

Unit 19: Marketing Planning

Learning hours: 60

NQF level 4: BTEC Higher National – H2

Description of unit

This unit will consolidate and integrate previous knowledge and understanding of marketing and enable the learner to apply and evaluate analytical tools in the development of marketing plans. Upon completion, learners will be able to understand the planning needs of organisations, present a marketing plan to meet target market needs, and achieve specified strategic marketing objectives.

Summary of learning outcomes

To achieve this unit a learner must:

- 1 Compile **marketing audits**
- 2 Examine the main **barriers to marketing planning**
- 3 Formulate a **marketing plan** for a product or service
- 4 Examine **ethical issues** in marketing.

Content

1 Marketing audits

Changing perspectives: changing perspectives in marketing planning, market-led strategic change

Assessment of capability: evaluate issues relating to the aspects of competing for the future and balancing strategic intent and strategic reality

Organisational auditing: evaluating and coming to terms with organisational capability: balancing strategic intent and strategic reality, the determinants of capability, managerial, financial, operational, human resource and intangible (brand) capability, approaches to leveraging capability, aspects of competitive advantage

Environmental auditing: approaches to environmental analysis, the identification and evaluation of key forces using the PEST framework, the implications for marketing planning of different environmental types, Porter's five forces, identifying the organisation's competitive position and relating this to the principal opportunities and threats, market, product and brand life-cycles

2 Barriers to marketing planning

Barriers: objective/strategy/tactics confusion, isolation of marketing function, organisational barriers, organisational culture, change management, ethical issues, McDonald's 'Ten S' approach

3 Marketing plan

The role of marketing planning in the strategic planning process: the relationship between corporate objectives, business objectives and marketing objectives at operational level; the planning gap and its impact on operational decisions

The strategic alternatives for new product development: an overview of the marketing planning process, SWOT, objectives in differing markets, products and services, product modification through to innovation, evaluation of product and market match, use of Ansoff matrix in NPD and meeting customer needs, product failure rates and implications for screening ideas against company capabilities and the market, product testing, test marketing, organisational arrangements for managing new product development, unit costs, encouraging and entrepreneurial environment, the importance of celebrating failure

Pricing policy: price taking versus price making, the dimensions of price, approaches to adding value, pricing techniques — cost-based versus market-oriented pricing; the significance of cash flow, the inter-relationships between price and the other elements of the marketing mix, taking price out of the competitive equation

Distribution: distribution methods, transport methods, hub locations and distribution centres, choice of distribution medium to point-of-sale, distribution and competitive advantage

Communication mix: evaluation of promotional mix to influence purchasing behaviour, media planning and cost, advertising and promotional campaigns and changes over the

PLC, field sales planning

Implementation: factors affecting the effective implementation of marketing plans, barriers to implementation and how to overcome them, timing, performance measures — financial, non-financial, quantitative, qualitative; determining marketing budgets for mix decisions included in the marketing plan; methods of evaluating and controlling the marketing plan; how marketing plans and activities vary in organisations that operate in virtual marketplace

4 Ethical issues

Ethical issues in marketing: ethics and the development of the competitive stance, different perspectives on ethics across nations, ethical trade-offs and ethics and managerial cultures

Ethics of the marketing mix: management of the individual elements of the marketing mix

Product: gathering market research on products, identification of product problems and levels of customer communication, product safety and product recall

Price: price fixing, predatory pricing, deceptive pricing, price discrimination

Promotion: media message impact, sales promotion, personal selling, hidden persuaders and corporate sponsorship

Distribution: abuse of power — restriction of supply

Counterfeiting: imitation, faking, pre-emption, prior registration

Consumer ethics: warranty deception, misredemption of vouchers, returns of merchandise, recording of music and videos, software copying, false insurance claims

Outcomes and assessment criteria

Outcomes	Assessment criteria for pass To achieve each outcome a learner must demonstrate the ability to:
1 Compile marketing audits	<ul style="list-style-type: none"> • appraise the processes and techniques used for auditing the marketing environments • apply organisational and environmental auditing techniques in a given situation
2 Examine the main barriers to marketing planning	<ul style="list-style-type: none"> • identify the main barriers to marketing planning • suggest how organisations may overcome barriers to marketing planning
3 Formulate a marketing plan for a product or service	<ul style="list-style-type: none"> • explain the need to be innovative in the market or services • identify and assess techniques for developing products • make recommendations for pricing, distributing and communicating a product or service • specify measures to monitor and review marketing performance • present a marketing plan for a product or service
4 Examine ethical issues in marketing	<ul style="list-style-type: none"> • investigate two different organisations' responses to ethics in marketing • identify ethical issues in marketing • describe the implications of ethical issues on the marketing mix for an organisation

Guidance

Delivery

This unit can be delivered as a stand-alone unit or as a component of the marketing pathway. It is designed to be linked to the *Unit 1: Marketing* and *Unit 17: Marketing Intelligence* and can be delivered and assessed in the form of an integrated case study on a real or tutor-devised organisation, product or service. Efforts should be made to ensure that learners gain a good understanding of the theoretical underpinning and practical application of marketing planning and produce credible responses

Assessment

Evidence of outcomes may be in the form of written or oral assignments or tests. The assignments may focus on real problems or case studies. Learning and assessment can be at unit level as an integrated unit or at outcome level. Evidence could be at outcome level although opportunities exist for covering more than one outcome in an assignment

Links

This unit is a part of the marketing pathway and forms a direct link with the marketing units in the HN Business programmes: *Unit 1: Marketing*, *Unit 17 Marketing Intelligence*, *Unit 18: Advertising and Promotion* and *Unit 20: Sales Planning and Operations*. The unit is also linked with *Unit 4: Business Environment* and *Unit 7: Business Strategy*.

Resources

Access should be available to a learning resource centre with a wide range of marketing texts and companions. Texts should be supported by use of journals, company reports and government statistics. Case studies, videos and documented examples of organisations and their marketing, auditing and planning techniques should illustrate the topical nature of this unit.

Support materials

Textbooks

Sufficient library resources should be available to enable learners to achieve this unit. Particularly relevant texts are:

Dibb S et al — *Marketing: Concepts and Strategies 4th Edition* (Houghton Mifflin, 2001)
ISBN: 0395962447

Fifield P — *Marketing Strategy 2nd Edition* (Butterworth Heinemann, 1998) ISBN: 075063284

Hatton A — *The Definitive Guide to Marketing Planning* (FT/Prentice Hall, 2000)
ISBN: 0273649329

McDonald M — *Marketing Plans: How to Prepare Them, How to Use Them 5th Edition*
(Butterworth Heinemann, 2002) ISBN: 0434912301

Journals and newspapers

Campaign

The Financial Times and other daily newspapers which contain a business section and market reports

Harvard Business Review

Journal of Marketing

Journal of Marketing Management

Journal of Services Marketing

Marketing

Marketing Business

Marketing Review

Marketing Week

Videos

Marketing Decisions (1998, TV Choice) — marketing problems faced by three companies

The Marketing Mix at Cadbury's (1998, TV Choice) — the thinking, planning and advertising behind the launch of the 'Fuse' chocolate bar

Websites

www.bized.ac.uk

provides case studies appropriate for educational purposes

www.cim.co.uk

The Chartered Institute of Marketing's site contains a useful knowledge centre

www.ft.com

The Financial Times business sections

www.marketing.haynet.com

Marketing magazine

www.thetimes100.co.uk

multimedia resources