

MARKETING STRATEGY IMPLEMENTATION

Better Business Builder



aspire • act • achieve



This Better Business Builder has been developed by Better Business Outcomes for the purpose of conducting strategic marketing workshops facilitated by Mark Jocumsen. This program is the result close collaboration between Mark Jocumsen (Business Improvement Specialist) and Graham Jocumsen (PHD in Marketing & Small Business Strategy). It aims to enable small & medium sized businesses to build the same strategic marketing expertise as enjoyed by large corporations.

Special offer:

If you make an honest attempt to prepare a marketing strategy implementation plan using this workbook you will receive a complimentary review and feedback session with Mark Jocumsen. Simply e-mail mark@bbocoaching.com.au when your plan is ready for review.

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Introduction

This Better Business Builder takes you through the process of planning the implementation of your marketing strategy. You will require a written Marketing Strategy Statement before you can proceed to use this Better Business Builder effectively. This Better Business Builder covers Steps 4 & 5 in the marketing strategy development and implementation process outlined below.

Step 1: Information collection, analysis and interpretation* (internal, external, competition, competitors)

Step 2: Brainstorm marketing strategy 'possibilities'* (options, insights, goals and objectives etc)

Step 3: Strategy Statement* (decide on your marketing strategies)

Step 4: Implementation (decide on how to implement your strategies)

Step 5: Results and review (and possible corrective actions)

Note: * Steps 1,2 &3 are covered in the preceding Better Business Builder titled *Marketing Strategy Development*

Step 4: Implementation

Developing a marketing strategy is one thing, albeit very important, but it becomes a rather useless exercise unless you do something with it. We don't want it to be shoved in the bottom drawer of a filing cabinet, never to be seen again!! So now you must focus upon effectively *implementing* your marketing strategy. This is where you have to start thinking about the decisions needed to make your strategy a reality.

Implementation Readiness Assessment

Any business is unlikely to successfully implement a marketing strategy unless the benefits are clearly pointed out. Implementation is all about effective decision making and the taking of appropriate actions which are consistent with the marketing strategy you have developed. Answering the following questions frankly and honestly will help you determine whether you have an excellent chance of successfully implementing your strategy or not.

	Question	Response and comments
1	Are you comfortable that you have thoroughly conducted a comprehensive process in developing your marketing strategy? You have considered all the important things? Nothing important left out that you are aware of?	
2	Are you comfortable that you have involved your staff and family in your marketing strategy process? And have gained their support in what you are doing? Do they understand what you are trying to do with a marketing strategy?	
3	Are you comfortable that you have formulated a marketing strategy which is in accord with the findings from the extensive process you have carried out? That is, your strategy follows logically from the results of your analyses and information gathering.	

	Question	Response and comments
4	Are you comfortable that your marketing strategy feels 'right' for your business. In other words does it 'fit' with both yourself and your business?	
5	Is, in your opinion, your marketing strategy realistically implementable in your business?	
6	Importantly, are you comfortable that your strategy will lead your business to where you want it to be in the future?	
7	Are you comfortable that the extent of change required by your marketing strategy can be comfortably accommodated by your business?	
8	Are you comfortable that your marketing strategy is consistent with your personal orientations surrounding ethics and social responsibility in business?	
9	Are you convinced that your marketing strategy will add significant longer term value to your business? Can you budget or estimate what the financial consequences of implementing your marketing strategy will be at different points in the future? (good if you can do a rough budget here!!)	

Your answers to the above should all be affirmative if you are to maximise the chances that you will successfully implement your marketing strategy. If you are uncomfortable about any of your answers then it may be worthwhile to investigate the reasons and possibly modify your strategy in the light of these reasons.

The key overall drivers of successful implementation of marketing strategy

There are 4 key overall drivers for you to consider in successfully implementing your marketing strategy. They are your **business culture**, **your staff**, your **organisational structure** and the **management processes** you have in place. Each may act to destroy any chance you have to implement your marketing strategy, or at the very least make it extremely difficult for you.

1. **Business culture** is important because it sets the *unwritten rules* about what is important, what can be done, what can't be done and ultimately what *will* be done in your business. It is also important because it is not changed either quickly or easily.

Key questions:

- (i) *How would you describe the culture within your business and its operations? eg. Work ethic? Attitudes towards customers? Attitudes towards each other? Attitudes towards change in business? etc.*

- (ii) *Do you see any difficulties related to culture in your business which you may encounter when attempting to implement your strategy?*

- (iii) *Can you overcome the difficulties you identified in (ii) above and how?*

2. **Staff** (including yourself) are vitally important in successful implementation of marketing strategy.

(i) **Key questions:**

Are yourself and your current staff both committed to and capable of successfully implementing your marketing strategy? Qualifications, experience, capable of handling change.....

(ii) *What staffing changes do you feel may be necessary to successfully implement your marketing strategy? New staff, qualifications, retraining of current staff. etc.*

3. **Organisational structure** is also very important in implementation.

Key questions:

(i) *What is your current organisational structure? Lines of authority, lines of accountability, delegation of authority/responsibility etc.*

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- (ii) *Can you identify any aspects of your current organisational structure which may cause some problems with implementation of your strategy?*

- (iii) *What changes to organisational structure do you feel may be necessary before you can successfully implement your marketing strategy?*

4. **Management processes** are important for implementation.

Key questions:

- (i) *What are the current processes you use to implement decisions you make? Do you have any functional plans? Do you have budgets? How do you make use of your budgets? What controls do you have to check if things are going as you wish them to?*

- (ii) *What changes to your managerial processes do you feel may be necessary if you are to successfully implement your marketing strategy? eg. Will you have to formalise things more? Will you need more control measures in place? Do your control systems provide accurate and timely feedback on how things are going? What about assignment of accountabilities?*

Action plans for implementation

Ultimately, the successful implementation of a marketing strategy will result in development of appropriate marketing mixes to meet the needs of your various targeted markets and allow you to make a profit!. That is, the marketing mixes which your targeted buyers or customers 'receive' should be a reflection of your overall marketing strategy. You should never present a market offering to customers or buyers which does not truly reflect your marketing strategy.

So, let us now identify some of the important action decisions which will have to be made in implementing your marketing strategy. For convenience, we will look at each mix element separately, **remembering that the whole marketing mix must appear to potential buyers or customers as an *integrated package*.**

Product / Service

Critical Questions

1. Are your production processes efficient in the sense of using your resources to the fullest extent? Is there any scope to improve production processes which may be required by your marketing strategy?

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2. Do you have good quality assurance processes in place?

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-
-
-
3. Are you able to meet buyer or customer orders promptly?

4. How do you feel you compare with competitors in relation to production costs? Higher, lower, about the same.

5. Can you meet the demands of your 'new' marketing in relation to the product mix it recommends? What changes/modifications may you have to make to your current production processes to meet the needs demanded by your new marketing strategy.

6. How will you address any issues you may have with your suppliers in meeting the needs of your 'new' marketing strategy? Reliability, quality, timeliness, accuracy of order filling?.

7. How responsive is your business to possible changes in technologies associated with the production of your products and services?

8. What 'proportion' of the value of your product is represented by 'service' you provide in delivering it? How important is this service component to the success of sales of your product? Are you having any challenges in relation to this component?

What **ACTIONS** now have to be taken in relation to **PRODUCT & SERVICE** if you are to implement your marketing strategy successfully? These will likely involve various **CHANGES** to what you are doing now.

	Action/Change	Priority	Who	Due
1				
2				
3				
4				
5				
6				

Place / Distribution

Critical Questions

1. Are there any problems with your current distribution systems?

2. What geographic areas represent target markets of yours?

3. What changes may have to be made in your distribution systems to accommodate the demands of your 'new' marketing strategy?

4. What logistical challenges do you face and have to address in your distribution?

5. Do you have any transport challenges which you will have to face with your marketing strategy?

6. What possible changes to your channels of distribution (e.g. retail, on-line, agents, wholesale) may you have to make to implement your marketing strategy? eg. Is internet driven marketing an option for you?

7. What changes/improvements may have to be made to the ways you manage and control inventory levels in implementing your marketing strategy?

8. What changes/improvements may have to be made to the ways you handle order processing and despatching etc. to implement your marketing strategy?

9. What changes/improvements may have to be made to the ways you handle customer/buyer complaints when implementing your marketing strategy?

What ACTIONS now have to be taken in relation to DISTRIBUTION if you are to implement your marketing strategy successfully?

	Action/Change	Priority	Who	Due
1				
2				
3				
4				
5				
6				
7				
8				

Price

Critical Questions

1. How do you plan to set your prices to accommodate your 'new' marketing strategy? What pricing methods will you use and why?

2. What attention will you have to give to your cost structures before setting prices? Any increased costs associated with your marketing strategy? Do you have any cost advantages in relation to the size or scale of your operations and/or in terms of the experience you have gained over a long period of time in your business?

3. How will your prices of products and services compare with those of competitors and why?

4. Will price be of strategic significance to you when implementing your marketing strategy? Explain

What ACTIONS now have to be taken in relation to PRICE if you are to implement your marketing strategy successfully?

	Action/Change	Priority	Who	Due
1				
2				
3				
4				
5				
6				
7				
8				

Promotion

Critical questions

1. What decisions will you need to make to implement your promotional strategy? For example, decisions related to mass advertising, advertising in trade magazines and publications, utilising sales staff/personal selling, social media usage, web site usage, cultivation of networks, specific efforts to build brand name, using trade fairs and industry events, using Industry Capability Network, using marketing collateral.

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2. What decisions need to be made about utilizing the Industry Capability Network in implementing your marketing strategy?

3. What decisions need to be made about using social media in implementing your marketing strategy?

4. What specific networking activities would be demanded by your marketing strategy?

5. What brand related actions will you have to take in implementing your marketing strategy?

6. What decisions need to be made in using industry based events to implement your marketing strategy?

7. What decisions need to be made about marketing collateral in implementing your marketing strategy?

What **ACTIONS** now have to be taken in relation to **PROMOTION** if you are to implement your marketing strategy successfully?

	Action/Change	Priority	Who	Due
1				
2				
3				
4				
5				
6				
7				
8				

The 5th 'P': people!!

In order to effectively and fully implement a marketing strategy in a small to medium sized business, appropriate staffing input is required.

Critical Questions

1. Is my current staffing appropriate and capable of implementing my marketing strategy?

2. What new staff and skills will I need to introduce into my business to implement my 'new' marketing strategy?

3. What retraining of current staff will be necessary to implement my new marketing strategy? How will I execute this retraining?

4. What changes to management of my staff may be necessary? eg. Motivation, incentives, bonuses, leave, conditions, delegation, authority?

5. How will I go about recruiting new staff which may be required if I am to implement my 'new' marketing strategy?

What ACTIONS now have to be taken in relation to PEOPLE (including yourself) if you are to implement your marketing strategy successfully?

	Action/Change	Priority	Who	Due
1				
2				
3				
4				
5				
6				
7				
8				

Step 5: Feedback and Review

Here we look at developing feedback measures to check how things are going and to assess the need to make strategy or implementation adjustments.

There is little point in taking the time and trouble to develop and implement a marketing strategy for a small to medium sized business unless you somehow measure whether it is working or not. What changes have occurred? How is my business better? How has my lifestyle improved? Am I making more profits? Are my staff happy and contented? Are my customers happy with my performance..... and so on.

Critical points

1. You **MUST** be able to measure changes as a result of the implementation of your marketing strategy.
2. You **MUST** be able to diagnose what is going wrong if things don't turn out as you expected they would.
3. You **MUST** be able to make appropriate changes to correct things.
4. If things are not turning out as you planned in implementing your strategy, then you **MUST** examine the strategy itself **AND** the ways it has been implemented.

The things you can use to measure how well you are going may be split into:

- **financial**; and
- **non-financial**.

The measures you use will depend somewhat upon the type of business you have, so the following are a selection of the ones you may choose from:

Financial Measures

Key Issues

1. Numerous financial measures may be used but make sure your accounting, data collection and reporting systems can support your measures (ie. Provide them in accurate and timely fashion).
2. You may have to take some steps to make sure you are provided with this information.
3. It is vitally important that you monitor what is happening after you make major changes such as implementing a new marketing strategy.
4. As a part of your implementation you may like to set some financial targets which you can aim at. eg. You may set sales targets for your different products or you may set a target gross profit overall or simply a target gross sales.

The following are examples of financial targets. Blank rows have been left to insert your own.

No.	Financial measures	Before 'new' strategy implement	After 'new' strategy implement (can set appropriate review dates)	Difference (hopefully improvement!!)
1	Gross sales levels (each product or each product group or overall)			
2	Gross profit (as above)			
3	Market share or close estimate			
4	Sales per salesperson			
5	Return on capital invested			
6	Gross margin contributed by each product (selling price less variable costs of producing the product)			
7	Total gross margin (total gross sales less total variable costs)			
8	Ratio between total sales and total advertising expenditure			
9				
10				
11				
12				
13				
14				
15				

Non-financial Measures

Key Issues

1. Non financial measures may be as important as financial measures in assessing what changes have occurred after implementing your 'new' strategy.
2. You may have to establish how to collect this non-financial information, but it is very important that you make an attempt, even if in some cases you have to resort to 'guesstimates'.
3. These non financial measures can provide excellent barometers on the health of your business.
4. Some of these non financial measures will be quantitative (numbers involved), while others will be qualitative (expressed mainly in words)

The following are examples of non financial measures. Blanks have been left for you to insert your own.

No.	Non financial measure	Before 'new' strategy implement	After 'new' strategy implement	Differences
1	Staff turnover			
2	Customer/ buyer complaint levels			
3	Supplier complaints			
4	Frequency of stock not being available for delivery			
5	Hours of overtime worked			
6	General 'atmosphere' in the business.			
7	Staff 'sick' days			
8	Product enquiries			
9	Rate of conversion of prospects into firm customers			
10				
11				
12				
13				

Conclusion

Overall, it is my hope that the process you have just been through has given you a clear plan of action to drive the implementation of your marketing strategy. You should no longer be frustrated or disillusioned with marketing but rather have a clear sense of direction and purpose. I encourage you to stay the course so you gain the satisfaction from achieving success by design.

If you would like a complimentary review of your marketing implementation plan simply e-mail me at mark@bbocoaching.com.au. My feedback will no doubt motivate you to fully commit to investing in implementing your strategy.

Presenter Profile



Mark Jocumsen has a remarkable depth of experience in assisting business owners gain better business outcomes. As founder, owner and general manager of Better Business Outcomes, he has proven his ability to establish his own successful small business while also assisting others do the same. In 2011 he was awarded Regional Finalist in the prestigious Australian Institute of Management Owner Manager of the Year Awards. He is a fully certified “ProfiTune Business Improvement Specialist” and was awarded ProfiTune Business Coach of Year for 2010.

Prior to establishing BBO, Mark had a successful career working as a management consultant and business reengineering project manager for Accenture, PriceWaterhouseCoopers & Smorgon Steel. He holds a University of Queensland Bachelor of Manufacturing & Materials Engineering achieved with First Class Honours. He understands our regional needs having grown up in Toowoomba. Ever since being awarded Dux of St. Mary’s College in Toowoomba, Mark has shown an unwavering commitment to learning and excellence.

Mark is a powerful and engaging presenter. His extensive experience as a business coach and running his own business has given him the unique ability to share key business improvement concepts in a way that leads owners to implement them successfully. Mark’s presentations and workshops are a must for anyone seeking better business outcomes.

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