

Customer Value and Strategic Planning

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

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Holistic Marketing and Customer Value

- Value Exploration
- Value Creation
- Value Delivery

2

Value Exploration

- Customer's Cognitive Space
- Company's Core Competence Space
- Collaborator's Resource Space

3

Value Creation

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

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Value Delivery

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

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Strategic Planning

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

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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.”

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Corporate Strategic Planning

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

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Portfolio Design

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

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Figure 2-2: Growth-Share Matrix



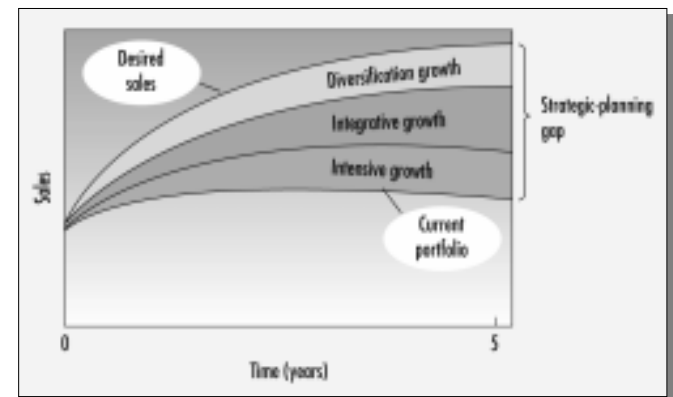
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The Future Role of Each SBU

- Build
- Hold
- Harvest
- Divest

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Figure 4-4: The Strategic-Planning Gap



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Growth Strategies

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

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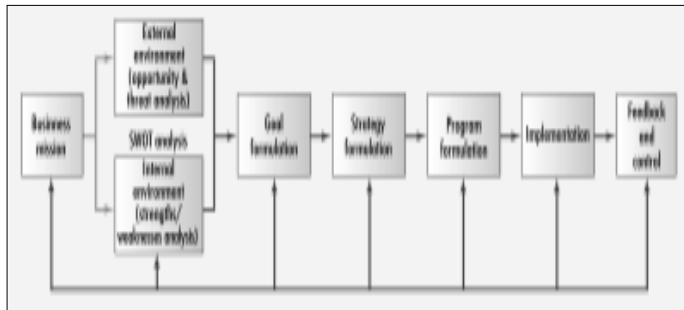
Figure 4-5: Three Intensive Growth Strategies: Ansoff's Product-Market Expansion Grid

	Current Products	New Products
Current Markets	1. Market-penetration strategy	3. Product-development strategy
New Markets	2. Market-development strategy	(Diversification strategy)

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Business Unit Strategic Planning

Figure 4-6: The Business Strategic-Planning Process



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Business Unit Strategic Planning

- ↗ Porter's Generic Strategies
 - ↗ Overall cost leadership
 - ↗ Differentiation
 - ↗ Focus



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Travelocity's Web site helps the consumer plan the whole vacation – flights, lodging, and car rental.com



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Marketing Alliances

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

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Planning Marketing

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



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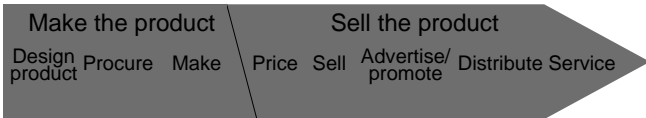
Marketing Process

- Analyzing marketing opportunities;
- Researching and Selecting target markets;
- Designing marketing strategies;
- Planning marketing programs;
- Implementing and Controlling.

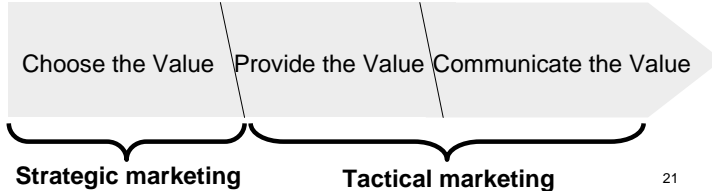
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The Value-Delivery Process

(a) Traditional physical process sequence

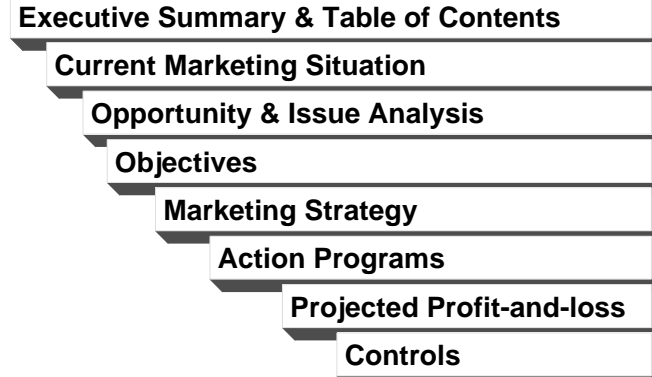


(b) Value creation & delivery sequence



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The Marketing Plan



Factors Influencing Company Marketing Strategy



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