

## Chapter 2

### 2.1 Marketing plan

Executive summary- brief summary of main goals and recommendation of plan for management review, by reading ES management find the major point of the plan quickly.

#### Situational analysis

Company- description about product line, services, culture, image.

Climate- PESTEL trends; how this PESTEL trend good or bad effect on company

Customers- market size, segments, customer profiles

Competitors- direct competitors, substitutes products or services, prices, market share, critical success factors

Collaborators- distributors, suppliers, alliances

SWOT analysis- review stronger point and weakness of company product and assess major threats and opportunities that the company face.

Objective- that should contain sales, marketing and communication( promotion )

Marketing strategy – segmentation, targeting, differentiation, positioning

Action Plan – what will be done? When will it be done? Who will do it? How much it will cost?

Budgets- show expected revenues and expected cost of production, distribution and marketing.

Controls- monitor progress, allow management to review implementation result, measures of return on marketing investment.

#### Value of marketing plan

- Keeps marketing efforts aligned with corporate goals and objectives
- Easy to evaluate new opportunities
- identifies needs and wants of consumers
- determines demand for product
- aids in design of products that fulfill consumers' needs
- outlines measures for generating the cash for daily operation, to repay debts and to turn a profit
- Identifies competitors and analyzes product's or firms competitive advantages.
- Identifies new and/or potential customers
- can put the whole organization on the same page

### 2.2 BCG

SBU base on market growth and market share relative to the largest competitor.

Market growth- industry attractiveness

Market share- competitive advantages.

Size of circles- revenue contribution of each business unit.

#### Stars

High market share, high market growth rate

- Need heavy investment to finance their rapid growth
- Become cash cows when the growth rate slow

#### Cash cows

High market share in low market growth rate

- Leaders in mature markets
- Generate a lot of cash but don't need much investment anymore.
- Cash can be used for other SBUs (eg. to grow question marks into stars)

#### Question marks (problem child)

Low market share, high market growth rate

- Need a lot of cash
- Don't generate cash
- Management should think whether it can be star or not

#### Dogs

Low market share and low market growth rate

- They may generate enough cash to maintain themselves but do not promise to be large sources of cash.
- It should harvest or divest the SBU

#### Value of BCG

- Easy to perform
- Helps to understand the strategic positions of business portfolio
- A good starting point for further more analysis
- Help manager to evaluate balance in companies' current portfolio
- Applicable in large companies

#### Problem with BCG

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

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Questions Chapter 11 Developing Pricing Strategies Questions Chapter 12 Identifying Market Segments and Targets  
Questions Chapter 13 Integrated Marketing Channels Questions Chapter 14 Product Strategy Setting Questions The  
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governments markets benefits of vertical coordination customer service business buying process purchasing or procurement  
process stages in buying process website marketing and organizational buying The Analyzing Consumer Markets Quiz  
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economics brand association buying decision process five stage model customer service decision making theory and  
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questions and answers on Competitive strategies for market leaders diversification strategy marketing strategy and pricing  
strategies in marketing The Conducting Marketing Research Quiz Questions PDF e Book Chapter 5 interview questions and  
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## **Table of Contents Icm Marketing Exam Papers**

1. Understanding the eBook Icm Marketing Exam Papers
  - The Rise of Digital Reading Icm Marketing Exam Papers
  - Advantages of eBooks Over Traditional Books
2. Identifying Icm Marketing Exam Papers
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Icm Marketing Exam Papers
  - User-Friendly Interface
4. Exploring eBook Recommendations from Icm Marketing Exam Papers

- Personalized Recommendations
- Icm Marketing Exam Papers User Reviews and Ratings
- Icm Marketing Exam Papers and Bestseller Lists

5. Accessing Icm Marketing Exam Papers Free and Paid eBooks

- Icm Marketing Exam Papers Public Domain eBooks
- Icm Marketing Exam Papers eBook Subscription Services
- Icm Marketing Exam Papers Budget-Friendly Options

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- ePUB, PDF, MOBI, and More
- Icm Marketing Exam Papers Compatibility with Devices
- Icm Marketing Exam Papers Enhanced eBook Features

7. Enhancing Your Reading Experience

- Adjustable Fonts and Text Sizes of Icm Marketing Exam Papers
- Highlighting and Note-Taking Icm Marketing Exam Papers
- Interactive Elements Icm Marketing Exam Papers

8. Staying Engaged with Icm Marketing Exam Papers

- Joining Online Reading Communities
- Participating in Virtual Book Clubs
- Following Authors and Publishers Icm Marketing Exam Papers

9. Balancing eBooks and Physical Books Icm Marketing Exam Papers

- Benefits of a Digital Library
- Creating a Diverse Reading Collection Icm Marketing Exam Papers

10. Overcoming Reading Challenges

- Dealing with Digital Eye Strain
- Minimizing Distractions
- Managing Screen Time

11. Cultivating a Reading Routine Icm Marketing Exam Papers

- Setting Reading Goals Icm Marketing Exam Papers
- Carving Out Dedicated Reading Time

12. Sourcing Reliable Information of Icm Marketing Exam Papers

- Fact-Checking eBook Content of Icm Marketing Exam Papers
- Distinguishing Credible Sources

### 13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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