## Index

3M Post-it notes 184	asset base constraints 56	Boston Consulting Group (BCG)
4Ps 4, 20, 63, 229, 250-1, 257, 371	assets	191–3, 197, 453, 465
6 Is of E-marketing 292–9	brands as 171	Boston Matrix 193-9, 217
80/20 rule see Pareto effect	expenditure and 539	bottom-up approach 509, 513,
'10S' approach to barriers 516-18	map of marketing 55	593–4
	market segmentation 252	BPR (Business Process Redesign) 50
a priori segmentation 89	see also intangibles	brand exposure 301-2
ABC see activity-based costing	assumptions 62	brand functionality 175
above-the-line expenditure see	documentation 576	brand image 396, 402
advertising	exercises 265	brand loyalty ladder 282
accessible market size 202	organization chart model 531-2	brand names169-70
accessible volume/value, key	assurance, customer services 396, 402	brand personality 174
accounts 352	attitudes	brand positioning 172-3, 177
accountability framework 537-8,	benefit analysis 134, 136	brand preference 150
540-53	development of 312	brand strategy 172, 176
accountancy 92, 452-6	market segmentation 118–19	brands 15-16, 169-80, 282
accounting value 150, 151	outcomes linking 547–50	category management 179-82
ACORN categories 135	pricing 475	companies as 176
acquisition of customers 419, 420, 421	attractiveness factors	components of 172-6
activation activities 315	key accounts 350, 352-3	definition 169
activities	markets 118-19, 201-4, 208-9, 237	experience quality 396, 402
key activity plan 582, 589	scoring 353	global versus local 176–9
outcomes linking 547–50	segments 118, 253	product lifecycles 184
sponsorship 315	audits	social media 301-2
activity-based costing (ABC) 86, 344	customer/services 411-13	successful/unsuccessful 171-2, 179
added values 150, 151, 170, 179	distribution audit 392-4	breakeven analysis 458-9
definition 539-40	hierarchy of 510	British motorcycle industry 453–4
experience effect 191	management audit 51-2	British Standard Industrial
shareholder value 150, 151, 537,	see also marketing audit	Classification System 511
542-7	autonomy crises 498	broadcast media 276
value added chain 98, 101	aviation market 9, 20, 384-5	BT
addressability, communications 293-5	awareness creation, advertising 288	Global Services 381-2, 386, 427,
administrative role, planners 494	, 3	431-2
advertising 10, 279, 281, 427	balance sheets 53	Major Customers case study 381-2
definition 303	balanced portfolios 341, 342	427
media choice 289-91, 320-2	banking operations 44	social media campaign 301
new product adoption 187	channel selection 373, 384	budgets 63-4, 538
objective-setting 231, 233, 286-8,	competitive strategies 241	consolidation of 580-1
316, 319–20	CRM 424	multinational conglomerates 489
plan preparation 286-91, 316, 322	banner ads 303	one-year marketing plans 581
social media 301–3	barriers to planning 515-18, 520	size of operations 488
strategic role 307	basic KAM stage 347, 354	see also forecasts
affiliate marketing 303, 502	BCG see Boston Consulting Group	Bugs Burger Bug Killer 462
aggregating products/services 82-5, 98	behaviour see purchasing behaviour	bureaucracy crisis 499
agrochemical companies 213-14	below-the-line expenditure see sales	business benefits 442
airline industry 9, 20, 384–5	promotion	business changes 443
Amazon 303	benefit analysis 218-22	business objectives 115-16
analysis team, DPM 201	distribution 389	business plans 544, 545
annuity market 374-7	exercises 128-32, 475	Business Process Redesign (BPR) 50
Ansoff, Igor 235	key account management 343-5	business risk 543, 544
Ansoff Matrix 233-5, 247	matrix 242	business school case study 211
exercises 259-63, 265-6, 328	benefit dependency network (BDN)	business strengths/position 202, 247
gap analysis 245-6	442-4, 446-7	dealing with 205-6
outcomes linking 547–50	benefit package analysis 218-22	defining 204, 350, 354, 355
review 256-7	bipolar maps 172–3	see also SWOT analysis
appendices inclusion 592	blue-chip companies 210–11	business success through marketing
arts sponsorship 312, 313	board-level organization 502-5	6, 487–8

client-specialist coordination 334	consolidated budgets 580, 581
	consumer attitudes 475
	see also attitudes
	consumer marketing 13–14
	consumer purchases
	demographics 103
	organizational issues 506
	consumers 13–14, 81–2, 121, 475 definition 81
	digital communications 295
	as segments 96
	wants/needs 229
	see also customer
	contingency plans 581, 582
four Cs 229	control cells, advertising 290
integration 275-326, 425, 427-8,	control procedures
436–7, 446	crises 498
communications mix 276	marketing audit 60, 175
choosing 280–5	size/diversity implications 485–7
	convenience, four Cs 228
	cooperative KAM 347–8, 354
	coordinated evolution 509
	coordinating role control crisis 499
~ .	salespeople 334
	copier paper market 108
	core products 215
* *	corporate culture 6, 496, 507–9, 518
review 316	corporate identity 176
communications tools	corporate metrics 556
combining in customer journey	see also metrics
282–5	corporate objectives
matching to	definition 230–2
	marketing objectives relation 230–
	pricing plan 455, 472–3
	review 255
•	sales force management 337, 339 setting 59
	corporate planning 49–57, 230–2
	delegation of 508, 509–10
	diversification 489
Boston Matrix 197	marketing planning integration 50
directional statements 590	total process 513
market segmentation 111	corporate strategy definition 232
mission statements 59	correlation, customer satisfaction/
competition	loyalty 117
	cost effectiveness, differentiation 241
	cost leadership, brands 176
	cost-plus pricing approach 458,
	459, 468 cost savings
	key account management 343,
	344–5
	pricing and 459
	costs
sustainable 236	acquiring customers 419, 420, 421
value chain analysis 150	budgets 63
value-in-use 462-5	channel selection 384-5
competitive positioning 80, 119, 205	customer services 398
	customer wants 8
470, 474	definition 41
	distribution 388, 410–11
	four Cs 228–9
	minimizing 40 multichannel consistency 435
	one-year marketing plans 582, 585
	pricing and 453, 458–60, 464,
	465–7, 472
conglomerates 213, 489–90, 492	unit costs 191–3
consistency of channels 432-5	see also expenditure
	climate issues, organizational 533 closed-loop planning systems 66, 485, 490. 519 cluster analysis 105, 115–16 CM (category management) 179–82 co-branded e-mails 304 Coca-Cola 169–71, 302, 304 cold e-mails 304 Colaborative evolution 499, 509 commodity-brand distinction 170–1 communications CRM 425, 428, 436–7 distribution 388–9, 409 four Cs 229 integration 275–326, 425, 427–8, 436–7, 446 communications mix 276 choosing 280–5 digital communications 299–304 personal selling 330–1, 362–3 review 316 communications objectives defining 277–9 setting 286–8 communications plan 275–326 application questions 317 exercises 318–26 review 316 communications tools combining in customer journey 282–5 matching to purpose 280–1 segment media consumption 281 public relations 310–11 companies as brands 176 company benefits 129 company capabilities 3, 5, 7–8, 9, 30, 33–4, 205 competences Boston Matrix 197 directional statements 590 market segmentation 111 mission statements 59 competition communications plan 280 pricing plan 458, 462–5, 468, 470, 474 SBU characteristics 591 value positioning 80 competitive advantage market segmentation 111 product audit 171, 193 strategic marketing plans 49 sustainable 236 value chain analysis 150 value-in-use 462–5 competitive positioning 80, 119, 205 competitive pricing 458, 464, 468, 470, 474 competitive positioning 80, 119, 205 competitive pricing 458, 464, 468, 470, 474 competitive positioning 80, 119, 205 competitive pricing 458, 464, 468, 470, 474 competitive positioning 80, 119, 205 competitive pricing 458, 464, 468, 470, 474 competitive positioning 80 competitive pricing 458, 464, 468, 470, 474 competitor value positioning 80 competitive positi

see also Internet coverage maps 379-83, 385, 404-5 competitive strategies 252 Coviello, N. 88 definition 81 direct channels, GM programme 436 Cranfield Customer Management digital communications 297 direct customers 81 Forum 373, 386, 432, 444, 507 direct mail systems 15, 289, 427, gap analysis 244 key accounts 69, 339-50, 357 Cranfield School of Management 302, 437, 440 344, 442, 537-8, 540 multichannel plan 372-86, 402 direct marketing 280-1, 289, 440 Cranfield's Café Bookshop 417-18 directed evolution 508 organizational issues 496, 507 creative evolution 508 product audit 167-8 Directed Marketing Planning 508 crises and solutions 497-9, 508 social media insights 301 directional policy matrix (DPM) 178, critical success factors (CSFs) 80, 119, status for benefit analysis 136 198-200, 236-8 145, 146 tracking 289-90 application 226, 247, 253 business strengths/position 205-6 value-in-use 462-5 case studies 210-14 communications integration 279 see also consumer . . .; market communications integration 278 exercises 125-7 segmentation exercises 556 outcomes linking 548-50 customization 440-2, 446 key accounts 342 market segmentation 546 review 121 scoring 354-5 damage limitation, public relations 312 portfolio summary 208-9 CRM see customer relationship data integration, CRM 425-7, 446 process explanation 201-8 review 217-18 management data management channel-independent 426 ten steps to producing 201 CSFs see critical success factors directional statements 590 CTNs (confectioners, tobacconists and hierarchy of audits 510-11 newsagents) 110-11 directional terms 235 organization chart model 533 cultural sponsorship 312, 313 task-independent 425-6 directive role, planners 494 culture, corporate 6, 496, 507-9, 518 data sheets 511 discounting 64, 460, 470, 476-7, 552 database systems 42, 423, 424, customer audit 139-63 discretionary pricing 467 customer behaviour 160 425, 426 disintegrating KAM 349-50 DBAMs see desk-based account disintermediation 109, 298 customer-centric CRM 440, 446 customer experience see experience . . . managers distinctive competences 59, 111, DBCs (decisive buying criteria) 119 197, 590 customer-facing needs 205-6 decentralization 500-2, 520 distribution 52, 371-2, 386-94 customer journey communications tools in 280-5 aligning interests 389-91 decision-making E-marketing 292-3 central decisioning 428 buying influence 374 search engine marketing in 299-301 communications tools 283-5 category management 181 customer needs 139-63 distribution 394 channels of 460-2, 470, 474-5 business strengths/position 205-6 capital goods 25-7 market segmentation 96, 102-3, 105 market definition 82-5, 105 customer services 399 market segmentation 227 marketing objectives 235 exercises 408-11 multichannel plan 374-7, 396 pricing 452, 467 importance of 386-7 mapping markets 98, 101 SWOT analysis 143-9, 160 decision-making units 22, 283-5 market definition 84 customer perceived value 150 decisive buying criteria (DBCs) 119 customer relationship decline of markets 190-1, 195 objectives 392, 393 defining markets 4, 78-81, 89-96, 105 review 401 management (CRM) application questions 444-5 Boston Matrix 197 distribution audit 52, 392-4 brand names 169 exercises 123-5 distribution mix 387-9 definitions 422 significance 110-11 distribution plan 391-4, 401 diversification 57, 245, 247-8, 261, designing 450 delegated evolution 508-9 exercises 447-50 delegative leadership 498 263, 485-7, 488-95 Dell 292-3, 297-9 documentation plan 417-50 one-year marketing plans 583-9 review 445-7 demand social media 303 competitive strategies 240-1 strategic marketing plans 568-81 stage model 422-5 matching 20 'dogs' 195, 197 downside risk assessment 265, 587 customer retention 244, 419-21 pricing and 452, 454, 458, 466 customer satisfaction 8-9, 395 demographics 89, 103, 112-13, downturns, marketing in 252 category management 181 133-6 DPM see directional policy matrix multichannel consistency 432-4 drivers 442 design see systems design/ due diligence 541, 543-5, 554 polarized attitudes 115 implementation retention and 421 desk-based account managers DVIA communications 296 customer services 9, 394-400 (DBAMs) 381-2, 386 dynamic interaction, CRM 440, 446 audit 411-13 dialogue see interactive . . . 'Dialogue' programme, GM 304, 436-8 e-commerce 109-11 goods firms 397-400, 402-3 package development 399-400, differential benefits 129-32, 475 e-mail marketing 15, 303-4 differential strengths 62 E-marketing 292-9, 303-4 413 - 15review 401-2 differentiation early majority grouping 91, 187-8 social media 302 communications integration 280-1 ecological models 50 customer value 160, 439, 446 competitive strategies 240-1 econometric modelling 291 real meaning of 149-60 customer needs and wants 151, 160 economic environment 60 customer wants 3, 5, 8-9, 9-11, 12, customer services 394 economic value 371 diffusion of innovation 89-92, economic variables 60 28, 30, 31-2 customers 81-2, 121 187-90, 216-17, 289 economies of scale 177-8, 191 categorization for KAM 357 digital communications 292-304

ECR (Efficient Customer	financial goals, SBUs 592	line management relations 494
Response) 179	financial history, SBUs 590	planner relationship 492
effectiveness 47, 49	financial objectives 51-2	SBU consolidation 590
advertising media 289-91	financial outcomes, KAM 358-9	health services 68-9
application questions 553-4	financial projections 571, 580	HFs (hygiene factors) 550, 551
cost effectiveness 241	financial ratios 582	hierarchy of audits 510-11
exercises 555-9	financial services case studies 431	hierarchy of planning 64, 69, 140
measuring 537–60	see also banking operations	high relative market share
metrics 289–91	financial-trust organizations 502	definition 194
review 554	first crisis/solution 497–8	high-value customer channels 373
efficiency 47, 446	First Direct 240, 372, 384, 421, 429	historical background
Efficient Customer Response (ECR) 179	Five Forces (Porter's) 203	organization chart model 531
emotions 174, 396, 402	FMCG see fast moving consumer	SBUs 590
empathy 396, 402	goods	homogeneity of product/market 48
employee satisfaction 395	force field analysis theory 523-4,	horizons see planning horizons
enabling changes 443	524–6	hotel industry 377-8
engineering company case study	Ford 176	hygiene factors (HFs) 550, 551
211–12	forecast matrix 356	
enter decisions 235, 264	forecasts 41-2, 488	IBM 7, 240
environmental issues 494–5	diffusion of innovation 188	ICI 242
see also economic environment;	DPM 207–8	impersonal communications 275
		see also advertising
marketing environment	key account management 356	
estimated replacement date (ERD),	multinational conglomerates 489	implementation issues 485–536,
cars 436	one-year marketing plans 581	543–4
estimating expected results 63	size of operations 488	application questions 519
European SIC system 133	formalization 22	exercises 521–36
European single market 178-9	formalized plans 57–8, 66, 486–7,	review 519-21
events, public relations 310	488, 490–1	see also systems design/
evolutionary phases	four Cs 228–9	implementation
corporate culture 507–9	fourth crisis/solution 499	implementation risk 543, 544
crises 498–9	full absorption costing 458	improve decisions 235, 264
'excellence' 246	functional-level planning 66, 485	inbound channels 304, 440, 446, 44
exchange potential,	see also marketing function	inbound e-mails 304
communications 294	functional redesign value 465	incremental expenses 64
	C	
executive role, competitive	functionality of brands 175	incremental value, intangibles 464
strategies 246	future goals	independence of location,
exhaust revenues 114	directional statements 590	communications 296–7
existing activity reviews,	market segmentation 109–11	indirect channels 426, 436
sponsorship 314	organization chart model 531–2	see also intermediaries
exit decisions 235		individualization 295-6, 422-4, 427
expenditure 538-9	gap analysis 243-7, 248, 255-6,	435, 436–8, 439, 446
fast moving consumer goods	258-63	individuals
540, 551	General Motors 304, 427, 436-8	formalized systems 490
lag/lead indicators 550, 551	generic strategies matrix 44-5, 241	profiling 134–6
see also costs	geodemographics 89, 135	tracking for advertising 289–90
experience effect 191, 241, 454, 515	geographic benefit analysis 134, 135	industrial marketing 21–2
experience quality, customer services	geographic boundaries, markets 97	industrial purchases/goods
395–6, 401–2	Gillette 169, 170	demographics 103
expert opinions, public relations 311	global brands 176–9	exercises 127–8
exploratory KAM 346, 354	globalization, market definition 98	market segmentation 566–7
export strategies 593	GlobalTech case study 113–21	sales plan 329
external audits 60	goods firms 397–400, 402–3	industry restructuring 298-9
external risks 343	see also products	industry-wide success factors 205
	government targets, public	information
facilities for distribution 388,	services 44	access to 423, 445-6, 511
408-11	growth of companies 496-7, 499, 545	communications integration 280,
FADS 92	growth of markets 93-4	284, 294, 295–6
failure	guide to 224–5	flows 9
integration of planning 509	product audit 182, 186, 190–1, 193,	intelligence and 517
market segmentation 113–14	194–6, 197, 202	needs 22
reasons for 56–7, 493	growth rate	personal selling 330
family lifecycle analysis 135	DPM 202	transfer of 492
fast moving consumer goods (FMCG)	guide to 224–5	information-enabled tailoring 295–6
10, 540, 551	key accounts 352	information technology (IT)
fertilizer market case study 82, 94		budgets 538
field sales force 381-2	'halo' effect, brands 176	CRM and 419, 422
First Direct 429	harvest decisions 235, 264	IS/IT enablers 443
fifth crisis/solution 499-500	headquarters	multichannel plan 376-7
financial audit 52	centralization/decentralization 502	personal selling 331
financial drivers, selling companies 344	diversification effects 492	product lifecycles 185

informed strategies, communications	definition 350, 352-3	loyalty of customers 115, 117–18,
297–8	weight allocation 353	282, 283, 395, 434
innovation	key account management (KAM)	lubricants market 511
diffusion of 89–92, 187–90,	benefits of 343–5	
216–17, 289	definition 341–2	McDonald's 241
digital communications 298–9	importance of 358	maintain decisions 235, 264
diversification 490	in industrial marketing 23	maintenance, repair and operation
innovators 89, 187, 189, 289	objectives 356-7	(MRO) contracts 463
inputs, market segmentation 550	portfolio planning 350-8	maintenance expenditure 551–2
insurance companies	relationship development 345–50	Major Customers case study
annuity market 374-7	review 360-1	(BT) 427
channel curves 383	selling and 339	management audit 51-2
market maps 374	key account manager, definition	management processes
sales plan 329	342-3	category management 179–82
intangibles 18, 464, 542, 545	key accounts	centralization versus
integration	attractiveness 350, 352–3	decentralization 500–2
communications 275–326	definition 67, 341	CRM 303, 417–50
CRM 425–35, 445	planning position 68–9	diversification 488–93
distribution management 391–4	population list 351	integrated distribution 391–4
E-marketing 292–3	preliminary categorization 351	marketing audit 568
key account management 349, 354	key activity planner 582, 589	marketing plan development 40
planning systems 275–326, 506, 509	knowledge	objective-setting 231
integration maturity 423, 425–35, 445,	investments 539	operational/strategic separation
448, 449	of personnel 532–3	485–6, 494
intelligence definition 517	technology/markets 488	physical distribution 386–94
intelligent dialogue 297–8, 424, 446	'10S' approach 516–18 transfer of 492	planner role 492
interaction maturity 423, 435–42, 445, 448, 449	Kodak 7	sales force 328–9, 336–7, 337–9,
	Kouak /	360, 365–8, 380, 381–2, 502, 503 shared values 516
interactive communications 276, 293–5 interactive media 276	lag indicators 547, 550, 551	size of operations 488
interdependence	laggards 188	sponsorship 314
industrial markets 22	Lanchester's Square Law 243	see also data management; key
key account management 348, 354	large companies 488	account management; product
top-down/bottom-up process	diversification 492	management; top management
513, 514	hierarchy of audits 513	manager role 342-3, 492
intermediaries	marketing function 487, 522	managerial orientation 46, 48
channels of distribution 460-2	multichannel consistency 433	manpower issues 593
CRM 421	planning horizons 495	manufacturing companies 13
digital communications 298	late majority grouping 91, 187-8	Boston Matrix 195
distribution 378, 391	launch prices 458	CRM 436-8
evaluation criteria 391, 407–8	lawn mower market 103	customer services 399
exercises 405–8	lead indicators 547, 550, 551	distribution 386
market segmentation 109-10	leadership	market definition 83-4
internal audits 60	crises 497–8, 508	retailer relationship 180–1
internal needs, market	visionary models 50	map of marketing 4, 28, 29, 79, 166
segmentation 114	learning curves 191	accountability framework 541
internal risks 343	legislation 7	objective-setting 228
Internet 292–304, 371–2, 380	leverage points, maps 100, 103, 103	positioning marketing 55–6
channel chain variation 384	life phases of organizations	mapping markets 61, 79, 89–91
CRM programmes 436–8	496–507	future options 109–11
sales 56	lifecycle analysis 210–14, 210–15	industry restructuring 298–9
interpretative models 50	lifecycles	methodology 98–102
inventory levels, distribution 388,	advertising objectives 288 Ansoff Matrix 245	multichannel plan 373–7
409, 410	exercises 222–5	margin management 460–1 marginal costings 458–60
investments 538–9, 542	marketing audit 60, 91, 95–6, 135,	marine market segments 567
due diligence 545	182-6, 189, 190, 209-15	market attractiveness 118–19, 201–4,
objectives 267–8, 443 promotional expenditure 552	pricing plan 456–7, 469, 473–4	208–9, 237
return on 40, 82, 83, 315, 547, 552	lifestyle studies 134, 136	market audit 77–137
ISOs 8	lifetime costs, products/services 464	market-based performance,
IT see information technology	line management 494	forecasts 43
11 see information technology	local brands 176–9	market characteristics, SBUs 591
Japan 192, 193	local focus, market definition 98	market-driven research and
'joined up' marketing see integration	location independence,	development 12
Journal of Marketing Management	communications 296–7	market definition 4, 78–81, 89–96, 10
88, 89	logical incremental models 50	Boston Matrix 197
junctions, market maps 98–102	logistics see distribution	exercises 123-5
•	long-range planning 51, 53, 490	market extension 247-8
KAM see key account management	loss situations, KAM 344	market leverage points 100,
key account attractiveness	lovalty cards 424	103 103

market mana 61, 70, 90, 01	and also over an diture, montrating	Iron account position 60
market maps 61, 79, 89–91	see also expenditure; marketing	key account position 69
definition 98	spend evaluation	knowledge of 488
future options 109–11	marketing function 4–5, 486	marketing objectives 62–3
industry restructuring 298-9	confusion about 10-12	new markets 261, 263
methodology 98-102	line management 494, 529, 530	organizational issues 503–4, 508
multichannel plan 373-7	market segmentation 106	Porter's matrix 44–5
market orientation see marketing	review 29-30	Marks & Spencer 344
concept	marketing investments 538-9	matching company capabilities/
market overview	marketing logistics see distribution	customer wants 3, 7–8
documentation 572	marketing map see map of marketing	matching demand 20
strategic plan 60–1	marketing mix 3, 9–10, 63, 289–90	matrix organizations 504
market penetration 259-60, 262	marketing objectives	maturity
market research 141-3, 175	application questions 255	CRM 422-44
market risk 543, 544	definition 230-2	markets 93, 96, 182, 186, 190–1,
market segmentation 9, 13, 61, 89-96	documentation 577-9	224–5, 236
case studies 112-21	exercises 258-71, 318-19	MDD see marketing due diligence
communications integration	one-year marketing plans 581	'me too' products 96
278-9, 281	profitability 252–4	measuring methods
customer retention 420	review 255–8	application questions 553–4
DPM 200	sales force management 337, 339	effectiveness of planning 537–60
effectiveness measurement 541,	setting 62–3, 207, 210, 227–71	exercises 555–9
545, 546, 550	Marketing Partners 27	multichannel consistency 432-5
examples 108	marketing planning	review 554
future options 109–11	alternatives 63	sales workloads 331-2
methodology 96-108	application questions 28-9, 70	media communications 276, 281,
metrics 556–7	barriers to 515-18, 520	289-91, 312, 313, 320-2
multichannel plan 373-7, 383-4	benefits 73–4	see also digital communications
organizational issues 506, 507	corporate planning relation 49–57	media sponsorship 312, 313
	definition 40, 562	medium-sized companies 487, 522
process summary 106		
product audit 173	effectiveness measurement 537–60	metrics
product market segments 574	exercises 72–4, 521–36	integration 289–91, 425, 432–5, 44
quick solution 107-8	manager role 493	modelling 547, 550–1, 556–7
review 122	myth removal 485-7	Mexican SIC system 133–4
significance 111, 192-3	objectives 40-1, 62-3	micro marketing 16-17
step-by-step plan 565-7, 574	principles of 519	micro-segments 102, 103, 104-5,
value propositions 79, 227	process 57-65, 507-9, 562	132-7
valuing segments 252–3	main steps 39-74	microsites 438
market share 82–5, 191–3	purpose of 562	middle management 488
Boston Matrix 193–4, 196–7	questionnaire 528–34	mission statements 58–9, 72–3, 569
competitive strategies 239	review 70–1, 519–21	Mitchell, Alan 27
pricing plan 453–4	size/diversity implications 485–7	monitoring processes
product lifecycles 183-6, 209-10, 225	step-by-step system 561–97	sales performance 366
review 121	summary 561–2	MOSAIC classifications 136–7
market size factors 188-9, 202	systems design/implementation 66,	motherhood-type mission statements
market structure 106, 517	562-97	58, 144
market variables, marketing audit	marketing process 3–36	motivation of sales force 336-7,
60–1	marketing spend evaluation 554	366–8
marketing	see also marketing expenditure	motorcycle industry 193, 453–4
confusion about 10–12	marketing strategies 227–71	multichannels
	0 0	
definition 4	application questions 255	consistency measurement 432–5
in downturns 252	documentation 577–9	plan 371–415
methods 14–16	exercises 258–71	process integration 292–3, 429–31
positioning planning within 54-7	review 255–8	multidemographic criteria 135
role in business 6	SBUs 593	multinational conglomerates
marketing audit 52, 59-61, 77-137, 488	setting 63, 207, 210, 227-71	489-90, 492
application questions 121	markets	multiplier effect 492
completing 165–226	Ansoff Matrix 233-4	'must' objectives 243
exercises 123–37	attractiveness factors 118–19,	mast objectives 213
		Nationwide bank 424
review 122–3	201–4, 208–9, 237	
step-by-step plan 565–8	channel chain variation 379-83	Nectar cards 424
marketing channels see channel	competitive strategies 236	needs see customer needs; internal
marketing concept 3–4, 21, 26, 29	decline of 190–1, 195	needs
marketing department role 6, 13-15,	DPM process 201-3, 204	negotiation 295
55, 503, 506	gap analysis 244	net present value (NPV) 552
need for 27-8	growth of 93-6	neutral marketplaces 109
marketing due diligence (MDD) 541,	guide to 224–5	new markets 261, 263
543-5, 554	product audit 182, 186, 189–90,	new product development 190–1,
marketing environment 7–8, 30, 34,	194–6, 197, 201–2	245, 247–8, 261, 263
495, 517 marketing expenditure 538–9, 540	hierarchy of audits 510–11 homogeneity of 489	newness decisions 285
	homogonosty of 400	news generation 310

non-cumulative diffusion pattern barriers 520 planning department role 493-4 187, 189 board level 502-5 planning horizons 494-5, 519 North American SIC system 133-4 exercises 528-34 planning models 50-1 life phases 496-507 see also marketing planning Northern Sealants Limited 504, 505 NPV (net present value) 552 operational level 506-7, 593 planning paradox 519-20 questionnaire 528-34 planning team meetings 592-3 planning terms 255 O2's Vision system 441 Original Equipment Manufacturers objective/strategy setting (OEMs) 436-8 plans for planning, lack of 520 advertising 286-8, 316, 319-20 OTIs see opportunities, threats and issues points schemes 307 polarized attitudes 115 outcomes/activities/attitudes linking application questions 255 brands 172 547-50 policy development, sponsorship communications 277-80, 286-8, overplanning problem 486 own label products 180, 181 political dimension, corporate culture 307-8, 313, 316 corporate planning 52, 59, 230-2 509 distribution 392 package of benefits 218-22, 399-400, political models 50 documentation 577-9 413-15 population list, key accounts 351 DPM 207, 210 'paid search' marketing 299-301 Porter, Michael 44-5, 150, 154, 155, exercises 258-71 paper company case study 358 236, 241 Porter's Five Forces 203 key account management 356-7 Pareto effect 85-7 market segmentation 114-15 partial channel substitution 109 Porter's generic strategies matrix 241 in marketing 62-3, 227-71 path-goal approach 337 portfolio analysis 237, 350, 546, 556, 575 one-year marketing plans 581-2 PDM (physical distribution pricing 455, 472-3 management) 386-94 portfolio matrix 215, 237, 355-6, 473 review 255-8 peer-to-peer interactions 396, 402 see also directional policy matrix sales plan 337-9 penetration policies 466, 467 portfolios sales promotion 307-8, 317 performance analysis 237, 350, 546, 556, 575 creating 199-209 sales role 332-4, 362-5 forecasts 43 SBUs 591-2 sales force 335, 338, 365-6 exercises 556 key account management 340, 350-8 sequencing objectives 518 SBU summary 570 standards of 234, 335, 338, 365-6 sponsorship 313 market segmentation 546 strategy links 49 pricing 455, 473 objectives priority matrix 518 perishability of service 20 products 190-1, 195-6, 217, 242, **OEMs** (Original Equipment personal communications 275 243-4, 455 Manufacturers) 436-8 'offers' in pricing plan 451, 458 see also personal selling SWOT analysis 575 office equipment market 101, 102 personal intervention, chief positioning businesses 310, 311-12 one-year marketing plans 48, 52, 516 executive 493 see also business strengths/position; documentation 583-9 personal selling 14-15, 280, 285, 289, competitive positioning format suggestion 582 328-31, 359, 362-3 positioning products/services guidelines for completion 581-90 personality 106, 119 see also operational planning; brands 174-5 brands 172-3, 177 tactical marketing plans companies 136 category management 180 individuals 136 DPM 238 online communications see digital communications; Internet personalized presentations 491 pricing 457, 469, 474 open-loop points 513 personnel Post-it notes 184 potential competition, pricing plan audit 52 operating results, one-year plans 582, 588 knowledge of 532-3 458, 474 operating unit definition 508 see also manager role; planners; preliminary categorization, key sales force/salespeople accounts 351 operational marketing plans 46-8, present values (PVs) 252, 552-3 63, 66 persuasion 280-1, 288, 295 operational planning 46-8, 63-4, 66 PFs (productivity factors) 550, 551 presentations 491 diversification 490 pharmaceutical market 101, 205, 465 price 250-1, 257 branding 174, 176 hierarchy of audits 513 photocopier market 94-5, 184 organizational issues 506-7 photography market 7 competitive strategies 240 separation from strategic 485, 519 physical distribution 371-2, 386-94, cutting prices 454, 476-7 diversification and 492 timetable 592-4 401, 408-11 factors affecting 467, 470 see also one-year marketing plans; pilot studies, channel models 385-6 PIMS (Profit Impact of Market market segmentation by 93-4, 277 tactical marketing plans operational variables, marketing Strategy) 49 objectives 63 product lifecycles 183 audit 60 place 250-1, 257, 371 reduction effects 454, 476-7 operations diversification and 492 objectives 63 selecting 472-6 audit 52 value propositions 228-9 gap 256 see also 4Ps marketing role in 516 see also 4Ps planners opinion leaders 91, 187, 289 delegating to 508-9 pricing models 252 opinion-shaping 312 role of 493-4 pricing plan 451-81 team meetings 592-3 application questions 468 opportunities, threats and issues (OTIs) 119, 247-8 planning cycle 494, 594 exercises 471-81 see also SWOT analysis key account position 69 preparing 465-7 organization chart model 531-4 objective-setting 52 questionnaire 478-9 organizational issues 495-6 value propositions 79 review 468-70

prioritizing objectives 518	profit and loss accounts 53	key account management 340,
problem formulation 488	profitability 489, 502	345–50
process integration, CRM 425,	channel selection 373	public relations 310, 311–12
428–31, 446	customer services 398	see also customer relationship
Procter & Gamble 82, 170, 177,	customer value orientation 439	management
301-2, 538	customer wants 8–9	relative market share 194–5
product audit 78, 79, 165–226	market share and 193, 196	relative value 153
application questions 215 exercises 218–26	marketing audit 211–12	reliability, customer services 396, 402 remuneration
review 215–18	marketing objectives 252–4 Pareto effect 86	key account managers 342
product lifecycles 182–6	pricing and 452–5, 459, 460, 462	sales force 336–7
advertising objectives 288	retaining customers 419, 420	repertory grid 464
Ansoff Matrix 245	promotion 250–1, 257, 280,	representationality, brands 175, 176
diffusion of innovation 187–8, 190	304–16, 460	representatives, operational
exercises 222–5	checklist 309–10	planning 506
marketing audit 60, 92, 95-6, 210-14	diversification 492	requisite planning 486–7, 510
portfolio combination 209–10	effectiveness measurement 540-1,	hierarchy of audits 513
pricing plan 456-7, 469, 473-4	551–3, 554	levels of 66-8
product management 9, 11, 167	exercises 322-6	research and development 11-12
product portfolios 190–1, 195–6,	objectives 63, 64	see also market research
199–209	product lifecycles 183	resource availability, organization
competitive strategies 242, 244	spend evaluation 554	chart model 532
DPM 207, 210-14	see also 4Ps	responsiveness, customer services
lifecycle combination 209-10	promotional discounts 460	396, 402
pricing plan 455, 456	pseudo brands 171-2	retailers/retailer trends 15, 42
summary 208-9, 217	psychographics 134, 136	category management 179-82
'product surround' 169, 215	public relations 310	channel chain diagrams 293
production	communications tools 310-	econometric modelling 291
distribution and 386	scope of 311–12	independence of location 296
innovation diffusion 91-2	public service targets 44	personal selling 331
productivity factors (PFs) 550, 551	public transport companies 11	retention of customers 244, 419–20
productivity improvements 243–4,	publications, public relations 310–11	return on capital employed
259, 261–2, 335	purchasing behaviour	(ROCE) 213
products	benefit analysis 136	return on investment (ROI) 40, 83,
aggregating 82–5, 98	communications tools 284, 285	315, 547, 552
Ansoff Matrix 235, 259–63	market segmentation 89, 103,	return on net assets (RONA) 45–6 return on sales (ROS) 203, 213
channel chain variation 379–83 classification 45	102–3 see also buying influences	revenue
customer retention 421	purchasing channels 434	definition 40
customer services 397–400	purpose statements 58	exhaust revenues 114
definition 167–70, 215	'push-based' marketing models 294	gap analysis 258–61
diversification 492	PVs see present values	reviews, sponsorship 314, 315–16
DPM process 202, 204, 207	<b>F</b>	Rigby, D. 88
fit for purpose 108	qualitative objectives, sales 333-4	risk
homogeneity of 489	qualitative studies 114, 115	assessment 587
lifetime costs reduction 464	quantitative objectives, sales 334,	market segmentation 252, 253
market audit 127-8	364–5	reduction 343
market segmentation 89, 96, 574	quantitative studies 114, 116, 117,	shareholder value added 543-4
marketing objectives 63, 250-1, 257	118, 332	ROCE (return on capital
organizational issues 496, 501-2	quantity discounts 460	employed) 213
positioning 106, 119, 172-3, 177,	question formulation, objective-	Rogers, Everett 90-2, 187
180, 238, 457, 469, 474	setting 258	ROI see return on investment
process integration 428-31	'question marks', Boston Matrix	RONA (return on net assets) 45–6
transactional 445	194–5	ROS see return on sales
see also 4Ps; services	questionnaires 528-34	routines 532
profiling		running reference files 568
benefits 133–4	rapid growth stage, markets 93, 94	
CRM maturity 447–9	Rappaport, Alfred 150, 151	sales 10–11
individuals 134–6	rational appeal, brands 174	advertising plan 286, 289
profit 49, 53	reachability, markets 119	category management 179
Boston Matrix 193	recessions 251	digital communications 295
competitive strategies 246	red-tape crisis 499	growth options 244
definition 40	reference files 568	innovation diffusion 92
forecasting 207	reference theory 187 reinforcing tools, communications 280	interaction maturity 435 Internet 56
gap analysis 258–63 maximization policy 210	reinforcing tools, communications 280 reinfermediation 109, 298, 299	key account management and 339
potential for 202–4, 352	relationship marketing 150, 310	market definition 84
service-profit chain 394–5	relationships	multichannel plan 380, 381–2
Profit Impact of Market Strategy	building 302, 396, 402	objective-setting 231, 243–4
(PIMS) 49	customer value 150	Pareto effect 86

Index 623

standards of performance 234, 336, product audit 167, 179, 182, 213 service quality weighted average return on 204 definition 395 338, 365-6 sales force/salespeople experience quality versus 395-6 'stars' services 12-13 Boston Matrix 195 key account managers 342-3 management 328-9, 336-7, aggregating 82-5, 98 key account management 357 337-9, 360 capital goods 24-7 statistics, SBUs 591-2 channel chains 381-2 classification 45 status customers 136, 357 exercises 365-8 communications plan 284, 285 step-by-step marketing planning organizational issues 502, 503 customer retention 421 system 561-97 definition 17-21 STPP (Sodium Tri-Poly Phosphate) review 359-40 number required 331-2, 359 DPM process 202, 204 112 - 13objectives 337 examples 17 strategic business units (SBUs) 179, productivity improvements 335 industrial products 21-4 199-200, 205-6 role determination 332-4, 359-60, lifetime costs reduction 464 definition 199-200, 507 market audit 127-8 headquarters consolidation 590 sales forecasts 41-2, 488, 207, 488 performance summary 570 market segmentation 89, 108, sales plan 327-68 112 - 21step-by-step plan 564, 568, 591-2, application questions 361 marketing 17-21 593 positioning 106, 119, 172-3, 177, strategic customers 357 exercises 362-8 strategic marketing plans 44, 46-8 preparing 337-9 180, 238 review 359-61 process integration 428 10 steps 58-65 barriers to integration 67 sales promotion 280, 304-16 as products 167 definition 304-5 quality 395 content 65-6, 78, 229, 562, exercises 322-6 value-in-use 462-5 563 documentation 568-81 objectives 308-9, 317 see also customer services; plan preparation 308-9, 317, 325 marketing audit 78, 565-8 SERVQUAL 396 quality testing 594-6 strategic role 307 types 306-7 shared values principle 516 requisite 66-8 salespeople see sales force/ shareholder value added (SVA) 150, **SBUs 564** 151, 537, 542-7 summary 561-2 salespeople satisfaction see customer satisfaction timing 68 short-term planning see operational SBUs see strategic business units planning value propositions 229 SIC (Standard Industrial variables 243-7 scenario analysis 429-30, 495 scoring Classification) 133-4 strategic planning attractiveness factors 353 single-channel businesses 373, chief executive's letter 512, 513 critical success factors 354-5 417-18 separation from operational key account management 350, single-customer view 426 485, 519 size factors total corporate process 513 353, 354 effect on marketing planning pricing exercises 478-9 strategies 3 search engine marketing 299-301 485-7 brand strategy 172, 176 search engine optimization (SEO) market size 188-9, 202 centralization versus medium-sized companies 487, 522 decentralization 501 300, 301 SEC see socio-economic classification operations 487-8 channel strategy 184, 417-18 small companies 487-8, 492, 495 second crisis/solution 498 competitive strategies 236-43, see also large companies 252, 516 sector definition 89 corporate planning 49-57, 230-2 segments SKF 154, 155 attractiveness factors 118 skills critical success factors 548-9 line managers 494 development 119-21, 314-15 case studies 116-17 digital communications 297-8 communications matching 280 organization chart model 532 definition 89 '10S' approach 516-18 generic matrix 44-5, 241 skimming policies 466, 467 implementation 119-21 developing 96-108 DPM 200 key account management 357-8 small companies 487-8, 492, 495 marketing 62-3, 207, 209, 227-71 forming 104-7 Smith, Adam 3 multichannel plan 373-7, 383-4 Smith, Wendell 88 documentation 577-9 social media 301-3 one-year marketing plans 582, organizational issues 506 584-5 valuing 252-3 social sponsorship 312, 313 see also market segmentation socio-economic classification (SEC) planning cycle 594 selective objectives 268 89, 103, 135 sales promotion 307 Sodium Tri-Poly Phosphate (STPP) SBUs 591-2, 593 selling companies '10S' approach 516 cost savings 344-5 112 - 13financial drivers 344 soft factors, KAM 352 see also objective/strategy setting see also sales . . . specialist-client coordination 334 strategic purchasing 152 spend evaluation 554 strategy gap 256 senior management see top management sponsorship 312-16 strategy risk 543, 544 sensual appeal, brands 174 sports sponsorship 312, 313 streamline customers 357 standard benefits 129, 133-4 strengths of businesses 202, 204, 247, SEO see search engine optimization service delivery 20 Standard Industrial Classification 350, 354, 355 service marketing 12-13 (SIC) 133-4 see also SWOT analysis see also services standardization process, structural issues, organizational 533, service-profit chain 394-5 diversification 493 534-5

structure integration, CRM 425,	telecoms providers 380, 381–2, 500	definition 539–40
421-2, 446	see also BT	experience effect 191
style principle, '10S' approach 518	'10S' approach to barriers 516–18	mapping markets 98, 101
subsidiaries 492, 495, 500–1	Tesco 171, 244	shareholder value 150, 151,
success factors	testing marketing plans 594-6	537, 542–7
brands 171–2, 179	Tetrapak 155, 157	value added chain 98, 101
businesses 6, 487–8	third crisis/solution 498–9	value chain, differentiation 156
industry-wide 205	threats see opportunities, threats	value chain analysis 150, 155
see also critical success factors	and issues	value chain management 16
supplier segmentation 109	three-level accountability framework	value-in-use 462–5
supply chain 13, 26	537-8, 540-53	value propositions 4, 55–6
see also distribution	timing/timetables	brands 176
supply and demand strategies 240-1	operational plans 529–3	creating 228
support role/levels	pricing and 456	definition 153–4
market segmentation 108	strategic/tactical marketing	determining 227–9
planner 494	plans 68	key accounts 352
'surround' ('product') 169, 215	top-down approach 509, 513, 593-4	market segmentation 79, 227–8,
sustain objectives 268	top management	252–3
sustainable competitive advantage 236	centralization/decentralization	pricing and 464
SVA see shareholder value added	500-2	process 159
SWOT analysis 61–2, 140, 233, 247–8	diversification 491	quantifying 156, 158
'10S' approach 517	hierarchy of audits 510-11	values
customer needs and wants	size of operations 488	customer orientation 439
143–9, 160	support 494	shared 516
documentation 573, 575	total channel margin 460-1	vendor segmentation 109
DPM 213-14	total corporate process 513	ventromedial prefrontal cortex
hierarchy of audits 510-11	total spend method 352	(VMPC), brand preference
market segmentation 111, 120	tracking customers 289-90	and 140
meaningful 145–9	trade discounts 460	viral marketing 303–4
portfolio summary 575	trade-offs, distribution 388, 392, 394	virtual streams 371
see also opportunities, threats	training, sales performance 366	visionary leadership models 50
and issues	transactions, market segmentation	visual identity, public relations 311
synergy 247, 500, 501	102–3	
systematization of process 518	transport 388, 409	Wal-Mart 82
systems design/implementation 66	travel industry 384-5, 424, 430-1	walkthrough scenarios 429-30
exercises 521–36	tyre company case study 278-9	wants see customer wants
problems 500–3		weaknesses of business 247
step-by-step system 561–97	UK SIC system 133	see also SWOT analysis
	undiversified companies, definition 488	weighted average return on
tactical marketing plans 46–8, 64–5, 66	unit costs 191-3	sales 204
see also operational planning	unit mission statements 569	weighting systems
tactics 5, 249-50, 307, 516	United Kingdom (UK) SIC system 133	key account attractiveness 353
tailoring see individualization	United States of America (USA) SIC	profit 202, 203
tangibility, customer services 18, 19,	system 133–4	SWOT analysis 247–8
396, 402	unitization 389, 409	wholesaler personal selling 331
targets, public services 44	USA SIC system 133–4	'wildcats', Boston Matrix 195
task-independent data management	usage processes, experience quality	Wilson, H. 88
425-6	396, 402	Wind, Y. 88
task-related budgeting 581	utilitarian values, brands 174, 175	Winkler, John 478
team exercises 558-9		win-win offers 440
technology	value	Woolworths of Australia 457
innovation diffusion 91	accounting 150, 151	workflow management 428
knowledge of 488	definition 150-60	workload of salespeople 311-12
marketing environment 7	perception of 150	workshop team exercises 558-9
product lifecycles 182, 186, 225	relative 153	written objectives/strategies 488,
research and development 11-12	value added 150, 151, 170, 179	497, 518