



Strategic Marketing Plan

Process Checklist

Part 1
Situation Analysis

Part 2
SWOT Analysis

Part 3
Vision / Mission

Part 4
The Strategic Plan
(Objectives / Goals / Strategies / Critical Issues)

Part 5
Action Plan

Part 1

Situation Analysis

Macro Environmental Analysis

Environmental Factors	<p>What environmental influences affect or will affect our ability to compete?</p> <ul style="list-style-type: none"> • Global economy • Governmental regulations • Demographic changes • Public opinion and attitudes
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Market Analysis

Market Opportunities	<p>What are the market needs related to our area of interest / expertise?</p> <ul style="list-style-type: none"> • What is the overall market for the product / service • Within that, what are the key segments • What are the needs of these segments • What segments / needs are not being served
Market Size	<p>How big is the market for our products / services?</p> <ul style="list-style-type: none"> • Where do opportunities exist for selling our products / services • How large is the opportunity • How is the market divided among competitors • Is the market increasing or decreasing • Is there a way to increase the overall size of the market
Market Challenges	<p>What market challenges need to be overcome in order to succeed?</p> <ul style="list-style-type: none"> • Distribution / location • Competitive offerings • Competitive activity • Availability of alternative products • Appropriateness of promotional channels
Competition	<p>Who is offering products / services that compete directly or indirectly?</p> <ul style="list-style-type: none"> • Who are the direct competitors • Who are the indirect competitors • How intense is the competition • What does the competition seem to do very well • What does the competition not do very well

Product & Service Analysis

Current Offerings	<p>What products / services do we currently offer?</p> <ul style="list-style-type: none"> • What are they • How successful are we at selling them • How successful are we at providing them • How do they compare to competitive offerings
Alternative Offerings	<p>What other types of products / services could we consider offering?</p> <ul style="list-style-type: none"> • What alternative services might satisfy customer needs • What additional services might enrich the customer experience • What services might precede the service we offer • What services might come after the services we offer

Competitive Analysis

Direct Competitors	<p>Who do we compete against directly?</p> <ul style="list-style-type: none"> • What types of products / services are our competitors offering • How do our offerings compare with these • Are these offerings likely to encroach on our offerings
“Near” Competitors	<p>Who offers related products and services which compete for our same customers?</p> <ul style="list-style-type: none"> • What types of products / services are they offering? • How do our offerings compare with these • Are these offerings likely to encroach on our offerings

Customer Analysis

Current Customers	<p>Who are our current customers?</p> <ul style="list-style-type: none"> • Who are the direct recipients of our products / services • How can these customers be segmented • What types of products / services are they looking for
Decision Process	<p>How do our customers decide to purchase our product / service?</p> <ul style="list-style-type: none"> • How do they get information • Who influences their decision • What criteria do they use for making a decision
Key Drivers	<p>Who are the key drivers of the decision to purchase?</p> <ul style="list-style-type: none"> • Who influences the purchase decision more than anyone else • How can these drivers be influenced • How do we currently influence them

Customer Analysis continued ...

Influencers	<p>Who else is involved in the decision process?</p> <ul style="list-style-type: none"> • How active are these influencers in the purchase decision process • How much weight does the customer place on their input • How do we currently influence the influencers
Customer Satisfaction	<p>What are our current levels of customer satisfaction?</p> <ul style="list-style-type: none"> • What are our overall customer satisfaction ratings • Is there some area where we excel • Is there some area where we need to improve • Do we have any potential weaknesses vis-à-vis the competition
Potential Future Customers	<p>Given the “alternative offering” scenario about, what additional customers might we attract if we offered additional services?</p> <ul style="list-style-type: none"> • How similar are these customers for our existing customers • What would we need to do differently to attract these customers • Is it feasible to think we can implement an effort to expand our customer base vis-à-vis new offerings

Sales & Sales Support Analysis

Sales Channels	<p>What are the channels for selling our products / services?</p> <ul style="list-style-type: none"> • Direct sales • Online sales • Brokers / agents
Sales Strategy	<p>What is our sales strategy and how appropriate is it?</p> <ul style="list-style-type: none"> • To what extent do we rely on direct sales • To what extent do we focus on “pulling” sales versus “pushing” sales through the channels
Sales Capabilities and Support	<p>How successful is our sales strategy?</p> <ul style="list-style-type: none"> • Are the sales skills appropriate to the situation • How proactive are we / do we need to be • What types of sales aids do we have / need • What types of sales tool are we missing
Relationship Building	<p>How important is relationship management</p> <ul style="list-style-type: none"> • Who should we be building relationships with • How successful have we been • What are the best ways to build relationships

Promotional Support Analysis

Positioning and Branding	<p>How unique and compelling are our promotional messages?</p> <ul style="list-style-type: none"> • Do they help to clearly differentiate ourselves from the competition • Are we consistent in how we talk about ourselves • Are they helping to create a favorable marketplace impression
Promotional Mix	<p>How appropriate is our mix of promotional support?</p> <ul style="list-style-type: none"> • Advertising • Public Relations • Website / eMarketing
Customer Education	<p>How important is education to our sales support strategy?</p> <ul style="list-style-type: none"> • What kinds of educational opportunities should we be offering • What's the best way to provide education • To whom, specifically, should education be targeted

Organizational Capabilities

Profitability	<p>How profitable is our business?</p> <ul style="list-style-type: none"> • Are we currently making a profit? • What would we need to do to improve our profit potential? • How would we fund the further development of the business?
Operational	<p>What are the operational constraints or challenges that need to be addressed in order to succeed in the market?</p> <ul style="list-style-type: none"> • Availability of critical skills • Workforce motivation • Leadership skills • Technology infrastructure • Facilities

Part 2

SWOT Analysis

Internal Strengths	<p>What are our key strengths relative to competitive and environmental factors?</p> <ul style="list-style-type: none"> • Product / service • Market • Customer relations • Sales channels • Promotional support • Staff expertise • Organizational capabilities
Internal Weaknesses	<p>What are our key weaknesses relative to competitive and environmental factors?</p> <ul style="list-style-type: none"> • Product / service • Market • Customer relations • Sales channels • Promotional support • Staff expertise • Organizational capabilities
Outside Opportunities	<p>What are the key opportunities that if properly addressed, could result in major opportunity for us?</p> <ul style="list-style-type: none"> • Product / service • Market • Customer relations • Sales channels • Promotional support • Staff expertise • Organizational capabilities
Outside Threats	<p>What are the key threats to our ability to succeed in the market?</p> <ul style="list-style-type: none"> • Product / service • Market • Customer relations • Sales channels • Promotional support • Staff expertise • Organizational capabilities

Part 3

Vision / Mission

Vision	What is the long-term view (ten years from now) of what we would like to see happen with regards to the types of products and services we offer, and customers whose needs we address?
Purpose	Within the context of the vision, what is our specific purpose? What's our reason for existing? What's our role relative to the role of other organizations that may share a similar vision?
Mission	What is the specific focus of our attention? What, specifically, do we want to achieve in the markets we serve?
Beliefs	What are our essential beliefs with regards to our vision, purpose and mission? How do these beliefs affect what we do and how we do it in the market?

Part 4

The Strategic Plan

(Objectives / Goals / Strategies / Critical Issues)

Considerations

Develop objectives, goals, and strategies for each area of strategic importance (see list below). In addition, identify the critical issues that will need to be addressed, and how they will be addressed, to ensure successful implementation of the plan.

Definitions

- **Objective:** The desired or needed result to be achieved by a specific time.
- **Goal:** A concrete measurement that needs to be met to achieve objectives.
- **Strategy:** Describes how the objectives and goals will be achieved.
- **Critical Issues:** Those issues that could have a substantial negative impact if ignored.

Financial	What are the overall financial goals for the organization? What are the key marketing objectives and strategies related to achieving those goals?
Target Markets	What markets do we want to address? What, specifically do we want to achieve? How will we achieve it?
Products	What existing products do we want to maintain, improve or eliminate? What new products do we want to add? How will we achieve our goals?
Customer Relationships	Who do we need to build relationships with, what will those relationships aim to achieve, how will we go about this?
Competitive Strategy	How will we address market competition? What, specifically, will we do both proactively and reactively?
Sales	What level of sales do we aim to achieve for each product or service? How will we achieve that level?
Sales Support	What sales support tools do we want to implement, and what result will each tool help us achieve?

Strategic Plan continued ...

Positioning / Brand Management	What unique and favorable positioning do we want to claim, and how do we establish this position in the eyes of the customer?
Promotional Mix	What mix of promotion will we implement to achieve our marketing goals? What, specifically, will promotions aim to achieve?
Organizational Capabilities	What organizational capabilities do we need to have to succeed in our marketing plan, and how will we acquire those capabilities?

Part 5 Action Plan

What the “action plan” includes

For each element of the strategic plan, include key actions to be taken. Each action should include the following:

1. Which objectives and goals they relate to
2. Who “owns” the action
3. Other roles and responsibilities associated with the action
4. Timeline for completing the action
5. How success of the action will be measured
6. How updates or changes will be determined and agreed

Strategic Drivers

Strategic Plan Area	
Strategy	
Related Objectives	
Related Goals	

Actions To Be Taken (fill out for each action to be taken)

Action 1	Who		When
	Primary	Others	
How will success be measured?			
How will changes be determined and agreed?			