

How to write an effective marketing plan



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CV: marketing experience



- Junior Product Management



- Marketing Manager – Virgin Vouchers Limited

Goldfish™

- Loyalty Marketing Manager, Customer Communications Manager,

 Lloyds TSB

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red tag

- Planner, Account director, Public Services Development Director working with clients such as RBS, NatWest, LV=, South West Tourist Board, Chailey Heritage Children services

Why write a marketing plan?

- It structures your approach to market and defines your marketing mix
- It builds in time for you to research your market, decide which customers you are going to target, and ensures that your offering is something that customers will need and want.
- It builds in room for you to measure the results of your marketing activity, so you know what to do (and what not to do) next time.
- It puts the customer at the heart of your business – after all, no customers no sales!

Marketing Plan Steps



Situation Analysis



- .. is the foundation of the marketing plan and presents a true snapshot of your business in it's current form. It includes elements such as your company mission statement and a full market overview.
- To do this properly you will need to;
 - Identify your **current market position**
 - Carry out **Market research** on your competitors and the market that you are in.
 - Conduct a **SWOT analysis** – which enables you to identify the **strengths and weaknesses** of your own organisation, and the key **opportunities and threats** you face within the market.

Situation Analysis



- **Current Market Position**

- **Product** - what products are you selling, what are their competitors?
- **Price** - what pricing policy do you have? Do you discount? How does this compare to competition?
- **Place** - where are you currently selling your product, how does this compare to competition?
- **Promotion** - what marketing activities are you currently carrying out?

Situation Analysis



- **Current Market Position - services**
 - **People** - quality, recruitment, training.
 - **Processes** - written procedures you have in place to ensure consistency of service.
 - **Physical Evidence** - what message does the appearance of your premises or your people send out to your customers?

Situation Analysis



- **Market Research:** comes in 2 forms: **Primary** and **Secondary**.

Primary research is first hand knowledge gained directly from the marketplace, using techniques such as focus groups and surveys;

whilst

secondary research uses published studies/reports available online or via a library and provides broad knowledge about your markets – e.g. Mintel reports.

Situation Analysis: SWOT example



<p>NIVEA FOR MEN Identified several strengths</p>	<p>As the leading male facial brand, NIVEA FOR MEN needed also to be aware of any weaknesses</p>
<ul style="list-style-type: none">• NIVEA FOR MEN was the UK market leading male facial skincare brand* which gave it strong brand recognition.• The company had a sound financial base, so it had the resources to put together a strong marketing campaign.• It also had staff with relevant skills – researchers with the scientific skills to develop products that men want and marketing staff with the skills to help promote these products effectively.	<ul style="list-style-type: none">• Was the product range still relevant for the target audience?• Did it have the right sales and distribution outlets?• Was its market research up-to-date?
<p>One clear opportunity was that the market was growing</p>	<p>However, as the market for male skincare products grows, there are threats</p>
<ul style="list-style-type: none">• NIVEA FOR MEN had seen an increase in the sales of male skincare products and it wanted a greater share of this market.• The company wanted to take advantage of changing social attitudes. Men were becoming more open, or certainly less resistant, to facial skincare products.	<ul style="list-style-type: none">• Consumers were becoming more knowledgeable and price conscious. They often expect sales promotions such as discounts and offers.• The risk of competitors entering the market. NIVEA FOR MEN needed to differentiate its products in order to ensure that, in an increasingly competitive market, its marketing activity gave positive return on investment in terms of sales and profits.

Source: Times 100 case studies

2.0 Objectives



- Your objectives should be a realistic statement of what you want to achieve as a result of the situation analysis you have carried out.
 - Objectives need to be **SMART** (**s**pecific, **m**eaningful, **a**chievable, **r**ealistic and **t**ime-limited).
 - They need to be quantitative (i.e. expressed in terms of values, volumes market shares and high level response rates for any marketing activity)
 - need to cover the period of the plan e.g. sell 400 units in the next twelve months.

Strategy



- Product
- Price
- Place
- Promotion
- Physical evidence
- People
- Process

Strategy - Product



- **Brand:** A clear branding strategy for your products, your services or your company will differentiate you in the marketplace
- **Features/benefits analysis:** Would additional features or services add value to your offering?
- Does your products have a **USP** (Unique selling point)?

Strategy - Price



- **Should you “skim the cream”?**

If your product is superior to the competition you can sell it at a higher price than your competitors. The volume sold may be small, but the profit margins will be high. (**Waitrose**)

- **Should you adopt “penetration pricing”?**

This route aims to get quick acceptance by setting low prices at launch so as to achieve high volumes quickly. (**ASDA**)

- **How does your price compare to your competitors?**

You need to consider the prices charged by your competitors, so you can benchmark your prices against them.

Strategy - Place



Your customers will expect to:

- **find your products easily**
- **be available when and where they need them**
- **in quantities that suit them**
- **in surroundings that enable them to make a good choice between products**
- **with access to other services to help them use the product (such as after sales service).**

So, have you considered the following options?:

- **Dealing directly with your customers** - retailing, selling through the internet, via Social Media (Facebook),
- **Using a specialist intermediary** - agent, specialist outlet, retailer
- **Use a wholesaler** to reduce administration

Strategy - Promotion



- Promotion is not just about advertising your business, or selling. It's about **pulling together a range of techniques, in the most cost-effective way, to initiate, increase and maintain awareness of what you offer to your target audience** (customers).
- There are many promotional/communication channels to choose from - **Web**, **Social Media**, **PR**, **Exhibitions**, **Direct Sales**, **Advertising** (online via **banners**, **Facebook** etc, and/or offline via **Press**, **TV**, **Radio** etc)
- Remember: **keep all your communications consistent** – message, look and feel etc or customers will be confused!

Strategy - Services



- **People**

- **Selection and Training** - are you recruiting the right people and are you providing them with the tools to do the job?
- **Internal Marketing** - are you actively promoting a culture of service within the firm via good service awards, staff newsletter and team meetings?

Strategy - Services



- **Process**

- Do you have the necessary processes in place to ensure that your team can deliver a consistent level of service to all customers at all times? (e.g. complaints process, customer services procedure etc)

- **Physical Evidence**

- **Presentation**: does your staff behave, look and dress in a manner that reflects well on you as an organisation, and your service?

Target Audience



- We are not all the same and neither are our customers.
- A one size fits all approach to marketing does not work.
- Customers want to receive interesting, **relevant** and engaging communications
- Therefore, dividing your customers into “like minded” groups or segments (via age, gender, social class, buyer behavior etc) enables you to do that more effectively.

Target Audience – Example (Frugi)



Frugi customers come in
varying degrees of green!

Our customers fall into two categories, the 'dark green' and the 'pistachio green'...

Dark Green Customers

It's the ethics of our clothes that really get our dark green customers excited about Frugi! Back in the days when we were Cut4Cloth we recruited lots and lots of 'dark green' customers who are still buying their organic clothes from us today. We love this lot... they're a chatty bunch, always discussing eco issues on our Facebook page and giving us loads of great feedback.

Pistachio Green Customers

It's the beautiful design of our clothing that first attracts these customers but the ethics make them feel even more in love with our brand! Since re-branding as Frugi, we've seen a big increase in the 'pistachio green' customers. These lovely people fall in love instantly with the gorgeous clothes (they obviously have very good taste) and get the added bonus of having purchased something good!

Target Audience – Example (Frugi)



...a 'Dark Green' customer

Pippa and Lorcan live with their 3 children, Amelia, Nieve and Fenn, in Devon. Pippa works for the NHS and is a part time Yoga Teacher. Lorcan is an Artist.

They shop at Frugi for the green credentials, because they know that organic clothing is kinder to their little ones' skin, kinder to the planet and much better for the farmers. They also love the Cut4Cloth element as they've always used cloth nappies - so it's a relief to find organic clothing that is specifically designed to fit over cloth bums!

Pippa is part of many mother and baby groups that promote natural upbringing such as breast feeding and water babies. She often tells the other mums in the groups how hard wearing Frugi clothes are... in fact Nieve (the youngest of the sisters) is happily wearing Amelia's old faithful Frugi pieces, which have been worn by their cousins too!

They really live the good life. Favourite pastimes include maintaining the veg patch with the children, grazing their 2 sheep and collecting eggs from their hens. They like to shop locally at farm shops, love finding bargains on eBay or at NCT sales and Lorcan splashes out on Howies from time to time. At the moment they're saving up for solar panels for water heating.

At the weekends they have fun going bike riding, swimming and Lorcan needs his regular surfs. Amelia and Fenn love home baking and Nieve helps her mum with making clothes. Holidays are largely 'guilt free' with lazy camping trips in Cornwall and Glastonbury is also a must most years!

They like taking regular trips to the library and prefer books rather than papers, although Pippa loves taking time out to indulge in Green Parent magazine.

Target Audience – Example (Frugi)



...a 'Pistachio Green' customer

Emily and Tim live with their 2 children Noah and Mia in Buckinghamshire. Prior to having children Emily's career was in marketing for a large London firm, she is now a full time house wife to Tim and her children. Tim runs his own successful business.

They love the fun designs at Frugi, especially since they make Noah and Mia stand out from the other children in the park. The ethical side of things makes them feel good too and is something Emily can tell her friends about!

Emily and the kids grow a few herbs and have tried the odd tub of tomatoes, but since they get a weekly veg box from Abel and Cole, they don't have to grow much of their own. They get the rest of their food delivered from Ocado, or pop in to M&S or Waitrose on their way home. Most of their favourite recipes come from Jamie Oliver (for the main course) and Nigella Lawson (for the over indulgent puddings!)

Emily can find pretty much everything else she needs at John Lewis, and of course she regularly orders clothes from Boden and Frugi while Tim's at work!

Emily, Noah and Mia spend a lot of time at local playgrounds, play cafes and parks catching up with other mums and having a good gossip! Days out at a new National Trust spot are a favourite too (especially where there are lots of cheeky animals says Noah). At home, they do a lot of baking and go cycling or play in the garden. Holidays alternate between visiting Tim's parents who live in France and a regular cottage on the North Cornwall coast.

In a rare quiet few minutes Tim sits down with the Guardian and Emily browses through Junior magazine with a glass of red wine.



Tactics (example communications plan)



Activity	DEC	JAN	FEB	MAR	APR	MAY	JUN
PR/Editorials							
Exhibitions		Bubble				Devon CC	
Facebook Page/Shop							
Facebook Ads/engagement							
Product Giveaway to influential Bloggers							
Competitions (Monthly)							
Newsletters							
Postcards (follow up)							

Men (Staff)



- Do you have the resources to carry out each task?
- Can you train current staff? Or do you need to outsource some of your marketing?
- Are the creative agencies you work with reliable, effective, affordable? If not, look elsewhere.
- Once you have answered the above, this part of the report highlights which people (such as internal staff or external agencies) are responsible for each task

Minutes (schedule)



- A time plan includes names of people/agencies who are responsible for each marketing activity with deadlines, and actions.

Money (Budget)



- Have you allocated a budget for marketing?
- If you have a small budget – think creatively. New channels such as social media can be cheap but effective. A Facebook page can be a good alternative to a website & word of mouth / PR can be free.

Money (Budget)



Strategies	Goal	Tactics	Q1	Q2	Q3	Q4	Budget
Sales Tools	fulfilment for activities	Website hosting					
		Website design & build					
		Business cards					
		Brochure					
		flyers					
Web marketing	generate demand	ad design					
		Facebook ads					
		Banner ads					
		google adwords					
		email newsletters/campaigns					
PR	create awareness	PR specialist?					
		write press releases					
		online PR costs					
Advertising	create awareness	Design costs					
		List publications ad space costs					
Social Media	create awareness	Facebook					
		Twitter					
Other							
Total							£

Measurement



- **Track all of your marketing activity** – add codes to adverts and ask customers to quote them when buying your products; when new customers fill in their details, ask them “ where did you hear about us” etc...
- **Review and measure your marketing plans results periodically** as the value of the plan is in its effectiveness.
- **Are your plans meeting your objectives set?** If not, determine why not and adapt your approach.

Thanks for listening
Any Questions?

