

University of
Roehampton
London

Strategic Marketing

Strategic Marketing Planning

Prof. Mohammed Rafiq
Professor of Marketing

Company and marketing strategy

Topic outline

- Company-wide strategic planning: defining marketing's role
- Designing the business portfolio
- Planning marketing: partnering to build customer relationships
- Marketing strategy and the marketing mix
- Managing the marketing effort
- Measuring and managing return on marketing investment.

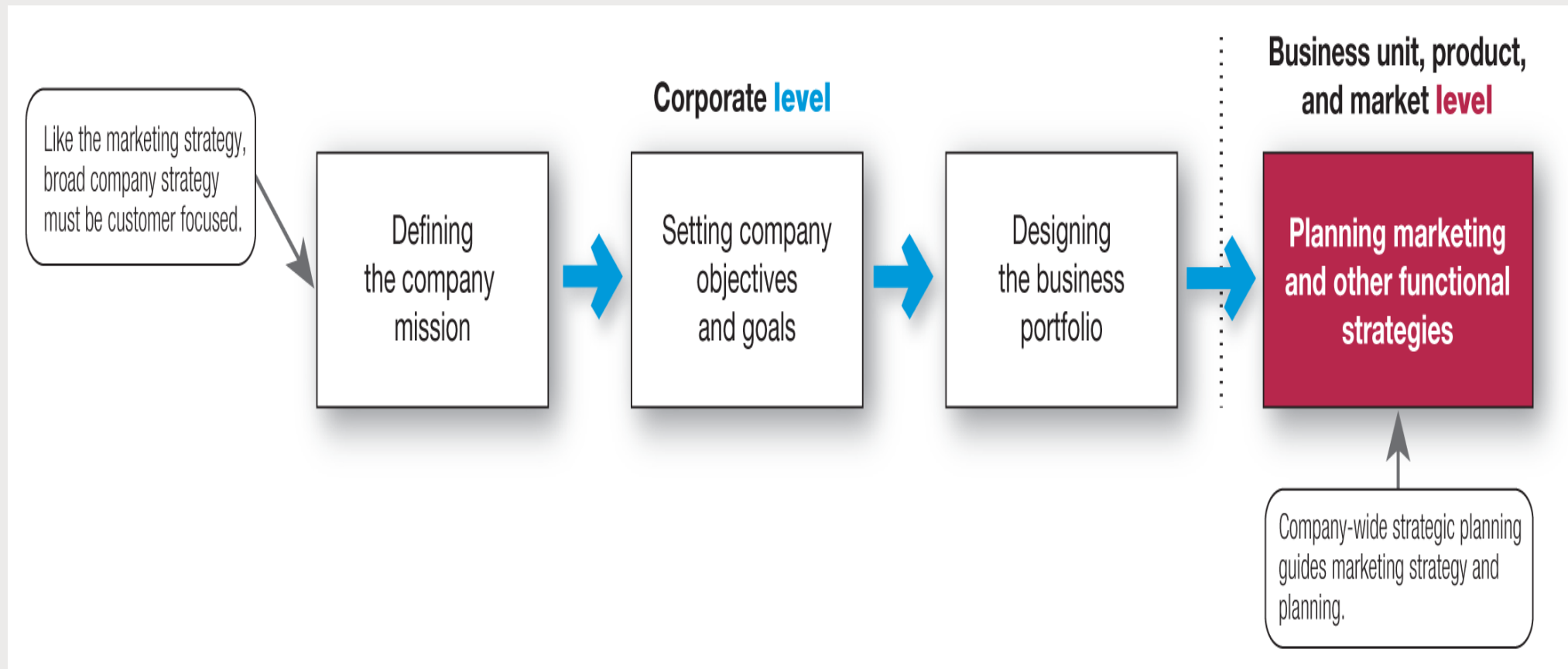
Company-wide strategic planning

Strategic planning

Strategic planning is the process of developing and maintaining a strategic fit between the organisation's goals and capabilities and its changing market opportunities.

Company-wide strategic planning (Continued)

Steps in strategic planning



Company-wide strategic planning (Continued)

Defining a market-oriented mission

- The mission statement is the organisation's purpose, what it wants to accomplish in the larger environment.
- Market-oriented mission statement defines the business in terms of satisfying basic customer needs.
- **Apple's mission** is “to bringing the best user experience to its customers through its innovative hardware, software, and services.”

Company-wide strategic planning (Continued)

Setting company objectives and goals

Business objectives

- Build profitable customer relationships
- Invest in research
- Improve profits

Marketing objectives

- Increase market share
- Create local partnerships
- Increase promotion

Company-wide strategic planning (Continued)

Designing the business portfolio

The business portfolio is the collection of businesses and products that make up the company.

Portfolio analysis is a major activity in strategic planning whereby management evaluates the products and businesses that make up the company.

Company-wide strategic planning (Continued)

Analysing the current business portfolio

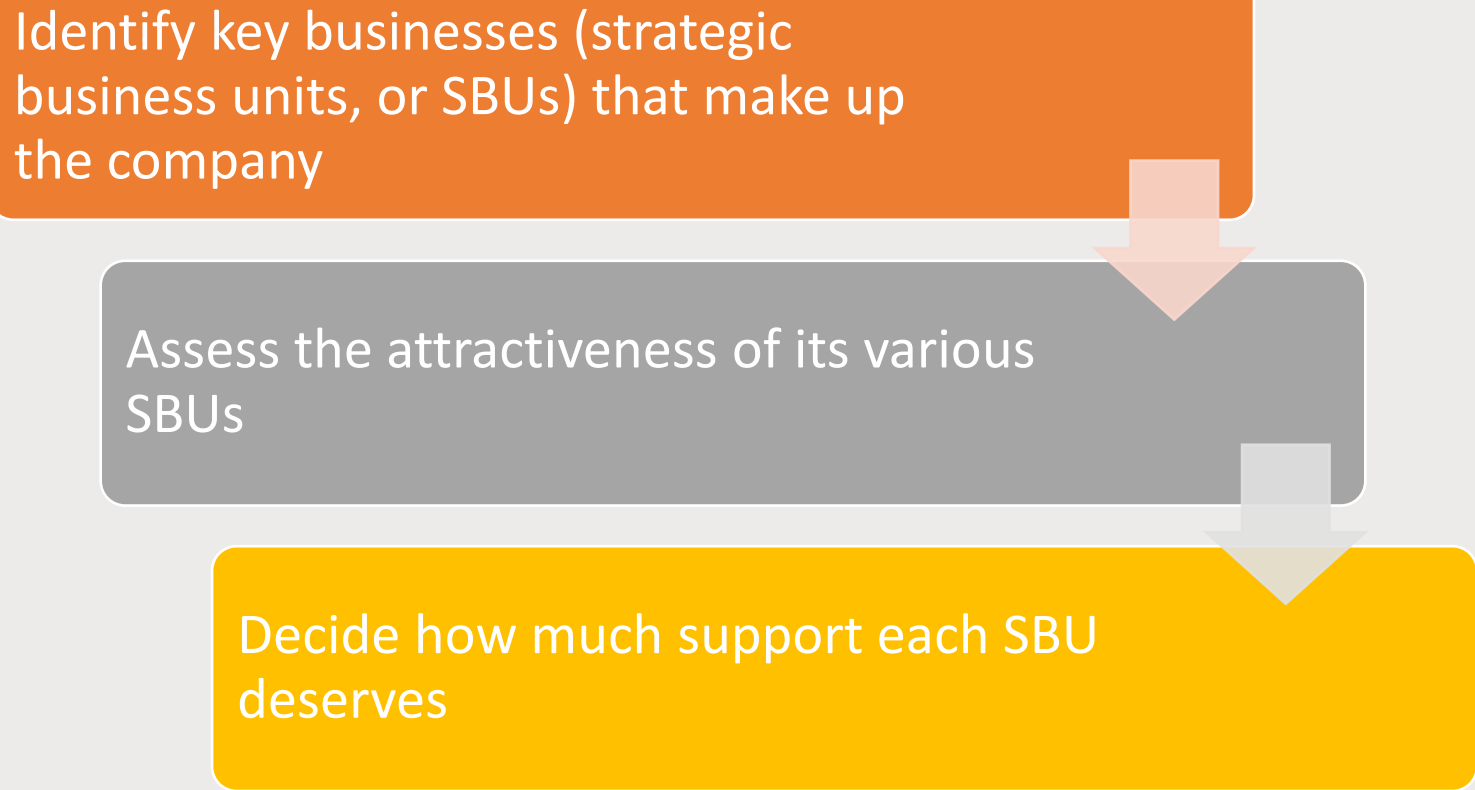
Strategic business units can be

- Company division
- Product line within a division
- Single product or brand.

Company-wide strategic planning (Continued)

Analysing the current business portfolio

Identify key businesses (strategic business units, or SBUs) that make up the company

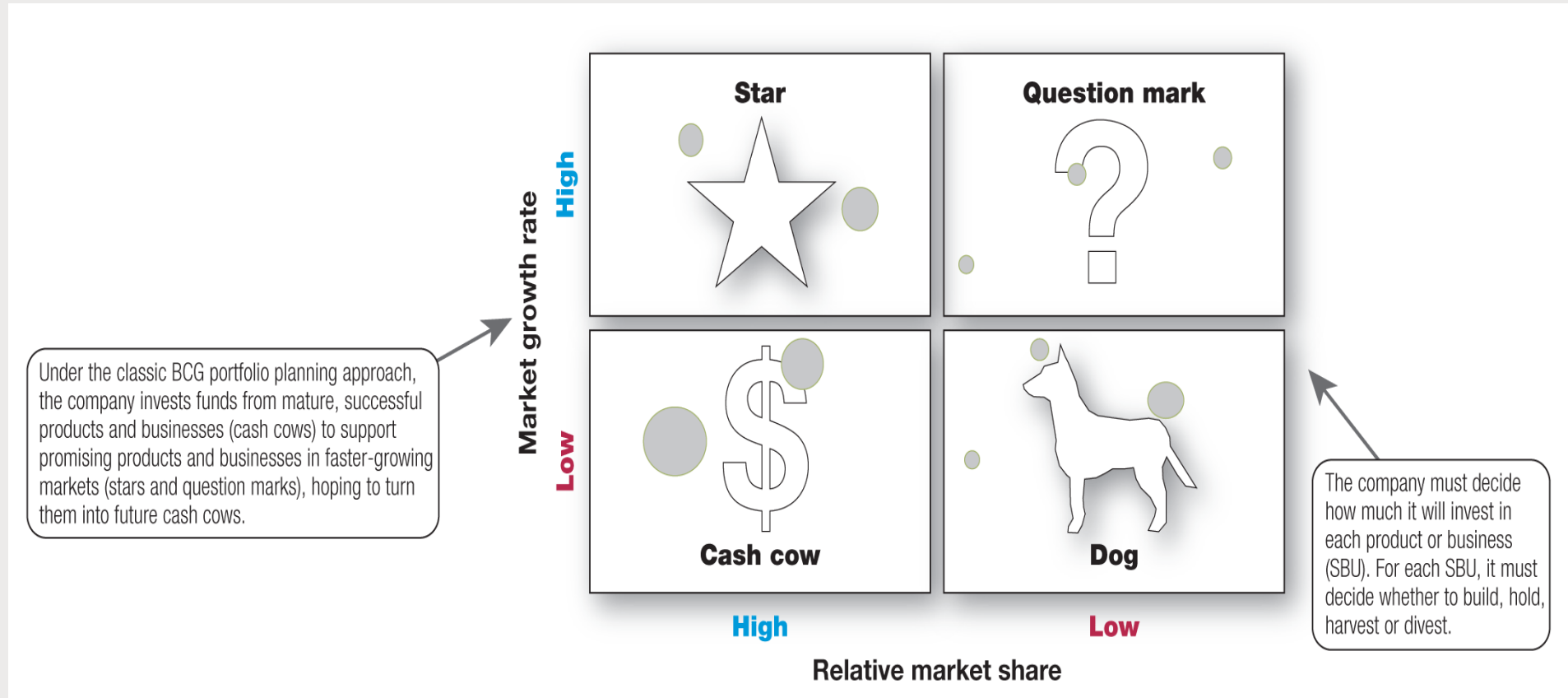


```
graph TD; A[Identify key businesses (strategic business units, or SBUs) that make up the company] --> B[Assess the attractiveness of its various SBUs]; B --> C[Decide how much support each SBU deserves];
```

Assess the attractiveness of its various SBUs

Decide how much support each SBU deserves

Company-wide strategic planning (Continued)



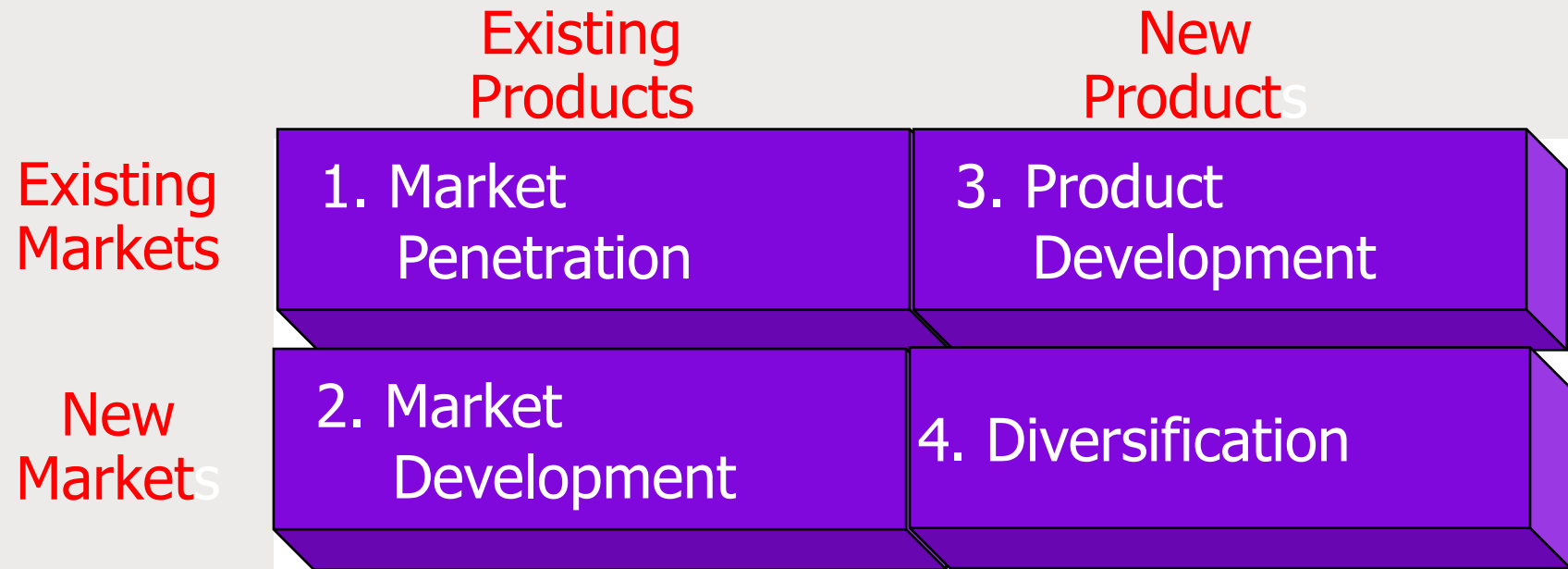
Source: adapted from The BCG Portfolio Matrix © 1970, The Boston Consulting Group

Company-wide strategic planning (Continued)

Problems with matrix approaches

- Difficulty in defining SBUs and measuring market share and growth
- Time consuming
- Expensive
- Focus on current businesses, not future planning.

Product/Market Expansion Grid

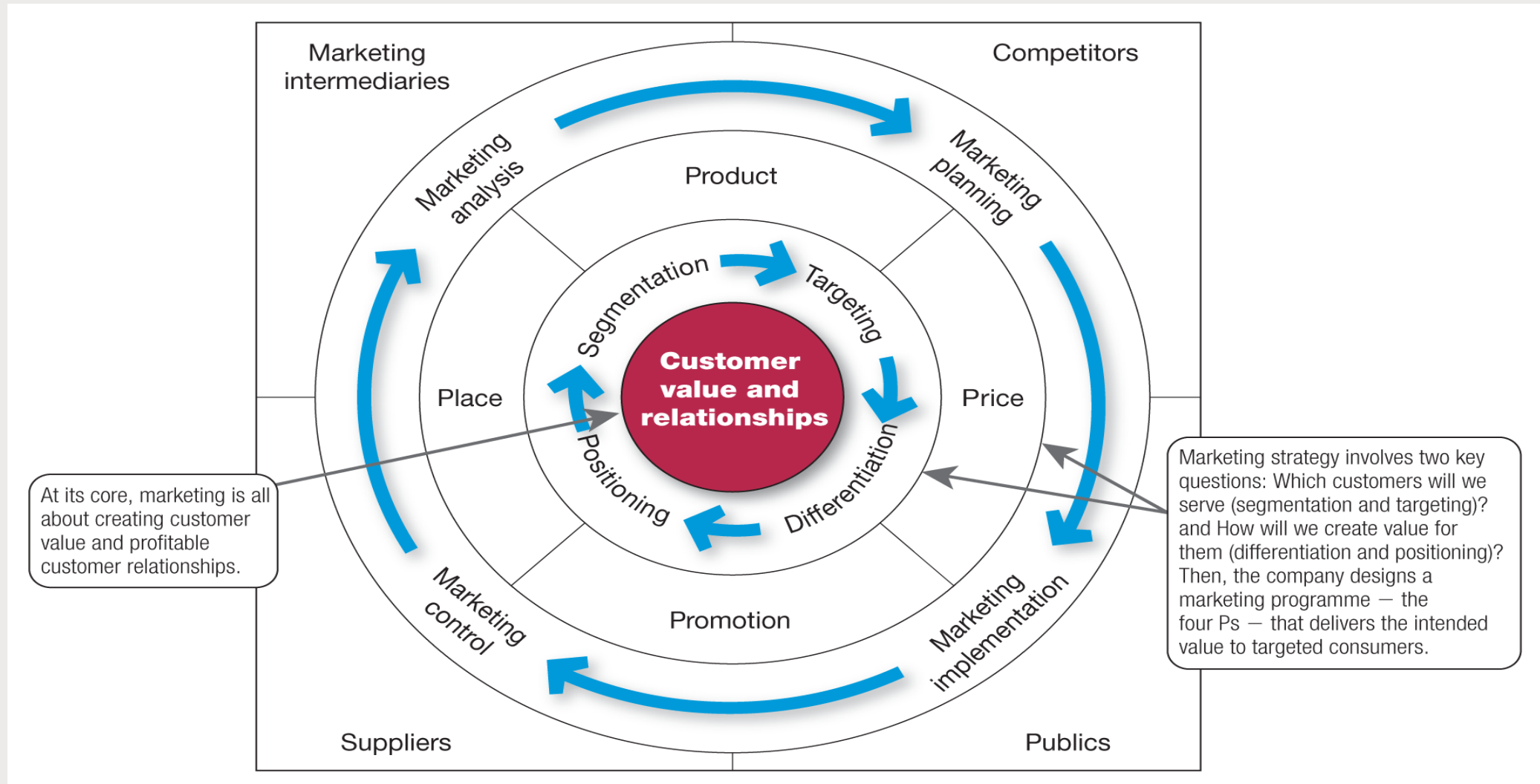


Planning marketing

Partnering to build customer relationships

Value chain is a series of departments that carry out value-creating activities to design, produce, market, deliver and support a firm's products.

Marketing strategy and the marketing mix



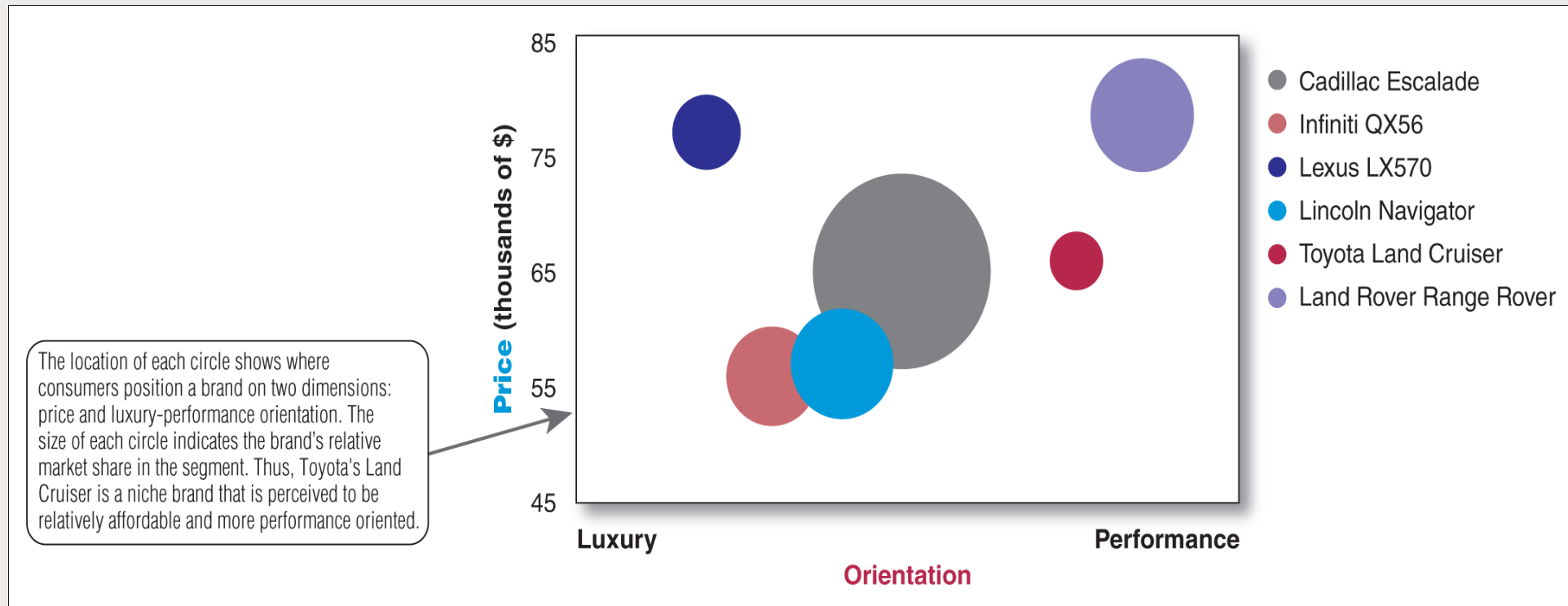
Marketing strategy and the marketing mix (Continued)

Customer value-driven marketing strategy

Market positioning is the arranging for a product to occupy a clear, distinctive and desirable place relative to competing products in the minds of the target consumer.

Differentiation and positioning (Continued)

Positioning maps show consumer perceptions of their brands versus competing products on important buying dimensions.

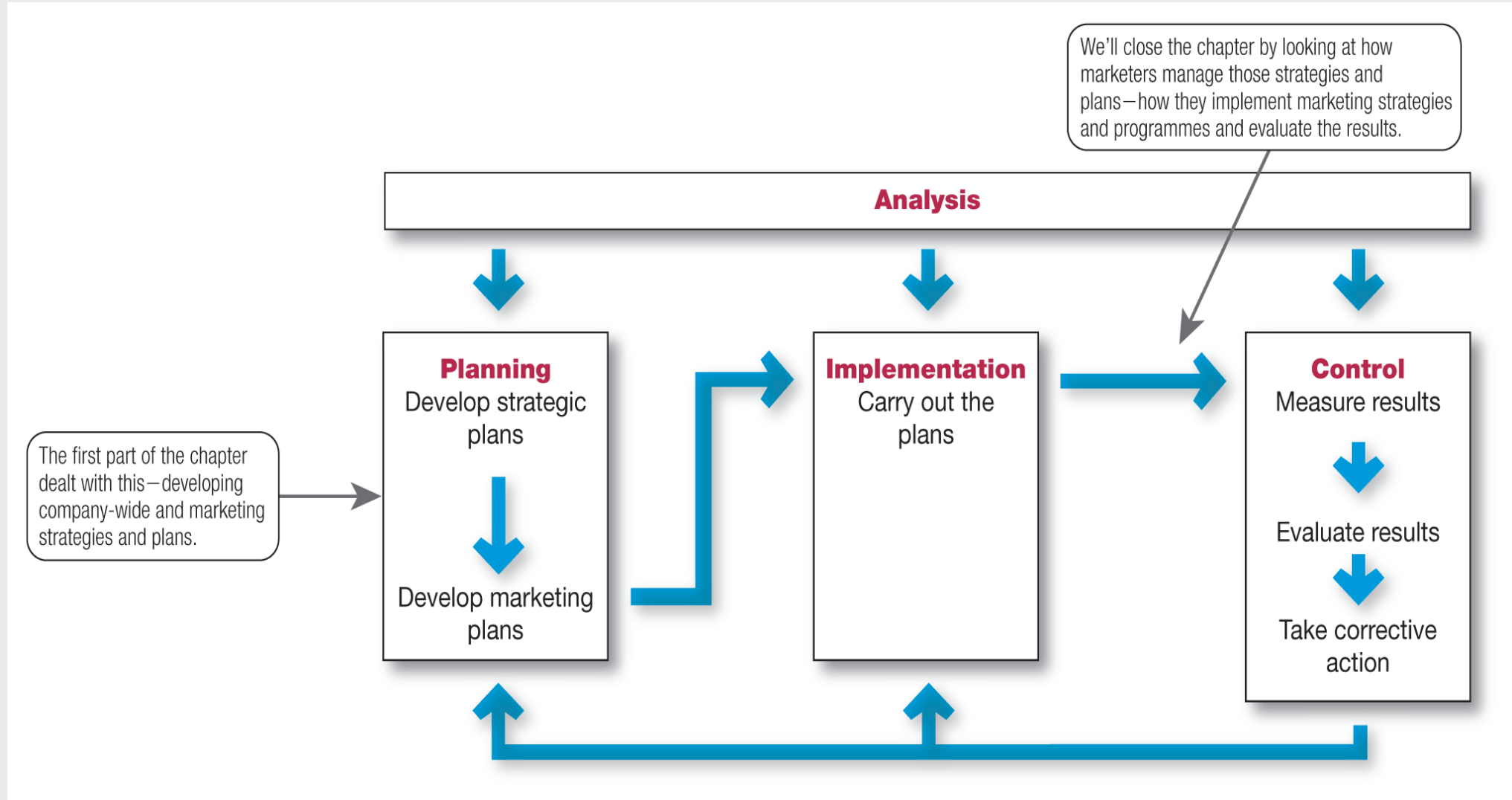


Marketing strategy and the marketing mix (Continued)

Developing an integrated marketing mix



Managing the marketing effort



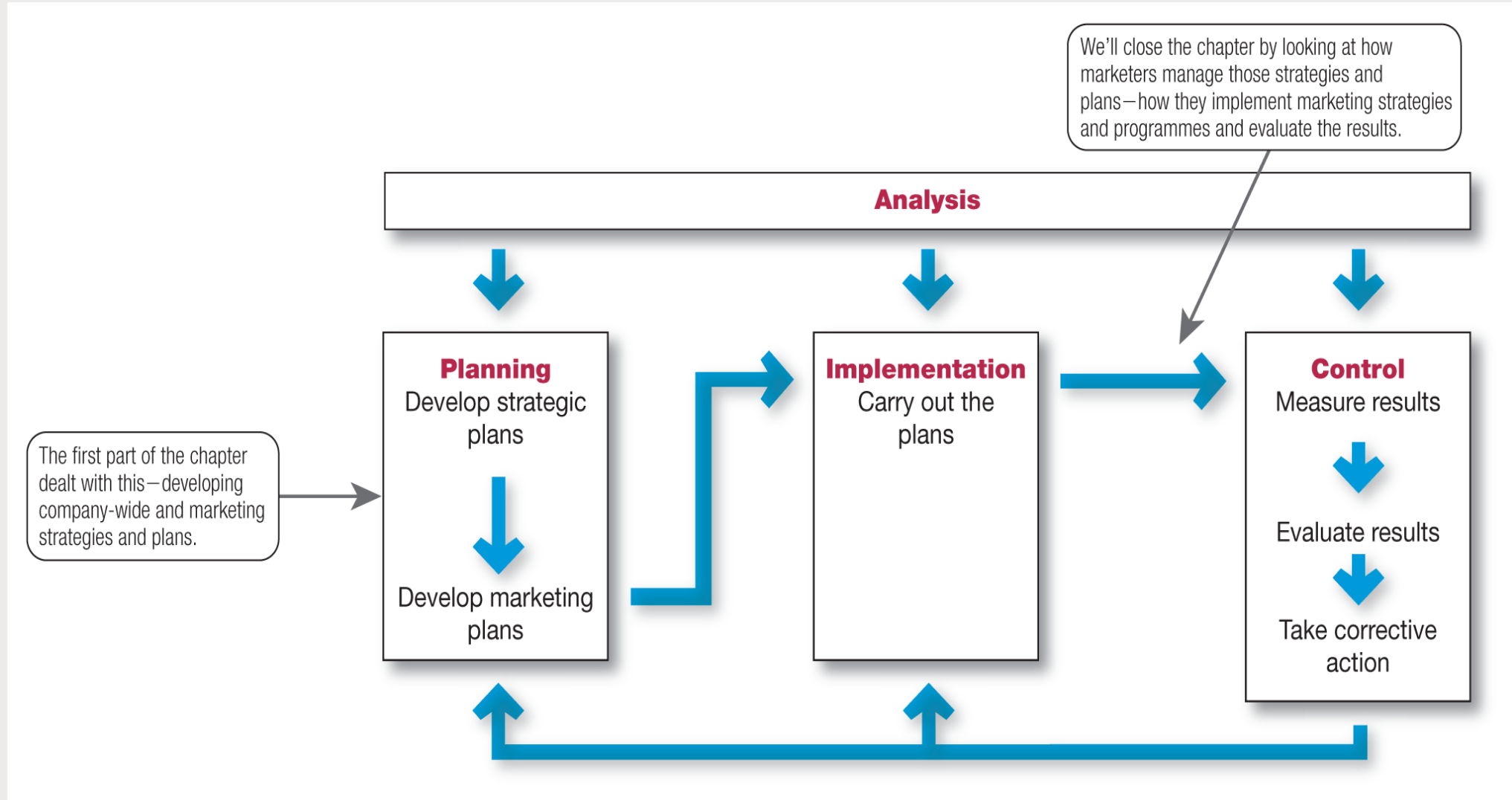
Managing the marketing effort (Continued)

Marketing implementation

Implementing is the process that turns marketing plans into marketing actions to accomplish strategic marketing objectives.

- Successful implementation depends on how well the company blends its people, organisational structure, decision and reward system and company culture into a cohesive action plan that supports its strategies.

Managing the marketing effort - Control



Managing the marketing effort (Continued)

Marketing control

- **Controlling** is the measurement and evaluation of results and the taking of corrective action as needed to ensure the objectives are achieved.
- Operating control.
- Strategic control.