

Contents

Abbreviations	11
Introduction	13
Chapter 1. A challenging strategic profile	16
1.1 Strategic market planning is a challenging process	16
1.2 Management has a clear vision	18
1.3 Evaluation of the ups and downs of the business scope	22
1.3.1 The problem-solving dimension (P)	23
1.3.2 The market group dimension (M)	25
1.3.3 The technological dimension (T)	26
1.4 The strategic definition of the new business scope	27
1.5 A visionary and ambitious policy	29
1.5.1 The company level: the focus is on the whole organization	29
1.5.2 The SBU level: the focus is on related PMTc's	29
1.5.3 The marketing level: the focus is on markets, segments and target groups	30
1.5.4 The sales level: the focus is on the customers	31
1.6 A superior and enthusiastic commercial strategy	32
1.6.1 Generic competition strategies - Porter	32
1.6.2 Customer value strategies – Treacy and Wiersema	33
1.6.3 Marketing strategies – Miles and Snow	33
1.6.4 Growth strategies – Ansoff	34
1.6.5 Sales strategies	35
1.7 Clear and ambitious commercial objectives	35
1.7.1 Company objectives	36
1.7.2 SBU objectives	36
1.7.3 Marketing objectives	37
1.7.4 Sales objectives	37
1.8 Finally...	38

Chapter 2. The success of the company	39
2.1 The inspirational impact of the vision	39
2.2 Critical success factors: the difference between success and failure	42
2.3 Acquiring core competencies: wanting to be the best	43
2.4 Competencies and capabilities make the difference	48
2.4.1 Example 1: customers must benefit	50
2.4.2 Example 2: reliable forecasts are crucial	51
2.4.3 Example 3: reaping rewards from trade fair participations	52
2.4.4 Example 4: good supply management increases sales success	53
2.4.5 Conclusion	54
2.5 McKinsey's '7S' model provides coordination and synergy	56
2.6 Balanced scorecard: an integral approach to achieve objectives	59
2.6.1 Performance indicators	60
2.6.2 Objectives and norms	61
2.7 The company must remain fit: changing in time	63
Chapter 3. Continuous innovation and creative thinking	65
3.1 The need for and the pathway to innovative thinking	65
3.2 Creativity in product improvement	69
3.2.1 What are our problems and what is our starting point?	69
3.2.2 What questions can we ask to solve these problems?	70
3.2.3 What are the possible solutions and what are the benefits of these solutions	71
3.2.4 What are our doubts, feelings and intuitions about these solutions?	72
3.2.5 What relevant critical questions can we ask about feasibility?	72
3.2.6 What further information do we need to ensure effective market implementation?	72
3.3 Creativity: new products and solutions	74
3.3.1 What is the core function of the company? What do we do now and what are we good at?	74
3.3.2 What related businesses exist in which the core functions of the company can be used?	75
3.3.3 What possible problems could the company encounter in the market/ society in which it can play a role?	75
3.4 Creativity to transform loss-making customers into profitable ones	76
3.4.1 What are our problems and what is our starting point?	76
3.4.2 What questions can we ask to solve these problems?	76
3.4.3 What are the possible solutions and what are the benefits of these solutions?	78
3.4.4 What are our doubts, feelings and intuitions about these solutions?	78

3.4.5	What relevant critical questions can we ask about feasibility?	78
3.4.6	What further information do we need to ensure effective market implementation?	79
3.5	Creativity to increase the overall quality of the company	79
3.5.1	What are our problems and what is our starting point?	80
3.5.2	What questions can we ask to solve these problems?	80
3.5.3	What are the possible solutions and what are the benefits of those solutions?	82
3.5.4	What are our doubts, feelings and intuitions about these solutions?	83
3.5.5	What relevant critical questions can we ask about feasibility?	83
3.5.6	What further information do we need to ensure effective market implementation?	84
3.6	What is the overall result of innovation and creativity?	84
3.7	Let's get started...	86
Chapter 4. Opportunities are there for the taking in the external environment		88
4.1	Some companies are more successful than others	88
4.2	Recommendations for a thorough external analysis	90
4.3	The macro environment is becoming increasingly dynamic	91
4.3.1	Demographic factors	93
4.3.2	Economic factors	94
4.3.3	Political-legal factors	97
4.3.4	Ecological and ethical factors	98
4.3.5	Social-cultural factors	100
4.3.6	Technological factors	101
4.4	Competition is increasing in the meso environment	103
4.4.1	Customers/buyers	105
4.4.2	Suppliers	107
4.4.3	Intermediaries (distribution)	108
4.4.4	Competitors	108
4.4.5	Internal and external interest groups	110
4.5	The structural financial attractiveness of the industry	112
4.6	The international external environment: differences and similarities	114
4.7	Increased threats as a result of a weak company position	116
Chapter 5. Structural analysis of the market and your own position		118
5.1	Why conduct market and marketing research?	118
5.2	Shaping the market research process	121
5.3	Making better use of online options to generate information	126
5.4	Information about market and market share	131

5.5	Estimating the PLC and adoption are important	135
5.6	Forecasting and scenario development	138
5.7	From analysis to policy	144

Chapter 6. From core problem to solution 147

6.1	The funnel approach of the SWOT analysis	147
6.2	Things to be aware of when making a SWOT analysis	149
6.3	The SWOT analysis of the customer <u>and</u> the company	151
6.3.1	The SWOT summary	152
6.3.2	The confrontation matrix: good and bad	152
6.3.3	Strategic issues: important agenda points for the near future	153
6.3.4	The core problem of the seller and the customer	154
6.4	The sources for strategic options	156
6.4.1	The business scope of Abell versus the growth model of Ansoff	157
6.4.2	Portfolio models	158
6.4.3	Changing the organizational strategy: company and/or SBU level	159
6.4.4	Changing the marketing strategy at SBU level: the strategies of Miles and Snow	161
6.4.5	Changing marketing strategy	164
6.5	Relevant options for solving problems	166
6.6	The choice of the best option	168
6.6.1	Suitability (Is the option appropriate?)	168
6.6.2	Feasibility (Can the option be implemented and is it defensible?)	168
6.6.3	Acceptability (Is the option acceptable in terms of the company vision?)	169
6.7	Developing the strategic option into an operational plan	170

Chapter 7. Planning and implementation: finishing the job 172

7.1	Management plays an important role	172
7.2	Don't forget your existing customers	175
7.2.1	The power of customer retention	175
7.2.2	Customer lifetime value is boosted by high retention	176
7.2.3	A progressive increase in profitability	178
7.2.4	A simple method of calculation	179
7.3	Account management for large and complex customers	180
7.3.1	Implementation of account management using the CORE steps	180
7.3.2	Selection of accounts	182
7.4	Challenging trade fair management increases profitability	185
7.4.1	A trade fair from the visitor's and customer's perspective	186
7.4.2	Trade fair planning	187
7.4.3	Trade fair choice	188

7.5	Make use of your strengths for internationalization	189
7.6	Opt for an ideal mix of online and offline	192
7.7	Evaluation and feedback	194
	Epilogue	196
	Annex. The strategic marketing planning process: a ten-step plan	199
	Summary of the professional literature	204
	Index	207