

# PERENCANAAN DAN STRATEGI PEMASARAN



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# Marketing Management at Hewlett-Packard

A true technology pioneer, Hewlett-Packard (HP) has encountered much difficulty in recent years, culminating in a massive quarterly charge of more than \$9.5 billion in 2012. Of that total, \$8 billion was a write-down in the value of its IT services unit as the result of a disastrous acquisition of EDS. Revenue for the unit dropped when customers stopped signing large, long-term outsourcing contracts that were at the core of the unit's business model. In a maturing market with few good new products, PC sales slowed so much that HP announced it was exiting the business. Printer and ink sales dropped as consumers began to print less. CEO Meg Whitman vowed to increase the company's emphasis on design, reorganizing the PC group to come up with a cleaner, minimalist sensibility. Admitting that the company did not yet have a strategy for mobile phones, Whitman acknowledged there was much work to be done. Therefore, HP is revising its corporate strategy to reflect all these significant changes in the marketing environment.

# Marketing and Customer Value

The task of any business is to **deliver customer value at a profit.**

A company can win only by fine-tuning the value delivery **process and choosing, providing, and communicating superior value to increasingly well-informed buyers.**



# The Value Delivery Process

The traditional—but dated—view of marketing is that the **firm makes something and then sells it**, with marketing taking place during the selling process.

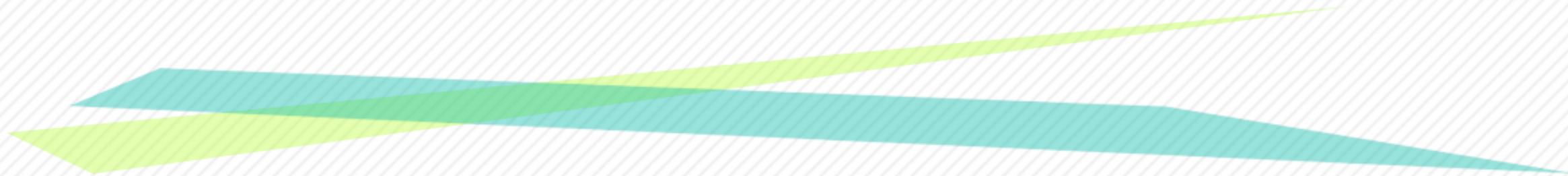
In economies with many different types of people, each with **individual wants, perceptions, preferences, and buying criteria**, the smart competitor must design and deliver offerings for welldefined target markets.



# The Value Chain

Harvard's **Michael Porter** has proposed the value chain as a tool for identifying ways to create more customer value.

According to this model, every firm is a synthesis of activities performed to **design, produce, market, deliver, and support its product.**



**support activities—create value and cost in a specific business.**

- 1. inbound logistics,** or bringing materials into the business
- 2. operations,** or converting materials into final products
- 3. outbound logistics,** or shipping out final products;
- 4. marketing,** which includes sales
- 5. service.** Specialized departments handle the

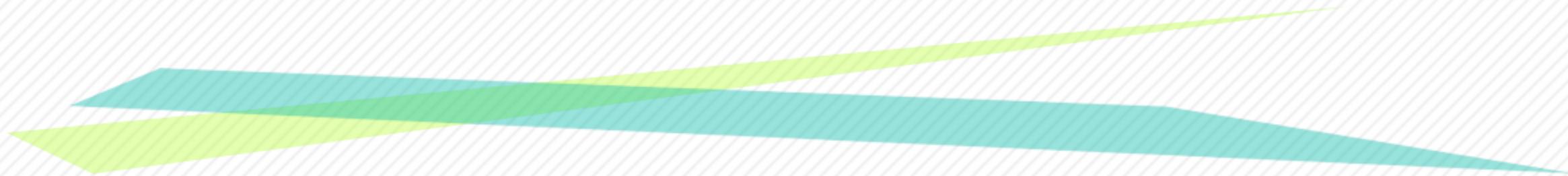


# support activities

1. procurement,
2. technology development
3. Human resource management,
4. firm infrastructure (including general management, planning, finance, accounting, legal, and government affairs).



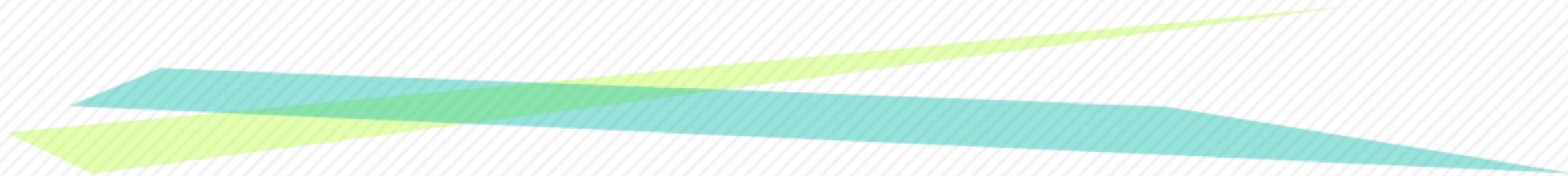
The firm's success depends **not only** on **how well each department performs its work** but also on **how well the company coordinates departmental activities to conduct core business processes**



# These processes include:

1. **The market sensing process**—gathering and acting upon information about the market
2. **The new-offering realization process**—researching, developing, and launching new highquality offerings quickly and within budget
3. **The customer acquisition process**—defining target markets and prospecting for new customers
4. **The customer relationship management process**—building deeper understanding of, relationships with, and offerings for individual customers

**5. The fulfillment management process**—receiving and approving orders, shipping goods on time, and collecting payment

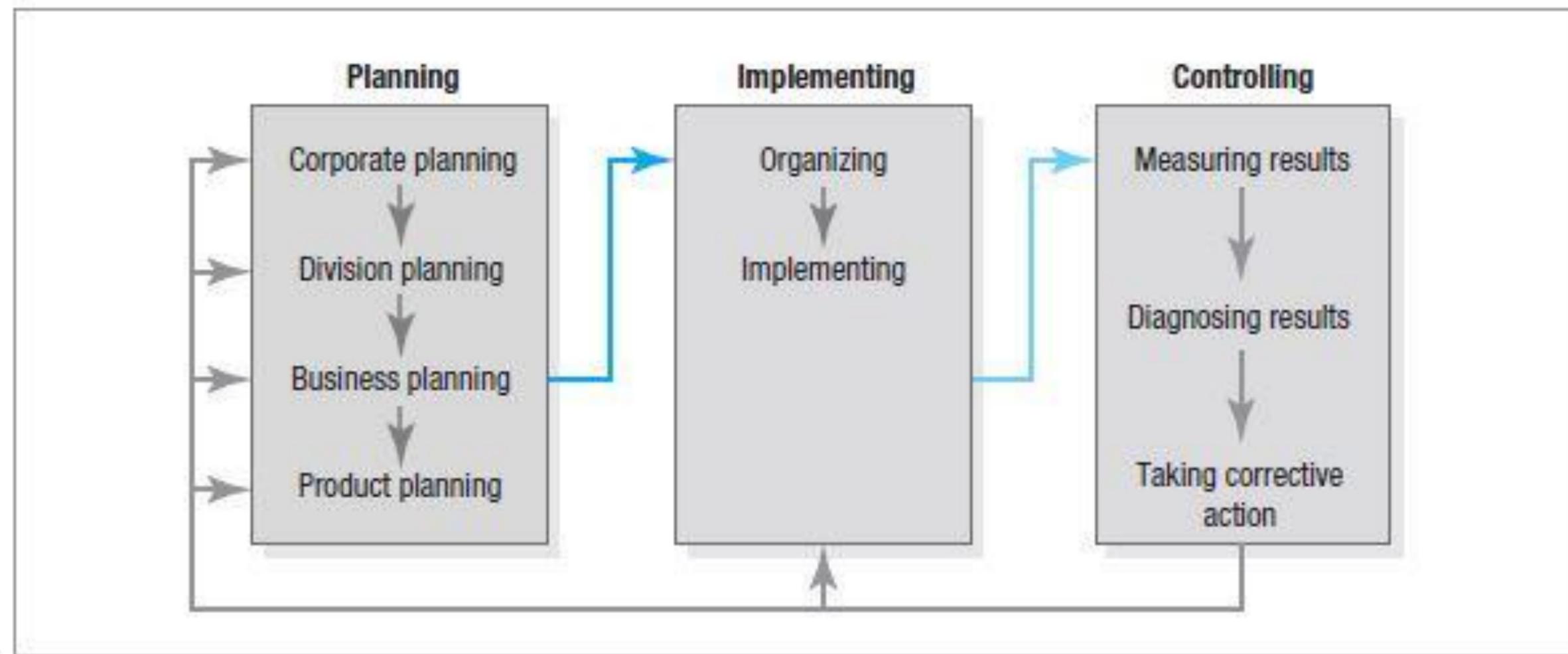


# Core Competencies

1. it is a source of competitive advantage and makes a significant contribution to perceived customer benefits
2. it has applications in a wide variety of markets;
3. it is difficult for competitors to imitate



**FIGURE 2.1** Strategic Planning, Implementation, and Control



**TABLE 2.1** Defining Competitive Territory and Boundaries in Mission Statements

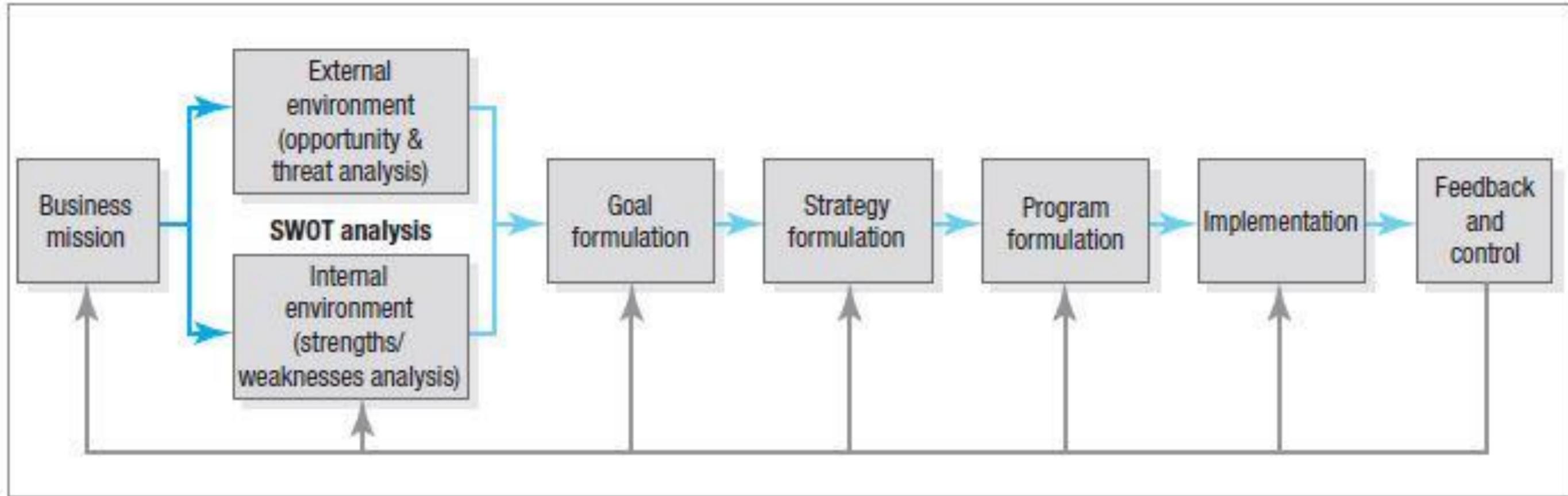
Competitive Dimension	Description	Example
Industry	Some companies operate only in one industry; some only in a set of related industries; some only in industrial goods, consumer goods, or services; and some in any industry.	Caterpillar focuses on the industrial market; John Deere operates in the industrial and consumer markets.
Products and applications	The range of products and applications that a firm will supply.	St. Jude Medical develops medical technology and services for physicians.
Competence	The range of technological and other core competencies that a firm will master and leverage.	Japan's NEC has core competencies in computing, communications, and components to support production of laptop computers, television receivers, and handheld telephones.
Market segment	The type of market or customers that a company will serve.	Gerber serves primarily the baby market.
Vertical sphere	The number of channel levels, from raw material to final product and distribution, in which a company will participate.	At one extreme are companies with a large vertical scope. At the other extreme are "hollow corporations," which outsource the production of nearly all goods and services.
Geographical sphere	The range of regions, countries, or country groups in which a company will operate.	Some firms operate in a specific city or state. Others are multinationals like Royal Dutch/Shell, which operates in more than 100 countries.

# Business Unit Strategic Planning

Each business unit needs to define its specific mission within the broader company mission.



# SWOT Analysis



# Marketers need to be good at spotting opportunities created from:

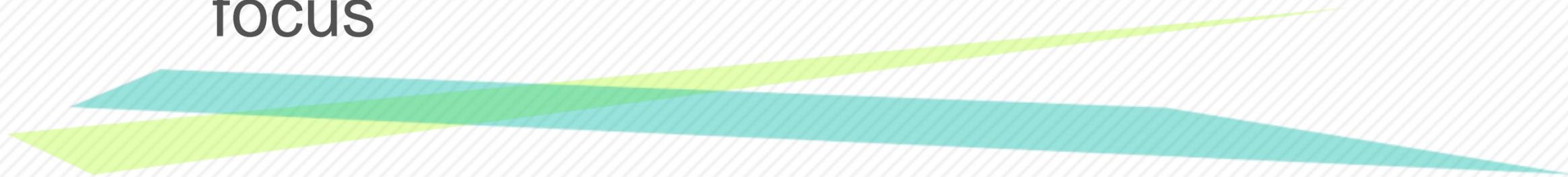
- **Converging industry trends.** These may open opportunities to introduce new hybrid products or services, the way cell phone manufacturers have released phones with Global Positioning Systems (GPS) and other features
- **Making a buying process more convenient or efficient.** Mobil introduced Speed Pass, one of the first widely deployed RFID (radio-frequency identification) payment systems, to allow consumers to quickly and easily pay for gas at the pump
- **Meeting the need for information and advice.** Angie's List connects individuals with local home improvement and other services that have been reviewed by others
- **Customizing an offering.** Timberland allows customers to choose colors for different parts of their boots, add initials or numbers, and select different stitching and embroidery.

- **Introducing a new capability.** Consumers can create and edit digital “iMovies” with the iMac and upload them to share with friends around the world
- **Delivering products or services faster.** FedEx pioneered a way to deliver packages much more quickly than the U.S. Postal Service.
- **Offering a much lower price.** Pharmaceutical firms have created generic versions of brand-name drugs that often sell for less than the branded versions.



# Strategy Formulation

Goals indicate what a business unit wants to achieve; strategy is a game plan for getting there. Every business must design a strategy for achieving its goals, consisting of a marketing strategy and a compatible technology strategy and sourcing strategy. Michael Porter has proposed three generic strategies that provide a good starting point for strategic thinking: overall cost leadership, differentiation, and focus



- **Overall cost leadership.** Firms work to achieve the lowest production and distribution costs so they can underprice competitors and win market share. They need less skill in marketing. The problem is that other firms will usually compete with still-lower costs.
- **Differentiation.** The business concentrates on achieving superior performance in an important customer benefit area valued by a large part of the market.
- **Focus.** The business focuses on one or more narrow market segments, gets to know them intimately, and pursues either cost leadership or differentiation within the target segment.



# Strategy and Implementation

Strategy addresses the what and why of marketing programs and activities; implementation addresses the who, where, when, and how.



# The Marketing Plan

## marketing insight

### Businesses Charting a New Direction

Continued prosperity or even survival may depend on how quickly and effectively a firm is able to chart a strategy for a new direction. Consider these examples.

- With consumers increasingly using smart phones for directions and maps, Garmin, the biggest maker of GPS devices, found sales declining rapidly. Its solution was to partner with automakers and embed GPS systems in dashboard “command centers.” Hedging its bets, Garmin also developed its own smart-phone app.
- When Dow Chemical found its commodity chemical strategy was no longer profitable, it shifted focus to unique, innovative high-margin products like solar shingles to capitalize on four main trends: clean energy,

health and nutrition, consumerism in the emerging world, and infrastructure.

- The runaway success of Amazon’s Kindle, Apple’s iPad, and other tablet products has turned the book industry upside down. Bookstores, libraries, and publishers are all recognizing that the sale and delivery of a book are now just a download away. Libraries can lend e-readers and e-books, and when the due date arrives, the book just disappears!

**Sources:** Erik Rhey, “A GPS Maker Shifts Gears,” *Fortune*, March 19, 2012; Geoff Colvin, “Dow’s New Direction,” *Fortune*, March 19, 2012; Ben Bradford, “Libraries Grapple with the Downside of E-books,” [www.npr.org](http://www.npr.org), May 29, 2012; Sharon Tregaskis, “Buy the Book,” *Cornell Alumni Magazine*, November–December 2012; “Great Digital Expectations,” *The Economist*, September 10, 2011.

- **Situation analysis.** This section presents relevant background data on sales, costs, the market, competitors, and the microenvironment
- **Marketing strategy.** The marketing manager defines the mission, marketing and financial objectives, and needs the market offering is intended to satisfy as well as its competitive positioning. This requires inputs from areas such as purchasing, manufacturing, sales, finance, and human resources.
- **Marketing tactics.** Here the marketing manager outlines the marketing activities that will be undertaken to execute the marketing strategy, including decisions about the product or service offering, pricing, channels, and communications.



- **Financial projections.** Financial projections include a sales forecast (by month and product category), an expense forecast (broken down into finer categories), and a break-even analysis (how many units the firm must sell to offset its fixed costs and average per-unit variable costs).
- **Implementation controls.** Management outlines the controls for monitoring activities and adjusting implementation. Typically, this section spells out the goals and budget for each month or quarter so management can review results and take corrective action as needed



**TABLE 2.2** Marketing Metrics

**Sales Metrics**

- Sales growth
- Market share
- Sales from new products

**Customer Readiness to Buy Metrics**

- Awareness
- Preference
- Purchase intention
- Trial rate
- Repurchase rate

**Customer Metrics**

- Customer complaints
- Customer satisfaction
- Ratio of promoters to detractors
- Customer acquisition costs
- New-customer gains
- Customer losses
- Customer churn
- Retention rate
- Customer lifetime value
- Customer equity
- Customer profitability
- Return on customer

**Distribution Metrics**

- Number of outlets
- Share in shops handling
- Weighted distribution
- Distribution gains
- Average stock volume (value)
- Stock cover in days
- Out of stock frequency
- Share of shelf
- Average sales per point of sale

**Communication Metrics**

- Spontaneous (unaided) brand awareness
- Top of mind brand awareness
- Prompted (aided) brand awareness
- Spontaneous (unaided) advertising awareness
- Prompted (aided) advertising awareness
- Effective reach
- Effective frequency
- Gross rating points (GRP)
- Response rate



# REFLEKSI

- Informasi penting hari ini
- Manfaat penting dari informasi penting hari ini
- Tindak lanjut yang dapat saudara lakukan





Thank You! 😊

Any Questions?