

UNIVERSITY OF TEESIDE
SCHOOL OF COMPUTING
MIDDLESBOROUGH
TEES VALLEY TS1 3BA

Marketing Framework Document

Name: CHRISTOPHER HAIR
Student ID: E5109836
Module: Web Marketing Life Cycle (WML)
Course: BA Creative Digital Media

Module Tutor: Barry Hebbon

Deadline: 28th April 2008

Contents

1.0	Executive Summary	Page 3
1.1	Unique Selling Points	Page 3
2.0	Situation Analysis	Page 4
2.1	Market Summary	Page 4
2.1.1	Market Needs	Page 4
2.1.2	Market Growth	Page 4
2.1.3	Market Demographics	Page 4
2.2	SWOT Analysis	Page 5
2.2.1	Strengths	Page 5
2.2.2	Weaknesses	Page 5
2.2.3	Opportunities & Threats	Page 6
2.3	Competition	Page 6
2.4	Services	Page 7
3.0	Marketing Strategy	Page 7
3.1	Mission	Page 7
3.2	Marketing Objectives	Page 8
3.3	Financial Objectives	Page 8
3.4	Target Markets	Page 9
3.5	Positioning	Page 10
4.0	Financials	Page 11
4.1	Break-even Analysis	Page 11
4.2	Sales Forecast	Page 11
4.3	Expense Forecast	Page 12
5.0	Controls	Page 12
	References	

1.0 Executive Summary

“The purpose of the executive summary is to entice the reader to review, or request to review, the entire business plan. The executive summary is not a mini version of the entire business plan. Keep it brief. It should be viewed as a marketing tool, a very important marketing tool.

You need a stand-alone exciting executive summary. Most investors only want to see a 2 to 3 page executive summary as their introduction to your company. If you can't capture their interest in those 2 to 3 pages, your business plan doesn't stand a chance of being reviewed.” [1]

“An executive summary is a report, proposal, or portfolio, etc in miniature (usually one page or shorter). That is, the executive summary contains enough information for the readers to become acquainted with the full document without reading it. Usually, it contains a statement of the problem, some background information, a description of any alternatives, and the major conclusions. Someone reading an executive summary should get a good idea of main points of the document without becoming bogged down with details.” [6]

“The executive summary is a synopsis of the key points of the entire e-business plan. Its purpose is to explain the fundamentals of the business in a way that both informs and excites the reader. If, after reading the executive summary, the investor or manager understands what the business is about and he/she is eager to know more, the executive summary has done its job.” [7]

A brief overview of your business and what your business has to offer and what you wish to achieve, your aims, where you're going and so forth, use this section as a marketing tool as stated to entice investors or potential buyers into reading through the rest of your marketing plan. [1]

To put it a much simpler way, use the executive summary too boast about your company in what you're currently doing and providing for your customers or if this is a marketing plan for a business just starting up, explain to your audience what you're going to achieve with your company and how, briefly and innovatively.

1.1 Unique Selling Points

“Your Unique Selling Proposition sets you out from the rest, don't try to develop a marketing plan without one.” [2]

Inform investors and customers of your USP's, these may range from say, the people you employ to the location of your vending machine.

Example - Blah Inc has some of the finest staff in the world, Dr Apollo Creed, leading physicist in wormhole creation and particle manipulation. Dr Apollo Creed has been awarded the Nobel Prize for Physics 8 years in a row and has a PhD in Quantum Singularity Math, you get the idea.

2.0 Situation Analysis

“The situational analysis is designed to take a snapshot of where things stand at the time the plan is presented.” [3]

In other words, explain to the reader how your company is doing in this market and what you’re providing (*prices*) and how you see your business advancing in the future. Talk about how you are promoting your product and how you are doing with in your target market. [3]

2.1 Market Summary

Define your target market, note growth rates and such and use these figures to effectively judge the market and if there is profit to be made. Using the data collected you will be able to see how to best match your business with the needs of your targeted group.

2.1.1 Market Needs

What does the market demand from your company and how will you provide this.

2.1.2 Market Growth

Using the figures gathered you can see if there is a growing market for your product and will be able to predict future market growth and expectations. By seeing the growth of the market you will be able to target customers more efficiently.

2.1.3 Market Demographics

Where do your customers lie? Age, Gender, Family income. All factors in identifying your market demographic

2.2 SWOT Analysis

“SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favourable and unfavourable to achieving that objective. The technique is credited to Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data from Fortune 500 companies.” [4]

SWOT Analysis will help your business plan for the worst due to the weaknesses but also identify the strengths and build upon them to better deliver your product.

“How can we Use each Strength?

How can we Stop each Weakness?

How can we Exploit each Opportunity?

How can we Defend against each Threat?” [4]

2.2.1 Strengths

Strengths are like the bullets in a gun, you use them to give you an advantage over another company which maybe has no bullets. Strengths will be a good advertising point for your company.

Example - You may plan on selling high quality skate boards but there is another company also planning on doing this. You will have a competitive edge over the enemy company due to your staff which have extensive experience in creating skateboards, where as the enemy has none.

Strengths should be clearly identified and then honed and built upon and heavily marketed along with the company, see unique selling points.

You can find strengths in various aspects of your company be it the staff, funds, equipment, location and many more.

2.2.2 Weaknesses

You are given and opportunity hear to clearly label your weaknesses and take into consideration and then plan for them or you can ignore them and hope they never effect business practices or enemy’s discover your weaknesses and exploit them.

It would be prudent to do the former and discover weaknesses so you can plan for them in advance limiting the effects they will have on your company and if possible to stop them from occurring.

2.2.3 Opportunities & Threats

“Expansion or down-sizing of competitors

Market trends

Economic conditions

Expectations of stakeholders

Technology

Public expectations

All other activities or in activities by competitors

Criticisms by outsiders

Changes in markets

All other environmental conditions” [4]

As you can see from the list above lots of areas can either be your opportunities or threats, what is important is that you capitalize and take advantage of the opportunities and also deal with the threats that you discover to your company.

2.3 Competition

“Examine the main competitors serving the same target market.” [3]

“As part of the market planning process, you must learn about your competitors and how to position yourself in relation to them. Describe your strengths and what you want to emphasize. Once you identify both direct and indirect competition (for example, the Internet as indirect competition), you can determine how and why your services are special and benefit users in a particular way. You can compete based on value, price, product, or service, or some combination of these. Your unique position in the marketplace must be touted in your marketing programs and marketing literature.” [10]

Identifying your competitors is vital to your survival as if you don't know who your competitors are then how are you meant to best them?

Find out what they offer, how they are offering, how much they are offering it for and so on, then best them with your own services.

Identify their strengths, weaknesses and then use your discoveries to your advantage.

2.4 Services

“As mentioned above, it’s necessary to conduct market research to understand your market and to identify the services they require. At the same time, inventory the services you currently offer and identify new services you wish to provide. Determine what it will take to provide these services in terms of staff, expertise, and costs.” [10]

What are you offering? What does your product include? How is different from others on the market?

3.0 Marketing Strategy

“In this section, list and describe potential groups of users or clients. After you create the list, identify various segments of a market. Segments can include specific types of people in a company by role—for example, chief executive officer, chief financial officer, or marketing director. Department heads are another type of market segment. For segmenting the consumer market, consider age groups. In addition, niche markets are an integral part of marketing. Within a target market of attorneys, for instance, there may be niche groups such as trial or malpractice attorneys. In some instances, targeting by firm size is an important consideration.” [10]

“A statement (implicit or explicit) of how a brand or product line will achieve its objectives. The strategy provides decisions and direction regarding variables such as the segmentation of the market, identification of the target market, positioning, marketing mix elements, and expenditures” [5]

“Various strategies work better for different target markets and, therefore, several may be required to triumph. The key for successful marketing understands what makes someone want to use or buy services and what type of marketing strategy they respond to. This requires you to learn needs, problems, industry trends, and buzzwords. To get up to speed for a particular business market, read trade journals and attend professional conferences to meet prospective users or buyers in person. Become active in various groups whenever possible and form strategic alliances. Find out what works best for the markets you serve.

This is a trial-and-error process that requires testing and interaction with clients or prospective clients, although reading case studies and interviewing and consulting with libraries that have already had marketing achievements is one way to save time. To this end, I have included some references at the end of this article that contain success stories of other libraries.” [10]

3.1 Mission

“The mission statement clearly and succinctly describes the nature of the business, services offered, and markets served—usually in a few sentences. Sometimes for larger companies it’s combined with a vision statement that can be two to three paragraphs in length” [10]

What you plan to achieve by marketing your product this way and how you plan to do it. A statement of your intent with this marketing plan basically.

3.2 Marketing Objectives

“If we are dealing with a strategic marketing plan, we will set marketing plan objectives in only a few areas. The most likely are sales, profits, return on investment or market share (for a larger firm). By having a sales target, we know how much we need to produce, we have something to compare our actual performance against and we have a clear picture of where we want to be.

Sales makes a lot of sense as a marketing plan objective when we are dealing with a smaller firm, when comparative data are not available and when we have a fairly good idea of our selling price and likely sales volumes.

Profit is a good choice when that is a key issue for the company (sometimes you can be more interested in getting established) and if there are some standards to achieve as a marketing plan objective.

Return on Investment is usually associated with a large capital investment -- if someone shells out \$100,000 to buy equipment to produce things, they would like to know how much they will earn on that sum. Hence, choose this marketing plan objective where you can identify a clear investment -- you will need to justify it..

Market Share is loved by many, but is only rarely applicable in marketing plan objectives. If it is your objective, you need to measure it, which involves a lot of money! It just doesn't make sense for smaller firms, who should more rightly focus on sales volume! However, market share is a key objective for the Procter & Gambles of the world, so if your industry does measure it, use it.” [8]

“Marketing goals can include setting the number of new clients you would like to acquire, the number of people you would like to reach, or the amount of income you would like to generate. Be realistic and practical in establishing your goals. Take a good look at the available skills and resources that you can commit to implement and integrate your goals into your marketing plan effectively. Study the budget requirements for the strategies you select and plan accordingly.” [10]

3.3 Financial Objectives

“Sales objectives are self defining in that they represent projected levels of goods or services to be sold. Everything that follows in the plan is designed to meet the sales objectives -- from confirming the size of the target market and establishing realistic marketing objectives, to determining the amount of advertising and promotion dollars to be budgeted, to the actual hiring of marketing and sales personnel, to the number and kinds of distribution channels/stores utilised, and, very important, to the amount of product produced or inventoried” [11]

An overview of what you want to achieve with in your financial area, say;

- Increase sales profit
- Decrease spending and maximise efficiency
- Any other financial targets you would like to meet

3.4 Target Markets

“Target market is, the market segment to which a particular product is marketed. It's often defined by age, gender, geography, and/or socio-economic grouping.” [9]

“Once you have developed sales objectives, you must determine to whom you will be selling your product. Making this determination is really defining a target market -- a group of people or companies with a set of common characteristics. Target marketing allows for a concentration of effort against a portion of the universe with similar descriptors, product needs, or buying habits.

Companies don't sell products; customers purchase them. In effect, your company exists because of the customers or target markets you chose to serve. Since we define marketing as the process of identifying the target market(s), determining the needs and wants of the target market, and fulfilling those needs and wants better than the competition, the determination of the target market is the most critical step in the marketing planning process.

Your business review analyzed potential target markets by looking at many industry category and company target segments responsible for product sales volume. The biggest marketing mistake is to attempt to be all things to all people. It is in this section that the marketer must decide which target segment(s) will form the core of the business and receive emphasis of effort and budget.

The targets are the key to all that follows in the marketing plan, because your target markets are the reason for your products existence and the key to finding marketing answers. Let your target market drive your marketing plan.” [11]

“Segmentation is a selection process that divides the broad consuming market into manageable customer or non customer groups with common characteristics. Segmentation provides the marketer the opportunity to exploit these common characteristics of the consumer or consumer group through the company's marketing efforts. Instead of marketing to the “average” consumer, you are able to pinpoint specific clusters of consumers who have unique, yet similar, demographics, lifestyles, attitudes, concerns, purchasing habits, or needs and wants. The most effective marketing communication is essentially the one-on-one sales call, where the skilled salesperson can address the needs of the individual prospect. Due to similarities inherent in a given segment marketers too can address groups as if they were communicating with individuals, and direct communications to groups of consumers with similar characteristics via more meaningful products, pricing and messages. Thus, segmentation allows you to realise the greatest potential sales at the lowest cost.

There are too broad segments for most businesses within which you will develop additional sub segments for targeting:

- 1. Current consumers. Customers and segments of the customer base with whom you are currently doing business.*
- 2. New customers. Segments which you are not currently doing business or in which you feel there is potential to do more business.*

Before you start developing additional target markets segments within the two broad segments listed here, think about what you are trying to achieve. More than simply looking for consumer or consumer similarities, segment identification involves identifying similarities that are directly tied to sales and profits.

When you develop target market segments, you do by grouping like segments of customers or potential customers, with the objective of finding those segments that are responsible for the most dollar volume, profit, or purchase and that also demonstrate future potential. If you completed your business review, this work has been done. You now just need the parameters that help you make the right target selections. The remainder of this chapter will do just that.” [11]

3.5 Positioning

“Nature's Candy will position themselves as a one-stop Internet purveyor of high-quality. Reasonably-priced supplements. NC will leverage its competitive edges to achieve the desire positioning:

Nature's Candy's competitive edge will be its easy to use website and superior customer service. The website design will be a competitive advantage because research indicates that an easy-to-use website significantly increases sales. Too often sales are lost because o complex websites that are far from intuitive.

Nature's Candy's other competitive edge is superior customer service. The mantra of the customer service department is to serve the customer in any way required. Customers that call in with problem/issues will be amazed at the amount of personal attention they receive, and how quickly issues are not only resolved but significantly improved. Superior customer service will be a powerful asset.” [9]

“By positioning, we mean creating an image for your product in the minds of the people whom you are attempting to sell your product. Positioning establishes the desired perception of your product within the target market relative to the competition. If there is no real or direct competition (such as for some non profit organizations), the organization still needs a point of reference in order for the target market to understand and remember what is being communicated. In the case of competitive marketplace, a positioning positively differentiates the product from the competition.” [11]

“Positioning is a powerful tool that allows you to create an image. And image is the outward representation of being who you want to be, doing what you want to do, and having what you want to have. Positioning yourself can lead to personal fulfilment. Being positioned by someone else restricts your choices and limits your opportunities.” [12]

“Positioning is your competitive strategy. What's the one thing you do best? What's unique about your product or service? Identify your strongest strength and use it to position your product.” [12]

“If you are positioning a company, the positioning statement is developed in your strategic plan or business plan. If you are positioning individual brands, it belongs in you marketing plan. In either case, the positioning statement has to be compatible with the entire business operation.” [13]

Write a brief introduction into what position you see your company being in towards the near future and for the term after this date. How you plan to put your company into say “The top retailer of dog shoes for Cowboys” in the next year or so and how you plan to stay there. Describe the features that will make this possible, example; *the material we use for our dog shoes is made of high end luminosity glow ninja leather.*

I am informing the audience why our dog shoes are the best around because no other company makes them with this material and technology. [9]

4.0 Financials

In this you should address your overall financial situation in accordance with your marketing activities and how you are going to manage your financials in terms of price of services.

“Price management is one of the most sensitive areas of strategic marketing. Yet rarely is within the control of the marketing manager. Product pricing tends to be the province of collective agreement among the executive team.” [14]

“For many organizations the ultimate goal of the marketing plan is the effect it will have on the bottom line. Measures reflect income statement items and common ratios. (Page length: less than 1 page)

- Customer sales
 - by volume and growth percentage
 - by segments
- Channel sales
 - by volume and growth percentage
 - by channel
- Margins
- Profitability
- Ratios
- use common financial ratios and other metrics associated with marketing in the industry“ [15]

4.1 Break -even Analysis

A break even analysis is a graph which highlights clearly how many of your products or services you must sell before you break even and gain profit. These graphs are useful because you can see clear goals of what you must do each month to meet your break even target.

4.2 Sales Forecast

Write a brief statement of your expected sales for the year in hand and write points about what you expect to be happening in the next few years in relation to your product sales.

4.3 Expense Forecast

A brief introduction to the expenses you will be incurring as you carry out your marketing plan should be listed here along with evidence and statements to back this up. A graph showing predictions for your expenses would be prudent. What do you expect to see in the coming years and how this will affect your company's costs in the pursuing months?

A table to show your expense budget would be also advised as so the readers can clearly see your budget and how much you have outlined for each section of your campaign.

4.0 Controls

*"Controls: Tracking Effectiveness To track progress on your **marketing plan** throughout the year, establish a regular schedule of meetings." [15]*

Here you should write how you company is going track your marketing plans effectiveness and how it is serving as a guide to your company when objectifying decisions relating to marketing and sales.

References

- [1] Hill, B & Power, D. *Why you need a killer executive summary in your business plan*, http://www.icbs.com/KB/business/kb_why-you-need-a-killer-executive-summary.htm, Date accessed 31/10/2007.
- [2] Lake, L. *How To Develop a Marketing Strategy in 5 Easy Steps*, <http://marketing.about.com/cs/advertising/ht/5steps2strategy.htm>, Date accessed 30/10/2007.
- [3] [15] Unknown. *Principles of Marketing*, <http://www.knowthis.com/tutorials/principles-of-marketing/how-to-write-a-marketing-plan/2.htm>, Date accessed 30/10/2007.
- [4] Unknown. *SWOT Analysis*, Wikipedia, http://en.wikipedia.org/wiki/SWOT_Analysis, Date accessed 30/10/2007.
- [5] Unknown. *A study in market research terms*, http://www.bnresearch.com/about_glossary.html, Date accessed 30/10/2007.
- [6] Unknown. *The executive Summary*, http://oregonstate.edu/dept/eli/buswrite/Executive_Summary.html, Date accessed 14/11/2007.
- [7] Unknown. *e-Business plan: Executive Summary*, http://myphiliputil.pearsoncmg.com/student/bp_turban_introec_1/ExecSumm.html, Date accessed 14/11/2007.
- [8] Nowell, D. *The Marketing Plan: Going for it*, <http://www.sheridaninstitute.ca/~nowell/markplan/objectiv.htm>, Date accessed 14/11/2007.
- [9] Palo Alto Software. *Natures Candy sample Marketing Plan*, https://blackboard.tees.ac.uk/webapps/portal/frameset.jsp?tab=courses&url=/bin/common/course.pl?course_id=32522_1, Date accessed 14/11/2007.
- [10] Kassel, Amelia. *How to write a marketing plan*, <http://www.infotoday.com/mls/jun99/how-to.htm>, Date accessed 13/11/2007
- [11] Roman, G. (2004) *The One-Day Marketing Plan*, McGraw-Hill Professional.
- [12] Welborn-Nichols, J. *Market positioning*, <http://www.zeromillion.com/marketing/ten/market-positioning.html>, Date accessed 15/11/2007.
- [13] Luther, M, W. (2001) *Marketing Plan: How to prepare and Implement it*, Published 2001 AMACOM Div American Mgmt Assn.
- [14] Stapleton, J. (2003 4th Edition) *How to prepare a marketing plan: a guide to reaching the consumer market*, Published 1998 Gower Publishing, Ltd.
- [15] Unknown. *The Ingredients of a marketing plan*, www.entrepreneur.com/marketing/marketingbasics/marketingplan/article43026-3.html Date accessed 17/11/2007.