



MARKETING MANAGEMENT



Developing Marketing Strategies and Plans

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Chapter Questions

- How does marketing affect customer value?
- How is strategic planning carried out at different levels of the organization?
- What does a marketing plan include?



Improving Value Delivery the Japanese Way

- 0 customer feedback time
- 0 product improvement time
- 0 purchasing time
- 0 setup time
- 0 defects



3 V's Approach to Marketing

- Define the value segment
- Define the value proposition
- Define the value network



Benchmarks

Organizational
costs
and
performance
measures

Competitor
costs
and
performance
measures



Core Business Processes

Market
sensing

Customer
relationship
management

New offering
realization

Fulfillment
management

Customer
acquisition



Characteristics of Core Competencies

- A source of competitive advantage
- Applications in a wide variety of markets
- Difficult to imitate



Challenges Facing CMO's

- Doing more with less
- Driving new business development
- Becoming a full business partner



Levels of a Marketing Plan

■ Strategic

- ☐ Target marketing decisions
- ☐ Value proposition
- ☐ Analysis of marketing opportunities

■ Tactical

- ☐ Product features
- ☐ Promotion
- ☐ Merchandising
- ☐ Pricing
- ☐ Sales channels
- ☐ Service



Corporate Headquarters' Planning Activities

- Define the corporate mission
- Establish SBUs
- Assign resources to each SBU
- Assess growth opportunities



Good Mission Statements

- Focus on limited number of goals
- Stress major policies and values
- Define major competitive spheres



Major Competitive Spheres

- Industry
- Products
- Competence
- Market segment
- Vertical channels
- Geographical



Rubbermaid Commercial Products, Inc.

“Our vision is to be the Global Market Share Leader in each of the markets we serve. We will earn this leadership position by providing to our distributor and end-user customers innovative, high-quality, cost-effective and environmentally responsible products. We will add value to these products by providing legendary customer service through our uncompromising Commitment to Customer Satisfaction.”



Motorola

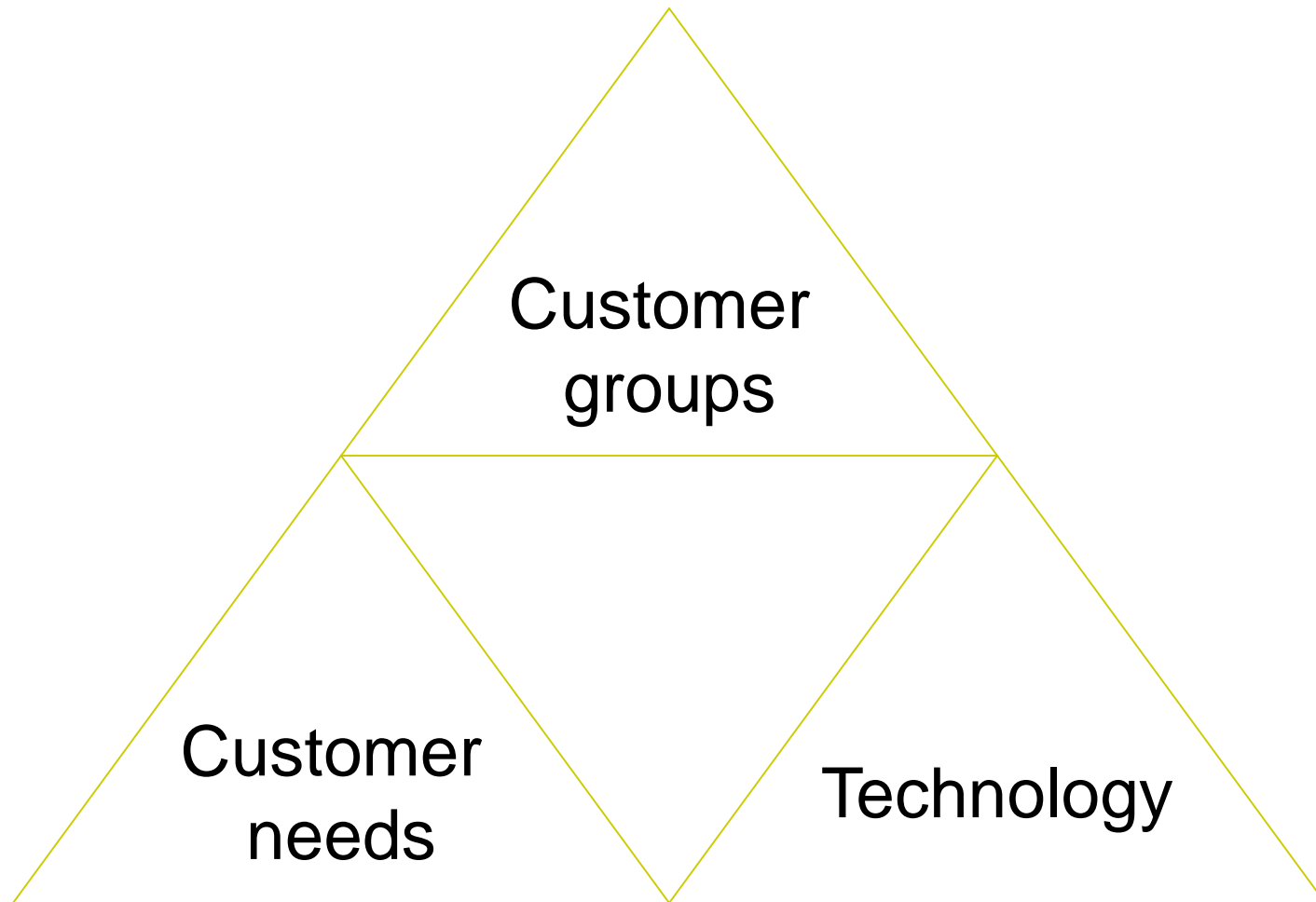
“The purpose of Motorola is to honorably serve the needs of the community by providing products and services of superior quality at a fair price to our customers; to do this so as to earn an adequate profit which is required for the total enterprise to grow; and by doing so, provide the opportunity for our employees and shareholders to achieve their personal objectives.”



eBay

“We help people trade anything on earth. We will continue to enhance the online trading experiences of all – collectors, dealers, small businesses, unique item seekers, bargain hunters, opportunity sellers, and browsers.”

Dimensions That Define A Business





Characteristics of SBUs

- It is a single business or collection of related businesses
- It has its own set of competitors
- It has a leader responsible for:
 - Strategic planning
 - Profitability
 - Efficiency



Organizations

- Culture
- Policies
- Structure



Market Opportunity Analysis (MOA)

- Can the benefits involved in the opportunity be articulated convincingly to a defined target market?
- Can the target market be located and reached with cost-effective media and trade channels?
- Does the company possess or have access to the critical capabilities and resources needed to deliver the customer benefits?



Market Opportunity Analysis (MOA)_2

- Can the company deliver the benefits better than any actual or potential competitors?
- Will the financial rate of return meet or exceed the company's required threshold for investment?



Goal Formulation and MBO

- Requirements for using MBO
 - Unit's objectives must be hierarchical
 - Objectives should be quantitative
 - Goals should be realistic
 - Objectives must be consistent



Porter's Generic Strategies

- Overall cost leadership
- Differentiation
- Focus



Categories of Marketing Alliances

- Product or Service Alliances
- Promotional Alliances
- Logistics Alliances
- Pricing collaborations



Marketing Plan Contents

- ✓ Executive summary
- ✓ Table of contents
- ✓ Situation analysis
- ✓ Marketing strategy
- ✓ Financial projections
- ✓ Implementation controls



Evaluating a Marketing Plan

- ✓ Is the plan simple?
- ✓ Is the plan specific?
- ✓ Is the plan realistic?
- ✓ Is the plan complete?



thank
you

