

# Penyusunan Strategi dan Perencanaan Pemasaran

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Mata Kuliah: Pemasaran (TKI 4212)

It is more important to do what is strategically right than what is immediately profitable.

# Organizational Level



- ❖ Corporate Level ⇒ **Corporate Strategic Plan**
- ❖ Division Level ⇒ **Fund Allocation Plan**
- ❖ Business Unit Level ⇒ **Profit Oriented Plan**
- ❖ Product Level ⇒ **Marketing Plan**

# Strategic Planning

- ❖ Strategic marketing plan
- ❖ Tactical marketing plan
- ❖ Marketing plan

# Corporate and Division Strategic Planning

- ❖ All corporate headquarters undertake four planning activities
  - Defining the Corporate Mission
  - Establishing Strategic Business Units (SBUs)
  - Assigning resources to each SBU
  - Assessing growth opportunities

## ❖ Defining the Corporate Mission

### ■ Characteristics of Good Mission:

- Focus in limited number of goals
- Stress on the company's major policies & values
- Define the major competitive sphere
- Have a long-term view

## ❖ Defining the Corporate Mission

- Mission statements define which competitive scopes the company will operate in
  - Industry scope
  - Products and applications scope
  - Competence scope
  - Market-segment scope
  - Vertical scope
  - Geographical scope

## ❖ Establishing Strategic Business Units (SBUs)

### ■ Business:

- Superior to product definition
- Customer-satisfying process, not a goods-producing process
- Products are transient; basic needs and customer groups endure forever
- Example: transportation is a need; the horse and carriage, the automobile, the railroad, the airline, and the truck are products that meet that need

# Product-Oriented versus Market-Oriented: Definitions of a Business



<b>Company</b>	<b>Product Definition</b>	<b>Market Definition</b>
<b>Missouri-Pacific Railroad</b>	<b>We run a railroad</b>	<b>We are a people-and-goods mover</b>
<b>Xerox</b>	<b>We make copying equipment</b>	<b>We help improve office productivity</b>
<b>Standard Oil</b>	<b>We sell gasoline</b>	<b>We supply energy</b>
<b>Columbia Pictures</b>	<b>We make movies</b>	<b>We market entertainment</b>
<b>Encyclopaedia</b>	<b>We sell encyclopedias</b>	<b>We distribute Information</b>
<b>Carrier</b>	<b>We make air conditioners and furnaces</b>	<b>We provide climate control in the home</b>



# Corporate and Division Strategic Planning

- **Three Characteristics of SBUs**
  - Single business or collection of related businesses that can be planned for separately
  - Has its own set of competitors
  - Has a manager who is responsible for strategic planning and profit
- **SBU Strategies**
- **SBU Lifecycle**

# Corporate and Division Strategic Planning

## ❖ Assessing growth opportunities:

- Planning new busnisses
  - Intensive Growth, achieve further growth within current businesses
  - Integrative Growth, build or acquire businesses that are related to current businesses
  - Diversification Growth, add attractive businesses unrelated to current businesses
- Downsizing and Terminate Older Businesses



# Business Unit Strategic Planning

## ❖ Business Mission

## ❖ SWOT Analysis

- External Environment Analysis (Opportunity and Threat Analysis)
  - Marketing Opportunity
    - Buying opportunity more convenient or efficient
    - Meet the need for more information and advice
    - Customize an offering that was previously only available in standard form

# Business Unit Strategic Planning

## ❖ Marketing Opportunity Analysis (MOA)

- Can the benefits be articulated to a target market?
- Can the target market be reached with cost-effective media and trade channels?
- Does the company have the critical capabilities to deliver the customer benefits?
- Can the company deliver these benefits better than any actual or potential competitors?
- Will the rate of return meet the required threshold of investment?

# Opportunity and Threat Matrices



## (a) Opportunity matrix

		Success Probability	
		High	Low
Attractiveness	High	1	2
	Low	3	4

### Opportunities

1. Company develops a more powerful lighting system
2. Company develops a device for measuring the energy efficiency of any lighting system
3. Company develops a device for measuring illumination level
4. Company develops a software program to teach lighting fundamentals to TV studio personnel

## (b) Threat matrix

		Probability of Occurrence	
		High	Low
Seriousness	High	1	2
	Low	3	4

### Threats

1. Competitor develops a superior lighting system
2. Major prolonged economic depression
3. Higher costs
4. Legislation to reduce number of TV studio licenses

# Business Unit Strategic Planning

- ❖ Internal Environmental Analysis  
(Strength/Weakness Analysis)
- ❖ Goal Formation
- ❖ Strategic Formulation
  - Strategy
- ❖ Porter's Generic Strategies
  - Overall cost leadership
  - Differentiation
  - Focus

# Business Unit Strategic Planning

- ❖ Operational Effectiveness and Strategy
  - Strategic group
  - Strategic alliances
- ❖ Marketing Alliances
  - Product or service alliances
  - Promotional alliances
  - Logistical alliances
  - Pricing collaborations
- ❖ Partner Relationship Management, PRM
- ❖ Program Formulation and Implementation
- ❖ Feedback and Control

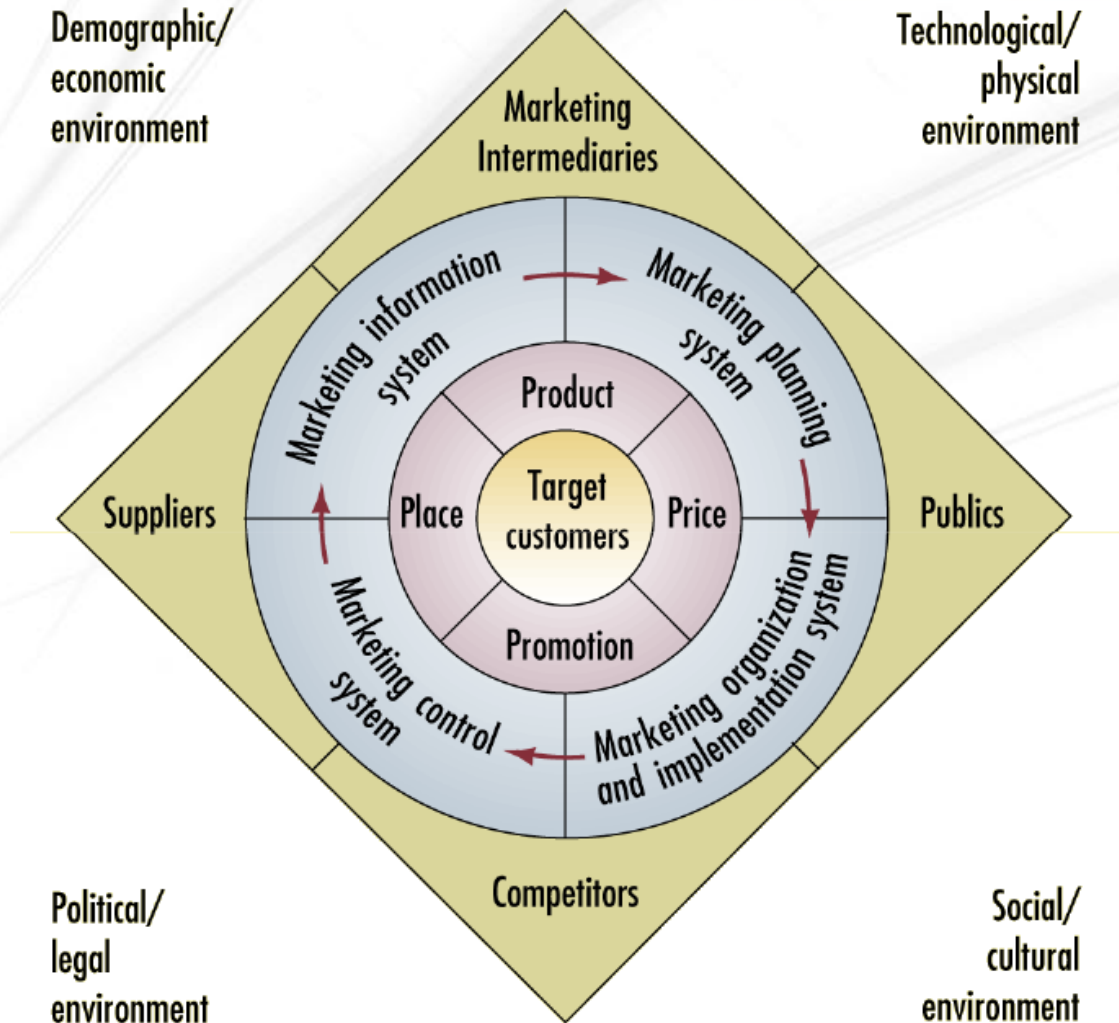


# The Marketing Process



- ❖ Steps in the Planning Process
  - The marketing process
- ❖ Analyzing Market Opportunities
- ❖ Developing Marketing Strategies
- ❖ Planning Marketing Programs
- ❖ Managing the Marketing Effort
  - Annual-plan control
  - Profitability control
  - Strategic control

# Factors Influencing Company Marketing Strategy



# Product Planning: The Nature and Contents of a Marketing Plan

## ❖ Contents of the Marketing Plan

- Executive Summary
- Current Marketing Situation
- Opportunity and issue analysis
- Objectives
- Marketing strategy
- Action programs
- Financial projections
- Implementation controls



- ❖ Kotler, P., & Keller, K.L. (2009). Marketing Management, 13/E. New Jersey: Prentice-Hall.

# Thank You !

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