



# MKT 4337

- Course Introduction
- Syllabus Overview
- Marketing Plan

# Course Orientation

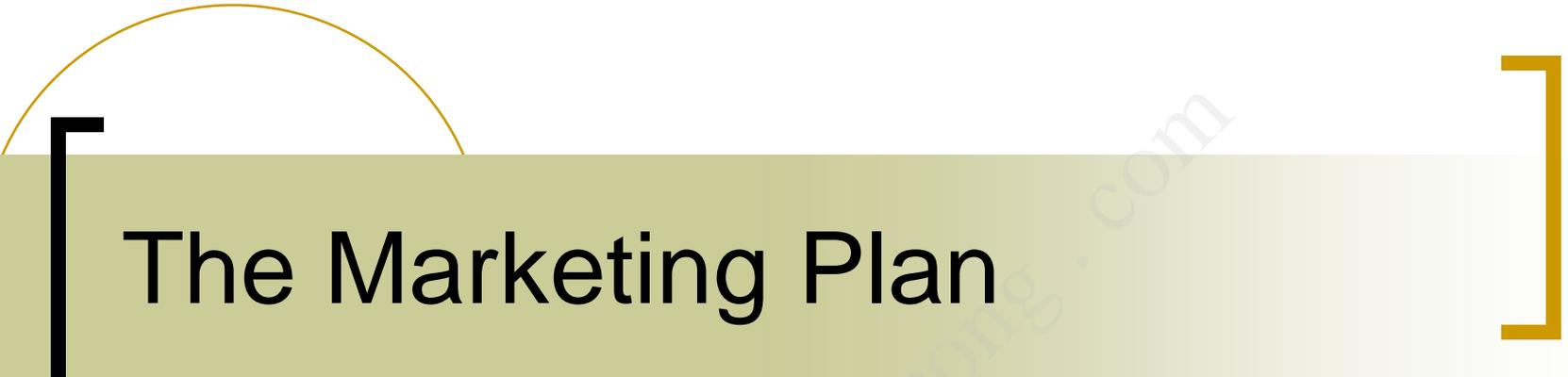
“Whatever be the detail with which you cram your student, the chance of his meeting in after-life exactly that detail is almost infinitesimal; and if he does meet it, he will probably have forgotten what you taught him about it.

The really useful training yields a comprehension of a few general principles with a thorough grounding in the way they apply to a variety of concrete details.

In subsequent practice the (students) will have forgotten your particular details;

**but they will remember by an unconscious common sense how to apply principles to immediate circumstances.”**

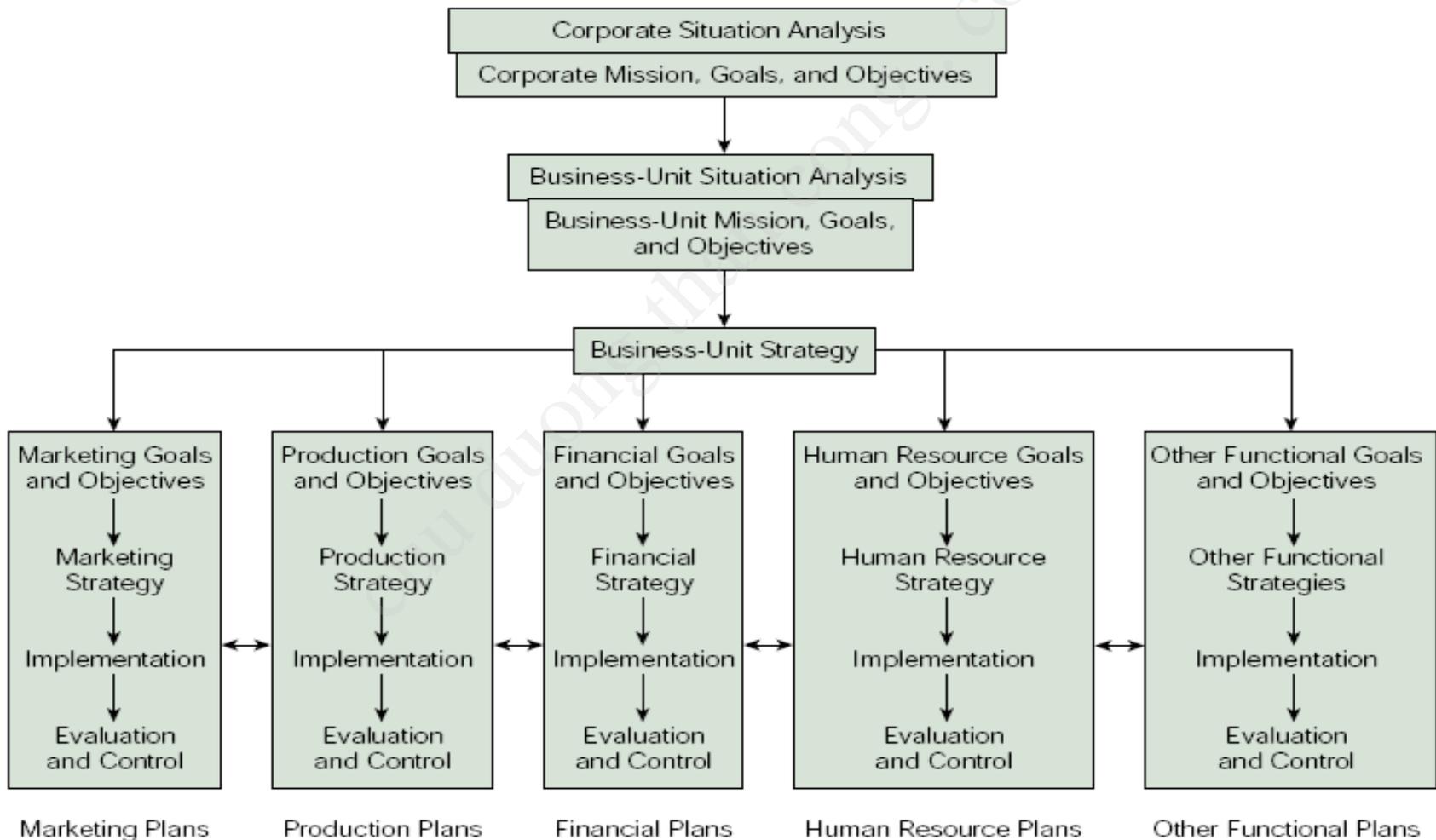
- Alfred Whitehead, *The Aims of Education and Other Essays*.



# The Marketing Plan

## A Guide for Marketing Strategy

# Embeddedness of marketing plan in strategy



# Organizational “Mission” vs. “Vision”

- Mission: Answers the question, “What business are we in?”
- Vision: Answers the question, “What do we want to do/become?”



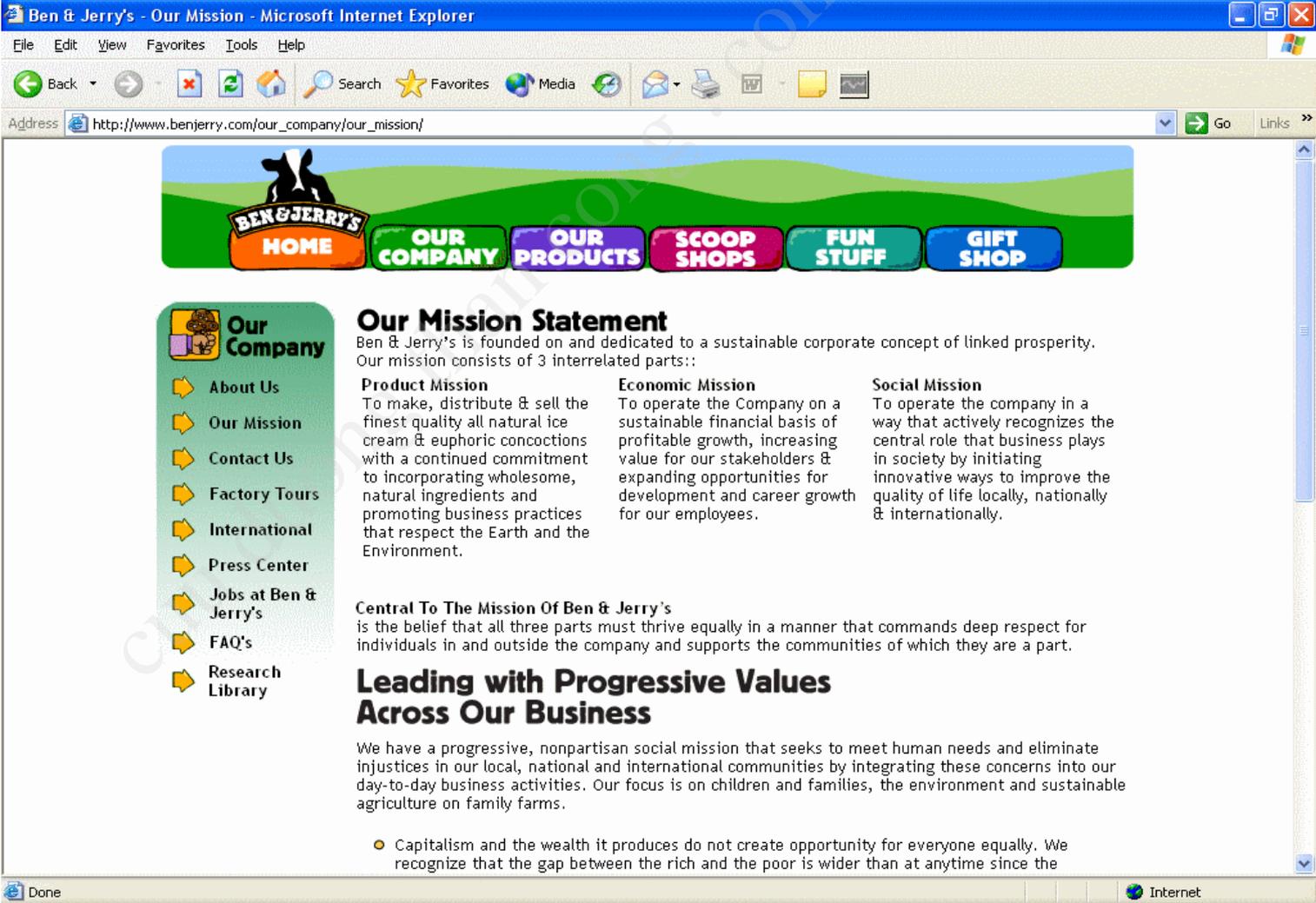
# Organizational Mission vs. Organizational Vision (1 of 2)

- Elements of the Mission Statement
  - Five basic questions to be answered:
    - Who are we?
    - Who are our customers?
    - What is our operating philosophy?
    - What are our core competencies or competitive advantages?
    - What are our concerns and interests related to our employees, our community, society in general and our environment?

# Organizational Mission vs. Organizational Vision (2 of 2)

- Characteristics of Mission Statements
  - Width: Too broad or too narrow?
  - Stability: Frequency of modifications
- Customer-Focused Mission Statements
  - Ben and Jerry's 3-part Mission Statement
    - Product Mission
    - Economic Mission
    - Social Mission
  - Tylenol

# Ben & Jerry's 3 Part Mission



The screenshot shows a Microsoft Internet Explorer browser window displaying the Ben & Jerry's website. The address bar shows the URL: [http://www.benjerry.com/our\\_company/our\\_mission/](http://www.benjerry.com/our_company/our_mission/). The website features a navigation menu with buttons for HOME, OUR COMPANY, OUR PRODUCTS, SCOOP SHOPS, FUN STUFF, and GIFT SHOP. A sidebar on the left lists various links under the heading "Our Company". The main content area is titled "Our Mission Statement" and describes the company's commitment to sustainable corporate concepts. It outlines three interrelated parts: Product Mission, Economic Mission, and Social Mission. Below this, it states that the central mission is the belief that all three parts must thrive equally. The page also includes a section titled "Leading with Progressive Values Across Our Business" and a list of bullet points.

**Our Company**

- About Us
- Our Mission
- Contact Us
- Factory Tours
- International
- Press Center
- Jobs at Ben & Jerry's
- FAQ's
- Research Library

## Our Mission Statement

Ben & Jerry's is founded on and dedicated to a sustainable corporate concept of linked prosperity. Our mission consists of 3 interrelated parts::

<b>Product Mission</b> To make, distribute & sell the finest quality all natural ice cream & euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment.	<b>Economic Mission</b> To operate the Company on a sustainable financial basis of profitable growth, increasing value for our stakeholders & expanding opportunities for development and career growth for our employees.	<b>Social Mission</b> To operate the company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life locally, nationally & internationally.
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**Central To The Mission Of Ben & Jerry's** is the belief that all three parts must thrive equally in a manner that commands deep respect for individuals in and outside the company and supports the communities of which they are a part.

## Leading with Progressive Values Across Our Business

We have a progressive, nonpartisan social mission that seeks to meet human needs and eliminate injustices in our local, national and international communities by integrating these concerns into our day-to-day business activities. Our focus is on children and families, the environment and sustainable agriculture on family farms.

- Capitalism and the wealth it produces do not create opportunity for everyone equally. We recognize that the gap between the rich and the poor is wider than at anytime since the





**L For more than 50 years, Our Credo has helped us in fulfilling our responsibilities to customers, employees, communities and stockholders.**



**Banco Azteca is a working person's bank targeted at the 70% of the Mexican population that does not currently use financial services. Our vision is to develop plain financial products and services to improve the lives of our clients.**

**The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit. To Our Employees.....**



# Corporate/Business Unit Strategy vs. Functional Strategy

- Corporate Strategy:
  - The central means for:
    - Utilizing and integrating the organization's resources
    - Carrying out the organization's mission
    - Achieving the organization's desired goals and objectives
- Business-Unit Strategy
  - Determines the nature and future direction of each business unit
  - Essentially the same as corporate strategy in small businesses
- Functional strategies are designed to integrate efforts focused on achieving the area's stated objectives.
  - Fit the needs and purposes of the functional area
  - Be realistic with the organization's resources and environment
  - Be consistent with the organization's mission goals, and objectives.



# What is a Marketing Plan?

## ■ Marketing Plan

- “...a written document that provides the blueprint or outline of the organization’s marketing activities, including the implementation, evaluation, and control of those activities.”

# Marketing Plan Structure (1 of 5)

- Detailed formulation of the actions needed to carry out the marketing program
- An action document:
  - The handbook for marketing implementation, evaluation and control
- Not the same as a business plan
- Requires a great deal of information from many different sources
- Should be well organized

# Marketing Plan Structure

- I. Executive Summary**
  - a. Synopsis
  - b. Major aspects of the marketing plan
- II. Situation Analysis**
  - a. Analysis of the internal environment
  - b. Analysis of the customer environment
  - c. Analysis of the external environment
- III. SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)**
  - a. Strengths
  - b. Weaknesses
  - c. Opportunities
  - d. Threats
  - e. Analysis of the SWOT matrix
  - f. Establishing a strategic focus
- IV. Marketing Goals and Objectives**
  - a. Marketing goals
  - b. Marketing objectives
- V. Marketing Strategies**
  - a. Primary target market and marketing mix
  - b. Secondary target market and marketing mix
- VI. Marketing Implementation**
  - a. Structural issues
  - b. Tactical marketing activities
- VII. Evaluation and Control**
  - a. Formal marketing control
  - b. Informal marketing control
  - c. Financial assessments

# Marketing Plan Structure (2 of 5)

- I. Executive Summary
  - Synopsis of the overall marketing plan
  - Introduces major aspects of the marketing plan
- II. Situation Analysis
  - Summarizes information about 3 key environments:
    - Internal environment
    - Customer environment
    - Firm's external environment

# Marketing Plan Structure (3 of 5)

## ■ III. SWOT Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats
- Analysis of the SWOT matrix
- Establishing a strategic focus

# Marketing Plan Structure (4 of 5)

- IV. Marketing Goals and Objectives:
  - Formal statements of desired and expected outcomes of the marketing plan
  - Goals:
    - Broad, simple statements of what is to be accomplished
  - Objectives
    - More specific and essential to planning

# Effective Goals and Objectives

## SMART

- Specific
- Measurable & motivating
- Achievable & attainable
- Realistic & relevant
- Time bound & trackable



# Good Marketing Goals

(broad aspirations, qualitative)

- 1) Good marketing goals are **ATTAINABLE** given the unique characteristics of the organization and its environment.
- 2) Good marketing goals are **CONSISTENT** with one another, with the goals of other functional areas, and with the goals of the entire organization.
- 3) Good marketing goals are **COMPREHENSIVE** in that they mesh with the goals of all areas of the organization, thereby promoting cooperation and coordination with other areas.
- 4) Good marketing goals involve some degree of **UNCERTAINTY** in that they use vague terms such as “largest” or “best” to indicate comparison with other organizations.



# Good Marketing Objectives

(specific, quantitative benchmarks)

- 1) Good marketing objectives are **ATTAINABLE**.
- 2) Good marketing objectives possess **CONTINUITY** in that they promote higher levels of performance as compared to the objectives of previous planning periods.
- 3) Good marketing objectives incorporate a **TIME FRAME** for their achievement.
- 4) Good marketing objectives include an **ASSIGNMENT OF RESPONSIBILITY** in that they identify the person, people, function, or unit responsible for achieving the objective.



# Marketing Plan Structure (5 of 5)

- V. Marketing Strategy:
  - Primary target market and marketing mix
  - Secondary target market and marketing mix
  
- VI. Marketing Implementation
  - 1. What specific marketing activities will be undertaken?
  - 2. How will these activities be performed?
  - 3. When will these activities be performed?
  - 4. Who is responsible for the completion of these activities?
  - 5. How will the completion of planned activities be monitored?
  - 6. How much will these activities cost?
  
- VII. Evaluation and Control
  - Formal marketing control
  - Informal marketing control
  - Financial assessments

# Implementation

- Involves activities that execute the functional strategy.
- Functional plans have two target markets:
  - (1) External market
  - (2) Internal market
- A company must rely on its internal market for a functional strategy to be implemented successfully.

# Evaluation and Control

- Designed to keep activities on target with goals and objectives
- Coordination among functional areas is a critical issue
  - Open lines of communication is the key
- Evaluation and control is both an ending and beginning:
  - Occurs after a strategy has been implemented
  - Serves as the beginning point for planning in the next cycle

# Purposes and Significance of the Marketing Plan

- A good marketing plan will:
  - (1) Explain both the present and future situations of the organization
  - (2) Specify the outcomes that are expected
  - (3) Describe the specific actions that are to take place
  - (4) Identify the resources that will be needed
  - (5) Permit the monitoring of each action and its results
- Communicating the strategy to top executives is paramount.

# New Product Failures

(Source: NewProductWorks)



# New Product Failures

(Source: NewProductWorks)



- **Avert Virucidal Tissues (Kimberly-Clark)**
- Lasted ten months in the test market before it was pulled from the shelves in Upstate New York back in 1985.
- The tissue contained vitamin C derivatives and was the first tissue scientifically designed to kill cold and flu germs when sneezing, coughing, or blowing your nose into them.
- Unfortunately, people didn't believe the claims and they were frightened by the name.

# New Product Failures

(Source: NewProductWorks)

- **Clairol Look of Buttermilk:**
- Clairol introduced this shampoo in test markets in 1974
- Buttermilk does have proteins and a natural pH factor for enriching hair
- Consumers asked just what exactly is the "Look of Buttermilk" anyway?
- Sell the sizzle...not the steak



# New Product Failures

(Source: NewProductWorks)

- **Gerber's Singles:**
- This product for adults was launched in 1974 in a variety of fruits, vegetables, and entrees.
- However, consumers simply could not relate to adult food products sold in baby food jars.



# New Product Failures

(Source: NewProductWorks)

- **Wheaties Dunk-A-Balls Cereal:**
- General Mills introduced this product back in 1994 under the Wheaties name.
- The basketball shaped, sweetened corn and wheat puffs cereal that kids can play with before eating was advertised as "available for a limited time only."
- However, moms have never wanted to encourage kids to play with their food and the offering wasn't the slam dunk that General Mills had hoped for.

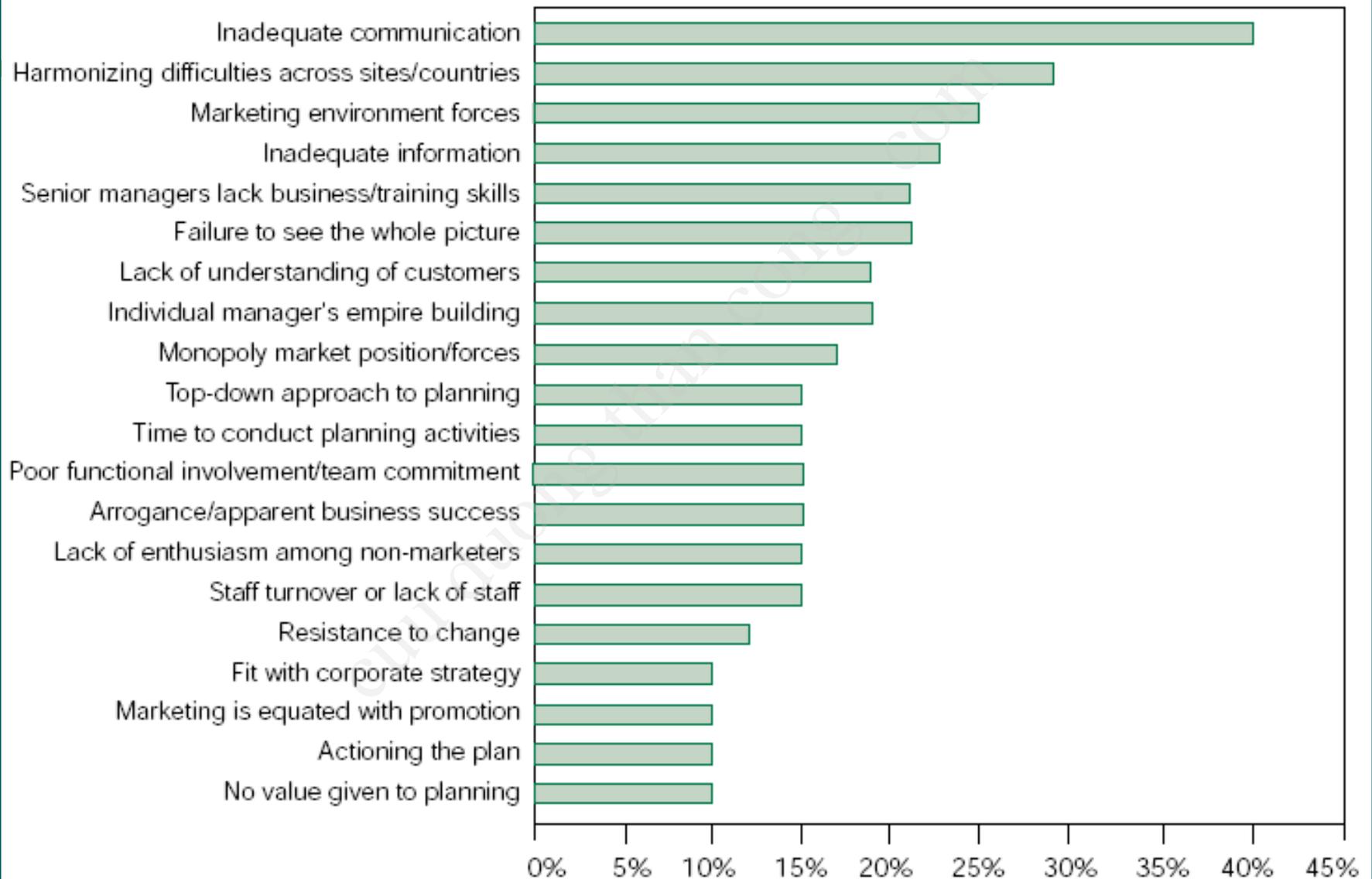


# New Product Failures

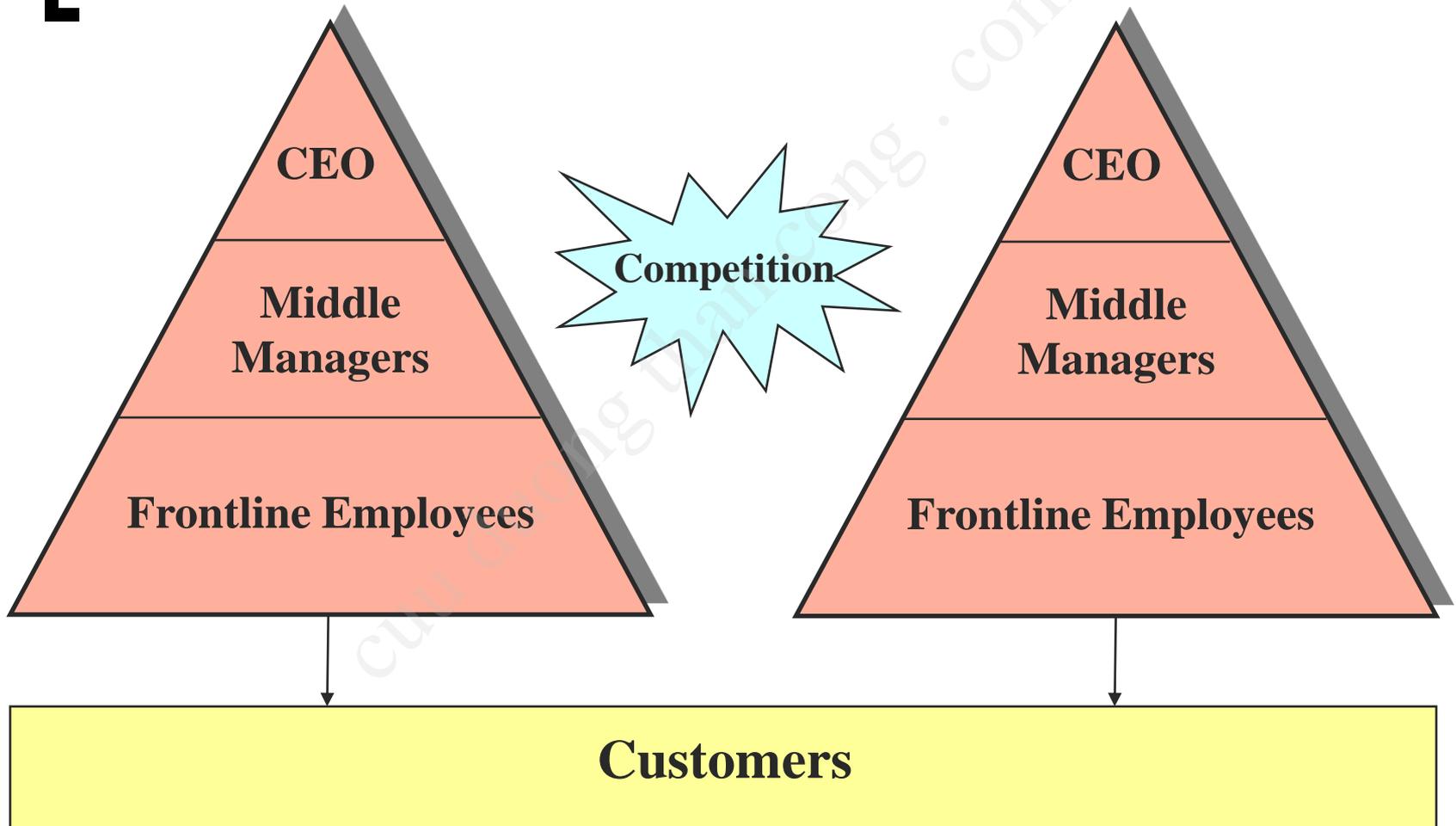
(Source: NewProductWorks)



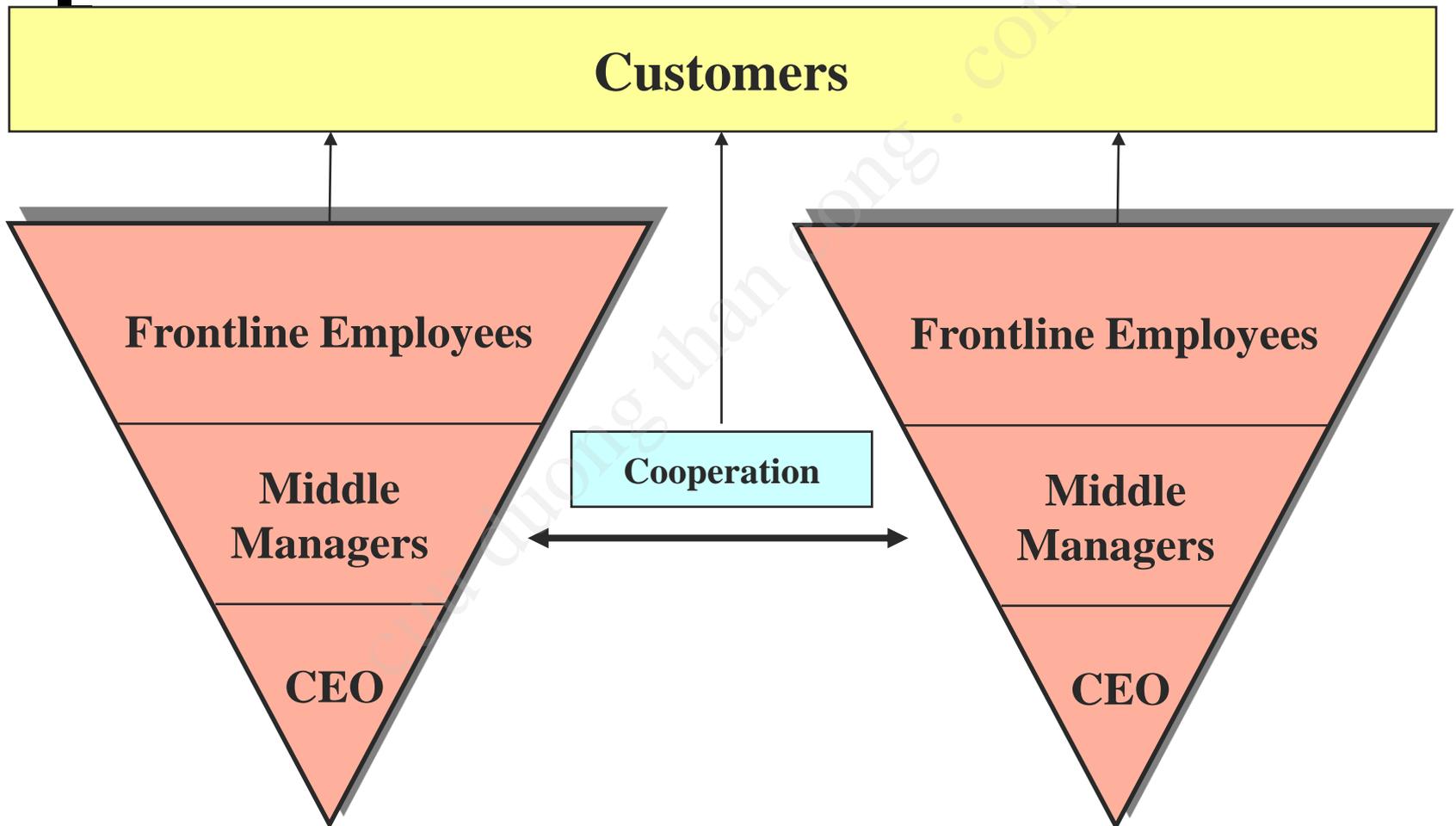
# Major Problems in Developing and Implementing the Marketing Plan



# Traditional Organizations



# Market-Oriented Organizations



# Strategic Planning in the Market-Oriented Organization

- A Market-Oriented Organization:
  - Shifts its focus:
    - From products to the requirements of market segments
    - From transactions to relationships
    - From competition to collaboration
  - Puts customer's needs and wants first
  - Focuses on long-term, value-added relationships
  - Instills a corporate culture that puts customers at the top of the organizational hierarchy
  - Cooperates with suppliers and competitors to serve customers better

# The Marketing Plan

- Team-Based Project
- Worth 200 points (33.34%)

# Re-Defining Teamwork

(Source: [Fortune](#))

- **Roger Clemens, Derek Jeter, Alex Rodriguez, and Johnny Damon**
  - Lost to Mexico, South Korea, and, ... *Canada*
- **Brad Pitt, George Clooney, Catherine Zeta-Jones, and Julia Roberts**
  - Ocean's Twelve failed to match earning of *My Big Fat Greek Wedding*
- **A Fortune 500 company led by a former McKinsey consultant supervising a team of some of America's highly paid and well educated graduates**
  - Enron dissolved into fraud and bankruptcy
- **2004 U.S. Olympic Basketball team made up of NBA stars**
  - Lost to *Lithuania* and finished third
- **All "Dream Teams"?**
  - Not great *teams*; Just *collections* of people

# Why do Dream Teams Fail?

- Signing too many all-stars
- Failing to build a culture of trust
- Tolerating competing agendas
- Letting conflicts fester
- Hiding from the real issues
  
- Recall the team in *Miracle*, the movie based on the 1980 U.S. ice hockey team
  - "I'm not lookin' for the best players...I'm lookin' for the right players."
    - *Coach Herb Brooks' Anti-Dream Team Philosophy*

# How to build successful teams?

- Optimize size 4.6 (?)
- Universality
  - If you work for a living, you need to work with others!!! (Lighthouse keepers excused)
  - "Men work together... whether they work together or apart " -- Robert Frost.
  - Sony' new theme: "Sony United"
- Think of teamwork as a practice *and* outcome
- Cliché: There is no I in team
  - You can't control other people's behavior, but you can control your own. Which means that there is an "I" in team after all.



# FORM TEAMS FOR MARKETING PLAN

- Fill out information sheet
- Submit team contract