

Index

4Ps *see* marketing mix
6Ps *see* marketing mix
7Ps *see* extended services mix;
marketing mix
9/11 terrorist attacks 109

A

accessibility criteria, segmentation
135–8
accounting department, conflicts
7–8, 43–4
achievement-oriented leadership
style 168
ACORN 129–31, 134
acquisition intelligence 70–6
see also intelligence
activity-related approaches,
budgets 177–8
adaptability needs
change drivers 50–2, 68–76,
80–96, 168–90
implementation 163–222
advertising 31–2, 63, 89, 148,
193–4, 209, 213, 217–18
see also promotions...
agents
international/global dimensions
of marketing planning 213–14
marketing audits 73–6
AIDA *see* awareness, interest,
desire, action
Airbus 92
airlines 92, 143, 157–9
Alcopops 148
Aldi 87, 156
alliances 18
Amazon 136
analysis
see also external...; internal...;
marketing audits
barriers to planning 23–4
stages of marketing planning
11–12, 19–24, 58–65, 67–76,
77–96, 121–2, 178
Ansoff's matrix 109–12
appropriateness criteria,
segmentation 135–8
ASDA 156
Ashford, R. 69
assets
see also resource...
asset-based barriers to
competitors 17–18, 94–6
types 45–6, 98–100
attitude segmentation 133
audits *see* marketing audits
awareness, interest, desire, action
(AIDA) 133

B

B&Ms *see* bricks and mortars
B2B *see* business-to-business
markets
B2C *see* business-to-consumer
markets
Baetz, M. 27
balanced scorecard
see also objectives
concepts 39, 42–52
definition 42–3
typical metrics 43
Bank of England 136–8
banks 128–31, 132, 136–8, 148
Barker, A. 214
barriers
international/global dimensions
of marketing planning 214
marketing planning 23–4,
178–80, 188–90
Porter's Five Forces model
88–96, 149
to competitors 17–18, 70–1,
88–96, 149, 214
Bart, C. 27
BCG matrix 102–4, 114
Beamish, K. 69
behavioural segmentation
see also segmentation
benefits-sought categorisation
131–2
concepts 127, 131–8, 145–8
end-use categorisation 131–2
benchmarking
see also performance...
best practices 182
concepts 32, 76, 180–90
definition 182
benefits-sought categorisation,
behavioural segmentation
131–2
Berry, L. 188
best practices, benchmarking 182

- blogs 218
 - BMW 157
 - Body Shop 213
 - Bonoma, T. 167
 - bottom line *see* net profits
 - bottom-up approaches to
 - marketing planning 19, 95
 - Brake 41
 - brand associations 156–7
 - brand equity metrics 186–7
 - brand image 18, 28–9, 93, 151–2, 154–61
 - brand values 28–9, 135–8, 154–61, 185–7
 - brands
 - emotions 155–6
 - international/global dimensions of marketing planning 214–15
 - perceptual maps 155–61
 - positioning level 154–61
 - Brassington, F. 36
 - bricks and mortars (B&Ms) 217–18
 - BT 29
 - budgets 7–8, 12, 22–4, 31–3, 40, 166, 170, 175–90, 191–219
 - see also* controls
 - activity-related approaches 177–8
 - approaches 177–80
 - concepts 7–8, 31–3, 40, 166, 170, 175–90, 191–219
 - constraints 31–2
 - definition 176–7
 - examples 181–2
 - historic approaches 177–8
 - implementation 166, 170, 175–90, 191–219
 - marketing planning 7–8, 12, 22–4, 31–3, 166, 170, 175–90, 191–219
 - master budgets 181
 - methods 177–80
 - motivational uses 177–8
 - negotiations 31–2, 177–80
 - power and politics 177–8
 - purposes 176–7
 - responsibilities 31–2, 175–90
 - variances 109–10, 170, 181–90
 - zero-based approaches 177–8
 - business ethics 26–8, 29–33, 49–51
 - see also* corporate social responsibility
 - business level objectives, concepts 39
 - business objectives 35–6
 - business orientations 6
 - business plans, SMEs 208
 - business services 200
 - see also* services
 - business-to-business markets (B2B)
 - B2C contrasts 194–5
 - buying behaviour 196–8
 - concepts 194–9, 217–18
 - decision-making processes 197–8
 - derived demand 196–7
 - marketing mix 198–9
 - marketing planning 122–3, 124–6, 134–9, 192, 194–9, 217–18
 - segmentation 124–6, 134–9, 198–9
 - suppliers 197–8
 - virtual businesses 217–18
 - business-to-consumer markets (B2C)
 - B2B contrasts 194–5
 - marketing planning 122–3, 126–39, 191–4
 - virtual businesses 217–18
 - buyer-readiness segmentation 133
 - buyers' powers, Porter's Five Forces model 88–96, 149
 - capabilities 27–8, 44–52, 78–96, 98–114, 121–4
 - capital employed 32, 37, 40–52, 183
 - capital flows 71–6
 - capital gearing, definition 184
 - carbon footprints 47
 - cash cows, BCG matrix 103–4
 - cash flow ratio, definition 184
 - cash flows, concepts 43–52, 184
 - CCN EuroMOSAIC 134
 - centralisation 171–5
 - change
 - adaptability needs 50–2, 68–76, 80–96, 168–90
 - concepts 48–52, 97–114, 166
 - demographic trends 48–52, 68–76, 78, 82–6
 - drivers 35–6, 48–52, 64–5, 68–76, 77–96
 - environmental drivers 35–6, 48–52, 64–5, 68–76, 77–96, 97–114
 - internal change 98–114
 - internal marketing environment 98–100
 - management 166–90
 - marketing planning purposes 13–15, 19
 - PESTEL framework 47, 48–52, 68–76, 80–6, 149–52
 - resistance to change 23–4, 188–90
 - response options 87
 - channel value chains 107–8
 - charities 41, 123–4, 209–11
 - see also* not-for-profit...
 - Chartered Institute of Marketing 4
 - China 48
 - Churchill 143, 157
 - co-ordination aspects of marketing
 - orientation 5–10, 13–14, 43–6, 178–9
 - see also* cross-functional...
 - Coca-Cola 155
- C**
- CACI 122, 129–31
 - Cadbury 143, 194
 - call centres 131

- 'comfortably off' ACORN Classification 130
- communications
 - blogs 218
 - implementation 166–90, 193–219
 - marketing definitions 4–5
 - marketing planning purposes 14–15, 21, 31–3, 166–90
 - organisational structures 169
 - timings 31
- company level of positioning 154–61
- competencies
 - see also* skills
 - concepts 27–8, 44–52, 98–114, 121–4
 - definition 98–9
 - types 98–9
- competitive advantages 5–6, 8–9, 13–18, 22–4, 46–52, 59, 70–6, 84–96, 105–8, 114, 119–39, 141–52, 166–90, 218
- achievement methods 15–18, 87–8, 91–6
- barriers to competitors 17–18, 70–1, 94–6, 214
- concepts 13–18, 22–4, 46–52, 59, 87–8, 91–6, 105–8, 114, 119–39, 166–90, 218
- cost-leadership sources 16–18, 59, 87–8, 91–6
- definitions 16, 18, 91–2
- differentiation source 16–18, 59, 87–8, 91–6, 154–61
- focus source 16–18, 87–8, 91–6, 120–39
- sources 16–18, 46, 59, 87–8, 91–6, 218
- strategies 13–18, 22–4, 46–52, 59, 87–8, 91–6, 105–8, 114, 169–90
- sustainability requirements 17–18, 94–6
- value chains 105–8
- competitive-parity budgeting methods 177–8
- competitor analysis 32, 60–5, 70–6, 78–9, 84–96, 147–52, 180–90
 - benchmarking 32, 76, 180–90
 - marketing audits 60–5, 70–6, 78–9, 84–96
 - Porter's Five Forces model 85, 87–96, 149
 - response profiles 85–7
 - strategic group analysis 78–9, 90–6
 - types of competitors 87
- competitor-focus aspects of
 - marketing orientation 5–6, 8–9, 15–18, 19, 21–4, 31–3, 50–2, 60–5, 70–6, 78–9, 84–96, 120–39, 178–9
- complaints 110, 185–7, 206, 207
- concentrated targeting strategies
 - see also* targeting
 - concepts 142–52
- conflicts, cross-functional
 - interactions of marketing 7–8, 23–4, 43–4, 178–80
- consensus forecasts 176
- consistency issues, marketing
 - planning purposes 14–15, 43–4
- consumer balanced scorecard
 - perspective 42–52
 - see also* customers
- consumer services 200
 - see also* services
- contingencies 21–2, 187
- continuous improvements 6, 43–52, 182
- controls 12, 14–15, 19–24, 30–1, 40, 74–6, 166, 170, 175–7, 180–90, 191–219
 - see also* budgets; monitoring; performance evaluations
 - B2B 192, 194–9
 - B2C 191–4
- benchmarking 32, 76, 180–90
 - concepts 170, 175–7, 180–90, 191–219
 - critique 181–2
 - definition 180–1
 - effective systems 180–1
 - feedback loops 19–20, 170, 180–90
 - FMCG organisations 191–4
 - implementation 166, 170–90
 - international/global dimensions 211–17
 - marketing planning purposes 12, 14–15, 19–24, 30–1, 40, 166, 170, 175–7, 180–90
 - not-for-profit sector 192, 211
 - purposes 180–1
 - services 199–206
 - SMEs 206–9
 - variances 109–10, 170, 181–90
 - virtual businesses 217–19
- convenience meals 132
- conversion of enquiries to orders 32, 185–7
- copyrights 18, 186
- core competencies *see* competencies
- corporate goals 11–12, 36–52, 179–80
- corporate governance
 - concepts 26–33
 - definition 26
- corporate objectives
 - concepts 35–6, 37–40, 179–80
 - definition 37
 - examples 37, 39
- corporate social responsibility 26–7, 29–33, 49–50
 - see also* business ethics
- corporate strategic plans
 - concepts 14–15, 21, 25–33, 36–52, 121–2, 179–80
 - marketing planning 14–15, 21, 179–80

- corporate values statements 25, 29–33
 - see also* business ethics;
 - corporate social responsibility
 - definition 29
 - examples 29
 - corporate-level competencies, concepts 99–100
 - cost-leadership source of competitive advantage
 - concepts 16–18, 59, 87–8, 91–6
 - drivers 91–2
 - sources 16, 91–2
 - costs
 - see also* budgets
 - economies of scale 16–18, 71–6, 89–90, 92–6
 - forecasts 22–4, 50–2, 170–90
 - marketing audits 63–4, 74–6
 - Cottam, A. 202, 205
 - credit cards 127, 131, 133
 - credit crunch 45, 47–8, 61, 68, 79–82, 87, 114, 196–7
 - credit department, conflicts 7–8
 - creditors' turnover ratio, definition 184
 - critical success factors 22–4
 - cross-functional interactions of
 - marketing 3–10, 13–14, 23–4, 43–6, 178–9
 - see also* co-ordination...
 - concepts 6–10, 13–14, 43–6, 178–9
 - conflicts 7–8, 23–4, 43–4, 178–80
 - cross-selling 136–8
 - cultural issues 5–6, 23–4, 26–7, 47–8, 60–5, 68–76, 78, 82–6, 91–6, 114, 133–5, 166, 169–90, 205–6, 211–17
 - see also* shared values
 - aspects of marketing orientation 5–6, 178–9
 - barriers to planning 23–4, 178–80, 188–90
 - critique 23–4, 178–80
 - implementation 166, 169–90, 211–17
 - internal influences on objectives 47–8, 60–5
 - international segmentation 133–5, 212–17
 - international/global dimensions of marketing planning 211–17
 - mission 26–7
 - current ratio, definition 184
 - current situations 12–13, 59–65, 95, 98–114, 121–3
 - see also* analysis; marketing audits
 - customer expectations 6, 202, 206, 207
 - customer intelligence 4–8, 44–5
 - customer relationship management 4–6
 - customer requirements 4–6, 8–9, 50–2, 72–6, 121–39, 217–19
 - customer satisfaction 4–5, 43–52, 72–6, 141–52, 185–7, 202, 206, 207
 - marketing definitions 4–5
 - services 202, 206, 207
 - customer services 4–5, 203–7, 217–18
 - customer value chains 107–8
 - customer-focus aspects of
 - marketing orientation 5–6, 8–9, 50–2, 124–39, 178–9
 - customers
 - see also* segmentation
 - balanced scorecard perspective 42–52
 - buying habits 47–50, 68, 82–90, 133, 217–19
 - complaints 110, 185–7, 206, 207
 - corporate values statements 29–33
 - loyalties 6, 87, 114, 133, 146, 185–7
 - marketing audits 57–65, 72–6, 78–96
 - marketing strategies 120–62
 - mission statements 27–8, 44–52
 - Porter's Five Forces model 88–96, 149
 - recruitment 136–8, 185–7
 - retention rates 32, 38–40, 136–8, 141–52, 185–7
 - vision 28–9
 - cyclical nature of marketing planning 18–20
- ## D
- data mining trends 50
 - data-analysis stage, marketing audits 62–5, 67–76, 77–96, 121–2
 - data-collection issues
 - marketing audits 62–5, 67–76, 77–96, 121–2
 - virtual businesses 217–18
 - David, F. 27, 28
 - David Lloyd Leisure 203
 - Davidson, H. 18, 86
 - Davis, Alfred 144
 - dealers 60–5, 72–6
 - debt ratio, definition 183–4
 - debt to equity ratio, definition 40–1, 183–4
 - debtors' turnover ratio, definition 184
 - decentralised organisations 171–5
 - decision-making 123–39, 171–5, 197–8
 - decision-making units (DMUs) 123–39, 197–8
 - decline stage, product life cycle 100–2
 - Dell 111–12
 - Delphi forecasts 176
 - demographic segmentation
 - see also* segmentation
 - concepts 127, 128–31, 145–8

- demographic trends 48–52, 59–65, 68–76, 78, 82–6
see also social...
- Dibb, S. 4, 20, 120, 122–3, 154–5, 187
- diets, healthy lifestyles 51, 211
- Diffenbach, J. 80
- differentiated targeting strategies
see also targeting
 concepts 142–52, 154–61
- differentiation source of
 competitive advantage
 concepts 16–18, 59, 87–8, 91–6, 154–61
 sources 17, 92–3
- Direct Line 143
- direct mail 31–2, 194, 209, 210–11
- direction 27–8, 30–3, 168
see also mission; vision
- directive leadership style 168
- disintermediation trends 49–50
- Disney Channel 134
- dissemination of market
 information, marketing
 orientation definition 5–6, 8, 178–9
- distinctive attributes, positioning 159–61
- distribution 4–5, 38–40, 60–5, 68–76, 78–96, 107–8, 189–90, 208–9, 213–17
see also place...
- diversification strategic option, Ansoff's matrix 110–12
- dividends per share 40–52
- DMUs *see* decision-making units
- dogs, BCG matrix 103–4
- domestic contrasts, international/global dimensions of
 marketing planning 211–13
- Doyle, P. 124
- Drummond, G. 13, 16, 48, 70, 92, 94, 98
- E**
- earnings per share (EPS) 32, 37, 40–52
- Easyjet 156
- ecological influences 47–50, 68–76, 83–6
- economic cycles 82, 196–7
- economic influences on objectives 45–52, 68–76, 78–96, 196–7
- economies of scale 16–18, 71–6, 89–90, 92–6
- effectiveness measures
 concepts 184–7
 definitions 185
- efficiency measures
 concepts 184–7
 definition 185
- emotions 155–6
- employees
 barriers to planning 23–4, 178–80, 188–90
 corporate values statements 29–33
 empowerment 43–52, 168–90, 203–6
 influences on objectives 46–8
 internal marketing 187–90
 McKinsey Seven 'S' framework 99–100
 marketing planning purposes 13–15
 mission statements 27–8, 44–52
 motivations 14–15, 37–8, 168–90
 performance appraisals 170, 206, 207
 productivity levels 38
 recruitment 70–1, 92, 170, 203
 resistance to change 23–4, 188–90
 retention rates 38, 70–1, 75–6, 92, 114
 services 203–6
 skills 17–18, 23–4, 45–8, 92–6, 98–100, 166, 169–90, 203–6
 suggestions 43–52
- training 38, 42–52, 170, 203–6
- turnover rates 38, 70–1, 75–6, 92, 114
- value chains 105–8
- vision 28–9
- empowerment 43–52, 168–90, 203–6
- end-user focus 93–6, 131–2
- English universities 94–6
- entrepreneurial characteristics of SMEs 207–8
- environment 5–6, 8–9, 19, 21, 22, 35–6, 39–40, 44–52, 57–65, 67–76, 77–96, 97–114, 121–2, 149–52, 178
see also external...; internal...; marketing audits
 change drivers 35–6, 48–52, 64–5, 68–76, 77–96, 97–114
 corporate values statements 29–33
 external influences on objectives 47–52, 59–65, 67–76, 77–96, 121–2, 149–52, 178
 impacts on objectives 35–6
 market orientation definition 5–6
 marketing planning drivers 44–52, 64–5, 68–76, 77–96
 marketing strategies 78–96, 121–2, 149–52
 nature 79–80
 SWOT analysis 22, 62–3, 98, 112–14, 121–2
 targeting strategies 149–52
- environmental analysis
see also data-analysis...; PESTEL...
 benefits 81
 competitor analysis 60–5, 70–6, 78–9, 84–96
 concepts 69–76, 77–96
 evolution 80–1
 Porter's Five Forces model 85, 87–96, 149
 stages 80–1

- environmental scanning
 - see also* data-collection...
 - concepts 69–76, 77–96, 121–2
 - EPS *see* earnings per share
 - ethics 26–8, 29–33, 49–51
 - see also* corporate social responsibility
 - Evans, P.B. 218
 - executive summaries 21
 - exhibitions 209
 - Experian 137–8
 - experiment-and-test budgeting
 - methods 177–8
 - export markets, international/
 - global dimensions of
 - marketing planning 212–13
 - extended services mix
 - see also* marketing mix
 - concepts 4–5, 20–4
 - external analysis stage of
 - marketing planning 11–12, 19–24, 121–2, 178
 - external influences on objectives
 - 47–52, 59–65, 67–76, 77–96, 121–2, 149–52, 178
 - see also* environment...; PESTEL...
 - external marketing environment
 - 5–6, 8–9, 11–12, 47–8, 59–65, 67–76, 77–96, 121–2, 149–52, 178
 - see also* macro...; marketing audits; micro...; PESTEL...
 - concepts 5–6, 59–65, 67–76, 77–96, 121–2, 149–52, 178
 - definitions 59–61
 - key aspects 59–61
 - market orientation definition 5–6
 - marketing strategies 79–96, 121–2, 149–52
- F**
- family life cycle groups 128–31
 - feedback loops, marketing
 - planning 19–20, 170, 180–90
 - Ferrell, O.C. 110
 - finance department 7–8, 37–40, 170–5
 - conflicts 7–8, 43–4
 - objectives 7–8, 37–40
 - weaknesses 86–7
 - financial assets
 - see also* assets
 - concepts 98–100
 - financial objectives 22–4, 32, 37, 40–52
 - financial perspectives
 - balanced scorecard 42–52
 - internal marketing environment 71–6
 - Financial Services Authority (FSA) 80, 136
 - financial services market 80, 136–8
 - financial-standing resources
 - see also* resource...
 - concepts 45–6, 71–6
 - flat organisational structures 169
 - flexibility *see* adaptability needs
 - flexible budgets 7–8
 - FMCG organisations, marketing
 - planning 191–4
 - focus 27–8, 30–3, 58–65
 - see also* mission; vision
 - focus source of competitive advantage
 - see also* segmentation
 - concepts 16–18, 87–8, 91–6, 120–39
 - drivers 93–4
 - Ford Galaxy 93
 - forecasts 22–4, 50–2, 69–76, 79–96, 170, 175–90
 - consensus forecasts 176
 - definition 175–6
 - implementation 170, 175–90
 - individual forecasts 176
 - scenario planning 176, 187
 - techniques 175–6
 - trend-extrapolation techniques 175–6
 - frames of reference, positioning 156–61
 - franchises, international/global
 - dimensions of marketing planning 213–14
 - Friends of the Earth 47
 - FSA *see* Financial Services Authority
 - functional competencies, concepts 98–100
 - functional objectives
 - concepts 37–40, 171–5
 - definition 37–8
 - examples 38
 - functional organisational structures, concepts 171–5
- G**
- gap analysis, concepts 98, 108–9
 - garden centres 39–40
 - general electric (GE) matrix 104–6
 - General Motors 143–4, 157
 - geodemographic segmentation 128–31
 - see also* segmentation
 - geographic segmentation
 - see also* segmentation
 - concepts 126–8, 133–5, 145–8, 212–17
 - Gilligan, C. 28, 59, 61, 64, 78–80
 - global dimensions of marketing
 - planning *see* international/global...
 - global warming 50
 - globalisation trends 49–50, 83, 211–17
 - government influences on
 - objectives 47–8
 - Green and Black 143
 - Greenpeace 47
 - gross margin, definition 183
 - group think 176
 - growth stage, product life cycle 100–2

H

- Hamel, G. 28–9
 'hard pressed' ACORN
 Classification 131
 hard/soft skills 170
 see also skills
 Harvester 203
 HBOS 79
 healthy lifestyles 51, 211
 heterogeneity characteristic of
 services 200, 201–2
 historic approaches, budgets
 177–8
 Hollensen, S. 171–4
 hotels 132
 House, R.J. 168
 HRM skills 170
- I
- ideal market attractiveness option
 64, 150–1, 160
 IKEA 134
 implementation
 B2B 192, 194–9
 B2C 191–4
 budgets 166, 170, 175–90,
 191–219
 communications 166–90,
 193–219
 concepts 12, 19–24, 30–1,
 165–222
 contingencies 21–2, 187
 controls 166, 170, 175, 180–90,
 191–219
 critique 166–7, 178–80
 cultural issues 166, 169–90,
 211–17
 different contextual settings
 191–219
 difficulties 166
 FMCG organisations 191–4
 forecasts 170, 175–90
 internal marketing 187–90,
 203–6
 international/global dimensions
 211–17
 key areas 166–7
 management 166–90
 marketing audits 62–5
 marketing strategies 166–90
 not-for-profit sector 192, 209–11
 organisational structures 166,
 169–90
 practical dimensions 165–90
 processes 170–90
 resources 166, 170–90
 responsibilities 169, 178–90
 services 199–206
 SMEs 206–9
 success factors 188–90
 systems 167–90
 timings 166–70, 178–90
 virtual businesses 217–19
 importance, performance/
 importance matrix 64–5
 incremental budgeting methods
 177–8
 India 48
 individual competencies, concepts
 99–100
 individual forecasts 176
 individual marketing, targeting
 145–8
 industrial marketing *see* business-
 to-business markets
 industry analysis stage of
 marketing planning 11–12,
 19–24
 industry attractiveness, general
 electric matrix 104–6
 inflation rates 48, 85
 information
 see also data...; intelligence;
 knowledge; market
 information
 dissemination 5–6, 8, 69–76
 sources 69–76, 218
 information systems 45–6, 64,
 74–6, 80–96, 98–100
 see also resource...
 innovation-and-learning balanced
 scorecard perspective 42–52
 innovations 41–52, 70–6, 114,
 185–7
 objectives 41–52
 performance evaluations 185–7
 inseparability characteristic of
 services 200–1
 intangibility characteristic of
 services 199–206
 integration issues, marketing
 planning purposes 14–15,
 178–80
 intelligence 4–8, 44–5, 70–6,
 80–96, 170, 178–9
 see also data...; information
 types 70–1, 170
 interest-cover ratio, definition 184
 internal analysis stage of
 marketing planning 11–12,
 19–24, 120–39, 178
 internal influences on objectives
 46–8, 59–65, 67–76, 97–114,
 121–2, 178
 internal marketing
 concepts 187–90, 203–6
 definition 187
 internal marketing environment
 5–6, 8–9, 11–12, 47–8,
 59–65, 67, 70–6, 97–114,
 121–2, 178
 see also marketing audits
 change 98–100
 competitive factors 70–6
 concepts 59–65, 67, 70–6,
 97–114, 121–2, 178
 definition 60–1, 70–1
 financial factors 71–6
 internal audit tools 100–14
 management 70–6
 technical factors 71–6
 internal perspective of the
 balanced scorecard 42–52
 international segmentation
 see also segmentation
 concepts 133–5, 211–17

- international/global dimensions of
 - marketing planning 70, 91, 133–5, 211–17
 - attractions 212–13
 - barriers to entry 214
 - brands 214–15
 - domestic contrasts 211–13
 - export markets 212–13
 - levels 212–13
 - market entry strategies 213–14
 - marketing mix 214–16
 - new products 213–14
 - organisational structures 213–14
 - regional markets 212–13
 - risks 212–13
 - standardization/adaptation issues 214–15, 216–17
 - Internet 47–8, 49–51, 68–76, 83–90, 92–6, 114, 132, 133, 144, 148, 186–7, 194, 204, 209, 217–19
 - see also* technological developments
 - performance metrics 186–7
 - uses 217–18
 - virtual businesses 92, 217–19
 - introduction stage, product life cycle 100–2
 - inventory management
 - department 7–8, 43–4
 - iterative nature of marketing planning 18–20
- J**
- Jaworski, B.J. 5
 - Jobber, D. 157
 - John Lewis 159
 - Johnson, G. 26
 - joint ventures 70, 91, 214
 - judgement budgeting methods 177–8
 - just-in-time processes 92
- K**
- Kaplan, R.S. 42
 - Kaynak, E. 214
 - Keller, K.L. 5, 59, 62, 71–5, 154, 155
 - knowledge 63–5, 218
 - see also* information
 - Kohli, A.K. 5
 - Kotler, P. 5, 58, 59, 62, 71–6, 87, 154, 155–7
 - Kotter, P. 168
 - Kouzes, J. 168
 - Kuriloff, A. 207
- L**
- lack-of-ownership characteristic of services 200, 202
 - laid-back competitors 87
 - laptop computers 134
 - law of services 202
 - leadership
 - see also* management characteristics 168
 - critique 23–4, 178–80
 - implementation 166–90
 - roles 167–8, 178–90, 206
 - skills 45–6, 98–100, 166–90
 - styles 46–8, 99, 167–8, 181
 - success factors 167–8, 178–80, 188–90
 - transactional leadership 168
 - transformational leadership 168
 - learning
 - balanced scorecard perspectives 42–52
 - organisations 42–52, 206
 - Leeds College of Music (LCM) 159
 - legal issues
 - consumer protection 148
 - PESTEL framework 49–52, 59–65, 68–76, 78, 84–6, 149–52
 - wills 211
 - legislation 68–76, 78, 84–6, 148
 - licensing strategies, international/global dimensions of marketing planning 213–14
 - lifestyle segmentation *see* psychographic segmentation
 - Likert scale 76
 - liquidity factors 71–6, 184
 - Lloyds TSB 79 157
 - local marketing, targeting 145–8
 - logistics 43–52, 105–8
 - see also* distribution
 - long-term solvency/stability
 - measures, concepts 40–1, 183–4
 - loyalties, customers 6, 87, 114, 133, 146, 185–7
 - Luck, D.J. 110
 - Lucozade 102
- M**
- McDonald, M. 4, 13, 21, 23–4, 180
 - McDonalds 213
 - McKinsey Seven ‘S’ framework 99–100
 - macro-economic environment
 - see also* external marketing environment
 - concepts 45–52, 59–65, 67–76, 77–96
 - definition 59–61, 79–80
 - macrosegments, business markets 124–6
 - magazines 209
 - management
 - see also* leadership
 - by exception 181
 - change 166–90
 - characteristics 168
 - critique 23–4, 178–80
 - implementation 166–90
 - internal influences on objectives 46–8, 60–5, 98–114
 - internal marketing environment 70–6

- McKinsey Seven 'S' framework 99–100
- marketing audits 63–5, 73–6
- roles 167–8, 178–90, 206
- skills 45–6, 98–100, 166–90
- styles 46–8, 99, 167–8, 181
- success factors 167–8, 178–80, 188–90
- top-down approaches to marketing planning 19
- management information systems (MISs) 205–6
- market attractiveness options 64–5, 104–6, 148–61, 212–17
- market development strategic option, Ansoff's matrix 110–12
- market entry strategies, international/global dimensions of marketing planning 213–14
- market growth 102–4, 114, 119–39, 150–1, 175–90
- market information *see also* information dissemination 5–6, 8, 69–76
- market intelligence 70–6, 80–96, 170, 178–9 *see also* intelligence
- market orientation view of the firm 44–52, 178–9
- market penetration 8–9, 44–52, 110–12, 166
- market power, strategic group analysis 78–9, 90–6
- market research 157–8, 169–70, 178–9, 217–18
- market shares 38–52, 70–6, 79, 91, 102–6, 114, 119–39, 158, 175–90
- marketers
 - planners 8–9
 - roles 3, 8–10
 - strategists 8–9, 15–16
 - tacticians 9, 12, 15–16, 23–4, 30–3, 38–40, 166
- marketing
 - concepts 3–10, 171–5
 - cross-functional interactions 3–10, 13–14, 23–4, 43–6, 178–9
 - definitions 4–5
 - functional roles 4–5, 171–5
 - as a philosophy 4–5, 25–33
 - practicalities 9
 - roles 3–10
 - theory 9
 - value chains 105–8
- marketing audits 55–116, 121–2, 178 *see also* analysis; environment benefits 61–4 characteristics 62–5 common findings 62–3 competitor analysis 60–5, 70–6, 78–9, 84–96 components 59–61, 71–6, 77–96 concepts 57–65, 67–76, 77–96, 97–114, 121–2, 178 costs 63–4, 74–6 critique 63–4 definitions 58–60 gap analysis 98, 108–9 independent examinations 63–5 internal audit tools 100–14 management 63–5, 73–6 marketing function component 60–5, 71, 75–6 marketing mix 60–5, 75–6 marketing planning foundation 58, 62–5, 74–6, 95 marketing strategy component 59–65, 71–6, 78–96, 121–2 organisational component 59–65, 71–6 parts 59–65, 71–6, 77–96 performance evaluations 61–2, 109–10 practicalities 57–65 processes 67–76 productivity component 60–5, 71–6 purposes 58–60 stages 61–2, 67–76 SWOT analysis 22, 62–3, 98, 112–14, 121–2 systems component 59–65, 71–6 teams 63–5 timings 61–2, 63–4
- marketing function *see also* marketing mix concepts 4–10, 60–5, 71, 75–6 conflicts with other functions 7–8, 23–4, 43–4, 178–80 definition 4–5 marketing audit components 60–5, 71, 75–6
- marketing information systems (MKIS) 64, 74–6, 80–96, 170, 178–9
- marketing mix *see also* marketing function B2B 198–9 B2C 193–4 concepts 4–5, 15–16, 20–4, 30–3, 38–40, 60–5, 75–6, 123–4, 142–52, 159–61, 189–90, 193–4, 198–9, 202–6, 208–11 definition 4 FMCG organisations 193–4 international/global dimensions of marketing planning 214–16 marketing audits 60–5, 75–6 not-for-profit sector 210–11 objectives 39–40 services 39–40, 75–6, 202–6 SMEs 208–9 targeting strategies 142–52
- marketing objectives *see also* objectives concepts 8–9, 11–13, 20–4, 25–33, 35–52, 73–6, 95, 109–10, 121–4, 135–8, 175–90, 208–10

232 Index

- marketing objectives (*Continued*)
 - definition 38
 - examples 38–52
 - formulation 35–7, 76, 95, 175–90
 - typical examples 38–41
- marketing orientation
 - achievement criteria 8, 178–9, 188–90
 - alternatives 6
 - concepts 4–10, 50–2, 178–90
 - definitions 4–6
 - five aspects 5–6
 - internal marketing 188–90
 - strategic decisions 5–6, 50–2
- marketing planning
 - see also* implementation; marketing audits
 - adaptations 163–222
 - B2B 122–3, 124–6, 134–9, 192, 194–9, 217–18
 - B2C 122–3, 126–39, 191–4, 217–18
 - barriers 23–4, 178–80, 188–90
 - bottom-up approaches 19, 95
 - budgets 7–8, 12, 22–4, 31–3, 40, 166, 170, 175–90, 191–219
 - concepts 7–10, 11–24, 25, 30–3, 59–65, 74–6, 96, 109–10, 120–39, 163–222
 - contents 21–3, 30–3
 - contexts 163–222
 - corporate strategic plans 14–15, 21, 179–80
 - critique 23–4, 166–7, 178–80
 - cross-functional interactions 7–8, 13–14, 23–4, 43–6, 178–9
 - cyclical nature 18–20
 - definition 8, 11–12, 13, 14–15, 22, 30–1, 208
 - different contextual settings 191–219
 - direction and focus 30–3, 58–65
 - environmental drivers 44–52, 64–5, 68–76, 77–96
 - feedback loops 19–20, 170, 180–90
 - FMCG organisations 191–4
 - integration issues 14–15, 178–80
 - international/global dimensions 133–5, 211–17
 - marketing strategies 1–53, 95, 120–39
 - mission 20–4, 25, 30–3, 36–52
 - needs 13–14, 76, 95
 - not-for-profit sector 192, 209–11
 - operational frameworks 30–3
 - outcomes 20–4
 - performance evaluations 12, 18, 19–21, 32, 109–10, 166–70, 180–90
 - philosophy role 25–33
 - plans of other departments 7–8, 43–4, 178–80
 - purposes 13–15, 76
 - resources 8–9, 14–15, 19–24, 31–3, 44–52, 166, 170–90
 - ‘road map’ analogy 8, 30–1
 - services 199–206
 - SMEs 206–9
 - stages 11–12, 18–24, 30–1, 58–65, 120–39, 165–222
 - synergistic planning process 11–24, 38–40
 - timings 8–9, 19–24, 31–3, 40, 76, 166–70, 178–90
 - top-down approaches 19
 - types 15
 - typical structure 21–3
 - virtual businesses 217–19
 - vision 20–4, 25, 30–3, 36–52, 121–2, 168, 188–90
- marketing programmes 19–24, 122, 165–6
 - see also* targeting
- marketing strategies 1–53, 59–65, 71–6, 78–96, 117–62, 166–90
 - see also* competitive advantages; marketing mix; positioning; segmentation; targeting
 - definition 120–1
 - environmental influences 78–96, 121–2, 149–52
 - external marketing environment 79–96, 121–2, 149–52, 178
 - formulation 121–39, 175–90
 - implementation 166–90
 - marketing audit components 59–65, 71–6, 78–96, 121–2
 - marketing planning 1–53, 95, 120–39
 - roles 119–39, 178–90
 - stages 121–2
 - success factors 166–7, 178–80, 188–90
- markets
 - Ansoff’s matrix 109–12
 - definitions 122–3
 - marketing audits 57–65, 67–76, 78–96
 - mission statements 27–8, 44–52, 73–6
 - new markets 38–40, 91–6, 110–14
 - Porter’s Five Forces model 85, 87–96, 149
 - types 122–3
 - weaknesses 87
- Marks & Spencer 132
- mass customisation trends 50
- master budgets 181
- matrix organisational structures
 - see also* organisational structures
 - concepts 173–5
- mature market attractiveness
 - option 64, 150–1
- maturity stage, product life cycle 100–2
- measurability criteria, segmentation 135–8
- media fragmentation trends 50

merchandising 194
 mergers and acquisitions 46–7,
 70, 91, 212–17
see also international/global...
 micro-economic environment
see also external marketing
 environment
 concepts 47–8, 60–5, 67–76,
 77–96
 definition 60–1, 79–80
 micromarketing targeting
 strategies 144–8
 microsegments, business markets
 124–6
 milestones 32
 military analogies, strategists 9
 MIS *see* management information
 systems
 mission 11–12, 20–4, 25–33,
 36–52, 73–6, 121–2, 135–8
see also objectives
 concepts 25–33, 36–52, 73–6,
 121–2, 135–8
 critique 27–8
 cultural issues 26–7
 definition 27
 determinants 26–7
 marketing plans 20–4, 25, 30–3,
 36–52
 mission statements, concepts
 27–8, 44–52, 73–6
 MKIS *see* marketing information
 systems
 mobile marketing 218
 ‘moderate means’ ACORN
 Classification 130
 monitoring 21, 40, 69–76, 79–96,
 170, 175–7, 180–90
see also controls
 concepts 170, 175–7, 180–90
 definition 180–1
 effective systems 180–1
 elements 180–1
 mortgages 136–8
 motivations

budgets 177–8
 employees 14–15, 37–8, 168–90
 marketing planning purposes
 14–15
 MP3 players 196
 MTV 134
 Mudie, P. 202, 205
 multifunctional teams 169
 multivariable segmentation
see also segmentation
 concepts 134–5
 mystery shoppers 43, 207

N

NAICS 134
 Narver, J.C. 5
 negotiations
 budgets 31–2, 177–80
 internal marketing 188–90
 suppliers 88–90
 net margin, definition 183
 net profits 32, 37, 183–90
 networking 18
 new entrants, Porter’s Five Forces
 model 88–96, 149
 new markets 38–40, 91–6, 110–14
 new products 31–3, 38–40, 41–52,
 74–6, 91–6, 110–14, 185–7,
 214–15
 Nike 134
 Norton, D.P. 42
 not-for-profit sector 41, 123–4,
 192, 209–11
 controls 192, 211
 definition 209
 marketing mix 210–11
 marketing planning 192, 209–11
 objectives 41, 123–4, 209–10
 segmentation 210
 sources of funds 209–10
 targeting 210
 types 211
 well-being feelings 210–11
 NPD *see* new product...

O

objective-and-task budgeting
 methods 177–8
 objectives 8–9, 11–13, 20–4, 25–
 33, 35–52, 73–6, 95, 109–10,
 121–4, 135–8, 175–90, 208,
 209–10
see also balanced scorecard;
 business...; corporate...;
 marketing...; vision
 concepts 8–9, 35–52, 73–6,
 95, 109–10, 121–4, 135–8,
 175–90, 208, 209–10
 definitions 37–40
 environmental impacts 35–6,
 47–8, 95
 examples 37–42
 external influences 47–52,
 59–65, 67–76, 77–96, 121–2,
 149–52, 178
 financial objectives 22–4, 32,
 37, 40–52
 formulation 35–7, 76, 95,
 175–90, 208
 hierarchy 36–40
 internal influences 46–8, 59–65,
 67–76, 97–114, 121–2
 long-term/short-term objectives
 40, 42–3
 marketing audits 59–65, 73–6,
 95, 121–2
 marketing mix 39–40
 marketing planning definition
 8–9
 not-for-profit sector 41, 123–4,
 209–10
 resources 37–40, 44–52
 SBUs 23–4, 39–40, 103–6, 112
 SMART objectives 37–40, 76
 stakeholder influences 46–52
 timings 40, 76, 166–70, 178–90
 types 35–52
 typical examples 37–40
 Ocado 204

- off-shoring 50
 - online performance metrics 186–7
 - see also* performance evaluations
 - operating profits 37, 39–52
 - operational assets
 - see also* assets concepts 98–100
 - operational competencies, concepts 98–100
 - operational frameworks
 - marketing planning 30–3
 - types of objectives 35–52
 - operational/subsidiary objectives
 - see also* marketing mix concepts 38–40
 - definition 38–9
 - operations function
 - objectives 38
 - value chains 105–8
 - opportunities 8–9, 20–4, 27–8, 59–65, 71–6, 77–96, 98, 112–14, 120–39, 212–17
 - definition 64
 - market attractiveness options 64–5, 104–6, 150–1, 212–17
 - marketing audits 59–65, 71–6, 77–96, 98, 112–14, 121–2
 - opportunities/threats matrix 64–5
 - SWOT analysis 22, 62–3, 98, 112–14, 121–2
 - organisational component,
 - marketing audits 59–65, 71–6
 - organisational learning 42–52, 206
 - organisational markets
 - see also* business-to-business markets
 - concepts 194–9
 - definition 195
 - organisational structures 8–9, 60–5, 73–6, 105–8, 166, 169–90, 205–6
 - centralisation 171–5
 - communications 169
 - critique 23–4, 178–80
 - decentralised organisations 171–5
 - functional structures 171–5
 - functions 169
 - implementation 166, 169–90
 - international/global dimensions of marketing planning 213–14
 - McKinsey Seven ‘S’ framework 99–100
 - marketing audits 60–5, 73–6
 - matrix organisations 173–5
 - power and politics 171–5
 - product-based organisations 171, 172–5
 - responsibilities 169
 - services 205–6
 - territory-based organisations 171–5
 - types 169, 170–5
 - value chains 105–8
 - outsourcing 50
 - overhead costs 16–17, 92, 183–90
- P**
- Parasuraman, A. 188, 205
 - participative leadership style 168
 - patents 18, 41, 70, 186
 - Pearce, J. 27
 - people element of the marketing mix 4–5, 20–4, 75–6, 98–100, 203–6, 210–11
 - see also* assets; employees
 - Pepsi 155
 - percentage-of-sales budgeting
 - methods 177–8
 - perceptual maps 155–61
 - performance appraisals 170, 206, 207
 - performance evaluations 12, 18, 19–21, 32, 37, 42–52, 109–10, 166–70, 180–90, 206, 207
 - see also* balanced scorecard; controls
 - benchmarking 32, 76, 180–90
 - brand equity metrics 186–7
 - concepts 32, 37, 42–52, 109–10, 180–90
 - effectiveness measures 184–7
 - efficiency measures 184–7
 - innovations 185–7
 - long-term solvency/stability measures 40–1, 183–4
 - marketing audits 61–2, 109–10
 - metrics 32, 37, 40–2, 180–90
 - online performance metrics 186–7
 - profitability/return measures 183
 - services 206, 207
 - short-term solvency/liquidity measures 184
 - TBL approach 186–7
- performance/importance matrix,
 - concepts 64–5
 - perishability characteristic of services 200–1
 - PESTEL framework 47, 48–52, 59–65, 68–76, 80–6, 149–52
 - Peters, T. 99
 - Pettit, S. 36
 - Philips 172
 - philosophy
 - marketing as a philosophy 4–5, 25–33
 - mission statements 27–8
 - physical assets
 - see also* assets concepts 98–100
 - physical-evidence element of the marketing mix 4–5, 20–4, 39–40, 75–6, 202–6, 211
 - Piercy, N. 166
 - Pizza Hut 213
 - place element of the marketing mix 4–5, 20–4, 38–40, 75–6, 160–1, 189–90, 193–4, 198–9, 204–6, 208–9, 210, 215–17

- see also* distribution
- planners, marketers' roles 8–9
- planning 12–24, 38–40, 76
 - see also* marketing planning
 - outcomes 20–4
 - synergistic planning process 12–24, 38–40
- planning gaps *see* gap analysis
- plans of other departments, marketing planning 7–8, 43–4, 178–80
- point-of-sale systems 136–8, 193–4
- politics *see* power and politics
- Porter, M. 16, 17, 59, 85, 87–96, 105–9, 149
- Porter's Five Forces model 85, 87–96, 149
- positioning 12, 15–16, 18, 21, 28–9, 40–52, 91, 123–4, 153–61, 166, 189–90, 204–6
 - alternatives 159
 - brand associations 156–7
 - company/product/brand levels 154–5
 - concepts 122, 123–4, 153–61, 189–90, 204–6
 - definition 122, 123, 154
 - differentiation criteria 155–6
 - distinctive attributes 159–61
 - frames of reference 156–61
 - levels 154–5
 - marketing mix 159–61, 204–6
 - perceptual maps 155–61
 - prompts 156–7
 - repositioning approach 159–61
 - stages 123–4
 - unoccupied positions 159–61
- Posner, B. 168
- potatoes 142
- power and politics
 - barriers to planning 23–4, 178–80, 188–90
 - budgets 177–8
- external influences on objectives 47–52, 59–65, 68–76, 78–96, 149–52
 - organisational structures 171–5
 - PESTEL framework 47, 48–52, 59–65, 68–76, 78–96, 149–52
 - stakeholders 26–7, 81–6
- Prahalad, C.K. 28–9
- preaudit stage, marketing audits 62–5
- pressure groups, external
 - influences on objectives 47–8
- pricing 4–5, 7–8, 9, 15–16, 20–4, 38–40, 43–52, 75–6, 91–6, 100–14, 155–61, 189–90, 193–4, 198–9, 204–6, 208–9, 210–11, 215–17
 - internal marketing 189–90
 - marketing mix element 4–5, 15–16, 20–4, 38–40, 75–6, 160–1, 189–90, 193–4, 198–9, 204–6, 208–9, 210–11, 215–17
 - perceptual maps 155–61
- primary activities, value chains 106–8
- processes
 - elements of the marketing mix 4–5, 20–4, 203–6, 211
 - implementation 170–90
 - internal perspective of the balanced scorecard 42–52
 - marketing audits 67–76
- Proctor and Gamble 194
- procurement, value chains 105–8
- product augmentation,
 - differentiation source of competitive advantage 92–3
- product development strategic option, Ansoff's matrix 110–12
- product perceptions,
 - differentiation source of competitive advantage 92–3, 155–61
- product portfolios 80–96
- product positioning *see* positioning
- product-based organisational structures
 - see also* organisational structures
 - concepts 171, 172–5
- production department 7–8, 30–1, 171–5
- productivity 38, 60–5, 71–6
- products 4–5, 16–18, 20–4, 31–3, 38–52, 59, 75–6, 87–8, 91–6, 100–14, 160–1, 171–5, 189–90, 198–9, 204–6, 210–11, 214–15
 - Ansoff's matrix 109–12
 - differentiation source of competitive advantage 16–18, 59, 87–8, 91–6, 154–61
 - internal marketing 189–90
 - life cycles 40, 49–50, 100–14, 147–52, 159, 212–13
 - marketing mix element 4–5, 20–4, 39–40, 75–6, 160–1, 189–90, 198–9, 204–6, 210–11, 214–15
 - new products 31–3, 38–40, 41–52, 74–6, 91–6, 110–14, 185–7, 214–15
 - Porter's Five Forces model 88–96, 149
 - positioning level 154–61
 - share of product market 40–52
 - standardization/adaptation issues 214–15, 216–17
 - substitute products 88–96, 149
- profit margins, value chains 106–8
- profits
 - marketing definitions 4–5
 - marketing orientation aspects 5–6
 - net profits 32, 37, 183–90
 - performance metrics 183–90
- project management skills 170

promotions element of the
 marketing mix 4–5, 15–16,
 20–4, 39–40, 75–6, 160–1,
 193–4, 198–9, 204–6, 209,
 210–11, 215–18
see also advertising
 internal marketing 189–90
 international/global dimensions
 of marketing planning 215–17
 virtual businesses 217–18
 psychographic segmentation
see also segmentation
 concepts 127, 129–31, 145–8
 public image, mission statements
 27–8
 public relations 194, 210–11,
 217–18

Q

quality perspectives
 balanced scorecard 42–52
 differentiation source of
 competitive advantage 92–3,
 155–61
 perceptual maps 155–61
 services 202–6
 SERVQUAL model 205–6
 questionmarks (problem children),
 BCG matrix 103–4
 quick ratio, definition 184

R

R&D 16–18, 42–52, 169–71, 186,
 197
 radio advertising 31–2, 209
 rebranding 102
 recommendations stage,
 marketing audits 62–5, 67–76
 recruitment
 customers 136–8, 185–7
 employees 70–1, 92, 170, 203
 regional markets, international/
 global dimensions of
 marketing planning 212–13

relationships 18, 92–6, 126, 127,
 131–5, 218
see also cross-functional...
 behavioural segmentation 127,
 131–5
 blogs 218
 religion 83, 134
 reporting 170–90
 repositioning approach 159–61
 resistance to change 23–4, 188–90
 resource-based view of the firm
 44–52, 98–114
 resources 8–9, 12–13, 14–15,
 19–24, 31–3, 44–52, 57–65,
 67–76, 86–7, 98–114, 122–3,
 147–52, 166, 170–90
see also marketing audits
 barriers to planning 23–4,
 178–80, 188–90
 constraints 31–2, 86–7, 122–3
 ecological influences 47–50,
 68–76, 83–6
 implementation 166, 170–90
 marketing planning definition
 8–9
 marketing planning purposes
 8–9, 14–15, 19–24, 31–3,
 44–52, 166, 170–90
 objectives 37–40
 scarce resources 122–3, 181
 types 45–6, 98–100
 weaknesses 86–7
 resourcing, implementation 166,
 170–90
 response profiles, competitor
 analysis 85–7
 responsibilities
 budgets 31–2, 175–90
 implementation 169, 178–90
 organisational structures 169
 retention rates
 customers 32, 38–40, 136–8,
 141–52, 185–7
 employees 38, 70–1, 75–6, 92,
 114

return on capital employed
 (ROCE) 32, 37, 40–52, 183
 return on equity (ROE) 37
 return on investment (ROI) 37,
 40–52, 110
 returns
 performance metrics 32, 37,
 40–52, 110, 183–90
 risk 136–8
 revenues, forecasts 22–4, 170,
 175–90
 Ries, A. 159
 risk
 attitudes 44, 46–7
 international/global dimensions
 of marketing planning 212–13
 returns 136–8
 ‘road map’ analogy, marketing
 planning 8, 30–1
 ROCE *see* return on capital
 employed
 ROI *see* return on investment
 Rolex 144
 Rolls Royce 143
 Royal Bank of Scotland 143
 Ryanair 58

S

sales 32, 38–40, 43–52, 105–8,
 171–5, 193–4, 217–18
 value chains 105–8
 virtual businesses 217–18
 Samsung 154–5
 SBUs 23–4, 39–40, 103–6, 112
 scenario planning 176, 187
 Schollhammer, H. 207
 Scottish universities 94–6
 Seat Alhambra 93
 secondary activities, value chains
 106–8
 segmentation 4–5, 9, 12, 15–16,
 17–18, 20–4, 28–9, 40–1,
 50, 63, 72–6, 87–8, 91–6,
 119–39, 166, 185–7, 189–90,
 198–9, 210

- see also* customers focus...
- accessibility criteria 135–8
- ACORN 129–31, 134
- appropriateness criteria 135–8
- B2B 124–6, 134–9, 198–9
- behavioural segmentation 127, 131–8, 145–8
- benefits 123–4
- concepts 4–5, 17, 20–4, 28–9, 40–1, 50, 63, 72–6, 87–8, 91–6, 119–39, 166, 185–7, 189–90, 198–9, 210
- consumer markets 126–39
- definition 122–3
- demographic segmentation 127, 128–31, 145–8
- effectiveness criteria 135–9
- family life cycle groups 128–31
- geodemographic segmentation 128–31
- geographic segmentation 126–8, 133–5, 145–8, 212–17
- internal marketing 189–90
- international segmentation 133–5, 211–17
- marketing definitions 4–5
- measurability criteria 135–8
- multivariable segmentation 134–5
- not-for-profit sector 210
- psychographic segmentation 127, 129–31, 145–8
- stability criteria 135–8
- stages 123–4
- substantiality criteria 135–8
- technological developments 136–8
- types 124–35
- uniqueness criteria 135–8
- vision 28–9
- segmentation, targeting and positioning (STP)
see also positioning; targeting
concepts 120–62
stages 123–4
- selective competitors 87
- senior examiner's comments
Section 1 53
Section 2 116
Section 3 162
Section 4 221–2
- services
business services 200
characteristics 200–2
concepts 39–40, 43, 199–206
consumer services 200
definition 199–200
employees 203–6
key design components 204–6
law of services 202
marketing mix 39–40, 75–6, 202–6
marketing planning 199–206
organisational structures 205–6
performance evaluations 43, 206, 207
SERVQUAL model 205–6
statistical trends 199
types 199–200
value chains 105–8
- SERVQUAL model 205–6
- share of product market 40–52
- share of voice 185–7
- shared values
see also cultural issues
McKinsey Seven 'S' framework 99–100
- shareholders 42–52
- short-term solvency/liquidity
measures, concepts 184
- short-termism 179–80
- SIC *see* standard industrial classification
- situational analysis 123–4
see also analysis; marketing audits
- skills 17–18, 45–8, 92–6, 98–114, 166–90, 203–6
see also competencies
- barriers to competitors 17–18, 23–4, 94–6
- barriers to planning 23–4, 178–80, 188–90
- hard/soft skills 170
- McKinsey Seven 'S' framework 99–100
- management 45–6, 98–100, 166–90
types 169–70
- Skoda 155–6, 159
- Slater, S.F. 5
- small and medium-sized enterprises (SMEs) 192, 206–9
business plans 208
characteristics 207–8
concepts 206–9
definition 206–7
distributors 208–9
entrepreneurial characteristics 207–8
failure rates 208
marketing mix 208–9
marketing planning 206–9
- SMART objectives 37–40, 76
- SMEs *see* small and medium-sized enterprises
- Smith, W. 122–3
- smoking advertisements 148, 211
- social influences
external influences on objectives 47–52, 59–65, 68–76, 78, 82–6, 149–52
PESTEL framework 47, 48–52, 59–65, 68–76, 78, 82–6, 149–52
- socially responsible consequences, targeting 147–8
- soft skills 170
see also skills
- sole traders
see also small and medium-sized enterprises
marketing planning 206–9

- Sony 155
 - speculative market attractiveness
 - option 64, 150–1
 - sponsorship 194, 210–11
 - stability criteria, segmentation 135–8
 - staff *see* employees
 - stakeholders
 - concepts 26–33, 46–52
 - CSR 49–50
 - definition 26
 - influences on objectives 46–52
 - power and politics 26–7, 81–6
 - types 26, 46–8
 - standard industrial classification (SIC) 125–6, 134
 - standardization/adaptation
 - issues, international/global dimensions of marketing planning 214–15, 216–17
 - standards 180–90, 214–15, 216–17
 - see also* controls
 - stars, BCG matrix 103–4
 - Steinway 144
 - Stella Artois 93
 - stochastic competitors 87
 - stock turnover ratio, definition 184
 - STP *see* segmentation, targeting and positioning
 - strategic competencies, concepts 98–100
 - strategic decisions, marketing
 - orientation factors 5–6, 50–2
 - strategic group analysis
 - concepts 78–9, 90–6
 - definition 90–1
 - strategic intent 25–33
 - see also* vision
 - strategic marketing plans
 - see also* marketing planning
 - competitive advantages 15–18
 - concepts 15–18, 21–3, 165–6
 - contents 21–3
 - definition 15, 22
 - strategic plans
 - definition 14–15
 - marketing planning contrasts 14–15
 - strategies 5–6, 8–9, 12–18, 19–24, 25–33, 36–52, 59–65, 71–6, 78–96, 105–8, 109–12, 117–62, 166–90
 - see also* competitive advantages
 - marketing mix; positioning; segmentation; targeting
 - alternative strategies 109–12
 - Ansoff's matrix 109–12
 - definitions 14–15, 120–1
 - dissemination of market information 5–6, 8
 - formulation 121–39, 175–90
 - implementation 166–90
 - international/global dimensions of marketing planning 213–17
 - McKinsey Seven 'S' framework 99–100
 - marketing audit components 59–65, 71–6, 78–96, 121–2
 - marketing planning definition 8–9
 - success factors 166–7, 178–80, 188–90
 - targeting 141–52
 - strategists, marketers 8–9, 15–16
 - strengths 22, 59–65, 71–6, 98, 104–6, 112–14, 121–2, 150–2
 - general electric matrix 104–6
 - market attractiveness options 64–5, 104–6, 150–1
 - SWOT analysis 22, 62–3, 98, 112–14, 121–2
 - stretch 28–9
 - see also* vision
 - structures *see* organisational structures
 - substantiality criteria, segmentation 135–8
 - substitute products, Porter's Five Forces model 88–96, 149
 - suggestions by employees 43–52
 - supermarkets 87, 89, 133, 143, 145–7, 154–5
 - suppliers 60–5, 73–6, 78–96, 107–8, 149, 197–8
 - B2B 197–8
 - Porter's Five Forces model 88–96, 149
 - supply chains 107–8
 - supportive leadership style 168
 - SWOT (strengths, weaknesses, opportunities, threats)
 - analysis 22, 62–3, 98, 112–14, 121–2
 - concepts 112–14, 121–2
 - definition 112–13
 - examples 112, 114
 - synergistic planning process
 - concepts 11–24, 38–40
 - definition 12
 - systems
 - see also* forecasts; reporting
 - assets 98–100
 - implementation 167–90
 - McKinsey Seven 'S' framework 99–100
 - marketing audits component 59–65, 71–6
- T**
- tactical marketing plans
 - see also* marketing planning
 - concepts 15–16, 166
 - definition 15
 - tacticians, marketers 9, 12, 15–16, 23–4, 30–3, 38–40, 166
 - targeting 6, 12, 20–4, 40, 50, 123–4, 141–52, 166, 189–90, 210
 - see also* marketing programmes
 - competition factors 149–52
 - concepts 122–4, 141–52, 189–90, 210
 - critique 147–8
 - definition 122, 123, 142

- environmental factors 149–52
 - evaluations 148–51
 - individual marketing 145–8
 - local marketing 145–8
 - market attractiveness options 148–52
 - market factors 149–52
 - marketing mix 142–52
 - micromarketing strategies 144–8
 - not-for-profit sector 210
 - selection of strategies 147
 - socially responsible
 - consequences 147–8
 - stages 123–4
 - strategies 141–52
 - undifferentiated/differentiated/
 - concentrated strategies 142–52, 154–61
 - TBL *see* triple bottom line
 - teams
 - competencies 99–100
 - group think 176
 - marketing audits 63–5
 - multifunctional teams 169
 - technical factors, internal
 - marketing environment 71–6
 - technical intelligence 70–6
 - see also* intelligence
 - technical resources
 - see also* resource...
 - concepts 45–6
 - technological developments
 - 13–14, 27–8, 44–52, 59–65, 68–76, 78, 83–96, 102, 136–8, 217–19
 - see also* Internet
 - external influences on objectives
 - 47–52, 59–65, 68–76, 78, 83–6, 149–52
 - marketing planning purposes 13–14
 - mission statements 27–8, 44–52
 - PESTEL framework 47, 49–52, 59–65, 68–76, 78, 83–6, 149–52
 - segmentation issues 136–8
 - value chains 105–8
 - virtual businesses 92, 217–19
 - territory-based organisations
 - see also* organisational structures
 - concepts 171–5
 - terrorist attacks 109
 - Tesco 87, 89, 133, 143, 145–7, 155
 - Tesco Clubcard 146
 - text messages 218
 - threats 8–9, 22, 59–65, 71–6, 77–96, 98, 112–14, 121–2
 - see also* competitor... definition 64
 - market attractiveness options 64–5, 105–6, 150–1
 - marketing audits 59–65, 71–6, 77–96, 98, 112–14, 121–2
 - opportunities/threats matrix 64–5
 - SWOT analysis 22, 62–3, 98, 112–14, 121–2
 - tiger competitors 87
 - time to market objectives 41–52
 - timings 8–9, 19–24, 31–3, 37–40, 61–2, 76, 166–70, 178–90
 - implementation 166–70, 178–90
 - marketing audits 61–2, 63–4
 - marketing planning 8–9, 19–24, 31–3, 40, 76, 166–70, 178–90
 - objectives 40, 76, 166–70, 178–90
 - SMART objectives 37–40, 76
 - top-down approaches to marketing
 - planning 19
 - trade marks 186
 - trade unions 46
 - training, employees 38, 42–52, 170, 203–6
 - transactional leadership 168
 - transformational leadership 168
 - see also* leadership
 - trend-extrapolation forecasting techniques 175–6
 - triple bottom line (TBL) 186–7
 - troubled market attractiveness
 - option 64, 150–1
 - Trout, J. 159
 - trust 186–7
 - turnover rates, employees 38, 70–1, 75–6, 92, 114
 - TV 50, 134
- ## U
- undifferentiated targeting
 - strategies
 - see also* targeting concepts 142–52
 - Unilever 172, 194
 - uniqueness criteria, segmentation 135–8
 - universities 94–6
 - unoccupied positions, positioning 159–61
 - Upshaw, L.B. 156
 - ‘urban prosperity’ ACORN Classification 130
 - usage-rate segmentation 133
- ## V
- value added 71–6
 - value chains 105–8
 - value for money 43–52, 155–7
 - value propositions, marketing
 - definitions 4–5
 - value system, concepts 107–8
 - variances
 - concepts 109–10, 170, 181–90
 - definition 181–2
 - examples 181–2
 - planning process 109–10, 170, 181–90
 - Virgin Airlines 156
 - Virgin Cola 155
 - Virgin Trains 156

240 Index

virtual businesses 92, 217–19
 see also Internet
 blogs 218
 marketing planning 217–19
 trends 217

Visa Inc. 127

vision 20–4, 25–33, 36–52, 121–2,
 135–8, 168, 188–90
 see also objectives; strategic
 intent; stretch
 concepts 25–33, 36–52, 121–2,
 135–8, 188–90
 definition 28
 determinants 26–7
 examples 29
 marketing plans 20–4, 25, 30–3,
 36–52, 121–2, 168, 188–90

Volkswagen 159
volume growth rates 43–52
Volvo 155

W

Waitrose 204
Waterman, R. 99
weaknesses 22, 59–65, 71–6,
 86–96, 98, 112–14, 121–2
‘wealthy achievers’ ACORN
 Classification 130
well-being feelings, not-for-profit
 sector 210–11
wholly owned subsidiaries
 213–14
wills 211
Wilsdorf, Hans 144

Wilson, R.M.S. 28, 59, 61, 64,
 78–80
Woolworths 58
Wright, J. 218
Wurster, T.S. 218

Y

Yeshin, T. 156

Z

zero-based budgeting approaches
 177–8

Chapter extract

**To buy the full file, and for copyright
information, click here**

<http://www.download-it.org/learning-resources.php?promoCode=&partnerID=&content=story&storyID=1682>



The publisher detailed in the title page holds the copyright for this document

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recorded or otherwise, without the written permission of Spensford IT Ltd who are licensed to reproduce this document by the publisher

All requests should be sent in the first instance to

rights@download-it.org

Please ensure you have book-marked our website.

www.download-it.org