



IMPLEMENTASI PEMASARAN & KONTROL

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Throughout the history of business, many firms and their top executives have emphasized strategic planning at the expense of strategic implementation. Historically, and even today, this emphasis on planning occurs because many executives believe that strategic planning, by itself, is the key to marketing success. This belief is logical because a firm must have a plan before it can determine where it is going. Although many firms are quite good at devising strategic marketing plans, they are often unprepared to cope with the realities of implementation.

Marketing implementation is the process of executing the marketing strategy by creating and performing specific actions that will ensure the achievement of the firm's marketing objectives. Strategic planning without effective implementation can produce unintended consequences that result in customer dissatisfaction and feelings of frustration within the firm. Likewise, poor implementation will most likely result in the firm's failure to reach its organizational and marketing objectives. Unfortunately, many firms repeatedly experience failures in marketing implementation. Out-of-stock items, overly aggressive salespeople, long checkout lines, malfunctioning websites, and unfriendly or inattentive employees are examples of implementation failure that occur all too frequently today. These and other examples illustrate that even the best-planned marketing strategies are a waste of time without effective implementation to ensure their success.



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Long waiting lines are a common symptom that can be tied to problems in strategy, implementation, or both.

Strategic Issues in Marketing Implementation

Marketing implementation is critical to the success of any firm because it is responsible for putting the marketing strategy into action. Simply put, implementation refers to the “how” part of the marketing plan. Marketing implementation is a very broad concept, and for that reason it is often misunderstood. Some of this misunderstanding stems from the fact that marketing strategies almost always turn out differently than expected. In fact, all firms have two strategies: their intended strategy and a realized strategy.² *Intended marketing strategy* is what the firm wants to happen—it is the firm’s planned strategic choices that appear in the marketing plan itself. The *realized marketing strategy*, on the other hand, is the strategy that actually takes place. More often than not, the difference between the intended and the realized strategies is a matter of the implementation of the intended strategy. This is not to say that a firm’s realized marketing strategy is necessarily better or worse than the intended marketing strategy, just that it is different in execution and results. Such differences are often the result of internal or external environmental factors that change during implementation.

The Link Between Planning and Implementation

One of the most interesting aspects of marketing implementation is its relationship to the strategic planning process. Many firms assume that planning and implementation are interdependent but separate issues. In reality, planning and implementation

intertwine within the marketing planning process. Many of the problems of marketing implementation occur because of its relationship to strategic planning. The three most common issues in this relationship are interdependency, evolution, and separation.

Interdependency Many firms assume that the planning and implementation process is a one-way street. That is, strategic planning comes first, followed by implementation. Although it is true that the content of the marketing plan determines how it will be implemented, it is also true that how the marketing strategy is to be implemented determines the content of the marketing plan.

Evolution All firms face a simple truth in planning and implementation: Important environmental factors constantly change. As the needs and wants of customers change, as competitors devise new marketing strategies, and as the firm's own internal environment changes, the firm must constantly adapt. In some cases, these changes occur so rapidly that once the firm decides on a marketing strategy, it quickly becomes out-of-date. Because planning and implementation are intertwined, both must constantly evolve to fit the other. The process is never static because environmental changes require shifts in strategy, which require changes in implementation, which require shifts in strategy, and so on.

EXHIBIT 9.2 The Elements of Marketing Implementation



Source: Adapted from Lawrence R. Jauch and William F. Glueck, *Strategic Management and Business Policy*, 3rd ed. (New York: McGraw-Hill, 1988), 305.

EXHIBIT 9.3 Advantages and Disadvantages of Implementation Approaches

Implementation by Command

Basic Premise:	Marketing strategies are developed at the top of the organizational hierarchy and then passed to lower levels where frontline managers and employees are expected to implement them.
Advantages:	<ul style="list-style-type: none">Reduces uncertainty and makes decision making easierGood when a powerful leader heads the firmGood when the strategy is simple to implement
Disadvantages:	<ul style="list-style-type: none">Does not consider the feasibility of implementing the strategyDivides the firm into strategists and implementersCan create employee motivation problems

Implementation Through Change

Basic Premise:	The firm is modified in ways that will ensure the successful implementation of the chosen marketing strategy.
Advantages:	<ul style="list-style-type: none">Specifically considers how the strategy will be implementedConsiders how strategy and implementation affect each otherUsed successfully by a large number of firms
Disadvantages:	<ul style="list-style-type: none">Clings to a “power-at-the-top” mentalityRequires a skilled, persuasive leaderChanges can take time to design and implement, leaving the firm vulnerable to changes in the marketing environment

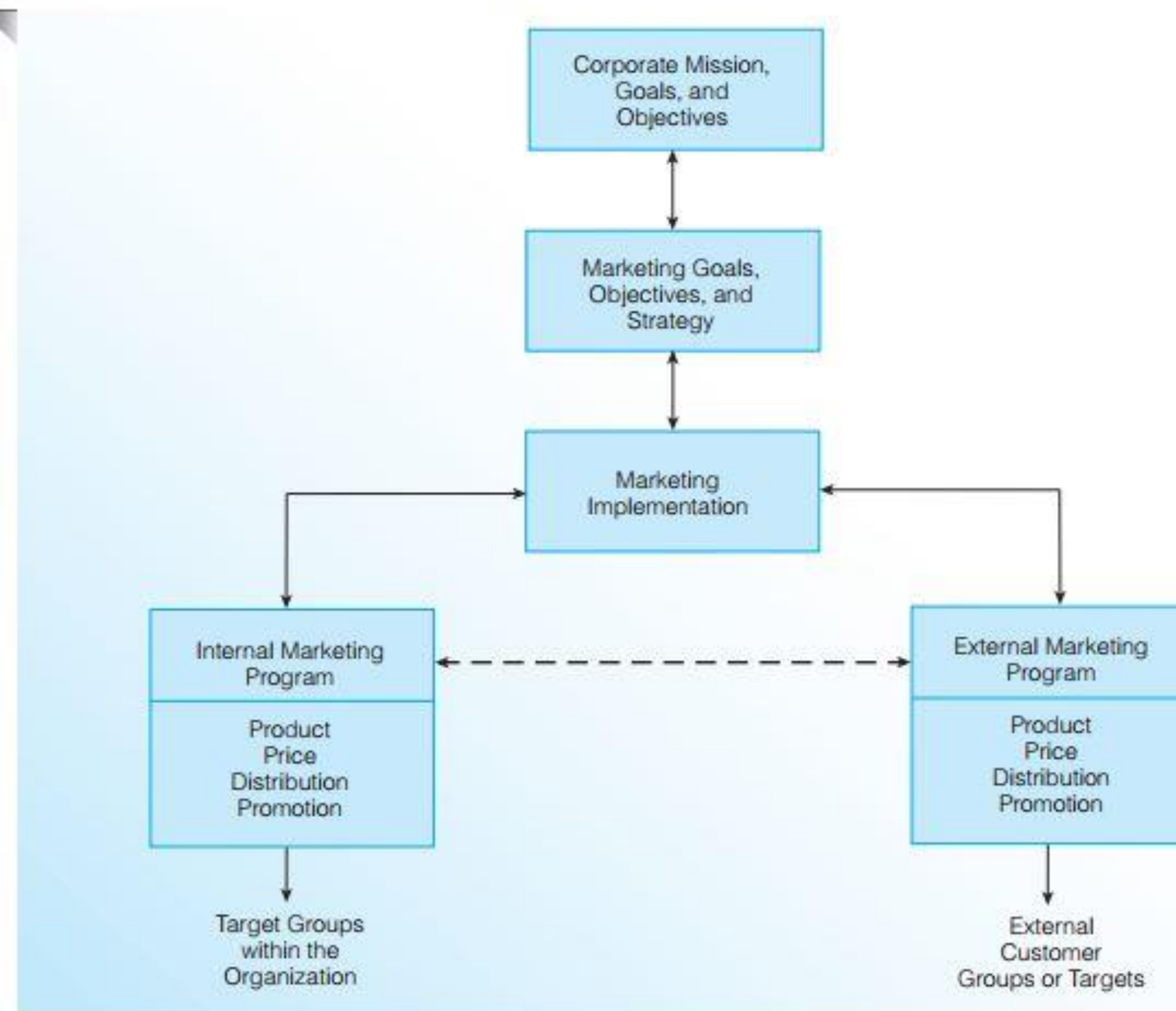
Implementation Through Consensus

Basic Premise:	Different areas of the firm come together to “brainstorm” and develop the marketing strategy. Through collective agreement, a consensus is reached as to the overall direction of the firm.
Advantages:	<ul style="list-style-type: none">Considers multiple opinions and viewpointsIncreases firm-wide commitment to the strategyMoves some decision making closer to the front line of the firmUseful in complex, uncertain, and unstable environments
Disadvantages:	<ul style="list-style-type: none">Some managers will not give up their authorityCan lead to groupthinkSlows down the strategy development and implementation processRequires open horizontal and vertical communication

Implementation as Organizational Cultural

Basic Premise:	Marketing strategy is a part of the overall mission and vision of the firm; therefore, the strategy is embedded in the firm’s culture. Top executives manage the firm’s culture to ensure that all employees are well versed in the firm’s strategy.
Advantages:	<ul style="list-style-type: none">Eliminates the barrier between strategists and implementersIncreases employee commitment to organizational goalsAllows for the empowerment of employeesCan make marketing implementation much easier to accomplish
Disadvantages:	<ul style="list-style-type: none">Must spend more money on employee selection and trainingCreating the necessary culture can be painful and time-consumingQuickly shifting to this approach can cause many internal problems

EXHIBIT 9.4 The Internal Marketing Process



Source: Adapted from Nigel F. Piercy, *Market-Led Strategic Change* (Stoneham, MA: Butterworth-Heinemann, 2008), pp. 496–501.

EXHIBIT 9.5 A Framework for Marketing Control

Formal Controls: Control Activities Initiated by Management

Input controls—actions taken prior to implementation of the strategy

- Employee recruitment, selection, and training processes
- Human resource allocations
- Allocation of financial resources
- Capital outlays
- Research and development expenditures

Process controls—actions taken during implementation of the strategy

- Employee evaluation and compensation systems
- Employee authority and empowerment
- Internal communication programs
- Lines of authority/structure (organizational chart)
- Management commitment to the marketing plan
- Management commitment to employees

Output controls—evaluated after implementation of the strategy

- Formal performance standards (for example, sales, market share, and profitability)
- Marketing audits

Informal Controls: Unwritten Control Activities Initiated by Employees

Employee self-control—control based on personal expectations and goals

- Job satisfaction
- Organizational commitment
- Employee effort
- Commitment to the marketing plan

Social control—small-group control based on group norms and expectations

- Shared organizational values
- Social and behavioral norms in work groups

Cultural control—cultural control based on organizational norms and expectations

- Organizational culture
- Organizational stories, rituals, and legends
- Cultural change

Source: Adapted from Bernard J. Jaworski, "Toward a Theory of Marketing Control: Environmental Context, Control Types, and Consequences," *Journal of Marketing*, 52 (July 1988), pp. 23–39.

EXHIBIT 9.6 A Sample Marketing Audit

Marketing Activities

1. In what specific marketing activities is the company currently engaged?
 - Product activities: research, concept testing, test marketing, quality control, etc.
 - Customer service activities: installation, training, maintenance, technical support, complaint handling, etc.
 - Pricing activities: financing, billing, cost control, discounting, etc.
 - Distribution activities: availability, channels used, customer convenience, etc.
 - Promotion activities: media, sales promotion, personal selling, public relations, etc.
2. Are these activities conducted solely by the company, or are some provided by outside contractors (either domestically or offshore)? If outside contractors are used, how are they performing? Should any of these outside activities be brought in-house?
3. What marketing activities do our competitors conduct that we do not offer? What additional marketing activities do customers want, need, or expect?

Standard Procedures for Each Marketing Activity

1. Do written procedures (manuals) exist for each marketing activity? If so, are these procedures (manuals) up to date? Do employees fully understand and follow these procedures (manuals)?
2. What oral or unwritten procedures exist for each marketing activity? Should these procedures be formally included in the written procedures or should they be eliminated?
3. Do marketing personnel regularly interact with other functional areas to establish standard procedures for each activity?

Performance Standards for Each Marketing Activity

1. What specific quantitative standards exist for each activity?
2. What qualitative standards exist for each activity?
3. How does each activity contribute to customer satisfaction within each marketing program element (i.e., product, pricing, distribution, promotion)?
4. How does each activity contribute to marketing goals and objectives?
5. How does each activity contribute to the goals and objectives of the company?

Performance Metrics for Each Marketing Activity

1. What are the internal, profit-based measures for each marketing activity?
2. What are the internal, time-based measures for each marketing activity?
3. How is performance monitored and evaluated internally by management?
4. How is performance monitored and evaluated externally by customers?

Evaluation of Marketing Personnel

1. Are the company's current recruiting, selection, and retention efforts consistent (matched) with the requirements of the marketing activities?
2. What are the nature and content of employee training activities? Are these activities consistent with the requirements of the marketing activities?
3. How are customer-contact personnel supervised, evaluated, and rewarded? Are these procedures consistent with customer requirements?
4. What effect do employee evaluation and reward policies have on employee attitudes, satisfaction, and motivation?
5. Are current levels of employee attitudes, satisfaction, and motivation adequate?

continued

Evaluation of Customer Support Systems

1. Are the quality and accuracy of customer service materials (e.g., instruction manuals, brochures, letters, etc.) consistent with the image of the company and its products?
2. Are the quality and appearance of physical facilities (e.g., offices, furnishings, layout, store decor, etc.) consistent with the image of the company and its products?
3. Are the quality and appearance of customer service equipment (e.g., repair tools, telephones, computers, delivery vehicles, etc.) consistent with the image of the company and its products?
4. Is the record keeping system accurate? Is the information always readily available when it is needed? What technology could be acquired to enhance record keeping abilities (e.g., bar code scanners, RFID, notebook computers, wireless telephones or smartphones)?



REFLEKSI

1. Informasi penting hari ini
2. Manfaat penting dari informasi penting hari ini
3. Tindak lanjut yang dapat saudara lakukan



That's all. Thank you! 😊

Any Questions?