

Marketing Planning and Implementation

Planning, Process and Output

Strategic Planning is the process of developing and maintaining a strategic fit between the organisation's objectives/strengths and changing marketing opportunities.

The Marketing Planning Process

Roles of a Marketing Manager

- Collecting and analysing product category data
- Utilising analysis for marketing strategy development
- Implementing the strategy via the marketing mix

Reasons for Strategic Marketing Planning

- To ensure survival in a rapidly-changing environment
- To compete effectively and efficiently
- To satisfy all stakeholders

Overview of a Marketing Plan

A **Marketing Plan** is a written document containing the guidelines for the organisation's marketing programs and allocations over the planning period.

Characteristics of an Effective Marketing Plan

- Specific
- Thoroughly researched
- External competitive focus
- Visionary
- Continually revised



Levels of Planning and Objectives

Levels of Planning

1. Corporate level
2. Strategic Business Unit level
3. Functional (Marketing) level

	Corporate Plan	SBU Plan	Functional Plan
Mission	Developed as part of planning process	May have both corporate and SBU mission	Determined by "your boss"
Industry analysis	Macro, Structure	Macro, Structure, Market	Structure, Market, may be focused on particular segment
Customer analysis	More market size	Segmentation	Profiling
Competitor analysis	Who and how are they better / worse at resources and capabilities	Who and how are they better / worse at portfolio, capabilities	Who and how are they better / worse at project / brand level (marketing mix)
Internal analysis	Resources and capabilities	Portfolio analysis, capabilities	Current strategies
SWOT	The organisation / corporate brand	SBU / Brand	For the project / brand / product
Objectives	Shareholder value	Driven by corporate, value of business	Driven by corporate / SBU, specific to project, marketing mix
Strategies and tactics	Acquisition / divestment of business units	Targeting, positioning, closing the gap	Marketing mix
Budget	The organisation	The business	The project / product plan
Implementation	Marketing philosophy	Marketing audit, internal marketing	Approval, monitoring and control

Objectives

- Must be designed to address identified issues/challenges
- SMART (Specific, Measurable, Attainable, Relevant and Timely)

Corporate Objectives

- Supported by all people responsible to achieve them
- May be big and audacious

Performance Objectives

- Stakeholders' needs must be satisfied
- Measured in terms of financial objectives E.g. ROI

Marketing Objectives

- Corporate and performance objectives need to be translated into marketing performance objectives E.g. Sales, market share
- Factors influencing objectives:
 - Phase in the product life cycle
 - Competitors' objectives (Unwise to have the same objectives as competitors)
 - Financial resources

Mission Statements



Types of Mission Statements

	External yes	External no
Internal yes	Global mission	Organizational mission
Internal no	Market mission	No mission

Goal of a Mission

- Employee motivation E.g. Performance
- Business/Market definition E.g. Customer needs
- Creation of a corporate image E.g. Social responsibility

Strength of Mission Statements

The 'acid' test



Business Definition and Scope

Business Definition (SBU and product level)

- Nature of the market and competition
- Capabilities required to successfully compete in the industry