Customer Value and Strategic Planning
- Marketing and Customer Value
- Corporate Strategic Planning
- Business Unit Strategic Planning
- Marketing Process

Holistic Marketing and Customer Value
- Value Exploration
- Value Creation
- Value Delivery

Value Exploration
- Customer’s Cognitive Space
- Company’s Core Competence Space
- Collaborator’s Resource Space

Value Creation
- Identify customer benefits
- Utilize core competence
  Business realignment may be necessary.
- Select and manage partners
Value Delivery

- Customer Relationship Management
- Internal Resource Management
- Business Partnership Management

Strategic Planning

- Corporate strategic planning
- Business unit strategic planning
- The marketing process

What is Strategic Planning?

“The process of developing and maintaining a strategic fit between the organization’s goals and capabilities and its changing marketing opportunities.”

Corporate Strategic Planning

- Defining the corporate mission
- Establishing strategic business units (SBUs)
- Assigning resources to each SBU
- Planning growth strategies
Portfolio Design

• Analyze the current business portfolio
  BCG matrix
• Shape the future business portfolio
  Product-market matrix

The Future Role of Each SBU

• Build
• Hold
• Harvest
• Divest

Figure 2-2: Growth-Share Matrix

Figure 4-4: The Strategic-Planning Gap
Growth Strategies

- Intensive Growth
- Integrative Growth
- Diversification Growth
- Downsizing Older Businesses

Figure 4-5: Three Intensive Growth Strategies: Ansoff’s Product-Market Expansion Grid

Business Unit Strategic Planning

Figure 4-6: The Business Strategic-Planning Process

- Porter’s Generic Strategies
  - Overall cost leadership
  - Differentiation
  - Focus
Travelocity’s Web site helps the consumer plan the whole vacation – flights, lodging, and car rental.com

Marketing Alliances

• Product or service alliances
• Promotional alliances
• Logistic alliances
• Pricing collaborations

Planning Marketing

Marketers must practice Customer Relationship Management (CRM) and Partner Relationship Management.

Marketing Process

• Analyzing marketing opportunities;
• Researching and Selecting target markets;
• Designing marketing strategies;
• Planning marketing programs;
• Implementing and Controlling.
The Value-Delivery Process

(a) Traditional physical process sequence

Make the product | Design product | Procure | Make | Price | Sell | Advertise | Promote | Distribute | Service

(b) Value creation & delivery sequence

Choose the Value | Provide the Value | Communicate the Value

Strategic marketing | Tactical marketing

The Marketing Plan

Executive Summary & Table of Contents
Current Marketing Situation
Opportunity & Issue Analysis
Objectives
Marketing Strategy
Action Programs
Projected Profit-and-loss
Controls

Factors Influencing Company Marketing Strategy

Demographic/economic environment
Suppliers
Political/legal environment
Competitors
Social/cultural environment

Marketing intermediaries
Marketing information system
Marketing planning system
Marketing organization and implementation
Product
Place
Target customers
Price
Promotion
Publics
Technical/physical environment