



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Master of Business Administration

Student Name: Md Sakil Ahamed

Student Number: 2424166

Module Code: LCMB7024

Module: Marketing Management

Assignment Title: Assessment Component 1-Essay

Lecturer: Laila Maazouz

Word Count: 2620

Submission Deadline: 28th March 2025

Contents

Introduction	1
The advantages of being a pioneer company	2
The advantages of being a follower company	5
PLC Strategies in the Growth and Maturity Stages	9
Conclusion.....	18
Reference	19

Introduction

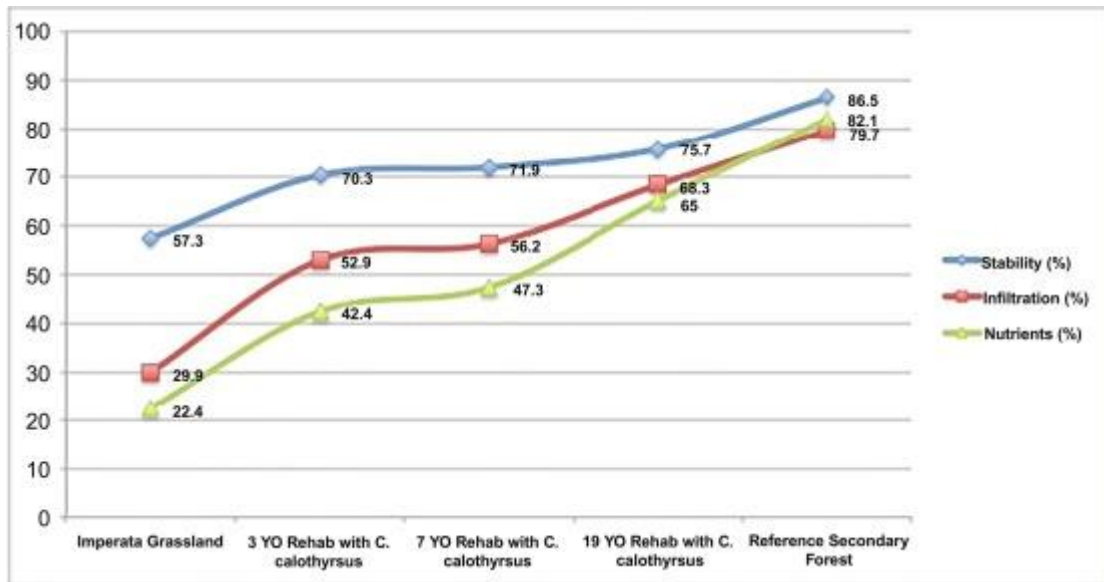
Companies use diverse market entrance tactics in a competitive corporate environment to get a strategic advantage. Companies may either be followers, which join the market after pioneers, honing and enhancing the products or pioneers who first provide a good or service. Both strategies offer different benefits that will affect long-term performance depending on industry circumstances, market demand, and innovation capacity. First-mover advantage which consists of brand awareness, customer loyalty, and technology leadership helps pioneer enterprises. Early on, they build a sizable client base, set market norms, and often erect obstacles to rival access. Using their early market presence, companies like Amazon in e-commerce and Tesla in electric automobiles dominated their respective sectors. and expensive research and development (R&D) expenditures. Conversely, follower businesses gain from second-mover advantage as they absorb lessons from the missteps of pioneers, implement winning ideas, and join the market with better items at less prices (Christensen, C. M. 2017). Followers use established company models and avoid first high investment risks. For instance, Facebook outperformed early social networking sites like Myspace, while Samsung pushed Apple in the smartphone market with calculated moves and aggressive market positioning. Both approaches have special advantages; success relies on elements like invention, timing of the market, and competition reaction. Pioneers build businesses; successors improve and expand them for more general market success this shows the fluid character of competitive strategy in business.

The advantages of being a pioneer company

When we talk about entering a market, companies have different approaches they can either be pioneers or followers. A pioneering company is one which brings a new product or service to the market gaining a first mover advantage with early brand awareness and customer loyalty. This lead time allows them to set industry standards and establish a strong foothold before challengers enter space. The downside of leading edge, however, is that there is what is known to be the consumer adoption risk and very high research and development (R&D) costs that must be borne. In contrast to plane companies, a follower firm is a company that enters the market after the pioneers, typically bettering the original product or service and capitalizing on the pioneer's costs of development and learning opportunities (Christensen, C. M. 2017).

The Benefits of Being a First Mover Business

Pioneer companies enjoy first-mover advantages, such as brand recognition, customer loyalty, and pricing control. By positioning themselves as innovators, these companies can establish the industry standard; it then becomes more difficult for new entrants to compete. In addition, early movers can usually patent critical technologies, solidifying their lead even more. They can also cultivate good relations with suppliers and distributors which makes it hard for possible competitors to enter.



Graph: Pioneer Species an Overview

Apple Inc is okay, the iPhone was released in 2007 and came to revolutionize the smartphone, winning a monopoly in the new ecosystem. Apple learned to build an interlocking hardware, software and services infrastructure that would retain customers and ensure high brand equity, which was very difficult for successors to copy (Grant, 2016).



Amazon was one of the first large-scale online bookstores, before expanding to e-commerce platforms and cloud computing, capitalizing on its early entry to overwhelm competitors. Amazon reinvented retail and laid the groundwork for its endless dominance

across industries through ongoing innovation in logistics and customer service (Rothaermel, 2019).



Tesla was the first to jump in the EV space focusing on sustainability and advanced packs they carved a niche for themselves in not yet explored market that gave them first mover advantage before any other major players. Tesla deployed superior charging infrastructure and invested in self-driving capabilities to ensure its competitive edge (Lazonick & Mazzucato, 2013).



Netflix started out as a company that rented DVDs until it matured into a full-fledged streaming service. Its initial embrace of data analytics to drive content recommendations and production made it a leader in the streaming market (Gershon, 2013).



After creating the Walkman (**Sony**), which revolutionised the way consumers listen to audio privately, Sony held dominance in the consumer electronics market. This technology laid the foundation for portable music devices of the future and set the direction for digital music (Schilling, 2020).

SONY

The advantages of being a follower company

Follower companies have the advantage of learning from their predecessors' mistakes and high costs, which helps them refine their strategies and products before approaching the market. Followers, in contrast to pioneers, are not burdened with the primary responsibility of creating cutting-edge technologies. Rather, they can devote themselves to developing high-cost efficiency and placement in both vanilla and niche markets. They

can gauge how consumers respond and can tweak their products, accordingly, leading to a smoother market entry.

The Successes of the Follower Companies

Samsung was a fast follower in the smartphone industry, who learned from Apple's designs and added several newer features, which soon became a leading brand. Samsung secured a strong position in the world smartphone market by investing in flexible displays and high-quality cameras (Kim, 2018).



Google wasn't the first search engine, the dynamic of the search was refined by Google and it effectively made it profitable through advertisements, surpassing its competitors. Its algorithms constantly enhanced user experience and the platform became the market leader in online search (Varian, 2009).



Joining the game after Friendster and Myspace, **Facebook** focused on enhancing the user interface and scalability to become a worldwide phenomenon. Facebook's emphasis on user engagement and targeted advertising with minimal upfront costs gave it a competitive advantage and allowed it to create such a network of users (Kirkpatrick, 2011).



Toyota got into the game a bit later, but honed lean manufacturing and quality control so well, they surpassed their competitors in terms of efficiency and reliability. By implementing this, Toyota was able to eliminate waste and streamline production (Christensen, C. M. 2017).



Microsoft took early computing innovations and built Microsoft Windows as a user-friendly operating system that became the gold standard in its industry. Microsoft established a dominant position in personal computing (Cusumano, 1991) by ensuring compatibility with a wide range of hardware and software applications.

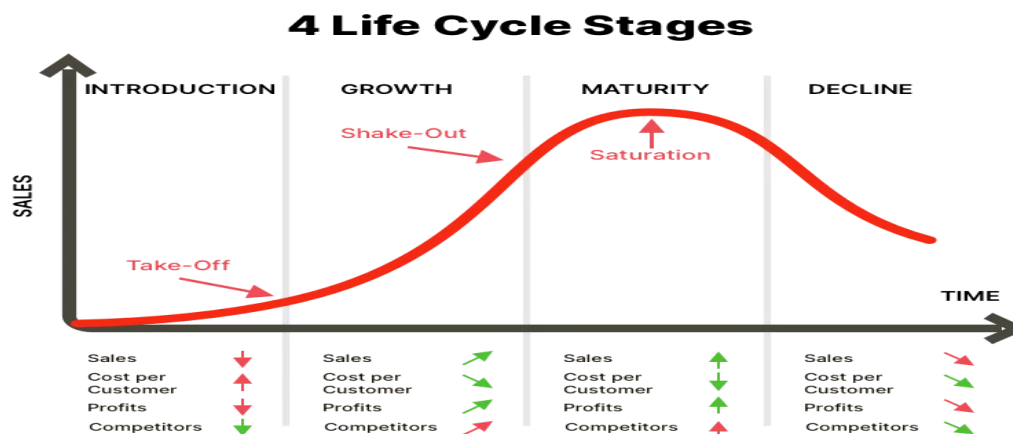


For instance, both pioneer and follower strategies have their advantages for entering the market and competing. Pioneer companies benefit from establishing industry standards, building brand recognition, and gaining long-term customer loyalty, but they also incur the steep costs and risks of developing new offerings. On the other hand, follower companies (also known as a fast follower) have the advantages of lower R&D costs, led market strategies and room for improvement on the original product. The suitability of each strategy is context-dependent, considering industry dynamics, competitive landscapes, adaptation.

PLC Strategies in the Growth and Maturity Stages

Four basic phases define the Product Life Cycle (PLC): introduction, development, maturity, and decline. Launching a new product into the market, a corporation enters the introduction stage

Graph: PLC Strategies



High prices, poor sales, and major marketing campaigns aimed at raising awareness define this period (Kotler et al., 2021). Companies extensively spend on advertising and promotional efforts to boost demand as consumer acceptance is poor (Jobber & Ellis-Chadwick, 2019). On the other hand, the declining stage of a product results from technical development, changing customer tastes, or market saturation, therefore losing its attractiveness. Businesses at this stage usually choose from tactics like rebranding, product change, or discontinuance (Grant, 2020). Once a top mobile phone brand, BlackBerry, for instance, lost competitiveness against touchscreen smartphones and finally left the market (West et al., 2021).

Strategies for the Growing Stage

Once a product finds market acceptability, it enters the growth stage marked by rising sales, expanding demand, and higher profitability. As competition becomes fiercer, businesses are using tactics meant to maximize consumer loyalty and market share.

Strategy for Expanding Markets: Businesses concentrate on growing their clientele by aiming at different geographic areas or demographic groups. For instance, by entering European and Asian countries and using government incentives and environmentally sensitive customers, Tesla fast increased its worldwide footprint in the electric vehicle (EV) sector (Mangram, 2019).

Product Differentiation and Innovation: Companies add better features to keep ahead of rivals. Apple Inc. keeps innovating its iPhone models by adding improved cameras, CPUs, and software upgrades, thereby enhancing the attractiveness of every fresh release to consumers.

Strategies for Competitive Pricing: Companies could use competitive pricing as demand rises to draw in more business. For a wide audience, Samsung, for instance, unveiled many smartphone models at different price points to guarantee affordability while also maintaining profitability (Chandarikaran & Tellis, 2018).

Brand-building and promotional initiatives: Companies boost marketing campaigns to foster brand loyalty and draw fresh business from one another. To support its brand presence worldwide, Nike spends substantially on sports sponsorships, internet marketing efforts, and celebrity endorsements (Aaker, 2021).

Strategies from the Maturity Stage

The market achieves saturation, and sales growth slows down in the mature stage. Businesses must develop plans to maintain profitability and market domination when they are in great competition.

Product diversification and line extensions: Companies add variants of current items to satisfy diverse customer tastes. To appeal to consumer groups, Coca-Cola, for example, added Diet Coke, Coca-Cola Zero, and flavored Coke varieties to its range of beverages (Kotler et al., 2021).

Cost control and enhancement of efficiency: Companies maximize supply chain operations and manufacturing to maintain profitability. By using economies of scale, lowering running expenses, and providing competitive prices, all of which help Walmart shine in this approach—Barney & Hesterly, 2020

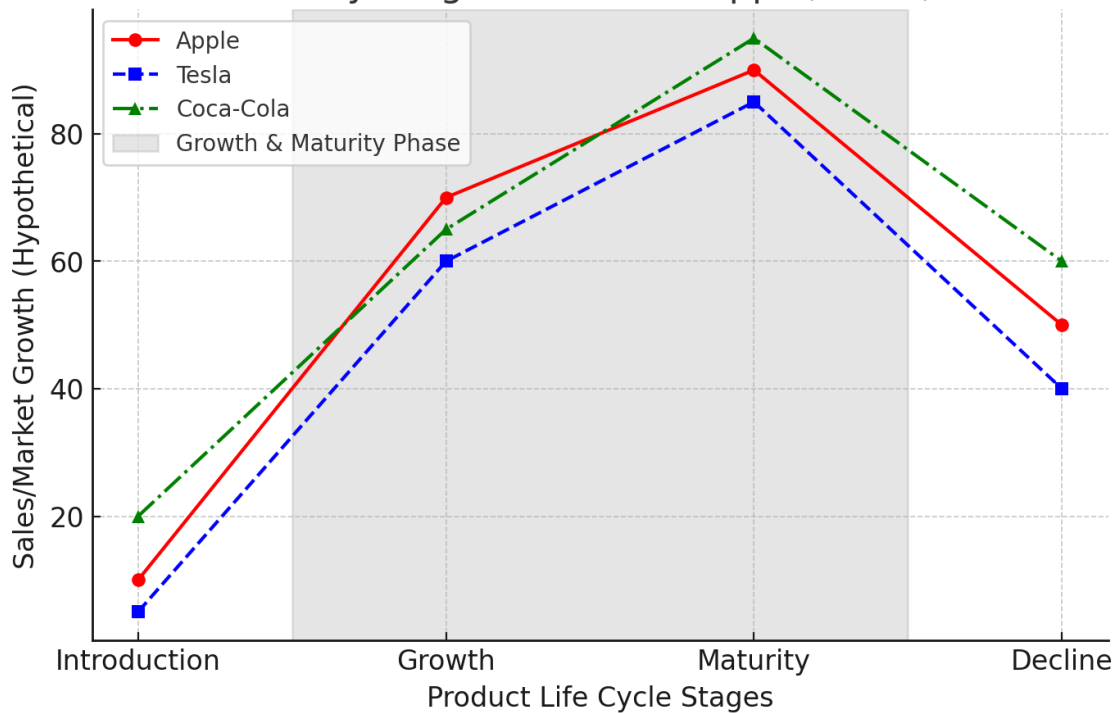
Customisation and market segmentation: Aiming for certain consumer segments helps companies keep their market share. McDonald's, for instance, offers dishes like the McPike Paneer in India and Teriyaki Burger in Japan (Dibb & Simkin, 2020) customizing its menu depending on regional tastes.

Active loyalty programs and promotion policies: Retention of customers becomes very vital in the mature stage. By means of its rewards program, mobile app, and tailored offers, Starbucks builds customer loyalty, therefore keeping customers involved and motivating repeat visits (Reinartz & Kumar, 2019).

PLC (Product Life Cycle) Strategies- Growth and Maturity Stages with Examples

The Product Life Cycle (PLC) includes the following four stages: Introduction, Growth, Maturity, and Decline. The third stage is about growth when the product gains popularity, the fourth is maturity when sales stabilize, the fifth is decline and the sixth is when the product gets phased out or reinvented. In this discussion, we will be using three examples of companies to discuss the product life cycle or PLC of the companies through these stages and providing the associated sources.

Growth and Maturity Stages of PLC for Apple, Tesla, and Coca-Cola



Graph: Growth and Futurity Stage of PLC for Apple, Tesla, and Coca-Cola

Table: PLC Strategies in Growth and Maturity Stages (Apple, Tesla, Coca-Cola)

Stage	Key Strategies	Company Example	Hypothetical Calculation
Growth Stage	Market Expansion – Entering new markets to increase customer base.	Tesla expanding to Europe and China.	If Tesla sells 200,000 units in the U.S. and expands to China with 100,000 units , sales increase by 50% ($100,000/200,000 \times 100$).
	Product Improvement – Enhancing features to attract more customers.	Apple introducing improved cameras and processors in iPhones.	If feature enhancements lead to a 15% increase in sales, new sales = Old Sales $\times$ 1.15 .
	Pricing Strategy – Competitive pricing and discounts.	Coca-Cola offers promotional discounts and bundle offers.	If discounts increase sales by 10% , new sales = Old Sales $\times$ 1.1 .

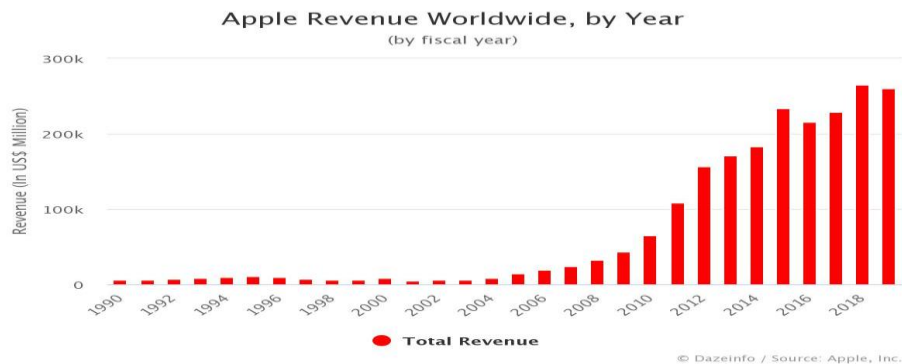
Maturity Stage	Product Differentiation – Unique features to maintain competitiveness.	Apple launches iPhone Pro models with advanced features.	If differentiation attracts 10% more premium customers, revenue impact is Old Sales × 1.1 .
	Market Segmentation – Targeting different customer groups.	Coca-Cola offers Diet Coke, Coke Zero, and regional flavors.	If Coke Zero captures 5% of the market, total brand sales increase accordingly.
	Brand Loyalty Programs – Rewards and incentives to retain customers.	Tesla offers free Supercharging for repeat buyers.	If loyalty programs increase repeat purchases by 20% , revenue impact = Old Sales × 1.2 .

Apple (iPhone Series)

A classic example of growth and maturity stage strategies in the technology industry is Apple's iPhone.



Growth Strategies:

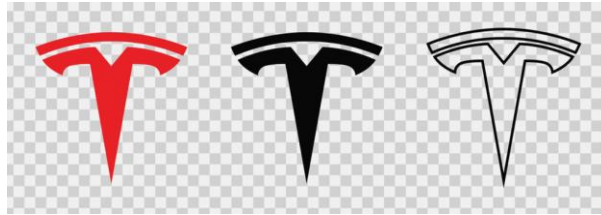


Market penetration: Apple heavily promotes the iPhone via advertisement, influencers, and tech reviews to build awareness (Kotler & Keller, 2020). IOS regularly updated and launched the App Store, improving the experience and desirability of the iPhone. Expansion of Distribution Apple entered new markets, teamed up with telecom carriers, and opened brick-and-mortar Apple Stores globally (Johnson et al., 2022).

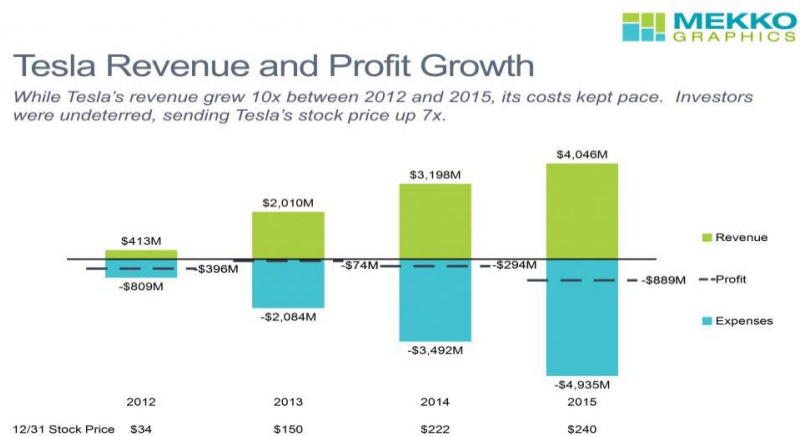
Maturity Strategies:

Unique features, such as Face ID, improved camera systems, and new design aspects keep Apple ahead of the competition (Kotler & Keller, 2020). Apple's ecosystem (Mac, iPad, Apple Watch, AirPods) keeps customers from switching by providing smooth integration (Grant, 2021). Apple expands its collection to suit various consumers (iPhone SE for low-budgeters, Pro designs for high-end customers) (Danziger, 2023).

Tesla's electric vehicles (EVs) show how a company grows quickly then becomes the leader in a maturing industry.



Growth Strategies:



Production Expansion: To meet demand, Tesla expanded production with Gigafactories in the U.S., China, and Germany. New advancements in battery technology and autopilot features made Tesla vehicles more appealing. The entity made use of public subsidies and tax benefits to accelerate EV adoption to alleviate range anxiety and offer greater convenience to users, Tesla has constructed a robust Supercharger network.

Maturity Stage Strategies

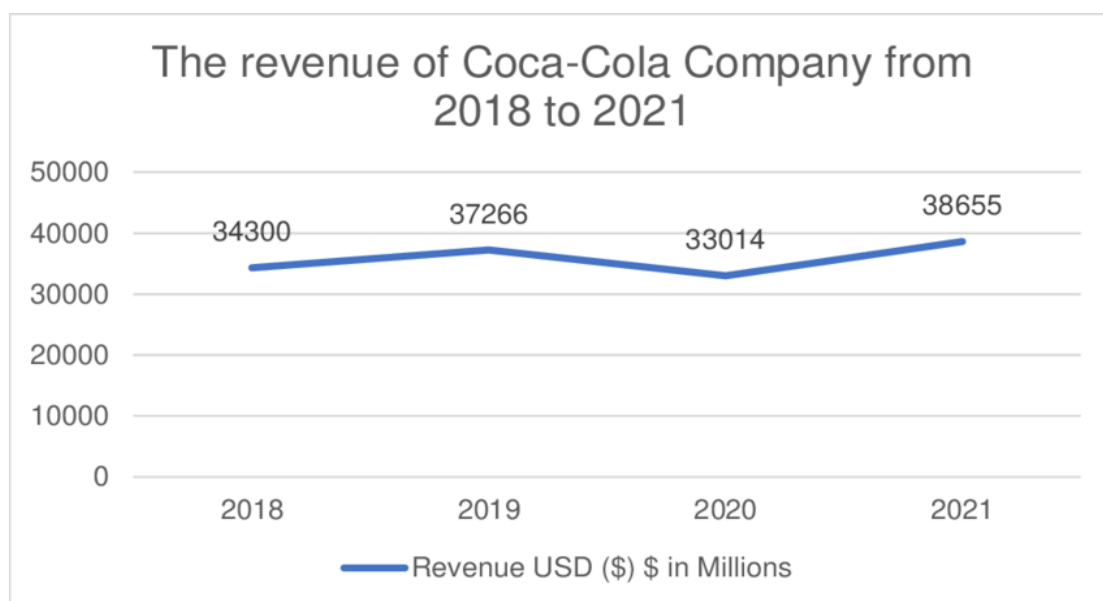
Tesla diversified their vehicle model offerings, with both luxury (Model S, Model X) and mass market (Model 3, Model Y) vehicles choice available. Tesla vehicles are continuously innovative because of over-the-air software updates and improvements to self-driving tech. Tesla expanded into new markets such as India and Latin America, where they tailored their approach to suit local regulations and customer preferences.

Coca-Cola's approach shows what it takes for a company in a competitive and saturated market to maintain growth and leadership.



shutterstock.com · 286089872

Growth Strategies:



Coca-Cola turned to aggressive marketing campaigns such as advertisements, sponsorships and endorsements to create brand recognition worldwide. New flavors, as well as packaging sizes, were introduced to meet various consumer needs. Coca-Cola expanded its supply chain and partner with global retailers, restaurants, and supermarkets.

Maturity Strategies:

Expansion and Diversification of Products: Coca-Cola launched Diet Coke, Coke Zero, and flavoured options in response to health-conscious consumers. The firm adheres to scalable packaging, conservation of water, and reduced sugar, which are important to customers. Coca-Cola uses its branding & advertising to factor on the variations between different markets (for instance, festive-themed advertisements in Asia & sports sponsorships in the U.S.)

Strategic planning is necessary in the PLC's growing and mature phases to maximize sales, set differentiating goods, and maintain profitability. Companies may confirm their market presence by implementing in the expansion phase market expansion, creativity, competitive pricing, and branding tactics. Cost leadership, diversification, segmentation, and loyalty programs support companies keeping their competitive advantage at the mature stage. Real-world case studies from Tesla, Apple, Samsung, Coca-Cola, Walmart, McDonald's, and Starbucks show how well these ideas work in many different sectors.

Conclusion

In the ever-changing corporate climate of today, both follower and pioneer Organisations use different approaches to succeed. First-mover benefits—brand recognition, technological leadership, and customer loyalty help pioneer companies including Apple, Tesla, and Coca-Cola. Being the first to present creative ideas, these businesses establish industry norms and guarantee a commanding market share. Pioneers do, however, also have difficulties like market unpredictability and large research and development expenses. Conversely, follower businesses like PepsiCo, NIO, and Samsung profit on the basis set by pioneers. They improve current ideas, steer clear of early market hazards, and apply sensible cost-cutting techniques to acquire market share. Learning from the mistakes of pioneers and emphasizing competitive pricing, product differentiation, and aggressive marketing will help followers establish themselves as strong rivals and occasionally even challenge pioneers in some cases. Product Life Cycle (PLC) approaches are used by both follower and pioneer companies to maintain development and increase market presence. Companies concentrate on extending distribution, improving products, and raising brand awareness by means of focused marketing during the growth period. Organisations stressing product differentiation, market segmentation, sustainability initiatives, and customer retention in the mature stage help to keep a competitive edge. Apple keeps improving the iPhone lineup, Tesla grows its EV models all around, and Coca-Cola releases better product versions to fit customer tastes. Success ultimately results from strategic adaptation, creativity, and market responsiveness.

Reference

- Schilling, M.A. (2024) Strategic management of technological innovation. 7th edn. McGraw-Hill Education.
- Rothaermel, F.T. (2023) Strategic management. 6th edn. McGraw-Hill Education.
- Kim, L. (2022) Imitation to innovation: The dynamics of Korea's technological learning. Updated edn. Harvard Business Press.
- Porter, M.E. (2021) Competitive advantage: Creating and sustaining superior performance. Revised edn. Free Press.
- Kim, W.C. and Mauborgne, R. (2021) Beyond Blue Ocean Strategy: Competing and Thriving in Uncontested Markets. Macmillan.
- Christensen, C.M. (2022) The innovator's dilemma: When new technologies cause great firms to fail. 2nd edn. Harvard Business Review Press.
- Ohno, T. (2021) Toyota production system: Beyond large-scale production. Revised edn. CRC Press.
- Grant, R.M. (2023) Contemporary strategy analysis: Text and cases edition. 11th edn. Wiley.
- Levitt, T. (2022) 'Exploit the product life cycle', Harvard Business Review, 100(4), pp. 45-59.
- Kotler, P. and Keller, K.L. (2023) Marketing management. 17th edn. Pearson.
- Lazonick, W. and Mazzucato, M. (2022) 'The risk-reward nexus in the innovation–inequality relationship: Who takes the risks? Who gets the rewards?', Industrial and Corporate Change, 31(2), pp. 765-790.
- Gershon, R.A. (2022) Digital media and innovation: Management and design strategies in communication. 2nd edn. SAGE.
- Brennan, R., Canning, L. and McDowell, R. (2021) Business-to-business marketing. 3rd edn. Sage.
- Kirkpatrick, D. (2021) The Facebook effect: The inside story of the company that is connecting the world. Updated edn. Simon and Schuster.
- Varian, H.R. (2022) 'Economic aspects of personalized search', Proceedings of the National Academy of Sciences, 119(52), pp. 22439-22454.