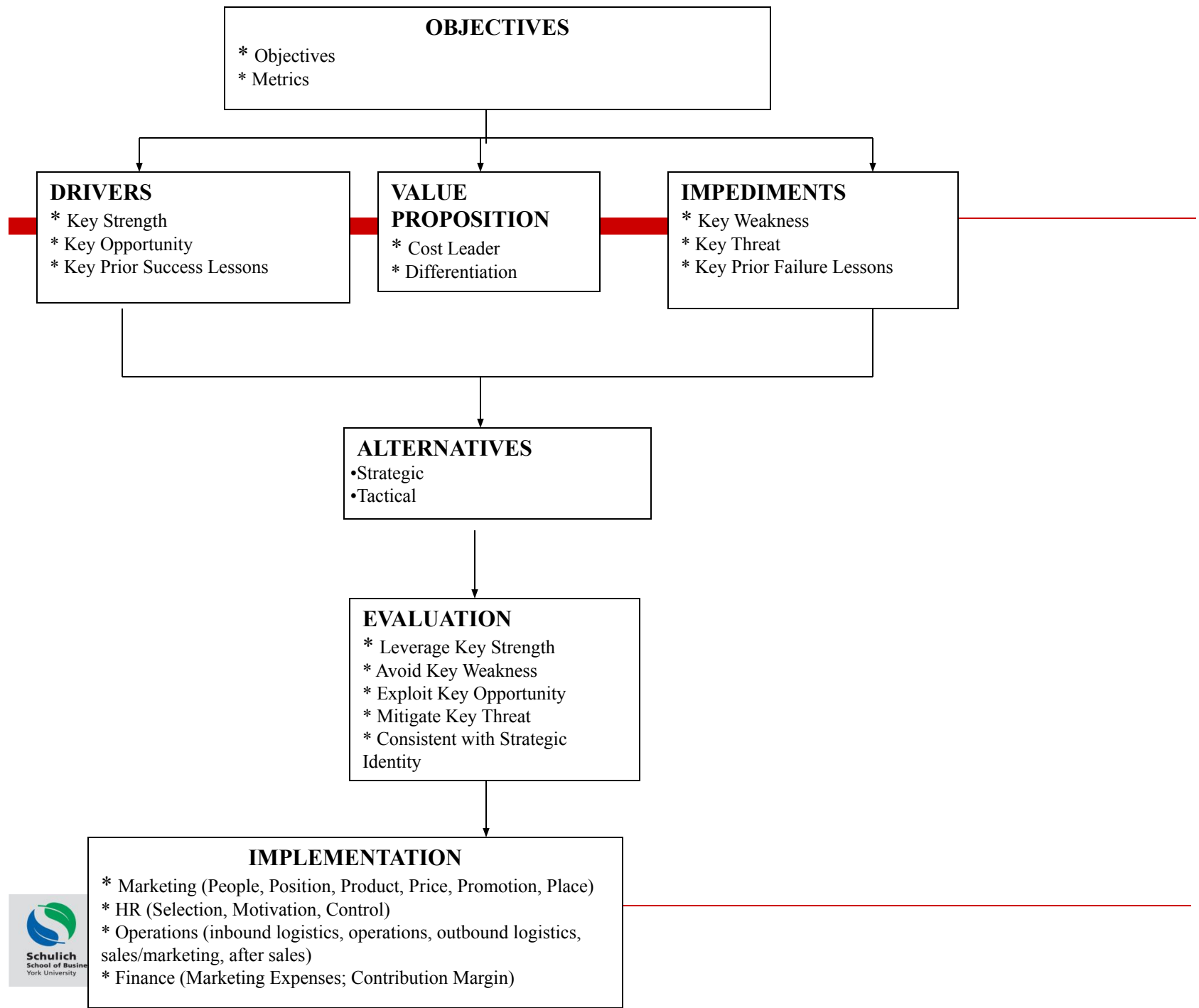

Ashwin W. Joshi, Ph.D.
Director, MBA Program
Schulich School of Business
York University



Component 1: Plan Development

- ❑ Objectives and Metrics: What is the desired state?
- ❑ Drivers: What are the present situational enablers that will get us there?
- ❑ Impediments: What in the present situation will prevent us from attaining the desired state?
- ❑ Value Proposition: Why should the customer buy from us?
- ❑ Lessons Learned: How do we avoid repeating prior mistakes and replicating prior successes?
- ❑ Alternatives: What are the different approaches to attaining the desired state?
- ❑ Evaluation/Recommendation: What is the best approach?
- ❑ Implementation Planning: How do we execute the best approach?

Plan Development: Objectives for laptops of the future

- State Objective(s):
 - What is the “big picture”/long-term goal that will be addressed by the Strategic Marketing Plan?
 - *State Here:*

Plan Development: Metrics

- State the Specific Metrics (Across Functional Areas: Marketing; Operations; HR; Finance)
 - Metrics = what needs to be measured to know that the objective is being attained?
 - *Metric 1:*
 - *Metric 2:*
 - *Metric 3:*

Plan Development : Identifying the Enablers

- Enablers
 - Key Strength
 - Key Opportunity

Finding Your Key Strength

- ☐ Step 1
 - For each element in your marketing mix ask 2 questions
 - ☐ What is Customer Assessment of Own Performance on that element?
 - ☐ What is Customer Assessment of Competitor Performance on that Element?
- ☐ Step 2
 - Key Strength = The element that has
 - ☐ High Customer Assessment of Own Performance, AND
 - ☐ Low Customer Assessment of Competitor Performance

Finding Your Key Strength: Step 1

MARKETING MIX ELEMENT	CUSTOMER ASSESSMENT	COMPETITOR PERFORMANCE
People		
Position		
Product		
Price		
Promotion		
Place		

Finding Your Key Strength: Step 2

□ *State your KEY Strength Here:*

□ NOTES:

- While you may have many strengths, the challenge is to identify your CORE strength
- Simplicity (Clarity) not Simplistic

Finding Your Key Opportunity:

Step 1 - List All Opportunities

ENVIRONMENTAL SECTOR	OPPORTUNITY (POSITIVE TREND)
Social	
Technological	
Economic	
Political	

Finding Your Key Opportunity:

Step 2 - Diagnostic Tool

- Rate the opportunities from the previous page on the extent to which they enable you to attain your strategic objective.
 - Key Opportunity = the opportunity that has the most direct bearing on your strategic objective
 - *State your KEY Opportunity Here:*

Plan Development: Identifying Impediments

- Impediments
 - Key Weaknesses
 - Key Threats

Finding Your Key Weakness

☐ Step 1

- For each element in your marketing mix ask 2 questions

- ☐ What is Customer Assessment of Own Performance on that element?
- ☐ What is Customer Assessment of Competitor Performance on that Element?

☐ Step 2

- Key Weakness = The element that has
 - ☐ Low Customer Assessment of Own Performance, AND
 - ☐ High Customer Assessment of Competitor Performance

Finding Your Key Weakness: Step 1

MARKETING MIX ELEMENT	CUSTOMER ASSESSMENT	COMPETITOR PERFORMANCE
Product		
Price		
Promotion		
Place		

Finding Your Key Weakness: Step 2

□ *State your KEY Weakness Here:*

□ NOTES:

- While you may have many weaknesses, the challenge is to identify your CORE weakness
- Simplicity (Clarity) not Simplistic

Finding Your Key Threat:

Step - List All Threats

ENVIRONMENTAL SECTORS	THREATS (NEGATIVE TRENDS)
Social	
Technological	
Economic	
Political	

Finding Your Key Threat:

Step 2 - Diagnostic Tools

- Rate the threats from the previous page on the extent to which they negatively impact your strategic objective.
 - Key Threat = the threat that has the most detrimental impact on your strategic objective
 - *State your KEY Threat Here:*

Lessons Learned: Prior Successes

- The Lesson:
 - The Experience on which the lesson is based:
- The Lesson...:
 - The Experience:

Lessons Learned: Prior Failures

- The Lesson:
 - The Experience on which the lesson is based:
- The Lesson...:
 - The Experience:

Clarifying The Product's Value Proposition (Strategic Identity)

- Is the product intended to be...
 - A Cost Leader
 - A Differentiated Player (specify the dimension: technology, design, customer service, image)
 - A Focused Cost Leader
 - A Focused Differentiator
 - *State Product Value Proposition Here:*

The Players in the Plot

- ☐ *Re-State....*
- ☐ *Objective:*
- ☐ *Key Strength:*
- ☐ *Key Weakness:*
- ☐ *Key Opportunity:*
- ☐ *Key Threat:*
- ☐ *Value Proposition:*
- ☐ *Lessons Learned:*

Plan Development: Generating Strategic and Tactical Alternatives

- Level 1: Strategic
 - Strategic alternatives are conceptually distinct and completely exhaustive
 - Examples: Ansoff Matrix; push vs. pull; punish vs. reward; incremental vs. radical change
- Level 2: Tactical
 - Tactical alternatives are subsets of strategic alternatives. Thus, if you picked the “punish” strategy, tactical alternatives refer to the different types of punishment you can impose.
 - Examples of tactical alternatives: severe punishment vs. gentle punishment;

State Your Strategic Alternatives

- ☐ Strategic Alternative 1:
- ☐ Strategic Alternative 2:
- ☐ Strategic Alternative 3...:

Plan Development : Evaluation and Recommendation of Strategic Alternatives

- ☐ Evaluation Criteria...The chosen strategic alternative should:
 - Leverage Key Strength (Feasibility)
 - Exploit Key Opportunity (Likelihood of Success)
 - Avoid Key Weakness
 - Mitigate Key Threat
 - Consistent with Value Proposition
 - Based on Lessons Learned
- ☐ Rate each alternative using a scale of Low, Medium, High (L,M,H) against each criterion
- ☐ Strategic Recommendation typically has the most number of Hs

Evaluation and Strategic Recommendation

CRITERIA	ALTERNATIVE 1	ALTERNATIVE 2
Leverage Key Strength (compact and simple)		
Exploit Key Opportunity		
Mitigate Key Threat		H
Avoid Key Weakness		
Consistent with Value Proposition		
Based on Lessons Learned		

From Strategic to Tactical Alternatives...

- Re-State Your Strategic Recommendation:
- Identify Tactical Alternatives that flow from your strategic recommendation
 - Tactical Alternative 1:
 - Tactical Alternative 2:
 - Tactical Alternative 3...:

Evaluation of Tactical Alternatives

- Tactical Alternative 1:
 - Pros
 - Cons

- Tactical Alternative 2:
 - Pros
 - Cons

- Conclusion: State why the pro/con ratio of one alternative is superior to that of another

- **Conclusion:**

Plan Development: Implementation

- ☐ Marketing

- People:

- ☐ who is the “Linda” (I.e., core customer)?

- Positioning:

- ☐ What is the REAL ESTATE you want in Alex’s mind?

- ☐

Plan Development: Implementation

- ☐ Marketing
 - Product:
 - ☐ Customer Experience
 - ☐ User Interface

Plan Development: Implementation

- ☐ Marketing

- Price:

- ☐ Retail Selling Price (RSP); Discounts

- ☐ Skim vs. Penetration

Plan Development: Implementation

- ☐ Marketing

- Promotion:

- ☐ Medium

- ☐ Message (Rational, Emotional – fear, sex, humour)

Plan Development: Implementation

- Marketing

- Place:

- Structure – direct vs. indirect
 - Process – handling opportunism through contract, trust, power

Plan Development: Implementation

☐ HR

- Headcount Implications
- Employee Selection Criteria
- Employee Motivation Tools

Plan Development: Implementation

- Operations
 - Inbound Logistics
 - Operations
 - Outbound Logistics
 - Sales and Marketing
 - After-Sales Service

Plan Development: Implementation (Key Performance Indicators)

KEY PERFORMANCE INDICATORS	PRESENT LEVEL	PROJECTION FOR 2014
Profit level		
ARPU (Average revenues per user)		
Revenues		
Loyalty		
brand recognition/ awareness		

Plan Development: Implementation

□ Timeline

WHO	Will do WHAT	WHEN

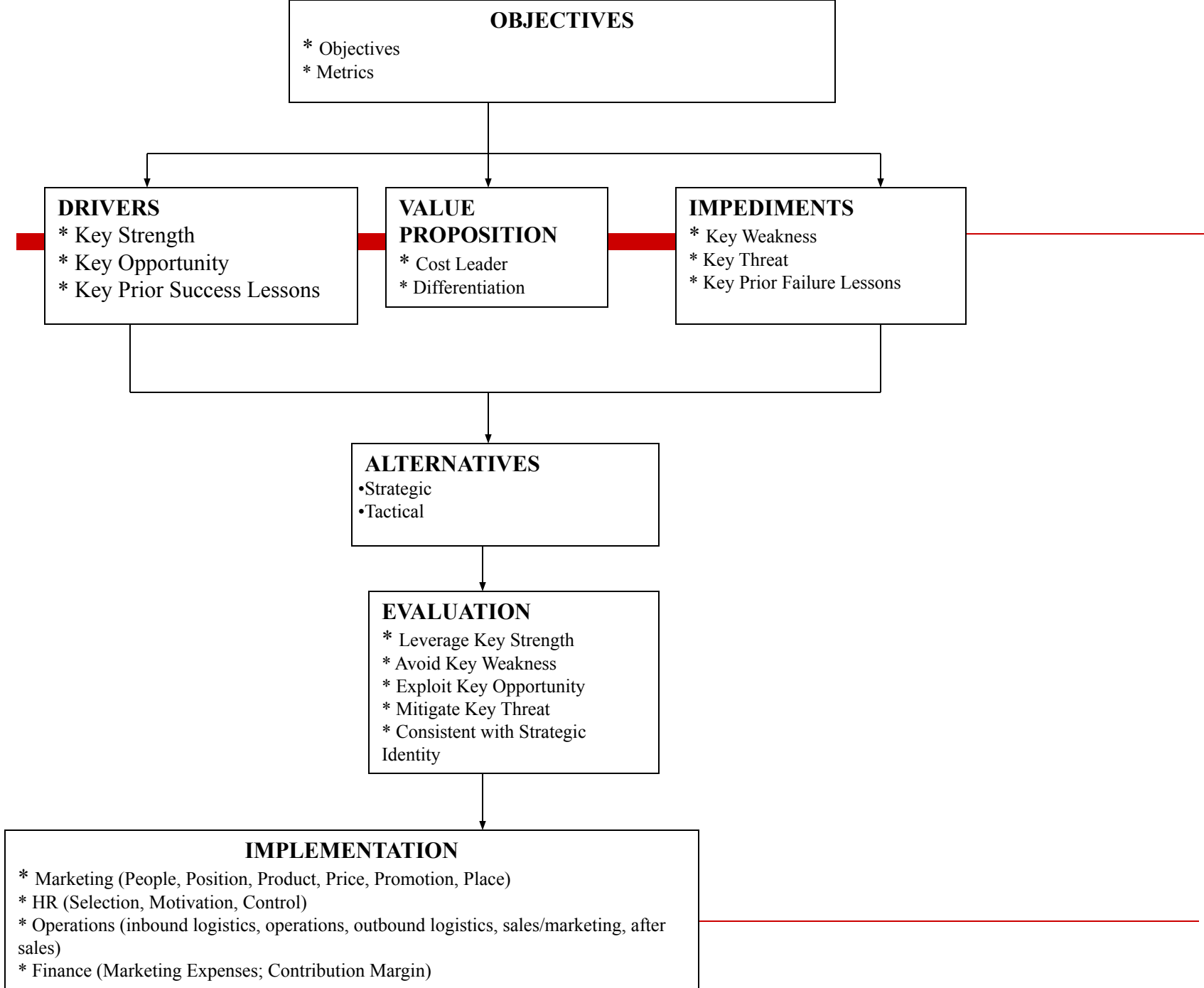
Plan Development: Implementation

☐ Contingency Plan

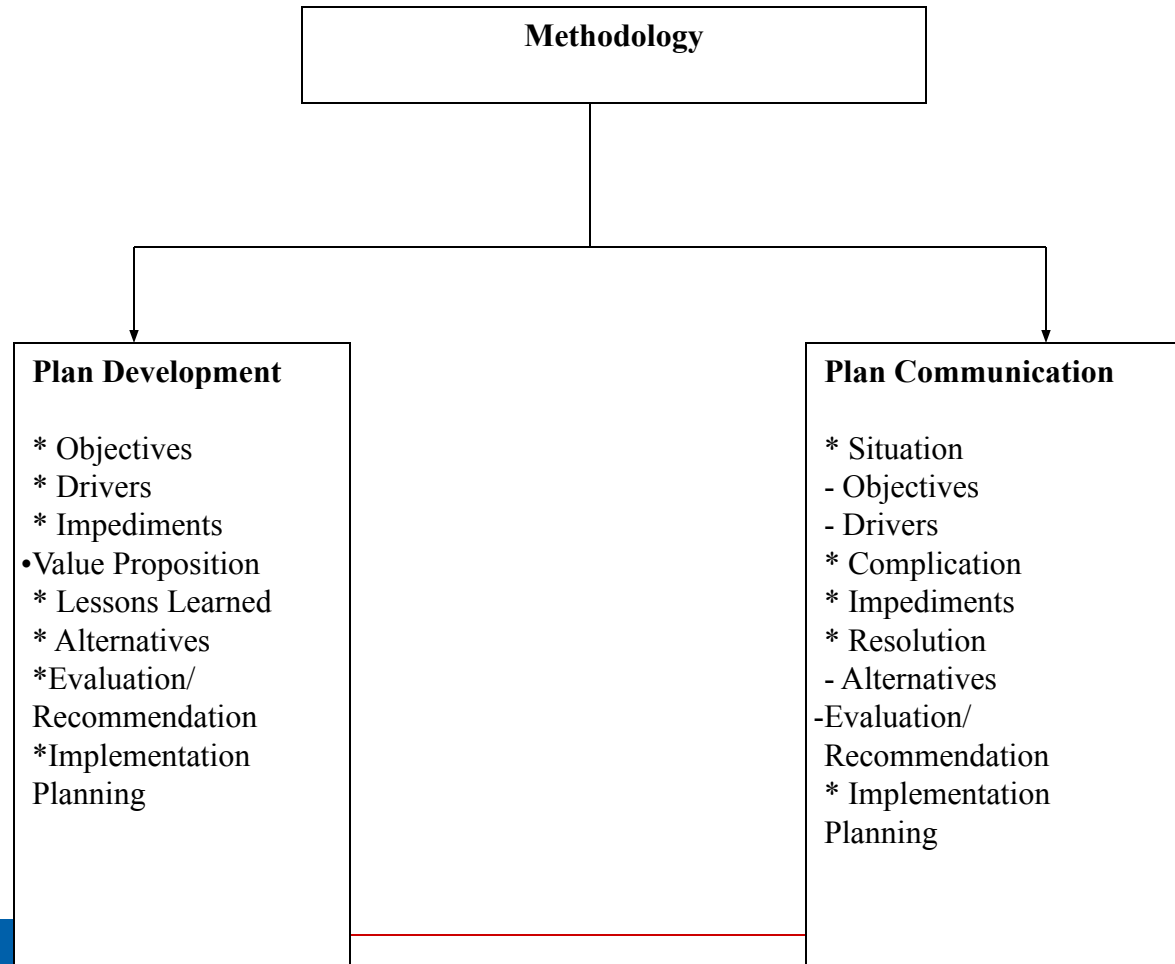
Risks	Mitigation Strategy
1.	
2.	
3.	

Summary

Short-Term Objective	Actions
Medium-Term Objectives	Actions
Long-Term Objectives	Actions



Methodology Components: Plan Development and Plan Communication



Plan Communication: The Story

- Situation
 - Objectives
 - Drivers
- Complication
 - Impediments
- Resolution
 - Alternatives
 - Evaluation/Recommendation
 - Implementation

Plan Communication: The Story

- Having developed your plan, ask if there is a fable (e.g., Aesop), moral (e.g., the early bird gets the worm) and/or metaphor (e.g., the pig in the python) that captures the essence of your presentation.
- Start and conclude your presentation with the fable/moral/metaphor. Note, this could also be used to create the title of your presentation.

Plan Communication: The Story

□ The Situation

- State and Discuss the Objective and associated metrics
- State and Discuss the Enablers

Plan Communication : The Story

- The Complication
 - State and Discuss the Impediments

Plan Communication: The Story

□ The Resolution

- Discuss the Strategic Alternatives that can be used to meet the change objective
- Evaluate these alternatives against decision criteria
- Discuss the Tactical Alternatives that can be used to meet the change objective
- Evaluate these alternatives on the basis of the advantages/disadvantages of each
- State your strategic recommendation and emphasize two points: feasibility and likelihood of success
- State your tactical recommendation and emphasize why its advantage/disadvantage ratio is superior to the alternatives

Plan Communication: The Story

□ The Resolution

- Discuss the Implementation Plan in terms of the action implications for the functional areas
- Discuss the Timeline
- Discuss the Contingencies
- Discuss the Summary Slide
- Conclude with the fable/moral/metaphor

Methodology Components: Plan Development and Plan Communication

