



# Contents

About This Course	xi
How to Take This Course	xiii
Pre Test	
<b>1 Benefits of Marketing Planning</b>	<b>1</b>
Overview of This Course	
The Marketing Plan Defined	
Model of Demand	
Marketing Plans Versus Business Plans	
The Need for Businesses to Plan	
A Renewed Emphasis on Marketing Plans	
Obstacles to Marketing Planning	
Lack of Needed Information	
Forecasting Problems	
Lack of Consensus Within the Organization	
Lack of Top-Management Commitment	
Time Pressure	
Other Obstacles	
A Balanced View	
Responsibility for Marketing Planning	
Summary	
Review Questions	
<b>2 Developing Corporate Strategy</b>	<b>17</b>
Introduction	
Corporate Strategy Defined	
Conceptual Foundations for Strategic Planning	
Business Definition: Setting the Company's Mission	
Strategic Fit	
Market Attractiveness	
Economies of Scale	

	The Impact of Corporate Planning on Marketing Planning	
	BCG Business Portfolio Analysis	
	General Electric Portfolio Analysis	
	The Porter Model	
	Sustainable Competitive Advantage	
	Value Chain	
	Corporate Strategy: Implications for Marketing Planning	
	Summary	
	Review Questions	
<b>3</b>	<b>The Marketing Planning Process</b>	<b>39</b>
	Introduction	
	The Evolution of Marketing Planning	
	Stage 1—No Planning	
	Stage 2—Budget Planning	
	Stage 3—Annual Planning	
	Stage 4—Long-Term Planning	
	Stage 5—Strategic Planning	
	Marketing Planning Versus Strategic Planning	
	The Marketing Planning Concept	
	A Step-by-Step Guide to Marketing Planning	
	Step 1—Understand the Corporate Mission and Organize for Planning	
	Step 2—Analyze the Present Situation and Environment	
	Step 3—Determine the Marketing Goals and Objectives	
	Step 4—Develop the Marketing Strategies to Achieve the Desired Results	
	Step 5—Design an Action Plan to Implement the Strategies	
	with Appropriate Tactics	
	Step 6—Determine Procedures for Evaluating and Controlling the Implementation	
	of the Plan	
	Integration of Marketing Planning	
	Use of Technology in Marketing Planning	
	Summary	
	Review Questions	
<b>4</b>	<b>Environmental Analysis</b>	<b>55</b>
	Purpose of Environmental Analysis	
	The Difficulties of Environmental Analysis	
	Assessing Economic Trends	
	Sources of Information on Economic Variables	
	Forecasting Economic Variables	
	Legal and Political Analysis	
	Risk Analysis	
	Influencing the Political/Legal System	
	Physical Analysis	
	Social and Cultural Analysis	

---

Technological Analysis	
Forecasting Technological Change	
Competitive Analysis	
Understanding the Competition	
Identifying Competitors	
Assessing Competitors' Relative Positions	
Summary	
Review Questions	
<b>5 Market Analysis</b>	<b>73</b>
The Purpose and Benefits of Market Analysis	
Market Size	
Market Potential	
Market Forecast	
Sales Potential	
Sales Forecast	
Market Share	
Factors That Affect the Accuracy of Market Analysis	
Sources of Information for Market Size Analysis	
Market Measurement Techniques	
Analysis of Market Size	
Total Size, Growth, and Trends	
Analysis of Components	
Buying Process	
Distribution Channels	
Consumer Purchase Process	
Sources of Information Used by Consumers in the Buying Process	
Summary	
Review Questions	
<b>6 Developing Market Strategies</b>	<b>93</b>
Introduction	
Target Market Selection and Market Segmentation	
Segmenting Consumer Markets	
Segmenting Industrial Markets	
New Segmenting Approaches	
The Concept of Positioning	
Summary	
Review Questions	
<b>7 Product Strategy</b>	<b>107</b>
Introduction	
Product Defined	
Generic Product Strategies	

New Product Development	
Strategy/Market Selection	
Idea Generation	
Idea Screening	
Concept Development and Testing	
Business Analysis	
Product Development and Testing	
Market Testing	
Commercialization	
Are Services Different?	
Including Product in the Marketing Plan	
Summary	
Review Questions	
<b>8 Pricing Strategies and Techniques</b>	<b>119</b>
Introduction	
Elasticity of Demand	
A Managerial Pricing Model: The Four C's	
Pricing Example: The Case of Ultra Hair (Clarke, 1976)	
Other Scenarios	
Controls/Regulations	
Conclusions	
Other Pricing Issues	
Product-Line Pricing	
Psychological Pricing	
Price Perceptions	
Pricing New Products: Skimming Versus Penetration	
Summary	
Review Questions	
<b>9 Managing the Promotion Mix</b>	<b>131</b>
Promotion Strategy	
Advertising	
Publicity	
Sales Promotions	
Trade Shows	
Direct Marketing	
Putting It All Together	
Summary	
Review Questions	
<b>10 Developing a Sales and Distribution Program</b>	<b>143</b>
Overview of the Sales Process	
Developing a Sales Program	
Objective of the Sales Force	

---

Sales Force Strategy	
Sales Force Structure	
Sales Force Size	
Managing the Sales System	
Recruitment and Selection	
Training	
Compensation	
Sales Management	
The Personal Selling Process	
Overview of Distribution	
Elements of Distribution Strategy	
Distribution Density	
Channel Length	
Channel Alignment	
Managing the Distribution System	
Summary	
Review Questions	
<b>11 Implementing the Marketing Plan</b>	<b>159</b>
Introduction	
Organizing for the Marketing Planning Process	
Task Organization	
Geographic Organization	
Product Management Organization	
Matrix Organization	
Turning Market Strategies into Action	
Designing Marketing Programs	
Sequencing Activities	
Determining Responsibility	
Selling the Plan	
Monitoring for Results	
Factors Influencing the Implementation of Marketing Programs	
Recognizing and Diagnosing a Problem	
Assessing the Level Where the Problem Exists	
Implementing Plans	
Evaluating Results	
Summary	
Review Questions	
<b>12 Writing the Marketing Plan</b>	<b>173</b>
Introduction	
What Materials Are Needed?	
Writing the Marketing Plan: A Section-by-Section Guide	
Introduction and Executive Summary	
Situation Analysis	
Key Issues	
Marketing and Business Objectives	

Marketing Strategies and Programs	
Marketing Research and Information Systems	
Exhibits	
Specific Content: What Plans Really Contain	
Getting Started	
Tips for Writing the Marketing Plan	
Developing and Writing Marketing Plans: Ten Suggestions for “Getting on with It”	
Some Final Words	
Summary	
Review Questions	
Appendix	189
Bibliography	203
Post Test	207
Case Study	217
Case Study Solution	227
-	
Index	237