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# 2

## The Marketing Navigation System

*There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in success than to take the lead in the introduction of a new order of things, because the innovator has for enemies all those who have done well under the old conditions and lukewarm defenders, those who may do well under the new.*

Machiavelli, *The Prince*, 1446–1507

### Summary

In this chapter, we:

- Provide an overview of the Marketing Navigation System and its key components namely:
  - The Dashboard
  - The Risk–Commitment Matrix
  - The Risk–Commitment Diagnostic
  - The Marketing Helm
- Explain why it works
- Define what we mean by being ‘on course’
- Explain the principles for diagnosing your current position correctly
- Present a four-stage implementation model
- Explain how to get the most out of the Marketing Navigation System

## ■ Introduction

To help you maintain control of implementation, we recommend you use the Marketing Navigation System. This chapter provides a summary of the system, the key tools that it uses and the principles it is built upon. In Part 2, we will go into the system in more detail and show you how to apply it to your own marketing plan.

### Key principles

The key principles that we will use in the chapter are to:

- Borrow brilliance from elsewhere
- Keep things simple with a one-page summary
- Use risk and project management to *anticipate* problems
- Use sense and respond to manage *unanticipated* problems
- Use change management to keep everyone on board
- Use traditional marketing tools in new ways.

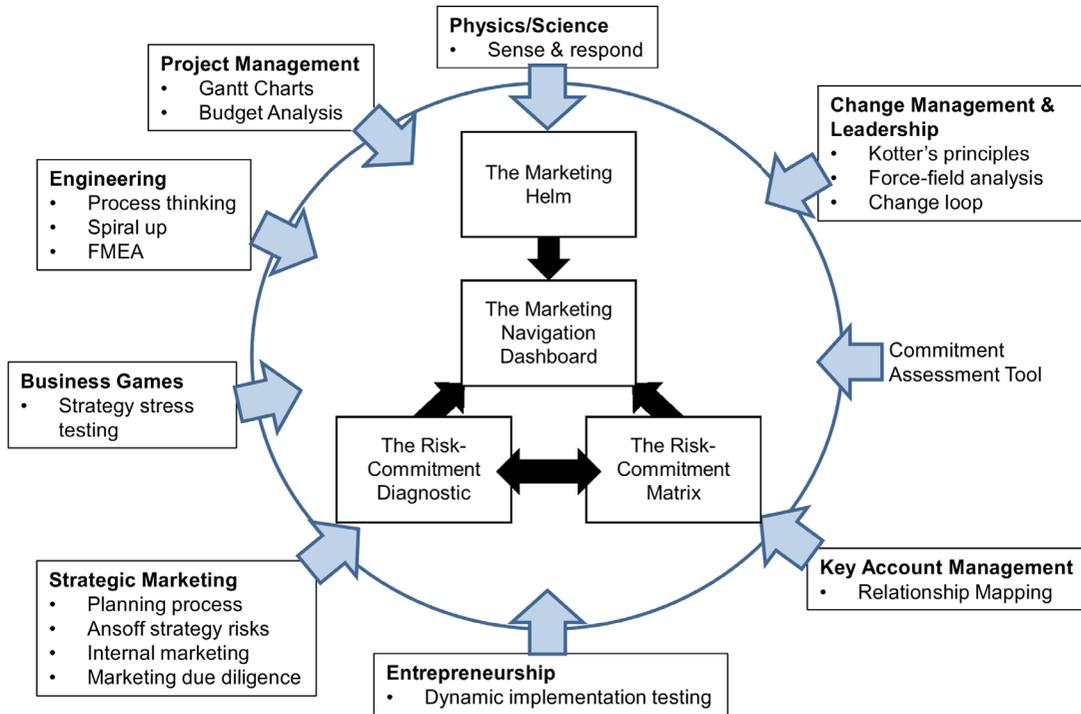
## ■ The Marketing Navigation System

The Marketing Navigation System is a suite of tools to help you implement your marketing plan more successfully (shown in the center of the circle in Figure 2.1). It has four core tools:

- The Marketing Helm
- The Marketing Navigation Dashboard
- The Risk–Commitment Diagnostic
- The Risk–Commitment Matrix

The core tools are based on good demonstrated practice in a range of professions. We have identified the best practices, imported their essential ingredients into our system and adapted them for our use. These are shown in boxes on the outside of the circle.

The end result is a powerful system with solid foundations.



**Figure 2.1:** The Marketing Navigation System showing imported best practices

## ■ The Navigation Dashboard

At the heart of the system is a one-page Navigation Dashboard (see Figure 2.2). The Dashboard is an executive summary of the key issues and indicators that you need to watch. These issues and indicators are themselves gathered by other tools in the system. It is just like your car or boat, with a central dashboard in front of you which is itself connected to other on-board devices, systems and diagnostics.

The Dashboard is designed to be simple but powerful. It takes only a few minutes to update but can also support full-blown review meetings when necessary. It can therefore be used by marketers in small enterprises all the way up to large global organizations.

There are three key indicators on the upper left-hand side. These ask the three most important questions about implementation:

- Is our marketing plan **on course**?
- Is it **on time**?
- Is it **on budget**?