APPENDIX ONE

MARKSTRAT as Research Environment

Cook (1987) notes that studies of marketing strategy in the real world are plagued by problems. Among the most important are measurement errors that confound results, incomplete data that support misleading conclusions and discontinuity in the environment. Cook states that the MARKSTRAT environment suffers from none of these problems. Larréché (1987) states that a simulation game can only contribute to research when it shows realistic behaviour. Research reported seems to justify the conclusion that MARKSTRAT does exhibit this realistic behaviour. Dodgson (1987) reports the experiences of International Computers Limited (ICL) who used MARKSTRAT in a marketing-development program to make its managers internationally competitive in industrial marketing. Participants attending MARKSTRAT see it more and more as a market simulation, instead of a game, with a realistic complexity, that calls for, and allows, a richness of management decision-making. Kinneir and Klammer (1987) did research on the question whether managers from diverse industries perceive MARKSTRAT as reflecting a real enough marketplace to be useful both as teaching tool and as research environment. Results indicate that managers working in diverse industries believe that MARKSTRAT does reflect a real environment useful for teaching and research. These are important reasons for the fact that a number of studies have been conducted in the MARKSTRAT environment. Ten studies have been identified which were carried out in the MARKSTRAT environment earlier than ours was.