

Table 14.2 Marketing Plan Template (see Appendix for sample marketing plan)

- I. Executive Summary*
- II. Table of Contents*
- III. Current Market Situation. Format: 1 page text*
 - What is the size of the market for the product (good, service, program, etc.)?
 - Why is the market attractive?
 - Sales potential (what percentage of this market can we expect to attain)?
- IV. Environmental Analysis. Format: 1 page summary text; 1 page competition matrix: ½ – 1 page trend data*
 - Competitor analysis
 - Size
 - Goals
 - Market share
 - Products currently offered
 - Product quality/capability
 - Strengths
 - Weaknesses
 - How they currently serve our customer segments
 - Likely future moves
 - Other pertinent information that highlights their intentions in this market
 - Other competitors planning entry into this market
 - Analysis of the Macro Environment
 - Demographic factors
 - Socio/cultural factors
 - Economic factors
 - Technological factors
 - Political/regulatory factors
- V. Customer Analysis. Format: 1 – 3 pages text*
 - General Statement (customers served in their needs)
 - Customer trends likely to affect what (and how) customers buy and implications for our business
 - Segmentation Analysis
 - Customer Profile
 - Customer needs
 - Key decision-making criteria used by customers
 - Key personnel involved with decision to buy/not buy product
- VI. SWOT Analysis. Format: 2 – 3 pages of bullets*
 - This is the most important section in the marketing plan. Spend a lot of time on it. The integrity of the plan depends on how you address this section.
 - Opportunities/Threats Analysis
 - Strengths/Weakness of Organization (to respond to opportunities and threats) Analysis
 - Issues Analysis
 - What do data in sections III to V mean for us in terms of how we should be competing in the marketplace?
 - Main issues to be addressed by marketing plan based on above analyses
- VII. Objectives to Be Achieved by Marketing Plan. Format: 1 – 1½ pages*
 - Financial Objectives
 - Marketing Objectives (convert financial objectives into marketing objectives)
 - Size
 - Market share
 - New product objectives
 - Product modification objectives
 - Customer service objectives
 - Development of new markets

(continued)

Table 14.2 *(continued)*

- Sales training objectives
- Other channel objectives
- Marketing communications objectives
- Pricing objectives
- Marketing research objectives
- Other Objectives

VIII. Marketing Strategies. Format: 2 – 3 pages of text; 1 paragraph for each item

- Product Strategy
 - Market segments selected and targeted
 - Product benefits
 - Positioning relative to competition (how different from competition)
 - Service strategy
 - Expected product life cycle
 - Expected product modifications/improvements; implications for new product development.
 - Development of new markets
- Channel of Distribution Strategy
- Marketing Communications Strategy
- Pricing Strategy
- Marketing Research Strategy
- Other Strategy (e.g., operations, human resources)

IX. Tactical Plans. Format: 3 – 4 pages of text; 1 paragraph for each item; chart showing timelines and responsibilities very useful

In this section provide details of the implementation plan. Specifically, for each item identified in the previous section delineate:

- What will be done?
- When will it be done?
- Who will do it (e.g., functional department or interaction between departments)?
- What help will be needed (resources)?
- Contingency plans in event of blockage of marketing plan?

X. Budgets and Projected Profit/Loss Statement. Format: 1 page table

May be included at start of marketing plan.

- Forecasted sales volumes, average realized price
- Cost of marketing plan elements
- Profit

XI. Marketing Plan Control. Format: 1 – 1½ pages text; table for goals

In this section delineate how the execution of the marketing plan will be monitored.

- Adjustment to be made to marketing plan
- Goals to be achieved by period
- Tracking of actual progress toward goals by period
- Corrective actions to be taken
- Information needed to track above; who will get the information; who will track progress; what mechanisms will be in place for corrective actions, etc.

SECTION III. CURRENT MARKET SITUATION In this section, we research the market in general to assess how attractive it is, what piece of the market we can expect to attain, what slice of the market our competitors already have, and other factors that may impact our ability to create value for customers.

SECTION IV. ENVIRONMENTAL ANALYSIS We do not operate in a vacuum within our markets. Our competitors are also trying to serve the needs of our customers through their own value-creation efforts. Therefore, in this section we first examine the competitive landscape to assess the strengths, weaknesses, opportunities, and threats facing our current and potential competitors.