.

These Indian call-centre firms often win their new business primarily on the basis of offering a low price. Therefore, they continually focus on containing costs and improving efficiency in order to grow their business.

10. Burger's Galore is an organisation that gathers a lot of information regarding its service levels and how their customers perceive them. Their corporate culture is highly customer focused and they work hard to meet the changing needs of the market.

Activity 4: Which Orientation Would You Choose?

Activity Type	Group discussion → then class discussion
Required Time	10-15 minutes
Topics Addressed	Marketing philosophies The marketing concept

Instructions

The following is an excerpt from a manager's meeting for a newly formed firm that is planning to be a manufacturer of bicycles. Essentially, they are discussing which marketing orientation/philosophy they should adopt.

In this activity, you firstly need to identify which type of orientation/philosophy that each participant is proposing. And then your task is to nominate which orientation/philosophy that you think would be most appropriate for this firm.

Activity/Task

James: As you all know, I've been a keen cyclist for many years. And I think that there's a real opportunity for innovative state-of-the-art bikes.

There's always someone out there who wants the latest gadget. We've all seen that in the entertainment market (with PlayStation and iPod for instance). So I think that we can easily pick up on that trend in the bike market.

Julie: Sure, that's an option, but you're talking about a pretty small market. I think that we should go mass market. These days some kids own two or three bikes, or get a new one every year. Success in that large market is simply price.

If we make the bikes efficiently and sell them at a low price – then the bikes will roll off the shelves as fast as we can make them.

John: Yeah – maybe that will work. But today's world is celebrity and brand crazy. For many kids today, it's all about image and status.

So I think that we should get a high-profile celebrity to endorse our product, and then get out there and really build a strong brand. This is a real opportunity - I mean, you can list a dozen brands of cereal, but how many brands of bicycles do you know?

Jane: But do people really choose a bike based on the brand? Or do they choose a bike that really suits them and has a good range of features.

You know what I think – I think we should run some focus groups with kids, teenagers, and young adults and find out what they really want in a bike. Meeting customer needs is the key to success.

Jenny: Well, of course, we should meet customer needs! But wouldn't it be great if we could make a difference to the environment as well. You know, encourage people to cycle (not drive) whenever they can. And we could also generate a lot of free publicity by using this approach.

What is the preferred philosophy/orientation for...	Select from: <ul style="list-style-type: none">• Production Concept• Product Concept• Sales/Promotion Concept• Marketing Concept• Societal Marketing Concept
James?	
Julie?	
John?	
Jane?	
Jenny?	
You/your group?	
Why did you/your group select this particular philosophy/orientation?	

Activity 5: What is Customer Value?

Activity Type	Class discussion
Required Time	10-15 minutes
Topics Addressed	Customer value

Instructions

Providing value to consumers is a cornerstone of success in marketing. But value can mean different things to different people at different times.

In this activity, identify how each of the following consumers perceives value. (For example, value = low price, or value = good service, and so on.)

Activity/Task

1. "I drive a BMW. Why? Because I always want the best, that's important to me. I usually buy high quality products."
2. "I also drive a BMW, but I don't really care about the car – I just want to show my family, friends and neighbours how well I'm doing in life."
3. "I like going to McDonalds – it's such great value – sure, the food isn't that great, but you get a lot for your money."
4. "I'm happy to pay \$200 for a pair of shoes – because they last for years. I really can't understand people who buy a \$50 pair of shoes every six months."
5. "I always buy my families clothes from either Target, Best & Less, Big W, or Lowes (discount stores). Look, a shirt's a shirt – why pay more that you have to!"
6. "I won't shop at those stores; they are very cluttered and too busy. I prefer to shop at specialist clothing stores. They are quieter, they are much nicer to be in, and you can take your time and comfortably try on clothes."
7. "I still shop at the local butchers, rather than going to the big supermarkets. Sure, it's a bit more expensive, but the butchers are always friendly, you can have a laugh, and they even tell you how to cook the meat if you're not sure about it."
8. "I switched my loan from one of the big banks to a credit union. It's going to cost me a little bit more, but I know that I can trust them, I'm not sure about the banks anymore."

9. "I always buy my petrol at a Woolworth's petrol station these days. This is because you get a four cents a litre discount. I know that it's only about a \$2 saving, but I just feel better that I'm getting a good deal."
10. "Well I'm the opposite - I won't go to a Woolworth's petrol station. They are too crowded and you spend 15 minutes there just to save \$2. I'd rather go to a quiet petrol station and get in and out very quickly."

What is meant by 'value' in...	
Statement 1?	
Statement 2?	
Statement 3?	
Statement 4?	
Statement 5?	
Statement 6?	
Statement 7?	
Statement 8?	
Statement 9?	
Statement 10?	
Any other perceptions of 'value'?	

Activity 6: What is Customer Satisfaction?

Activity Type	Individual exercise → then group discussion
Required Time	10-15 minutes
Topics Addressed	Customer satisfaction

Instructions

Satisfied consumers will often create a steady income stream and positive word-of-mouth for the firm. It is generally acknowledged that you cannot run a successful business in the long-term without providing customer satisfaction.

Part A: *Review the following examples and try to identify to what extent each customer is satisfied (use the simple rating scale provided).*

Use this scale for your answers:

A = Highly satisfied/delighted

B = Just satisfied

C = Dissatisfied

Part B: *See if you can identify what is driving the customers' level of satisfaction.*

Activity/Task

1. "My friends dragged me to see the 'Snakes on a Plane' movie. I didn't want to go! I thought it was going to be a stupid movie, but it turned out to be not too bad."
2. "I got the old VCR player repaired as the videos always looked fuzzy. The firm fixed it in a few days and met their \$60 quote. Now the VCR works fine."
3. "I was really excited about going to see the Grand Final, however, the seats were right up the back and we were next to a bunch of loud, noisy, drunk people."
4. "I couldn't believe that the hotel only charged \$100 for the night. They could easily charge a lot more for what they offer."
5. "I was so excited when I first saw Vanilla Coke – I thought it would taste great, just like Coke and ice-cream. But when I tasted it, it was so bad that I couldn't even finish it."
6. "I hired a floor polishing machine for the weekend. When they delivered it, we found it was too big to get through the doorway. They took it away without charge, but I was disappointed as I had previously checked with them that it would fit."

7. "I had a real problem with my bank as they kept charging a wrong fee to my account. When I went to see them they were really good about it, refunded the fee and apologised and said that it wouldn't happen again."
8. "I went to McDonalds the other day and it was a real surprise. I haven't been there in years and these days they have a good choice of food, nice coffee, and even comfortable lounge chairs to sit in."

How 'satisfied' is the customer in... (PART A)	Select from: A. Highly satisfied/delighted B. Just satisfied C. Dissatisfied
Statement 1?	
Statement 2?	
Statement 3?	
Statement 4?	
Statement 5?	
Statement 6?	
Statement 7?	
Statement 8?	
What factors appear to be determining the customer's satisfaction level? (PART B)	

Activity 7: The Functions/Tasks of a Marketer

Activity Type	Group discussion → then class discussion
Required Time	15-20 minutes
Topics Addressed	The marketing function

Instructions

Have a look at the list of business tasks outlined below.

For each task, determine how likely it would be for somebody in marketing (that is, they could be anyone in marketing, junior or senior) to do this task as part of his or her role.

Use this scale for your answers:

A = **Likely** that a marketer would do the task

B = **Maybe** a marketer would do the task

C = **Unlikely** that a marketer would do the task

(Note: The tasks undertaken by marketers will vary across different firms. Therefore, simply answer using your understanding of the functions of marketing in general.)

Activity/Task

1. Attend the weekly staff meeting and discuss recent sales results
2. Analyse the increase in the number of customer complaints
3. Brief the market research agency our research needs for the teenager market
4. Check the progress of our new store – review the design and its facilities
5. Write two articles for the company newsletter
6. Meet with an unhappy (dissatisfied) customer
7. Review the IT schedule and check the new product priorities
8. Provide some recommendations for the new staff bonus scheme

9. Meet with the accountant to recommend a 10% price increase
10. Attend the new product development meeting
11. Review the application form for new customer 'sign-ups'
12. Meet with the local cricket club regarding a sponsorship deal
13. Prepare a presentation for upcoming staff training day
14. Draft a speech for the CEO
15. Draft the Chairman's Report for the firm's Annual Report

Task	Your response (A-C) (Refer to scale on previous page)	'Average' Response of Group/Class (A-C)
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Activity 8: The Role of Marketing in a Firm

Activity Type	Group discussion → then class discussion
Required Time	15-20 minutes
Topics Addressed	The role of marketing

Instructions

The discipline of marketing is usually embedded throughout an organisation. This means that key marketing tasks/decisions are often undertaken by employees/managers outside of the formal marketing department.

This situation explains why sometimes the responsibilities of a marketing department within an organisation may differ to the broad scope of marketing as outlined in most marketing textbooks.

For this activity, consider a biscuit company, like Arnott's, – at which “level” of employee (refer list) would the following decisions probably be made?

Use this simple list for your answers:

A = CEO/Executive

B = Marketing Manager

C = Marketing Coordinator

D = Non-marketing Manager

Note: You may indicate some shared decisions (such as A/B)

Activity/Task

1. Which newspapers/magazines should we advertise in?
2. Determining the total amount of the marketing budget?
3. Which product categories (biscuits, chips, ice-creams, etc.) should we offer?
4. What new products should we launch this year?
5. What training does our retail sales team need?
6. What campaign slogan to use for the launch of a new product?
7. Whether we should introduce a new flavour of Tim Tam biscuits?

8. What price should we charge for our products?
9. What geographic markets should we compete in?
10. What bonuses should be paid to sales staff?
11. What marketing research do we need?
12. How should we address the potential threats from new competitive product/s?
13. How can we motivate our sales team on a day-to-day basis?
14. Who should approve the annual marketing plan?
15. What level of biscuit production is required?

Decision	Your response (A-D) (Refer to scale on previous page)	'Average' Response of Group/Class (A-D)
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Activity 9: The Role of Marketing at McDonalds

Activity Type	Individual exercise → then group discussion
Required Time	15-20 minutes
Topics Addressed	The role of marketing

Instructions

Part A: *As you read the case below, try and identify the reasons for the success of McDonalds throughout the world. (Use both the information in the case and your own knowledge.)*

Part B: *Which of these reasons would you consider to be 'marketing decisions/activities'?*

(Note: The goal of this activity is to further understand the scope of marketing and to determine the importance of marketing in a firm's overall success - rather than as an evaluation of McDonald's particular strategy.)

Activity/Task

Let's face it – pretty well everyone we know has eaten at McDonalds at some time. In fact, in Australia alone, McDonalds averages more than 1 million customers each day.

But why is McDonalds so successful? Particularly as many people would agree that their food is just OK, but it's not great. Therefore, if it's not their core product offering driving their success, then what is?

To find out, let's go back to the beginning of their success story. It was in the 1950's when Ray Kroc, a milkshake machine salesman, got a big order from the McDonalds brother's hamburger store. They bought six machines that had the capacity to make 48 milkshakes at one time!

Ray was fascinated to find out why a local hamburger store would want to make so many milkshakes at one time. He found out that they had very efficient processes and systems that enabled them to make many hamburgers at one time and serve many customers quickly.

Obviously, Ray saw significant potential in this local hamburger store and eventually worked with the McDonalds brothers to expand store numbers.

Since then, McDonalds has streamlined, fine-tuned and systemised their food production process even further. This allows them to provide great speed and consistency of product. This gives their customers the reassurance of knowing exactly what they are going to get, no matter which McDonald's store they visit.

Today, McDonalds is a major owner of real estate and has stores in thousands of key locations throughout the world. This obviously provides great convenience to customers. And to make their offering even more convenient, McDonalds have added drive-thru options and extended trading hours at many of their stores.

They also provide a good range of facilities including easy parking, comfortable seating, playgrounds, toilets, and even free newspapers – all within clean and modern surroundings.

Despite their success, in recent years McDonalds has tried to adapt to the changing needs of the market with their broader and healthier menu. And to support this change, they have heavily promoted their new menu in order to keep their strong brand relevant with today's consumers.

Likely Reasons for their Success? (PART A)	A Marketing or a Non-Marketing Responsibility? (PART B)

Activity 10: What's the Marketing Mix?

Activity Type	Part A = Individual exercise Part B = Group discussion → then class discussion
Required Time	15-20 minutes
Topics Addressed	The marketing mix

Instructions - for Part A

The 'marketing mix' is a convenient method for remembering the scope of marketing activities. Traditionally, students learnt about the 4P's of marketing, which is most applicable to manufacturers of physical goods. Today, students also learn about the 7P's (the marketing mix for a service firm).

From the following list of P words, identify which are the traditional 4P's and which are the three additional P's for services marketing.

Use this simple scale for your answers:
4 = Part of the traditional 4P's
7 = Part of the extended 7P's

Activity/Task - for Part A

Product	Profit	Price	Performance
Positioning	Production	People	Perception
Place	Promotion	Physical Evidence	Process

Instructions - for Part B

To illustrate how the marketing mix works together to implement the organisation's marketing strategy (in order to meet the needs of a target market), let's use an example for an up market hotel chain, such as Hilton Hotels.

Assume that Hilton Hotels (which are usually '5-star' quality) decided that they wanted to introduce a chain of BUDGET hotels (at around 2-3 star quality) in order to capture a greater share of the total hotel market.

Your task is to identify how would they need to modify their 7P's marketing mix to meet the needs of this new target market.

(Note: At this stage of the course, only simple answers are required. The first P has been completed for you, as an example.)

Activity/Task- for Part B

List the 7P's Below	Mix as a 5-star hotel	Mix as a 2-3 star hotel
Product	<ul style="list-style-type: none"> • High quality facilities, • Large rooms, • Expensive furnishings, Spacious balconies (where possible), • An array of high quality supporting restaurants, bars, luxury swimming pools and spas, • All perfectly maintained. 	<ul style="list-style-type: none"> • Basic/low quality facilities, • Smallish rooms, • Budget/limited furnishings, • No added facilities, • Acceptable maintenance of facilities.

Activity 11: Working with the Marketing Mix

Activity Type	Individual exercise → then group discussion
Required Time	15-20 minutes
Topics Addressed	The marketing mix Basic marketing strategy

Instructions

Below is a simple case study to illustrate the range of potential marketing activities and the marketing mix.

Part A: *In the first instance, you need to list some possible approaches to improving profit for this business. Try to think of a range of different profit ideas.*

Part B: *Once you have generated your list, identify which of your ideas would be considered part of the marketing mix (you can use either the 4P's or 7P's).*

Part C: *Considering your responses in Part B of this activity, how important is the marketing mix in helping to generate profits?*

Activity/Task

Fat Frank's Burgers

“Frank owns three hamburger shops; his weekly sales, and profit and loss is shown in the table on the next page. Although he is making a pre-tax profit of \$1,500 per week, he still believes that there is room for profit improvement.

He has approached you to give him some advice on how to improve his marketing in order to improve his profits. What advice will you give him?”

Refer to the next page for his financial information →

Weekly Figures	SHOP 1	SHOP 2	SHOP 3	TOTAL
Sales of Burgers @ \$2 each	\$4,000	\$2,000	\$6,000	\$12,000
Cost of Burgers @ \$1 each	\$2,000	\$1,000	\$3,000	\$6,000
Burger Profit	\$2,000	\$1,000	\$3,000	\$6,000
Sales of Drinks @ \$1 each	\$2,000	\$1,000	\$3,000	\$6,000
Cost of Drinks @ 50c each	\$1,000	\$500	\$1,500	\$3,000
Drink Profit	\$1,000	\$500	\$1,500	\$3,000
GROSS PROFIT	\$3,000	\$1,500	\$4,500	\$9,000
Rent	\$500	\$500	\$1,000	\$2,000
Advertising	\$500	\$1,000	\$0	\$1,500
Staff	\$1,000	\$1,000	\$2,000	\$4,000
PRE-TAX PROFIT	\$1,000	(\$1,000)	\$1,500	\$1,500

Possible Ideas to Increase Profits (PART A)	Part of the Marketing Mix? Yes/No (PART B)
Therefore, the level of 'relationship' between a firm's marketing mix and their profitability is... (PART C)	

Activity 12: Quick Icebreaker - Lateral Thinking (A)

Activity Type	Group/team game
Required Time	10-15 minutes
Topics Addressed	Team building activity only

Instructions

This activity is designed for use in the first or second week as a team building (or energizer) activity. Note that some of these questions require creative or lateral thinking to be solved.

Activity/Task

(Simply record your answers at the side of each question.)

1. If a snail climbs up a wall three metres during the day, but slips back two metres at night, how many days will it take for the snail to climb a ten-metre high wall?
2. Divide 30 by $\frac{1}{3}$ and add 10.
3. There was an airplane crash where every single person died, but two people survived. How is this possible?
4. Add a single straight line to make this equation true - the equals sign remains untouched.
 $5 + 5 + 55 = 600$
5. This man is well known in many countries throughout the world. He has a reputation for entering many people's homes, usually in the middle of the night. The police know of him and his activities - yet they do nothing - why?
6. What letter is next in this sequence? O, T, T, F, F, S, S, __?
7. A man was pushed out of a window of a 50-storey building and survived. How is this possible?
8. A girl has the exact same date of birth (including year of birth) as her sister (not a step-sister either), but they are not twins. How is this possible?
9. Of the numbers 1 to 100, how many are divisible by 3?
10. A Las Vegas casino wants to make a set of two souvenir dice, that always come up either 7 or 11 when rolled (the winning numbers in 'Craps'). What numbers should be on each of the dice for this to always happen?

Activity 13: Quick Icebreaker - Lateral Thinking (B)

Activity Type	Group/team game
Required Time	10-15 minutes
Topics Addressed	Team building activity only

Instructions

Like the previous activity, this activity is also designed for use in the first or second week as a team building (or energizer) activity.

Activity/Task

(Simply record your answers at the side of each question.)

1. Johnny's mother had four children. The first was Carl, the second was Carla, and the third was Carly. What did they name the fourth child (which was a boy)?
2. In a new street with 100 houses, how many 9's will be needed for all the letterboxes in total.
3. A man rode into town on Friday, stayed for four days and then rode out, again on Friday. How could this be possible?
4. Change the position of one digit only to make the following equation correct: $42-10=6$
5. A man from Canada has gone outside, only wearing a t-shirt and shorts. Yet it's the middle of winter in Canada and snowing in most parts. Why doesn't he dress warmer?
6. A man rang his wife to say he would be home from work around 7 that night. However, when he got home at 7.05 she was very angry with him. Why was she so angry?
7. Can a man legally marry his widow's half-sister?
8. What is very heavy normally, but backwards it is not?
9. A lecturer is splitting the students in the class into equal sized groups by allocating them a number between one and four. If there are 30 students in the class, how many of them will be allocated the number three?
10. A company wants to make a desk calendar that uses two dice for setting the date of the month. Obviously, they need the two dice to be able to show numbers from 01, 02, and so on, all the way to 31. They want to know if this is possible, and if so, what six numbers should be on each of the dice?

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