

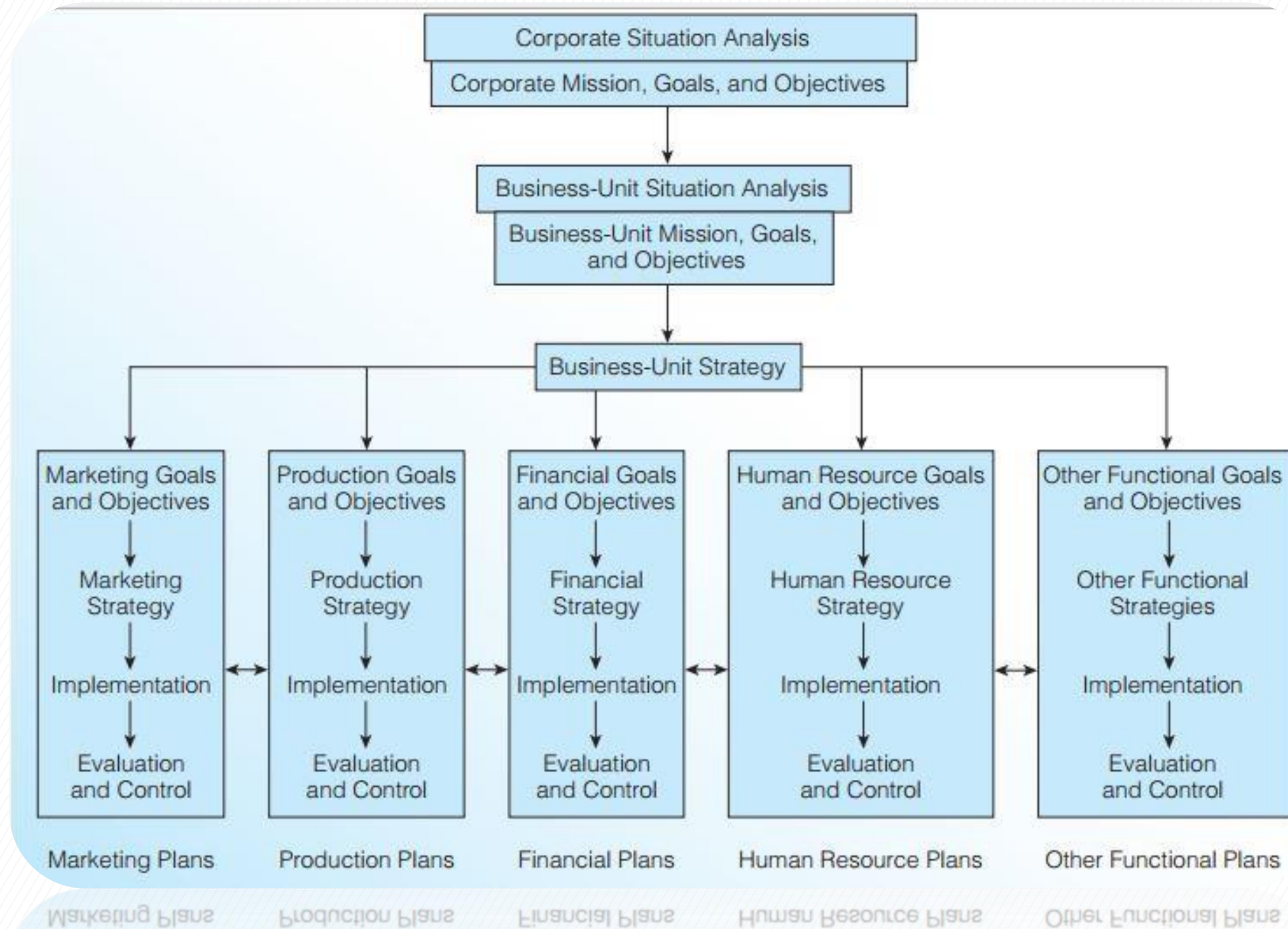


Perencanaan Strategi Pemasaran

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The Strategic Planning Process



Organizational Mission versus Organizational Vision

Elements of the Mission Statement A well-devised mission statement for any organization, unit within an organization, or single-owner business should answer the same five basic questions. These questions should clarify for the firm's stakeholders (especially employees):

1. Who are we?
2. Who are our customers?
3. What is our operating philosophy (basic beliefs, values, ethics, etc.)?
4. What are our core competencies or competitive advantages?
5. What are our responsibilities with respect to being a good steward of our human, financial, and environmental resources?

The Best Mission Statements

Boeing

- 1995** To be the number one aerospace company in the world and among the premier industrial concerns in terms of quality, profitability, and growth.
- 2000** Our mission is bigger and broader than ever. It is to push not just the envelope of flight, but the entire envelope of value relating to our customers and shareholders.
- 2012** People working together as a global enterprise for aerospace leadership.

Leo Burnett

- 1995** The mission of the Leo Burnett Company is to create superior advertising. In Leo's words: "Our primary function in life is to produce the best advertising in the world, bar none. This is to be advertising so interrupting, so daring, so fresh, so engaging, so human, so believable and so well-focused as to themes and ideas that, at one and the same time, it builds a quality reputation for the long haul as it produces sales for the immediate present."
- 2000** Our Vision: To be an indispensable source of our clients' competitive advantage. Our Mission: We will work with our clients as a community of star-reachers whose ideas build leadership brands through imagination and a sensitive and deeper understanding of human behavior.
- 2012** At Leo Burnett our purpose is to be the world's best creator of ideas that truly move people... bar none. Together with our partners, we strive to put a meaningful human purpose at the center of our clients' brands, to transform the way people think, feel and ultimately behave.

Intel Corporation

- 1995** Do a great job for our customers, employees and stockholders by being the preeminent building block supplier to the computing industry.
- 2000** Intel's mission is to be the preeminent building block supplier to the worldwide Internet economy.
- 2012** This decade we will create and extend computing technology to connect and enrich the lives of every person on earth.

on camp

THESE ARE THE FIRST TWO REVENUE-GENERATING TECHNOLOGIES IN WHICH WE HAVE THE FIRST-TO-MARKET ADVANTAGE

Mission Width and Stability In crafting a mission statement, management should be concerned about the statement's width. If the mission is too broad, it will be meaningless to those who read and build upon it. A mission to "make all people happy around the world by providing them with entertaining products" sounds splendid but provides no useful information. Overly broad missions can lead companies to establish plans and strategies in areas where their strengths are limited. Such endeavors almost always result in failure. Exxon's past venture into office products and Sears' expansion into real estate and financial services serve as reminders of the problems associated with poorly designed mission statements. Although a well-designed mission statement should not stifle an organization's creativity, it must help keep the firm from moving too far from its core competencies.



What business does the railroad industry find itself in today?

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Customer-Focused Mission Statements In recent years, firms have realized the role that mission statements can play in their marketing efforts. Consequently, mission statements have become much more customer oriented. People's lives and businesses should be enriched because they have dealt with the organization. A focus on profit in the mission statement means that something positive happens for the owners and managers of the organization, not necessarily for the customers or other stakeholders. For example, a focus on customers is one of the leading reasons for the long running success of Southwest Airlines. The company's mission has not changed since 1988:

The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.³

The mission statement of cultural icon Ben & Jerry's Ice Cream consists of three interrelated parts, and is a good example of how an organization can work to have a positive impact on customers and society:⁴

Social Mission: *To operate the company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life locally, nationally and internationally.*

Product Mission: *To make, distribute and sell the finest quality all natural ice cream and euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment.*

Economic Mission: *To operate the Company on a sustainable financial basis of profitable growth, increasing value for our stakeholders and expanding opportunities for development and career growth for our employees.*

Functional Strategy

Functional strategy decisions do not develop in a vacuum. The strategy must: (1) fit the needs and purposes of the functional area with respect to meeting its goals and objectives, (2) be realistic given the organization's available resources and environment, and (3) be consistent with the organization's mission, goals, and objectives. Within the context of the overall strategic planning process, each functional strategy must be evaluated to determine its effect on the organization's sales, costs, image, and profitability.

The Marketing Plan

The result of the strategic planning process described in the first portion of this chapter is a series of plans for each functional area of the organization. For the marketing department, the marketing plan provides a detailed formulation of the actions necessary to carry out the marketing program. Think of the marketing plan as an action document—it is the handbook for marketing implementation, evaluation, and control. With that in mind, it is important to note that a marketing plan is not the same as a business plan. Business plans, although they typically contain a marketing plan, encompass other issues such as business organization and ownership, operations, financial strategy, human

resources, and risk management. Although business plans and marketing plans are not synonymous, many small businesses will consolidate their corporate, business-unit, and marketing plans into a single document.

A good marketing plan requires a great deal of information from many different sources. An important consideration in pulling all of this information together is to maintain a big picture view while simultaneously keeping an eye on the details. This requires looking at the marketing plan holistically rather than as a collection of related elements. Unfortunately, adopting a holistic perspective is rather difficult in practice. It is easy to get deeply involved in developing marketing strategy only to discover later that the strategy is inappropriate for the organization's resources or marketing environment. The hallmark of a well-developed marketing plan is its ability to achieve its stated goals and objectives.

Marketing Plan Structure

All marketing plans should be well organized to ensure that all relevant information is considered and included. Exhibit 2.3 illustrates the structure or outline of a typical marketing plan. We say this outline is “typical,” but there are many other ways to organize a marketing plan. Although the actual outline used is not that important, most plans will share common elements described here. Regardless of the specific outline you use to develop a marketing plan, you should keep in mind that a good marketing plan outline is:

- **Comprehensive.** Having a comprehensive outline is essential to ensure that there are no omissions of important information. Of course, every element of the outline may not be pertinent to the situation at hand, but at least each element receives consideration.
- **Flexible.** Although having a comprehensive outline is essential, flexibility should not be sacrificed. Any outline you choose must be flexible enough to be modified to fit the unique needs of your situation. Because all situations and organizations are different, using an overly rigid outline is detrimental to the planning process.
- **Consistent.** Consistency between the marketing plan outline and the outline of other functional area plans is an important consideration. Consistency may also include the connection of the marketing plan outline to the planning process used at the corporate- or business-unit levels. Maintaining consistency ensures that executives and employees outside of marketing will understand the marketing plan and the planning process.
- **Logical.** Because the marketing plan must ultimately sell itself to top managers, the plan's outline must flow in a logical manner. An illogical outline could force top managers to reject or underfund the marketing plan.

The marketing plan structure that we discuss here has the ability to meet all four of these points. Although the structure is comprehensive, you should freely adapt the outline to match the unique requirements of your situation.

I. Executive Summary

- a. Synopsis
- b. Major aspects of the marketing plan

II. Situation Analysis

- a. Analysis of the internal environment
- b. Analysis of the customer environment
- c. Analysis of the external environment

III. SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats)

- a. Strengths
- b. Weaknesses
- c. Opportunities
- d. Threats
- e. Analysis of the SWOT matrix
- f. Developing competitive advantages
- g. Developing a strategic focus

h. Developing a strategic focus

i. Developing competitive advantages

j. Analysis of the SWOT matrix

k. Weaknesses

IV. Marketing Goals and Objectives

- a. Marketing goals
- b. Marketing objectives

V. Marketing Strategy

- a. Primary (and secondary) target market
- b. Overall branding strategy
- c. Product strategy
- d. Pricing strategy
- e. Distribution/supply chain strategy
- f. Integrated marketing communication (promotion) strategy

VI. Marketing Implementation

- a. Structural issues
- b. Tactical marketing activities

VII. Evaluation and Control

- a. Formal controls
- b. Informal controls
- c. Implementation schedule and timeline
- d. Marketing audits

d. Marketing audits

Sell Below Cost, They Will Come¹⁰

Sometimes the best marketing strategy involves giving the product away for free, especially if the firm is looking for rapid adoption among customers. This has long been the case in computer software where manufacturers give away restricted "trial" versions of their software to encourage use and, hopefully, purchase. Adobe, for example, gives away its popular Reader to help maintain branding of its other software products. McAfee and Norton freely package their antivirus programs with new computer purchases in hopes that buyers will subscribe to their continuous update services (priced between \$40 and \$200 per year based on features). The strategy is also used in consumer products. Procter & Gamble gives away (or sells below cost) its razors in the anticipation that it will sell more blades in the future.

The free or below cost strategy is common among products that are sold as platforms. A platform product is one that consists of a base product with numerous add-ons or supplemental products. Video gaming systems are a good example. When Microsoft launched the Xbox 360, it did so using a "neutral gross margin" strategy that sold each console at a loss. When the cost of parts, cables, and controllers are factored in, Microsoft loses roughly \$150 per console. Sony follows a similar strategy with its PlayStation gaming system. Both Microsoft and Sony make up for the losses with higher profit margins on games and accessories, as well as brand licensing. In the future, Microsoft may shift that strategy to

make the next edition of the Xbox (due in 2014 or 2015) profitable from the outset. The risk, however, is that Sony will continue to sell its consoles at a loss in an effort to undercut Microsoft's dominance in the gaming market.

A similar model is used in music. For example, many experts believe that Apple employs a neutral profit strategy in its operation of the iTunes store. It is estimated that for each \$1.29 song sold on iTunes, Apple earns only 10 to 20 cents after paying royalties, micropayment fees, and infrastructure fees. Apple must then use that revenue to cover its operating and marketing costs. However, Apple more than makes up for these losses via the high profit margins of its iPod, iPhone, iPad, Apple TV, and MacBook computers.

There are many other examples of products sold at a loss to stimulate sales of other products. Mobile app developers have adopted a "freemium" strategy where the base app is provided free of charge, but a premium is charged for added features or functionality. These "lite" versions, such as Angry Birds Lite, are among the most popular apps available today. Further, inkjet printers are typically sold at or below cost because they stimulate future sales of ink and toner. Wireless phones are sold at a loss, or are subsidized at lower prices, in exchange for a one- or two-year service agreement. In grocery retailing, this practice is referred to as a loss-leader strategy. Common grocery loss leaders include milk, eggs, cereal, and soft drinks.



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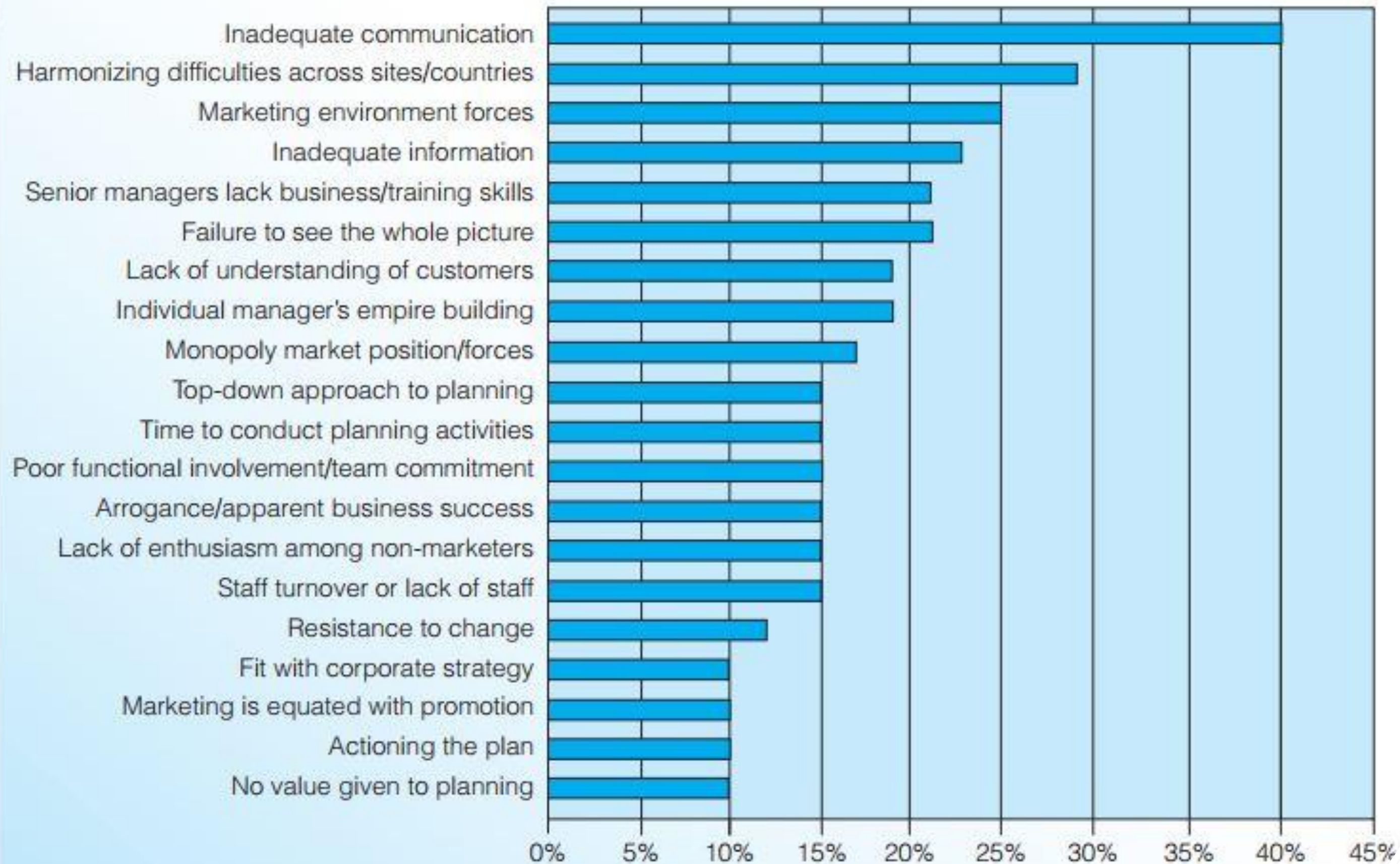
Purposes and Significance of the Marketing Plan



The purposes of a marketing plan must be understood to appreciate its significance. A good marketing plan will fulfill these five purposes in detail:

1. It explains both the present and future situations of the organization. This includes the situation and SWOT analyses and the firm's past performance.
2. It specifies the expected outcomes (goals and objectives) so that the organization can anticipate its situation at the end of the planning period.
3. It describes the specific actions that are to take place so that the responsibility for each action can be assigned and implemented.
4. It identifies the resources that will be needed to carry out the planned actions.
5. It permits the monitoring of each action and its results so that controls may be implemented. Feedback from monitoring and control provides information to start the planning cycle again in the next time frame.

EXHIBIT 2.4 Major Obstacles to Developing and Implementing Marketing Plans





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?