

The Busy Manager's Guide to Marketing

4

Bill Donaldson

CONTENTS

4	The marketing planning process	
	Values and mission statement for the business	48
	The key elements in the marketing plan	50
	The product plan	51
	The pricing plan	55
	The distribution plan	67
	The promotion plan	72
	The marketing plan	82

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4 THE MARKETING PLANNING PROCESS

Plans are nothing, planning is everything

Dwight Eisenhower

Following the judgement from the marketing analysis, you should now be in a position to start the planning process. The starting point is an expression of the corporate values of the business, integrating business objectives and bonding the various diverse elements such as human resources, geographic location, programmes and strategies into a single concentrated statement of your mission. Although many are cynical of vision/mission statements for a business, perhaps regarding it as 'motherhood and apple pie', it is important that business leaders address basic questions concerning their business:

- What business are we actually in ?
- What should our business be in the future?

These two questions provide the corporate mission which guides the activities of our business. While the questions are simple the answers are sometimes extremely difficult to define accurately. This is a process whereby markets are matched to resources and vice versa; and ultimately the strategic intent is translated into goals and objectives. Six subsidiary yet equally key questions need to be asked and answered at this stage:

- What might we do given our business environment?
- What can we do given our ability and competence?
- What do we as managers really want to do?

Chapter extract

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