

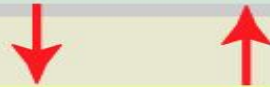
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# **Strategic Marketing: Making Choices**

# Planning at Different Management Levels

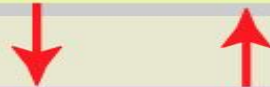
## **Strategic Planning by Top Management**

- Define the business mission
- Evaluate the environment: SWOT analysis
- Set organizational goals and objectives
- Establish the business portfolio
- Develop growth strategies



## **Tactical Planning by Middle Managers**

- Evaluate the marketing environment
- Set marketing objectives
- Develop marketing strategies to achieve corporate objectives

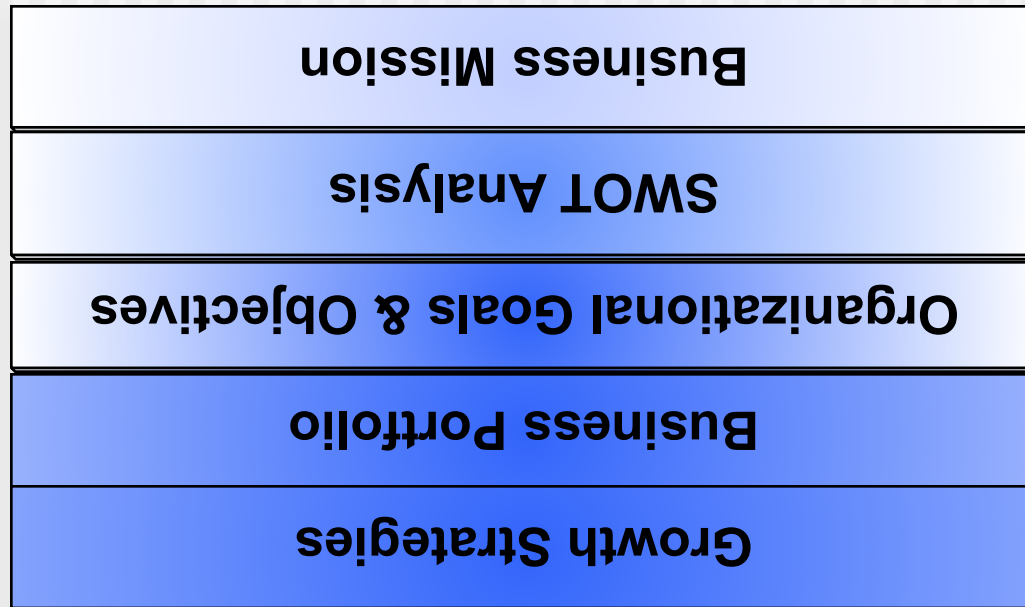


## **Operational Planning by Supervisory Managers**

- Develop action plans to implement tactical plans

# Strategic Planning by Top Management

Strategic Planning Matches an Organization's Resources and Capabilities to its Market Opportunities for Long-Term Growth and Survival.



# Strategic Planning:

## Define the Business Mission

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# Mission Statement for AT&T

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“We aspire to be the most admired and valuable company in the world. Our goal is to enrich our customers’ personal lives and to make their businesses more successful by bringing to market exciting and useful communications services, building shareholder value in the process.”

([www.att.com/factbook/co\\_mission.html](http://www.att.com/factbook/co_mission.html))

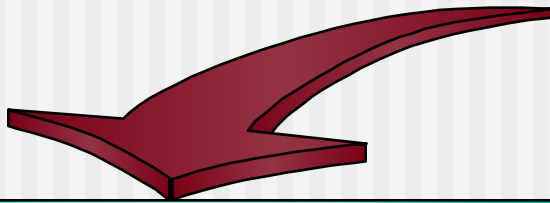
# Strategic Planning:

## Evaluate the Environment: SWOT Analysis

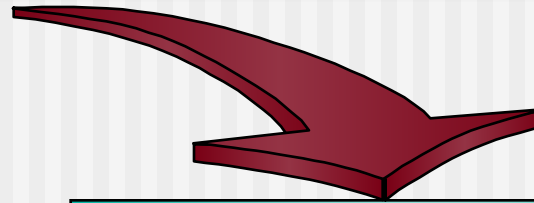
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### SWOT Analysis

**Assessment of Organization's Internal & External Environments**



**Internal Environment**  
Identify Strengths & Weaknesses in Firm's Employees, Technologies, Facilities, Finances, etc.



**External Environment**  
Identify Opportunities & Threats to a Firm From Consumers, Competitors, the Economy, etc.

# Strategic Planning:

## Set Organizational Goals and Objectives

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- Objectives (Goals) are specific accomplishments or outcomes that an organization hopes to achieve by a specific time.
- Direct outgrowth of the mission statement.
- May relate to:
  - revenue/sales, profitability, ROI, or
  - innovation, customer relations, etc.

# Strategic Planning: Establish the Business Portfolio

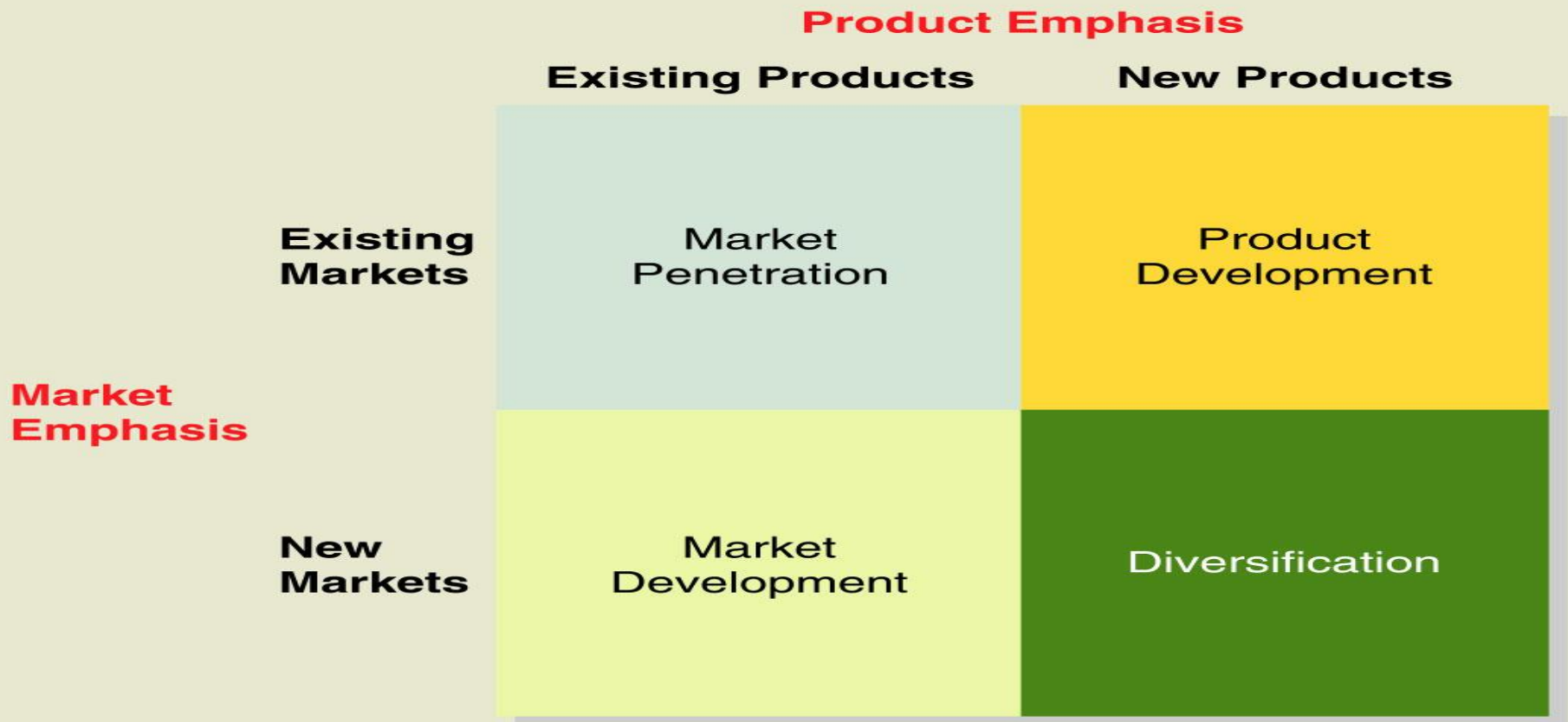
Different Products Owned by a Larger Firm.





# Strategic Planning: Develop Growth Strategies

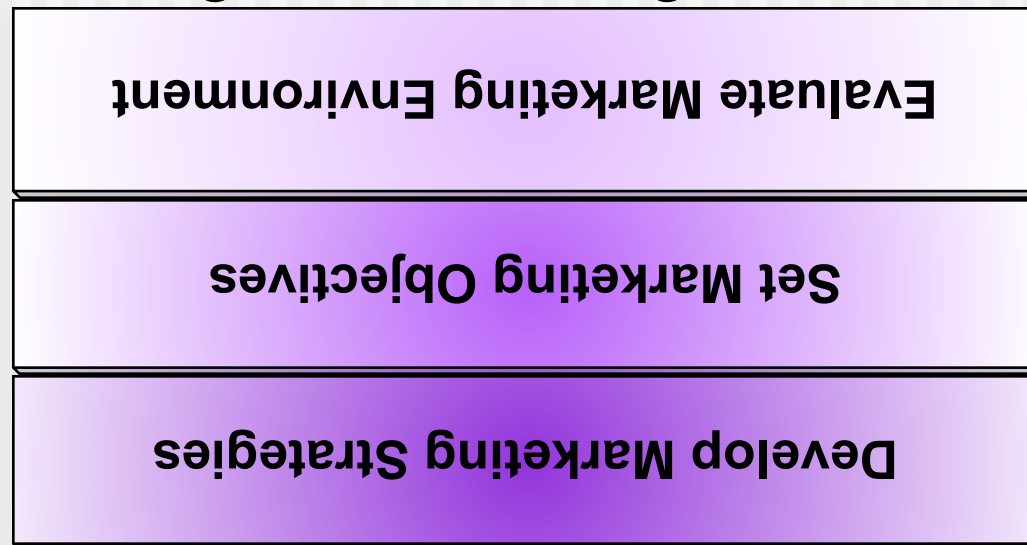
## Product/ Market Expansion Grid



# Tactical (Marketing) Planning by Middle Management

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Tactical Planning Concentrates on Developing Detailed Plans for Strategies and Tactics for the Short Term that Support an Organization's Long-Term Strategic Plan.

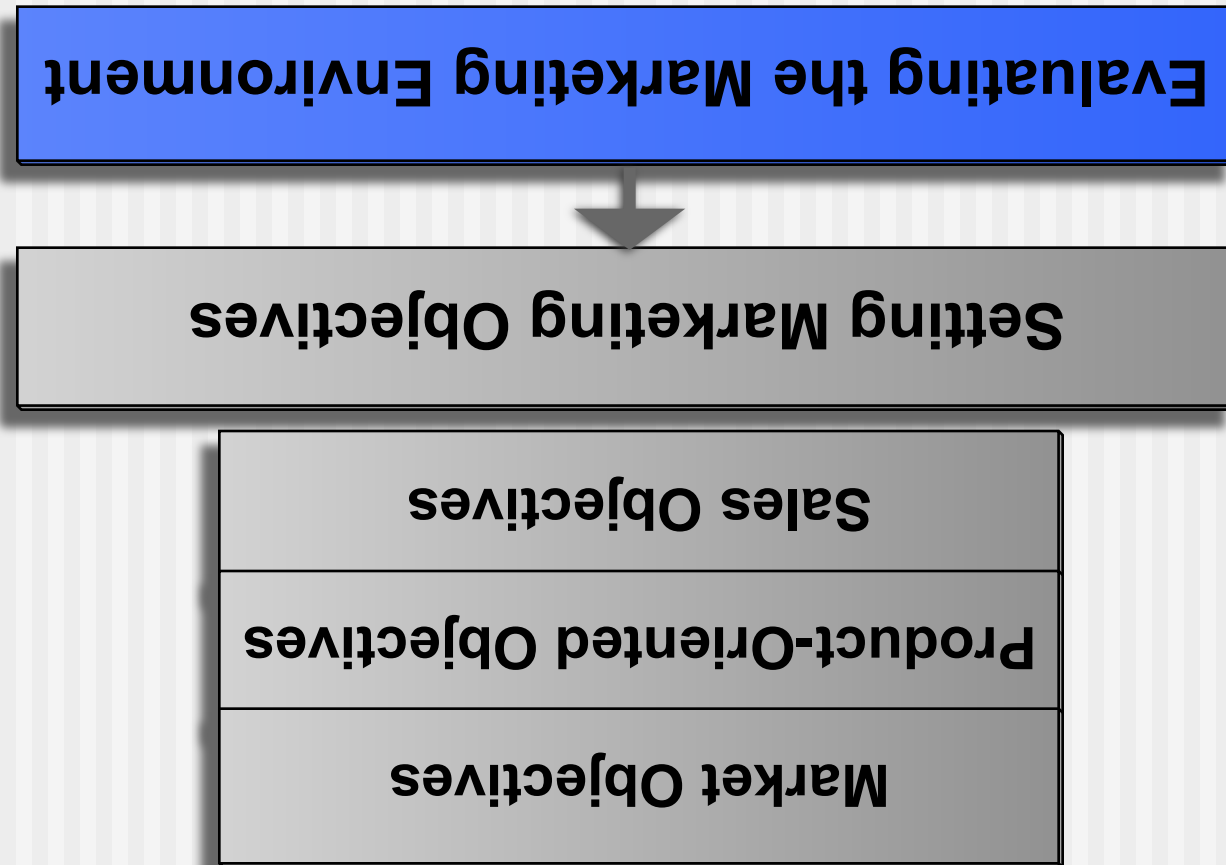


# Creating a Competitive Advantage

- A competitive advantage is the ability of a firm to outperform the competition, providing customers with a benefit the competition can't. How?
  - Step 1. Identify **distinctive competency** (firm's capability superior to that of its direct competition).
  - Step 2. Turn a distinctive competency into a **differential benefit** (one that is important to customers).

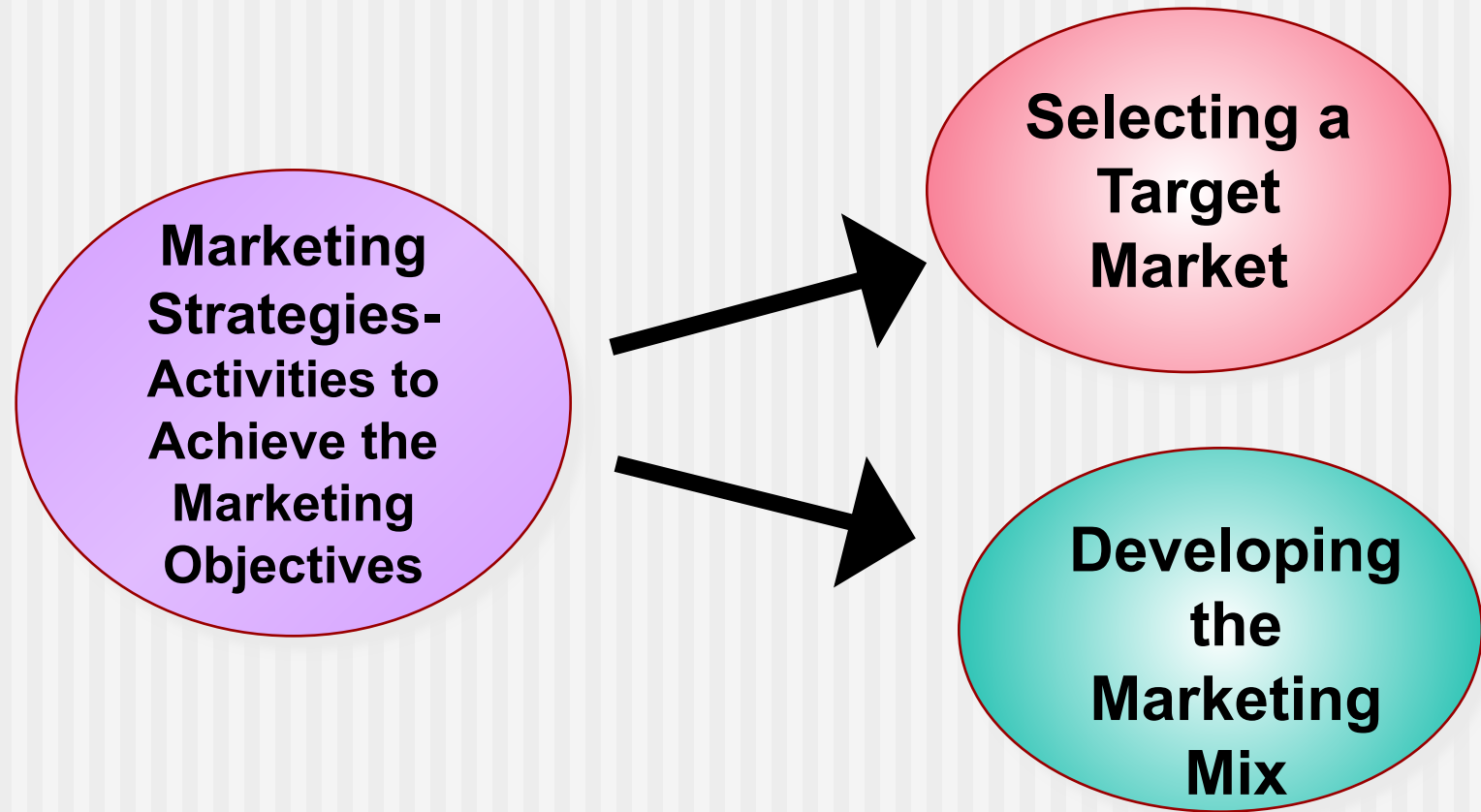
# Evaluating the Marketing Environment and Setting Objectives

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# Developing Marketing Strategies

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# Developing Marketing Mix Programs

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**Product Strategies**

Decisions about Product Design, Packaging, Branding, Positioning, and Features.

**Pricing Strategies**

Determines What Specific Price a Firm Charges for a Product.

**Promotion Strategies**

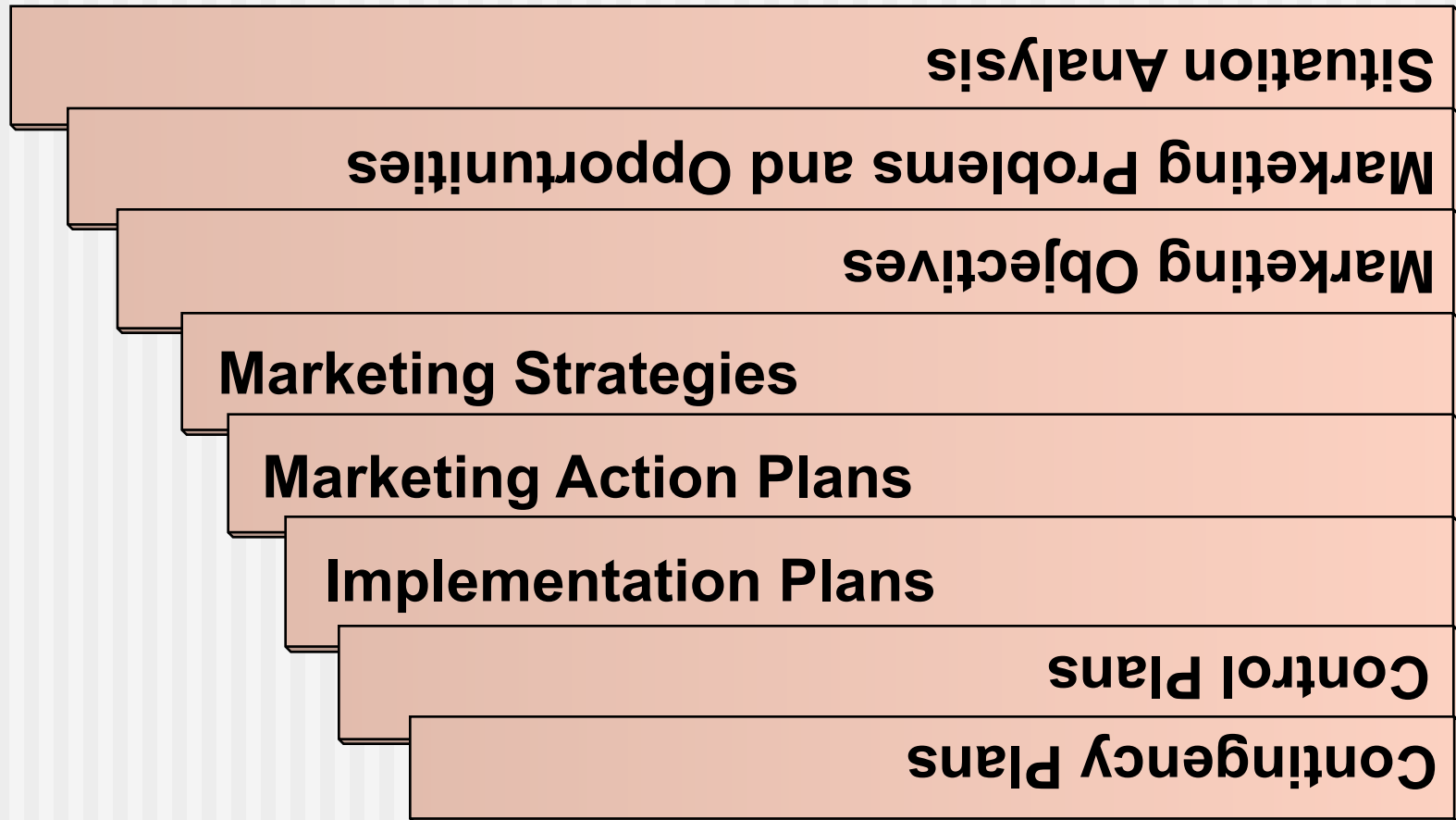
How Marketers Communicate Product Benefits and Features to Target Market.

**Distribution Strategies**

Outlines How, When, and Where the Firm Makes the Product Available to Customers.

# Preparing a Marketing Plan

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# Implementing the Marketing Plan

**Strategies are Put Into Action on a Day-to-Day Basis Through:**

## **Marketing Budgets**

- **Total amount of money spent on marketing, and**
- **Allocation of money for each activity under the marketer's control, such as for:**
  - **product development**
  - **promotional activities**

## **Organizing the Marketing Function**

- **Functional Structure**
- **Geographic Structure**
- **Product Structure**