

STRATEGIC MARKETING

Theory and applications for competitive advantage



Chapter 9: IMPLEMENTATION OF MARKETING STRATEGIES

Learning objectives

After reading this chapter, you should be able to:

- Explain the role and impact of leadership and culture in successful marketing execution
- Develop systems and structures for implementing marketing strategies
- Explain the need for internal marketing and the critical role it plays
- Identify and develop ways to address the challenges of implementing marketing strategies.





Marketing strategy implementation

The process of executing the marketing strategy intentions and activities of a business – the 'doing' part of marketing.





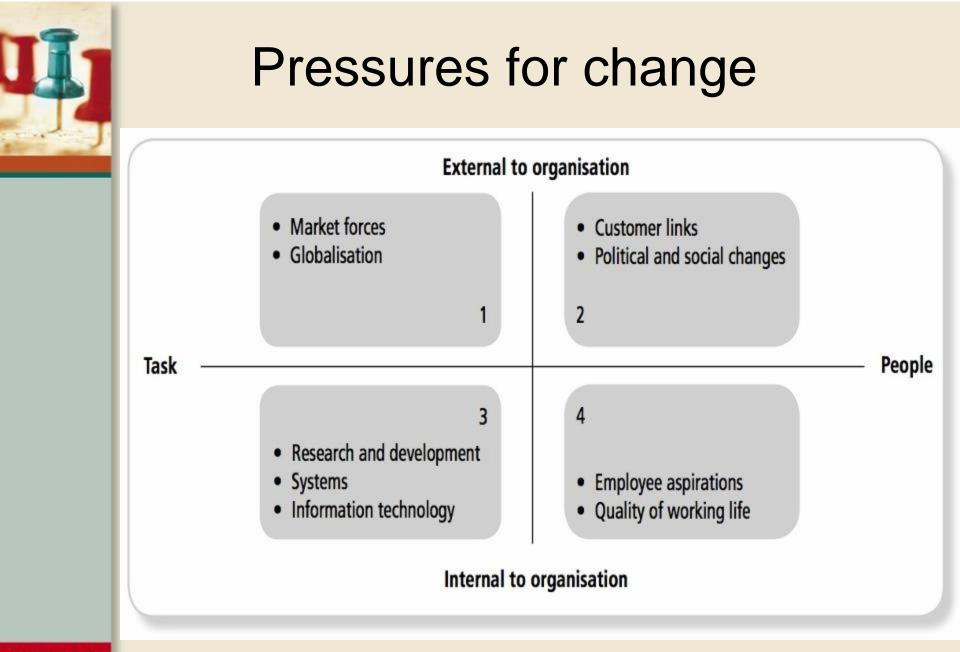
The seven levels of organizational consciousness

Positive focus/Fear-based focus

SERVICE	7	SERVICE TO HUMANITY Long term perspective. Vision. Ethics. Social responsibility. Future generations.
MAKING A DIFFERENCE	6	STRATEGIC ALLIANCES AND PARTNERSHIPS Employee fulfilment. Leadership development. Community involvement.
INTERNAL COHESION	5	DEVELOPMENT OF A STRONG COHESIVE CULTURE AND COMMUNITY SPIRIT Commitment. Enthusiasm. Trust. Shared values.
TRANSFORMATION	4	CONTINUOUS RENEWAL AND LEARNING Adaptibility. Innovation. Teamwork.
SELF-ESTEEM	3	HIGH PERFORMANCE SYSTEMS, BEST BUSINESS PRACTICES AND PROCESSES Productivity. Efficiency. Quality. Professional growth. Bureacracy. Complacency.
RELATIONSHIP	2	INTERPERSONAL RELATIONSHIPS THAT SUPPORT THE ORGANISATION Good communication between employees, customers and suppliers. Open communication. Client satisfaction. Respect. Manipulation. Blame.
SURVIVAL	1	PURSUIT OF PROFIT, ORGANISATIONAL GROWTH AND SHAREHOLDER VALUE Financial soundness. Employee health and safety. Exploitation. Over-control. Short term focus. Caution.

GROW









Orientation for change

Organisations resistant to change	Organisations open to change
Large	Small
Established	New
Centralised	Decentralised
Hierarchical management structures	Flat management structures
Predictable tasks	Unpredictable tasks
Manufacturing base	Service base
Paternal orientation	Fraternal orientation
Vertical information systems	Horizontal information systems
Autocratic management style	Participative management style
Unskilled workforce	Skilled workforce
Non-professional	Professional
Undifferentiated product lines	Differentiated product lines
Immobile workforce	Mobile workforce

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Marketing orientation

The extent to which an organization is marketing-led and inclined to engage in marketing activity, implementation, and investment.





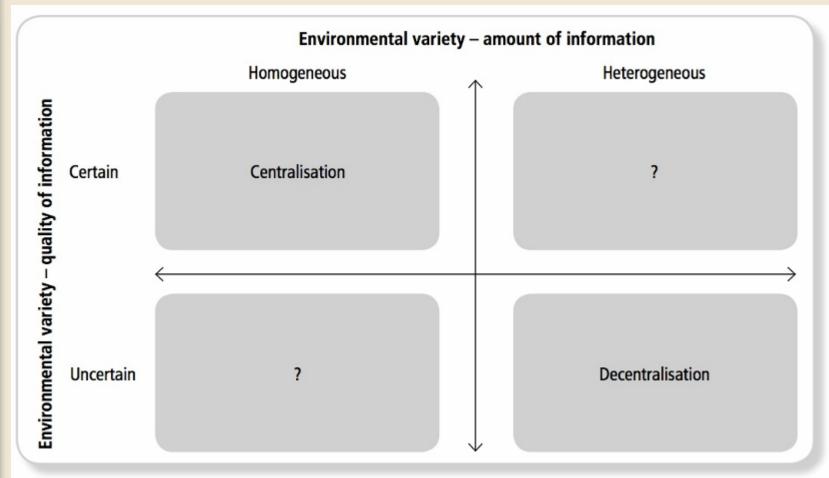
Comparison of organizational systems, style, and characteristics

Company	Systems, style, and characteristics		
Glo	Highly entrepreneurial		
	Founder, CEO, and sole shareholder is chief architect		
	Marketing department are the doers		
	High level of marketing orientation		
MoneyGram	Centralised marketing initiatives and strategy		
	Localised tactical marketing activation		
	Highly collaborative through partner channels		
	Lean marketing resources approach		
	 Marketing-orientated only to the extent that it drives transaction volume 		
Nedbank	An established marketing department		
	Specialised roles within the department		
	A federal system throughout the organisation		
	A hybrid approach – centralised marketing with decentralised functioning		
	High level of marketing orientation		





Environmental variety and marketing centralization







Internal marketing

The process of securing an understanding and appreciation for the marketing function within an organization and translating this into actions and behaviour.





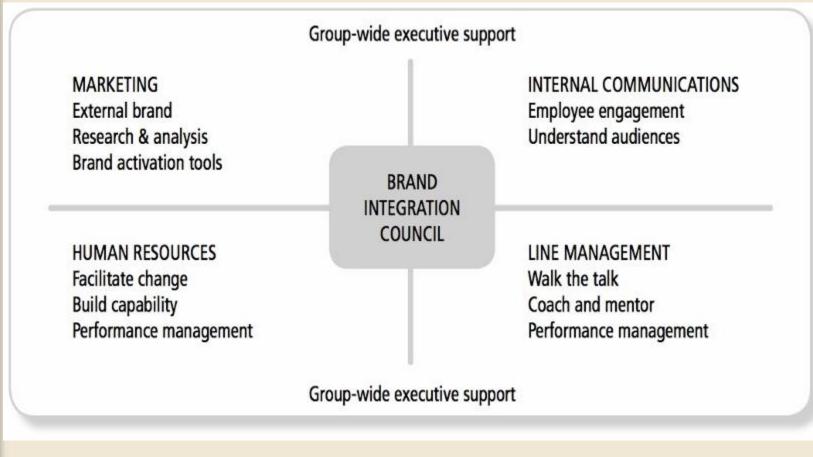
Internal marketing segmentation







A model for interdepartmental internal marketing collaboration







Advantages and disadvantages of expansion

ADVANTAGES

- Economies of scale in production and distribution
- Lower marketing costs
- Power and scope
- Consistency in brand image
- Ability to leverage good ideas quickly and efficiently
- Uniformity of marketing practices

DISADVANTAGES

- Differences in consumer needs, wants, and usage patterns for products
- Differences in consumer response to marketing mix elements
- Differences in brand and product development and the competitive environment
- Differences in the legal environment
- Differences in marketing institutions
- Differences in administrative procedures





A discussion on South African brands expanding across the continent







A discussion on the "Big Four" in South African banking

NEDBANK



Standard Bank





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Marketing structure

The nature of the resources and format of the marketing function in an organization.



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Marketing system

The model of operation for the marketing function in an organization, and the process it adopts to do so.

