

# Marketing for Managers

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This is a generic outline. It is normally adapted to meet the specific requirements of each organisation.

## *Overview*

With marketing understanding, managers will be better able to make decisions within their own departments. Every aspect of the business ought to be viewed in terms of how it impacts customers - winning, retaining and serving.

How can I as a finance manager balance the request for new production equipment against the demands of the marketing department for more advertising if I do not have an appreciation of branding? Indeed, as the production manager, how can I argue my case for new equipment if I cannot justify it in terms of satisfying customer needs?

This does not mean that engineers have to become experts in direct mail or that personnel managers need to understand media planning. It simply means that every decision made in a business should be set within the context of meeting customers' needs within a competitive environment. If you do not understand why customers buy (or don't buy) from you, then any decisions that you make will be flawed.

"Unfortunately, the answer [for] many companies has been to recruit a 'marketing person' and leave them to get on with the job of marketing. But it will now be obvious that such a solution can never work, because the marketing concept, if it is to work at all, has to be understood and practised by all executives in a firm, not just by the marketing manager. Otherwise everyone goes on behaving just as they did before and the marketing man quickly becomes ineffective."

Malcolm McDonald

## *Topics Outline*

- The Marketing Concept

There are two meanings to marketing. Firstly there is marketing as a function, in the same way that production, IT or finance are functions or departments within a business. The second meaning, often known as the marketing concept, is the notion of marketing as an approach to business.

The crux of the marketing concept is the idea of the business being organised around meeting the needs of the customers in an integrated way, that is, working efficiently with every single person pulling in the same direction.

- Marketing Strategy

Marketing strategy is about determining the markets that an organisation needs to operate in, the marketing assets, such as brand and relationships, it will need, the product development that should be undertaken ... in other words, it is an holistic perspective looking ahead, 5, 10 or even 15 years

- Establishing the Current Position
  - Marketing Audit - market standing, brand, resources, skills, systems, measures and controls, culture
  - Forecasts
  - Macro-environment - PESTLE
  
- Marketing Information System
- Market Analysis & Selection
- Segmentation
- Competitor analysis
- Positioning
- Risk / Potential / Fit
- Potential Strategies
  - Differentiation
  - Niche
  - Lowest Cost
  
- Critical Success Factors
- Key Performance Drivers
- Writing the Marketing Plan

- The Marketing Mix

The marketing mix is at the heart of marketing. It encapsulates the execution of the marketing strategy. This is a major part of the course and includes concepts ranging from the Technology Adoption Lifecycle through channel selection criteria to integrated communication planning.

- Product
- Promotion
- Price
- Place
- People
- Physical environment
- Process

- Marketing Assets - Brand

An organisation's brand is recognised as one of its key strategic assets. Brands enable organisations to charge a price premium, reduce time to market, lower marketing costs and increase shareholder value. They need to be carefully managed.

- What is brand?
- Brand Audit
- Brand Equity
- Brand Components

- Measurement & Control

How do we measure marketing success – is it a good strategy? Marketers face the problem that even investment in brand – a long-term strategic asset – is treated as an expense. New approaches involving value management principles enable us to justify and evaluate marketing activity in a more appropriate way.

- Marketing and Shareholder Value
- Calculating Marketing ROI
- Non-financial marketing measures

### *Approach*

Participatory and involving with an emphasis on the practical application of skills and knowledge. Workshops, combining group discussion, case studies, video, what-if scenarios, the application of models and tools and presentations, can be supported with online learning and coaching to ensure the transfer of insights and skills to the workplace.

More information: [commercial-awareness.com](http://commercial-awareness.com)