



## Chapter 9: IMPLEMENTATION OF MARKETING STRATEGIES



# Learning objectives

After reading this chapter, you should be able to:

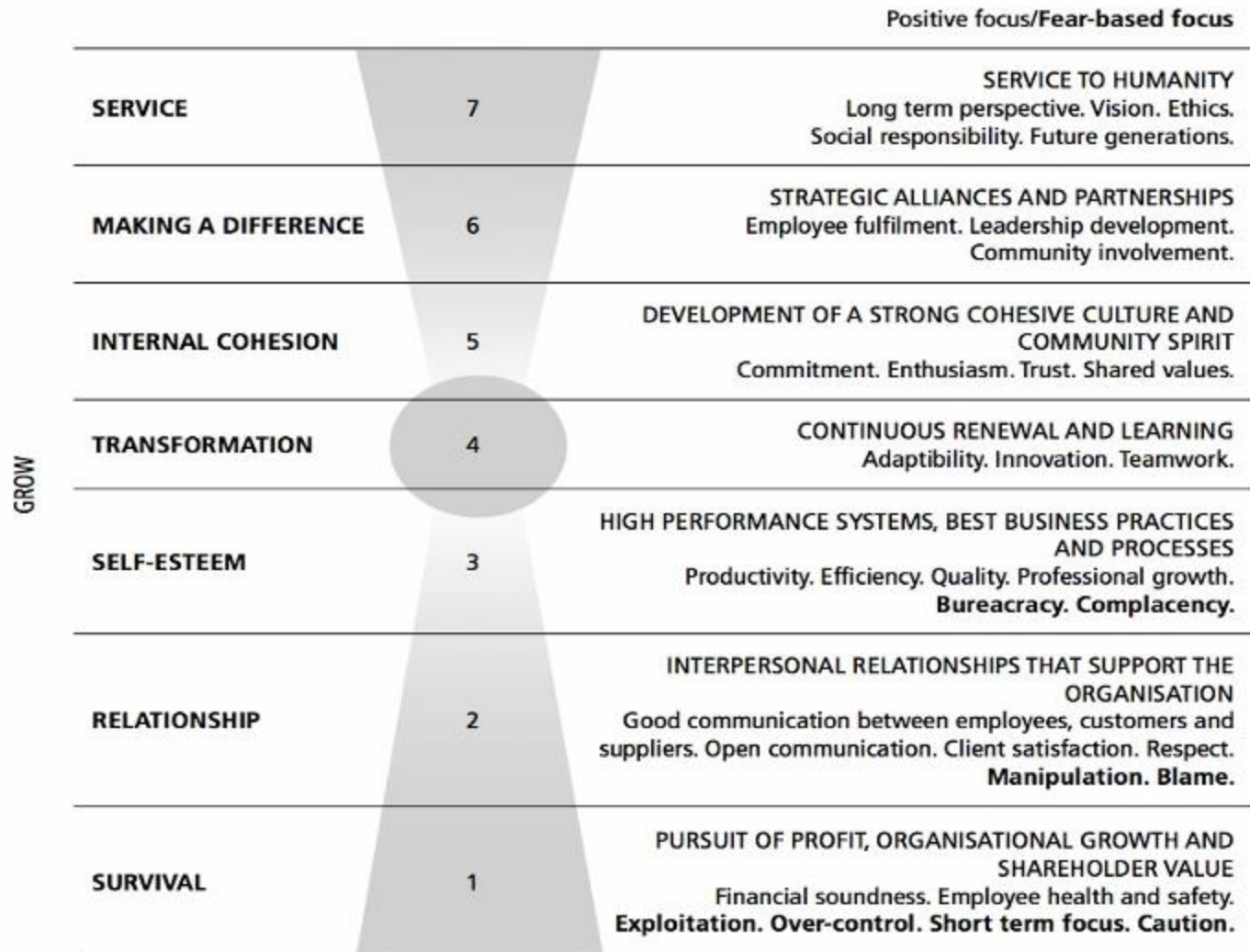
- Explain the role and impact of leadership and culture in successful marketing execution
- Develop systems and structures for implementing marketing strategies
- Explain the need for internal marketing and the critical role it plays
- Identify and develop ways to address the challenges of implementing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



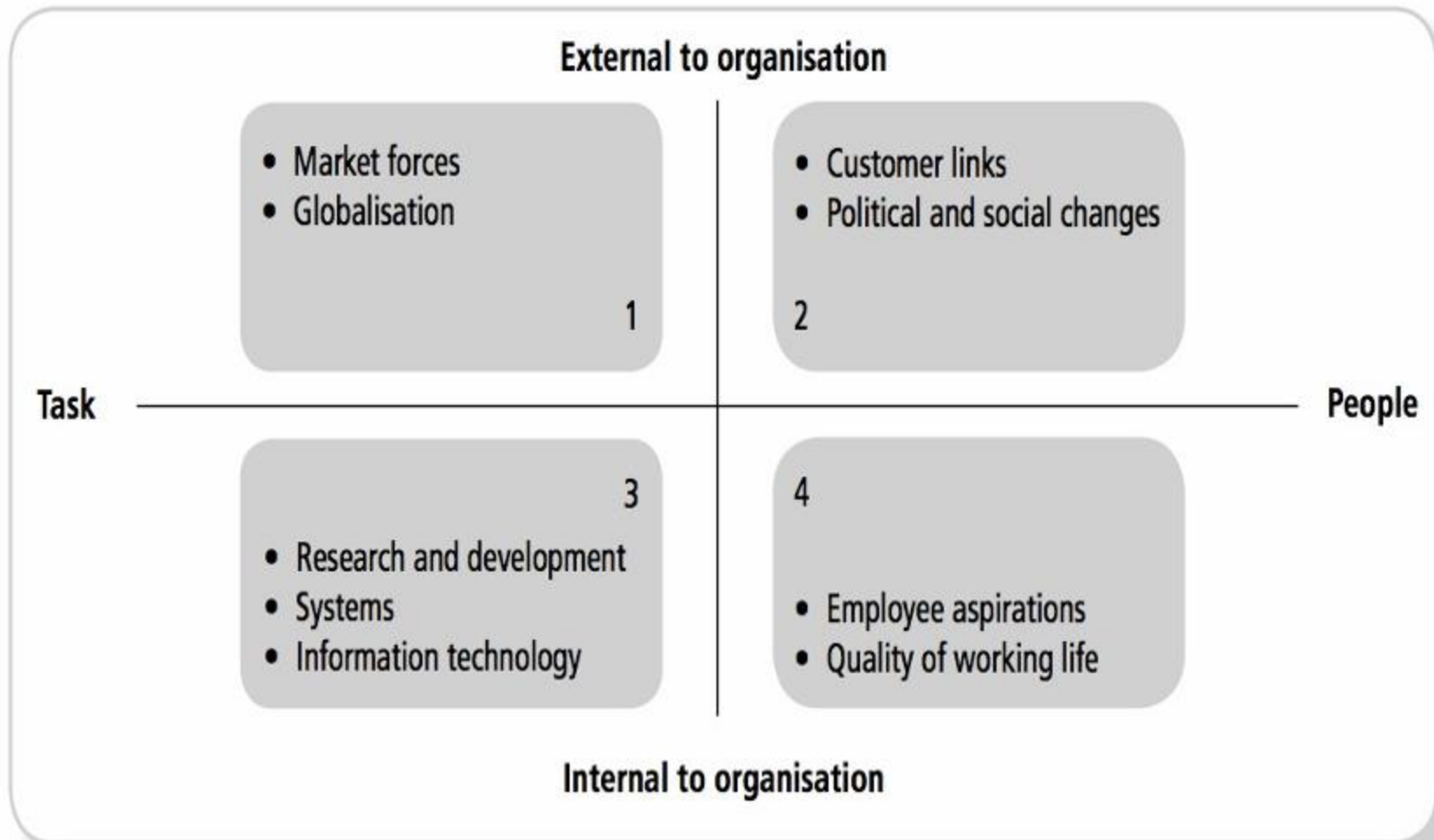
# Marketing strategy implementation

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

# The seven levels of organizational consciousness



# Pressures for change





# Orientation for change

<b>Organisations resistant to change</b>	<b>Organisations open to change</b>
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



# Marketing orientation

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



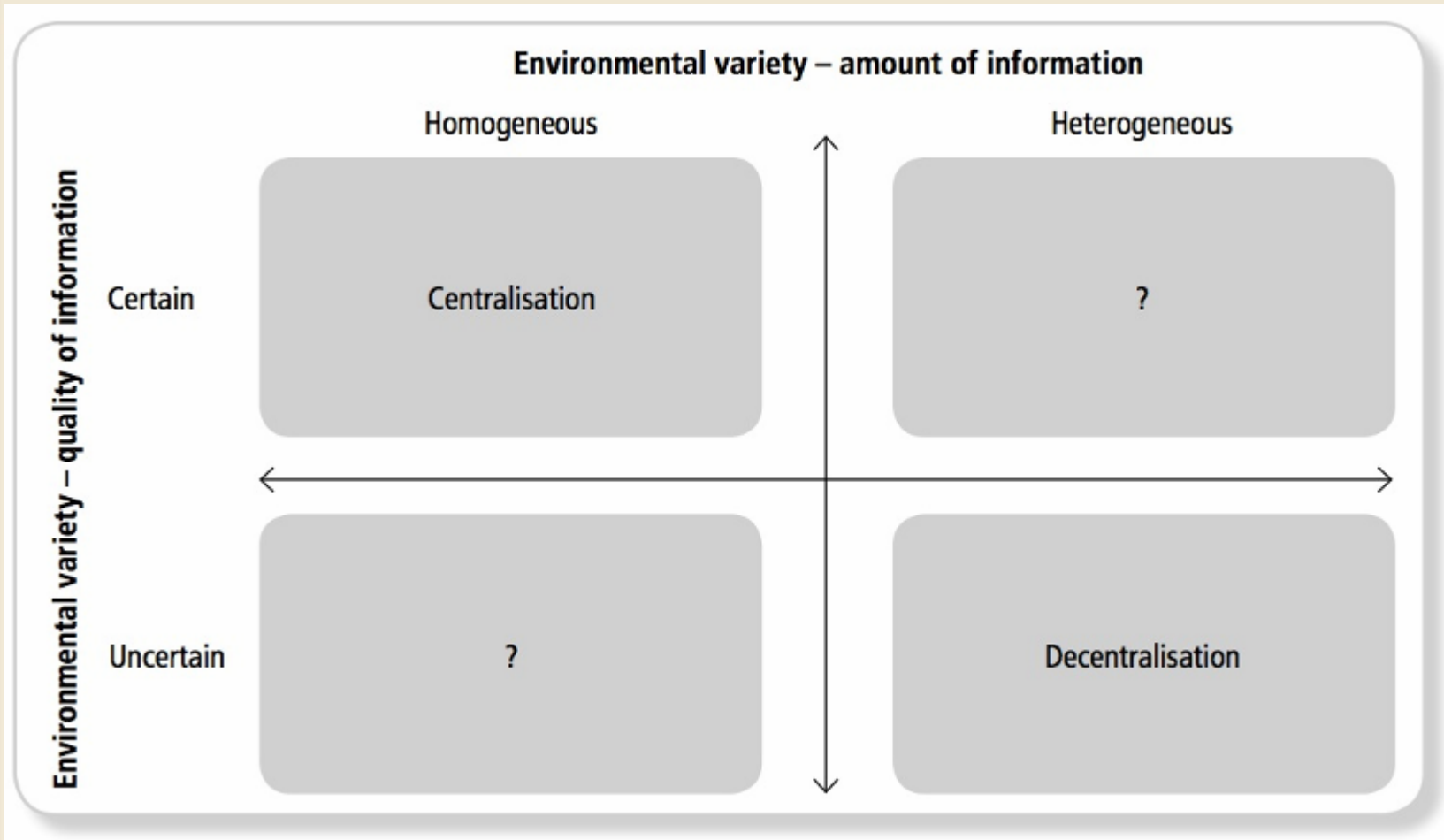
# Comparison of organizational systems, style, and characteristics

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

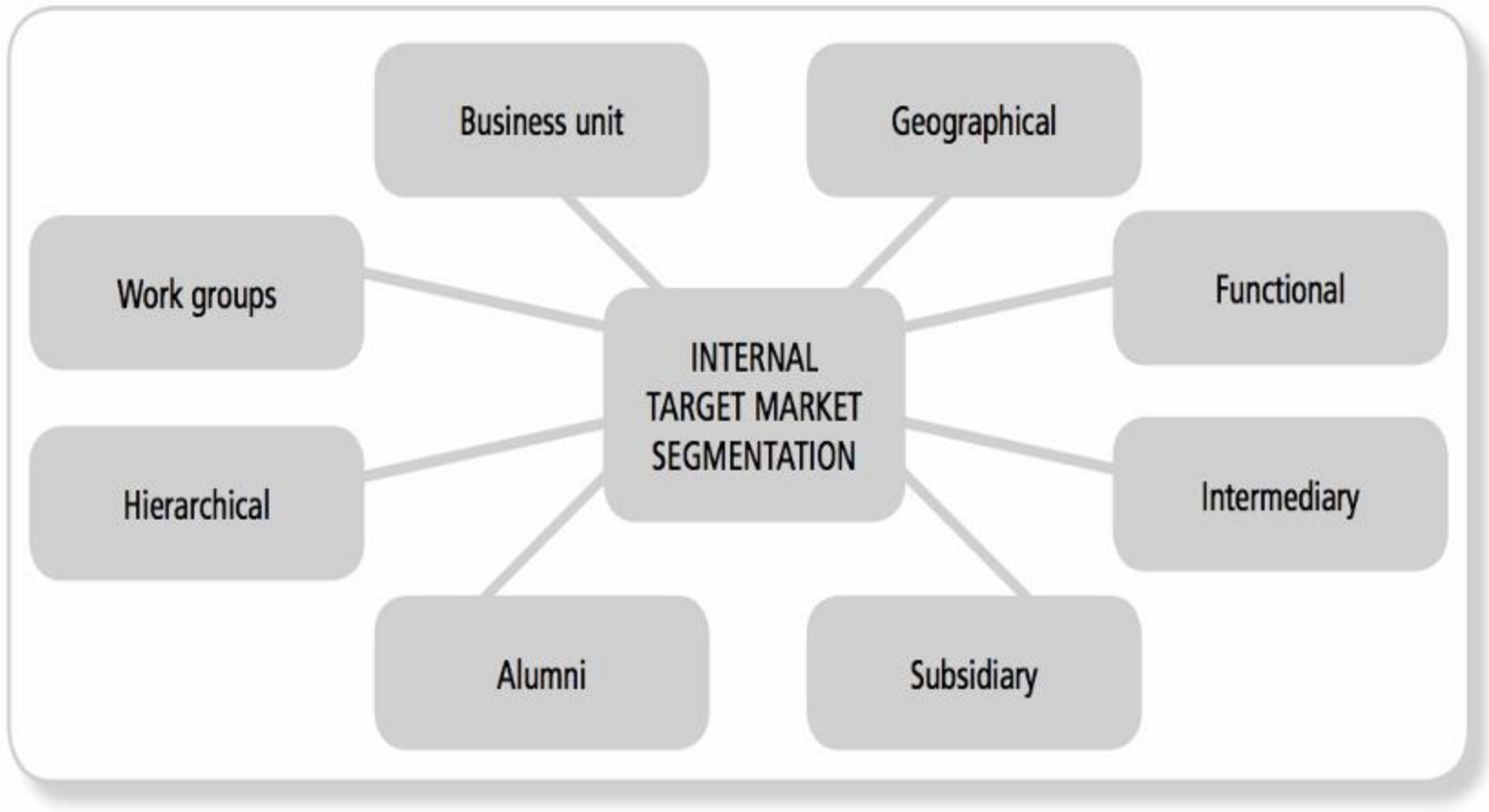




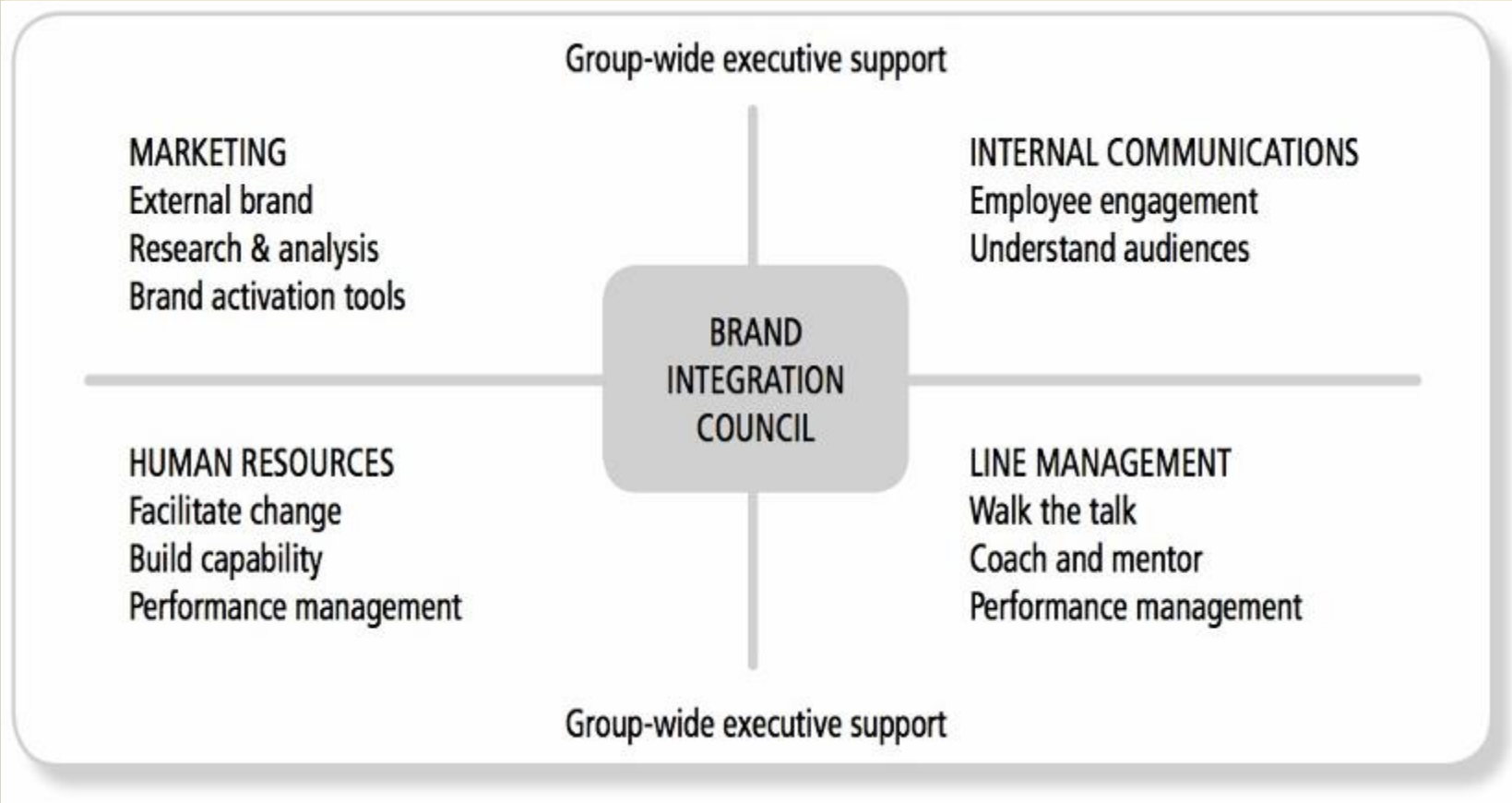
# Internal marketing

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

MAKE THINGS HAPPEN

NEDBANK

Standard Bank

ABSA  
*Today, tomorrow, together.*

FNB  
First National Bank  
*How can we help you?*



# Marketing structure

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





# Marketing system

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