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Rolling out your plan

Implementation is 1% inspiration and 99% perspiration.

Adapted from Thomas Edison's statement on genius, c.1903

Summary

In this chapter we:

- Cover the six steps required to roll out your marketing plan
- Consider the skills required to do this well
- Show you how to put your existing strategic marketing skills to new uses
- Illustrate how rollout plans and relationship maps can work together.

■ Introduction

In this phase, we use the results from the pilot to accelerate implementation. This is the major action phase and covers most of the implementation journey. We will make the transition from a few users of our solution(s) to a full market rollout. By the end of this phase, implementation should be around 95% complete.

Key principles

- Use rolling wave planning
- Use strategic marketing thinking to get your rollout strategy right
- Use market maps to plan your rollout
- Use SAM principles to build buy-in
- Adopt continuous improvement
- Use sports thinking to consolidate and progress.

Principles of Play stand the test of time

The common problem with marketing plans is that they get overtaken by events. The planned actions get buried by new actions to cope with unplanned urgent issues. This is a challenge for marketers who must get their plan back on track within the month or the quarter. It is worse for sports coaches whose game plan must cope with very fast change and which has only minutes or hours to succeed. How do they roll out their plan to take control of the game and dominate the field of play? In soccer, good practice is to move from defending home territory well to attacking new territory quickly (and vice versa), using all the players at your disposal. Here, Tony Waiters, President and Technical Director of World of Soccer Ltd., explains how it works.

The Principles of Play

Principles of Play are an essential component of tactical thinking for all soccer players and coaches.

Allen Wade, former Director of Coaching for English Football Association (FA), was the first to formalize the 'Principles' in the late 1960s in the manual, *The FA Guide to Training and Coaching*.

Allen is quick to point out that these 'Principles' were not a personal invention. Others in Continental Europe, in South America and most noticeably, Sir Walter Winterbottom, Alan's predecessor at The FA, had begun the process and clarified the most important 'Principles of Play' before Allen put pen to paper. In his own modest way, Allen only took credit for summarizing them in a comprehensive, but easy-to-understand section, in this visionary coaching book.

So what are the Principles of Play? There are 10 of them. The Five Principles of Attack are countered by the Five Principles of Defence.

Table 6.1: The Principles of Play

ATTACK	DEFENCE
Penetration	Delay
Support	Depth
Width	Concentration (Compaction)
Mobility	Balance
Improvisation/Creativity	Discipline/Patience

- **Attacking Principle No.1 – Penetration:** As soon as the ball is repossessed, the first thought should be, 'Can we score?' If not, is there a forward player in an unmarked or advanced position? The question then is, 'Can we play the ball to him or her'?
- **Attacking Principle No.2 – Support:** To keep possession and to be able to move the ball down the field, the player on the ball needs support. Forward support, back support and side support, will allow the player with the ball, different close supporting options, and put doubts in the minds of the defending players.
- **Attacking Principle No.3 – Width:** Stretching the defense is always in the minds of the attacking team. A team can be stretched vertically and laterally.
- **Attacking Principle No. 4 – Mobility:** Individual speed and the ability to interchange positions are so important in the modern game. As an attacker moves forwards, sideways, or diagonally, with or without the ball, the opposing team has to adjust and this can unbalance the defense and adversely affect the defensive 'shape' and create attacking opportunities.
- **Defending Principle No.1 – Delay:** The defending team must do everything possible to prevent a quick counter-attack after losing the ball.
- **Defending Principle No.2 – Support in Defense (or Depth):** As the attacking team seeks to support their 1st Attacker, the defending team, in its cat and mouse persona, supports their 1st Defender – the delaying player.
- **Defending Principle No.3 – Concentration:** If attackers are trying to stretch the defense, it behoves defenders to concentrate themselves in the most vulnerable areas. Concentration and the next defensive principle, balance, work closely together.
- **Defending Principle No. 4 – Balance:** If mobility is being used to unbalance teams then that principle of maintaining balance must be exercised to counter the attacking runs. Now the picture is becoming more complex as all players are involved to give the team balance.

Before covering the final two principles of play, we should quickly look at the importance of thinking in 'thirds' of the field, rather than the more conventional halves. In the defending third, the general philosophy is that of caution. The middle third is the battleground for dominance and the build-up area for successful attacks. The final third is where 99% of all goals are scored from.

- **Attacking Principle No. 5 – Improvisation/Creativity:** This is the most exciting principle. Improvisation is not exclusively reserved for the attack-