



Candidate Resource and Assessment

BSBMKG514A

Implement and Monitor Marketing Activities



Whether as an individual, or as part of a group, real progress depends on entering whole-heartedly into the process and being motivated to make you a more deeply satisfied human being.

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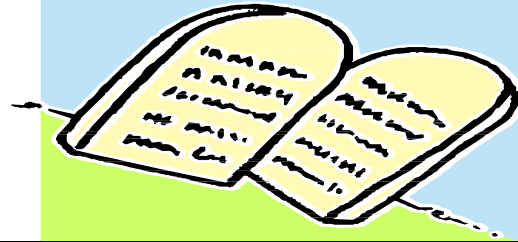
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"You're either part of the solution or part of the problem".

Eldridge Cleaver

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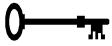
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Focus on

Your Area of Influence

Use considered risk taking in your 'grey' area

And others will follow you!

Legend	This course is divided into several sections of learning. Each section begins with the title of the element of the unit being taught, a quotation and a graphic related to content across the top of the page.
	This symbol indicates the beginning of new content. The bold title matches the content of the competency and they will help you to find the section to reference for your assessment activities.
	Activity: Whenever you see this symbol, there is an activity to carry out which has been designed to help reinforce the learning about the topic and take some action.
	This symbol is used at the end of a section to indicate the summary key points of the previous section.

Qualification Pathways



A goal without a plan is just a wish.

Antoine de Saint-Exupery

Qualification Pathways

This unit of competency is provided to meet the requirements of BSB07 Business Services Training Package although can be used in a range of different qualifications. The BSB07 Business Services Training Package does not state how a qualification is to be achieved. Rather, Registered Training Organisations are required to use the qualification rules to ensure the needs of the learner and business customer are met. This is to be achieved through the development of effective learning programs delivered in an order that meets the stated needs of nominated candidates and business customers.

Qualification Rules

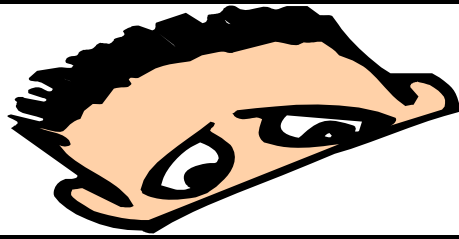
Qualification requirements include core and elective units. Specific unit of competency requirements that are stated in the qualification description determines the unit mix. Registered Training Organisations then work with learners and business customers to select elective units relevant to the work outcome, local industry requirements and the qualification level.

All vocational education qualifications must lead to a work outcome. BSB07 Business Services Training Package qualifications allow for Registered Training Organisations (RTOs) to vary programmes to meet:

- Specific needs of a business or group of businesses.
- Skill needs of a locality or a particular industry application of business skills.
- Maximum employability of a group of students or an individual.

When packaging a qualification elective units are to be selected from an equivalent level qualification unless otherwise stated.

Introduction



"If learning comes through experience, it follows that the more one participates in guided experiences, the more one learns. Therefore venturing into uncharted waters - and experiencing the failures that may occur - is an important part of organisational learning."

Gould, DiBella, Nevis

Introduction

This unit of competency is about being able to implement marketing activities described in a marketing plan, to monitor their effectiveness in meeting organisational marketing objectives, and take actions to improve marketing performance. It will help you with the skills you need to demonstrate competency for the unit *BSBMKG514A Implement and monitor marketing activities*. This is one of the units that make up the Certificates in Business.

This unit is broken up into three sections. They are:

- 1. Implement Marketing Strategies and Tactics**
- 2. Monitor Marketing Strategies and Tactics**
- 3. Evaluate and Improve Marketing Performance**

At the conclusion of this training you will be asked to complete an assessment pack for this unit of competency. The information contained in this resource will assist you to complete this task.

On competent completion of the assessment, you will have demonstrated your ability to implement and monitor marketing strategies.

SAMPLE

BSBMKG514A/01 Implement Marketing Strategies and Tactics



The skill of writing is to create a context in which other people can think.

Edwin Schlossberg



Brief stakeholders who participated in the marketing planning process on their implementation roles and responsibilities

Identify and brief marketing and non-marketing personnel critical to the success of the marketing plan, on the objectives of the plan, performance measures, and their roles and responsibilities

Prioritise marketing strategies and identify resources for their implementation, in accordance with organisational requirements

Implement communication and team building strategies to ensure that personnel responsible for each element of the marketing mix work together to meet the organisation's marketing objectives

Implement strategies for monitoring marketing activities and analysing marketing performance, in accordance with the marketing plan

In this manual, we will be examining the process of implementing and monitoring marketing activities, these are specifically related to marketing planning and management activities. In this section we will examine the Implementation process, and specifically how it relates to the development of an implementation plan.

What is Marketing Management?

Marketing management is the process of carrying out tactics and strategies in order to achieve desired results - which may be in the form of marketing exchanges or sales. Modern marketing management tends to be related to the Marketing Concept. The marketing concept involves an organisation in attempting to ascertain what the customer wants, producing goods and services to meet that need and then selling that good or service to the customer at a price that they desire.

In order to achieve this aim, there are five steps to effective marketing management that must be completed. These five steps are:

1. **Planning:** Attempting to develop systems and plans that will enable an organisation to achieve its aims. This generally involves determining what an organisation wants to achieve and developing a marketing plan (which at this stage is generally strategic in nature).

2. **Research:** Attempting to determine exactly what it is the customer wants. The Marketing Concept states that the organisation should attempt to satisfy the needs of the customer. In order to do this, the organisation needs to understand exactly what it is the customer actually wants. Research in the form of focus groups and surveys are excellent in gaining this crucial information.
3. **Implementation:** Once you know what you want to do, you need to develop a plan that will allow you to actually get there. We will be focussing on implementation in detail later in this section.
4. **Control:** All good plans have a focus on control - examining how we will ensure that a plan stays focussed and on track. Controlling exactly what is occurring is a key to ensuring that the plan works effectively.
5. **Evaluation:** Planning should always include elements of evaluation. This is a quality control tool that ensures that the organisation learns from its experiences and that future plans have elements built into them that reflect the need to improve continually the processes that are put in place.

This five step process can be applied to any form of planning in an organisation, so let's now take it one step further and examine how it can be applied specifically to marketing roles. The first step in the process is planning, and as mentioned above, this involves the development of a Strategic Marketing Plan.

Strategic Marketing Plan

The Strategic Marketing Plan is aimed at determining how an organisation will work within the marketplace to market and sell its products. It is a high level plan that includes very little in the way of tactics; rather it is aimed at providing an overview of the way that marketing will be handled in the organisation. The major focuses of the strategic marketing plan include:

Marketing Objectives

In order for a plan to be effective, it needs to include objectives that can be measured. This will become crucial when we examine ways of controlling and evaluating marketing actions. There are a number of types of objectives that an organisation can develop. These are:

- A strong market may call for an objective that invests heavily in marketing to attract the highest level of customers and sales.
- A weaker organisation in a strong market may wish to strengthen the organisation, through the product offerings that they have, using this as a way to improve knowledge of the organisation.
- A strong organisation in a weak market may look to increase profit by promoting their goods and services to increase the viability of their offering.
- A weak organisation in a weak market may look to promote the most profitable sections of their market. If a market or product offering is seen as being ineffective, the organisation may look to divesting their investment in non-profitable product offerings.

This overall strategy works to provide a direction from which the organisation's strategies and programs can be developed. This will be developed later in the implementation process.

Situation Analysis

When developing any form of strategy, it is important to understand the overall environment within which the organisation operates, as this may impact on the overall programs which are used to implement that strategy. The major factors that an organisation may consider include:

Government Actions

Any action undertaken by or being considered by the current government can either be a positive or negative force with regard to your marketing strategies. These factors may include: subsidies, Occupational Health and Safety, taxation policy (particularly sales tax), industry regulations, product safety regulations, material safety and price controls. Each may play a role in either adding to or detracting from your strategies.

Demographic Changes

Over time all markets change. Put simply, the demographic factors that go to make up any market are in constant flux. This may grow your market or it may decrease your customer base. Your situational analysis should evaluate the age, education levels, income and location of your customers in order to determine where changes have occurred, or where they are anticipated to occur.

Technology

We live in an age where technology is continually changing and improving. This may impact on the way you develop, manufacture or promote your products. Technology can also detract from your product. If new advances in technology are developed that overtake your product offering, you need to ensure that you are in a position to battle that change.

Culture

Just as demographics change, so to does culture. Fashion changes from season to season and some cultural shifts are more pervasive - think of the change towards more ecologically friendly products. This shift has had a significant impact on the way that we think about marketing and product development.

SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. This form of market analysis examines where the company stands in the market place by examining what they do well, where problems lie, where they can leverage their strengths to their advantage and where threats from others lie. When developing a SWOT analysis, it is important to remember that Strengths and Weaknesses are internal, while Opportunities and Threats come from outside the organisation in the external environment.

Marketing Strategy

Once we have selected an overall direction for the organisation and analysed the potential problems that we may encounter, we should select an overall strategy that works towards that objective. There are a range of strategies that an organisation may consider and these include:

Differentiation

This type of marketing strategy involves the development of products or services that the marketplace perceives as being different from that which the competition is offering. This differentiation may be created through better service, new technology (particularly if that technology is protected by patents), better features, brand image and the like. In the main, such uniqueness allows an organisation to offer its products or services at a generally higher price than the competition which translates into higher profit margins. While product and service attributes can play a significant role in differentiation strategies, so do marketing expertise, better research, creative staff and having a good reputation in the marketplace.

Cost Leadership

This strategy seems so simple. Cost leadership is about manufacturing and marketing a good quality product at a lower cost than that which your competition is offering. Low costs means higher profits if it is associated with better process engineering, managing labour costs closely, engineering products so that they are easily manufactured also helps to reduce overall costs - which in turn can improve overall profitability.

Focus

The final marketing strategy an organisation may adopt is the focus strategy. This strategy is similar to either differentiation or cost leadership, but it is focussed on a specific segment of the market - for example an organisation may develop a cost leadership strategy on just one product line, rather than applying it to the whole organisation.

Marketing Tactics

Once you have developed your marketing strategy, marketing tactics are used to put that into practice. It is here where you apply the elements of the marketing mix to the strategy and objectives developed. We will develop the idea of marketing tactics in more detail later in this section.

Implementation Plan

Once you have established what marketing tactics you will adopt you need to begin the development of a plan to implement these into the market place. This is the focus of this first section of the manual.

Marketing Control

Once the plan is implemented, there needs to be methods of determining whether or not it is successful. This will be the focus of the second section of this manual where we examine control and evaluation of marketing plans.

Marketing Implementation

Now that we have an understanding of exactly what marketing management involves, let's move on and examine the processes involved in taking that plan and actually implementing it into the market. Up until this point, the marketing planning process has been focussed on determining the best course of action to be taken with regard to how marketing tactics are to be used to allow the organisation to meet its organisational and marketing goals. We will now take this one step further and look at the specific aspects of the marketing process that take those initial planned ideas and put them into practice.

In large part, this is related to implementing marketing tactics related to the marketing mix. Briefly, the marketing mix is a series of marketing processes that when combined cover the gamut of marketing functions in an organisation. Those elements are defined as *Price, Product, Place and Promotion*. Combined they are known as the 4Ps, although sometimes there is a fifth P added, which is *People*.

Marketing implementation involves determining how those 5Ps will be utilised to actually allow the organisation to reach its overall goals and objectives. The process begins by actually identifying the marketing mix actions to be taken.

Identify the Marketing Mix Tactics

In order for an implementation plan to be developed, a marketing manager needs to clearly identify what actions are to be undertaken, as well as identify the people responsible and the budget to be applied to the specific actions, as well as a timetable for implementation. Let's now look at each of the elements of the marketing mix, as well as some of the strategies and actions associated with each.

Product Strategies

Any new product needs to be carefully evaluated. In order to do this, organisations generally think about the following questions:

- What is the market for our product?
- What tangible benefits do they expect?
- How will we position our product?
- What do we do differently from the competition?

As you can see, these basic questions allow us to determine exactly where a given product sits within the market place and why the market wants the product. Based on the answers to these questions, strategies can be developed to improve or alter the product offering to better meet the needs of the market.

When thinking about product strategies, it is important to remember that the product that a customer actually buys is really broken down into three distinct levels of product. These levels are:

- **Core product:** That is the benefit that using the product offers to the customer using that product. A video camera offers a means of recording our memory of events that have occurred.
- **Actual Product:** This second level of product looks at branding, adding features to the product to increase the chances that the target market will buy the product and offering benefits that differ from the offerings of your key competitors.
- **Augmented product:** At this level, you are looking at other aspects of the product that add value to your core product. The service available to customers after purchase (such as technical support) and warranties are two good examples of augmented products.

As you can see, depending on the type of strategy that you feel is needed, the product offering should be changed. Differentiation strategies in particular can be implemented through adding new models with new features. Cost leadership can be achieved through improved product design and improved manufacturing techniques.

Promotion Strategies

We now have a product that meets the need of the end user, however, without the end user actually knowing about the product, very little is likely to be achieved. This is where promotion comes into play. The key tactics that can be adopted when dealing with promotion include:

Advertising

Advertising is a paid form of communication. It is non-personal in the sense that it is not specifically targeted at individuals and it utilises the mass media (television, radio, billboards and print) to communicate benefits and messages with regard to the product or organisation. Advertising has the benefit of having a low cost per audience member, but this is balanced by the fact that the message may be delivered to people who have no intention of actually buying the product (essentially causing wasted dollars).

Public Relations

Public relations involves developing positive relationships with the public. This relationship is quite broadly defined, but often comes about through receiving favourable publicity in the media. Getting good stories about your organisation into the local press is excellent public relations. Another very important aspect of the role of public relations is in handling negative publicity - how do you deal with bad attention being given to the brand or a crisis occurring such as a death involving your product or injury, or a product recall. These aspects of promotion require careful use of public relations techniques.

Sales Promotion

Advertising is often thought of as having an effect in the long term on sales. However, if what you require is a short-term boost in sales, you use sales promotion techniques. These techniques primarily involve altering the price of a product in order to get customers to buy the product now. Competitions, 2-For-1 offers, and coupons are all examples of sales promotion strategies.

Personal Selling

One of the least managed forms of promotion is personal selling. While it is not appropriate for all products, personal selling for large purchases is essential. Ensuring all staff are trained in product attributes and are familiar with benefits and advantages of your products are critical.

Direct Mail

We mentioned previously how advertising is non-personal communication. Direct Mail is the opposite; it is personal communication that is sent directly to a named individual. This allows you to tailor the message being delivered to specific respondents. This form of promotion is generally considered to be one of the most expensive per respondent - as the message is being delivered usually to a smaller customer base, but because the promotion is targeted, it often is more efficient in terms of the conversion ratio from prospect to customer.

Pricing Strategies

Pricing your product is critical to determine whether the product will actually be purchased. There are a plethora of pricing strategies, and we will list some of the major ones that you may like to consider here.

Penetration Pricing

Penetration pricing is a technique whereby a company brings its purchase price down as low as possible in order for it to enter the marketplace. Penetration pricing is used to gain market share and then once achieved the organisation may raise its price. An example of its use was when Laundry Detergent manufacturers introduced new "2 Times Effective" formulas (half the product, but twice as effective). This was heavily discounted to get the public to try it, and once introduced, the product was brought to its original price.

Premium Pricing

Premium Pricing is, in essence, the opposite of penetration pricing. It involves setting a price higher than it would otherwise be. It is used in products where the offering is considered unique and there is little competition. French Champagne is generally priced using premium pricing.

Skim Pricing

Skimming involves charging a higher price because there is a competitive advantage. Perhaps your product is the only one in the market place. Because of this, the organisation may "skim the cream from the top of the market" in order to make initially high profits. Technology products such as the iPod and Playstation were priced initially using this method, as it allowed them to skim the market, by getting top dollar from early adopters before bringing the price down for the general market.

Economy Pricing

Here you are setting an economy price by keeping the cost low and the price reflects this. The price is not artificially lowered, as in penetration pricing. This type of pricing is often used by supermarkets in their "Home Brands" where the quality is often not as high as the premium brands and the packaging is kept to a minimum all in an attempt to produce a product that essentially can be priced as low as possible.

While these four methods represent the key pricing strategies, within the area of pricing, there are also a number of other approaches that can be taken. These include:

Psychological Pricing

This uses emotion as a means of getting a customer to purchase. Examples include 99c pricing, based on the assumption that a car priced at \$19,999 appears significantly better value than a car priced just a dollar more at \$20,000.

Captive Pricing

All men are familiar with this one - you buy a razor and it seems incredibly cheap - maybe \$10.00 for the razor and a couple of blades. It isn't until you have to buy replacement blades that you realise that an additional 4 is going to cost you another \$12.00. Captive pricing allows you to increase the price of required product purchases because you know that people have to buy them.

Product Line Pricing

If you offer a range of products, you could offer a package for less. Think for example of purchasing Pay TV, a basic package may be \$40.00 a month, with movies offered for an additional \$8.00 and sport for \$8.00. Combined they would come to \$56.00 a month. However you may offer a complete package for \$52.00 to encourage a complete purchase.

Optional Product Pricing

Here, companies break up their product offering and sell optional products separately. This is becoming increasingly common on airlines. Take JetStar, at the time of writing, if you are travelling on their cheapest fare level, you will need to pay an additional \$10.00 for checked luggage if you wish to take it. This is, however completely optional. Virgin Blue offer better legroom for \$25.00, travel insurance and even the ability to pay a carbon neutral fee. These are not required, but are broken out of the core fee to enable the price to appear cheaper.

Promotional Pricing

Here you are creating pricing levels that are used to encourage individuals into the store to buy NOW. Limited time offers are excellent at ensuring the organisation is earning money on a regular basis.

Place Strategies

We now move onto Place Strategies. Place refers to distribution - the act of attempting to get your products to the right place for your consumers and customers to purchase. There are two major types of distribution channel:

- **Direct Distribution** involves the products being distributed directly to the customer from the organisation. Apple's Online Store is a good example of this, as are other major websites such as dell.com.au. In each of these cases, the organisation sells direct to the public. There is no intermediary.
- **Indirect Distribution:** This involves distributing via other intermediary sources. You may sell the product to a wholesaler, who sells it to a retailer who sells it to the customer. You may also opt to eliminate the wholesaler and sell directly to the retailers.

The Target Market In Implementation

An implementation plan should outline exactly who it is that you are targeting. This description should include:

- **Demographic Characteristics:** Age, Family Size, Family Lifecycle Stage, Gender, Income, Occupational, Education, Ethnicity, Religion, Social Class.
- **Geographic Characteristics:** Region for sales, metropolitan areas, climate differences, population density.
- **Psychographic Characteristics:** Activities undertaken, interests, hobbies, values held, attitudes towards product.
- **Basic Needs and Benefits Sought:** What the customer wants from the product, how often they buy or use the product, whether they are a potential user, first time user or regular users, their readiness to buy.

Once you have established the target market, your implementation plan can further define this by providing details on where and how you will target the market specifically.

The Marketing Implementation Process

We will now look at the process of developing an implementation plan. Marketing implementation is the process of turning your marketing strategies into actions.

Specifically you need to address:

- Who is responsible for each action
- Where will each action take place (in-house or via other agencies)
- When does it need to occur and how will the action actually be implemented.

Let's now look at the steps in the process:

1. **Clarify the Implementation Objectives:** Examine what is to be achieved, what your marketing actions will achieve and consider how these link back to the overall marketing objectives.
2. **Analyse and Assess Organisational Preparedness:** How prepared is the organisation to implement the plan? Are all the resources available? Are there any areas where there is a lack of expertise? Have all agencies involved been briefed?
3. **Budgets:** Work to identify the budget available for the plan as well as how you plan to spend it, and how you will ensure budgets are kept within required levels.
4. **Personnel:** Who are the key stakeholders and personnel involved in the implementation? Ensure you are fully aware of any reporting relationships and how you and other staff fit within the framework. Who are you responsible to? Define who will be involved in the implementation and what skills they need in order to complete the implementation.
5. **Design an Implementation Schedule:** Here you need to create a timeline outlining when marketing activities will take place, as well as defining a time period for the production of relevant marketing materials.
6. **Analyse the Financial Aspects** of your implementation plan to ensure that each activity can take place within the given budget.
7. **Define the Various Controls**, measurements and metrics that will be utilised in order to evaluate how successful your plan was.
8. **Describe any Risks** that you feel your implementation plan faces and provide strategies for managing these. In a sense you are developing contingency plans.

Take all this information and put it together into a written plan to guide your implementation. The Implementation Plan Includes:

- **Strategy:** Describe in detail each of your marketing strategies - such as who the target market is and each of the marketing mix decisions.
- **Deliverables:** The implementation plan should outline the deliverables that the plan should include. These come from the strategies of marketing mix decisions. Deliverables may include: contracts for distribution, advertising, prices being set or new products being produced.
- **Resource Plan:** This should identify the resource that you require in order to implement the plan and marketing program.
- **Schedule:** Provide a Gantt chart of the proposed schedule.
- **Risk Management Plan:** We will deal with this in some detail in the next section.

Contingency Planning

We would love it if the environment within which we do business never changed. Unfortunately this is never the case. There are always times when the best held plans will fall apart due to changing circumstances. This is why contingency planning is so critical. Problems may include:

- Having inaccurate market information and poor planning
- Changing environment and changes to management and policy.

So, in essence a risk management plan is a document that attempts to evaluate the true level of risk that you are exposed to with regard to your marketing strategies. In order to manage these risks appropriately, you need to ensure that you answer the following questions in detail:

- What can go wrong?
- What can we do to prevent it?
- What do we do if it happens?

The plan that you produce as a major part of your implementation plan should outline:

- Risks identified and methods for managing each
- Responsibilities for each
- Budget for resolution.

In each case, it is important to recognise how these will impact on your plan and determine, in advance, how you plan to deal with each. It is also very useful to have in mind factors that will lead to the plan being successfully implemented. These may include:

- **Scope:** Ensuring that the work that you outlined in your implementation plan was completed and it was completed fully and correctly. You should also consider whether all elements required were planned for.
- **Schedule:** Were all activities completed on time, or on schedule?
- **Problems:** Were any problems or issues that you either planned for or encountered dealt with in a timely and/or efficient manner?
- **Budget:** Did the estimates that you provided prove accurate? Did the implementation come in under or on budget?
- **Quality:** Did you meet the overall or specific marketing objectives?
- **Risk:** Did you resolve any risks that were identified before they developed into a major issue?
- **Communication:** Was an accurate and appropriate communication strategy developed that enabled you and/or your team to be fully aware of what was occurring?

Implementation and Monitoring Tools and Techniques

The process of implementing a marketing plan involves many different actions. In this section we will look at a range of tools and techniques adopted from project management that can be used to ensure that your marketing plan achieves its required objectives, as well as ensuring that you keep to an appropriate schedule and budget. These tools include:

The McKinsey 7Ss model

This model uses 7Ss in order to establish whether the organisation and plan are ready to be implemented. It considers the following factors:

- **Skills:** Are the skills in the organisation appropriate to the plan, or are there gaps that need to be addressed?
- **Style:** Does leadership adopt a style that enables the organisation to implement the plan effectively?
- **Staff:** Are the right staff available for implementation?
- **Shared Values:** These are the values that the organisation as a whole holds.
- **Systems:** This evaluates the procedures and systems used to get work done.
- **Strategy:** This is the overall strategy that the company has developed in order to meet its objectives.
- **Structure:** This is how the organisation is structured and the reporting structures within.

In order to use this model, you need to evaluate where your organisation is now, and where it should be after the implementation of the plan. Each of the 7 aspects listed above should be carefully examined. This is an excellent way of determining where problems exist and where further planning is needed.

Cause and Effect Charts

A cause and effect diagram (also known as a Ishikawa diagram) is aimed at determining the causes of a certain effect or problem. In this case, you need to examine the factors that come together to cause an issue, and the factors that are considered include:

- Equipment
- Process
- People
- Materials
- Environment
- Management.

A team should brainstorm how each of these may have caused problems and this can then be used to further enhance the overall effectiveness of the planning process.

PERT Charts

Planning using Program Evaluation and Review Techniques (PERT) analysis involves six key steps:

- **Identify activities and milestones** - that is what activities are required to complete the plan and what milestones should be used to mark each of these activities?
- **Determine sequence** - attempt to determine in what order the various activities should take place for optimal efficiency.
- **Construct a diagram** - here you can draw a diagram showing each event that occurs, either sequentially or in parallel with each other.
- **Activity times** - you can now begin to evaluate how long each event will take. This can be calculated as being (the most optimistic time + 4 times the most likely time + the most pessimistic time) all divided by six. This allows you to take all time frames into account.
- **Determine the critical path** - using your diagram, you then begin adding together the times for each path, looking for the longest possible time that it will take to complete the overall project.
- **Update** - As the project gets underway, you can redefine your estimates as actual times become known.

Gantt Charts

Gantt charts are a project scheduling tool that takes the form of a series of horizontal bars representing each activity in the overall plan. It allows you to determine exactly when projects are taking place, where each portion of the plan should be at any given time. By knowing this, you can keep up to date on where everything should be happening in the implementation plan.

Communication Strategy

While it is always useful to think that everyone knows what is expected of them, it generally is not the case. In order for any strategy to be properly implemented, it is important to ensure that your staff and team members are fully aware of what is required of them in order to implement your marketing plan. A given strategy may be close to perfection, but if no one understands how to implement that plan, then it is unlikely to be effective in any way, meaning that a significant amount of time and effort has simply gone to waste. A useful 3-step process to take in order to ensure everyone is on the same page with regard to implementation is as follows:

- **Get everyone involved:** Figure out who you need to contact and get involved in the project. Which staff should be involved, and how will you involve them? There are a range of participatory methods that can be adopted, but this should be undertaken at a very early stage of planning. The earlier you get staff involved, then more a part of the project they feel.
- **Get the people dynamics right:** Work hard to ensure that those you are working with trust you and understand the importance of what is taking place. Consider a range of ideas and opinions and never just throw out ideas that could be seen as useful.
- **Implement the change:** Work with the staff to put all the marketing ideas together and develop ways of taking these ideas and turning them into a practical activity that can be implemented. Create commitment to the plan, ensuring that all staff want it to be successful.

Communicating the Plan

Organisations are made up of a range of individuals. It is for this reason that the

implementation plan needs to be written in such a way that each individual involved in the implementation understands the importance of the plan and how it will benefit the organisation as a whole. By communicating the implementation plan you are looking to both obtain the commitment of your staff towards making the implementation plan work as well as gain the support of management and decision makers to actually have the plan implemented in the first place. An effective communication strategy needs to:

- Determine the key issues and messages that need to be communicated.
- Determine the audience for the message - who makes decisions regarding approval and who will be involved in the implementation.
- Ensure that the information is easily available to anyone who needs it.
- Ensure the information is shared (PERT and Gantt Charts are useful for this.)
- Ensure that successes are communicated, so everyone can share in the success.

The process of communicating your implementation plan should:

- Ensure that the strategy is agreed on.
- Ensure a timeframe is provided.
- Ensure that there is participation among team members.
- Ensure that a purpose is established and everyone understands the need to assist.



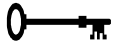
Activity One – Developing strategies

Throughout this Manual, there will be a range of questions asked that will assist you in preparing your assessment for this unit. Your answers to these questions, plus the final implementation plan that you produce will be used to determine your competency. For this reason, no answers to the questions being asked will be provided. You may discuss your answers with others in your group, or with your Facilitator.

For the final assessment, you will be asked to produce an implementation plan for a small business in your city. The choice of business is up to you. It may be a retail outlet, a manufacturer or a service provider. You will not need any information from this business to undertake the assessment, as it is up to you to provide a plan for the business based on any assumptions that you make. Once you have selected a business, write its name and a brief description of what they do below. Then answer all the questions that follow. Remember, these answers form a part of your assessment, so ensure your answers are full, complete and written in good English. If you need extra space, use a separate piece of paper and number all answers.

Name of Business Chosen and brief description

1. Conduct a SWOT analysis of your chosen business and write the findings below.



Key Points Section 1

Effective implementation involves:

- Ensuring that stakeholders understand their roles and responsibilities with regard to the implementation.
- Identifying and briefing all personnel on their role as well as the objectives of the plan as a whole and the various functions that go to make it up.
- Ensuring that marketing strategies are prioritised and the resources needed to implement each are identified correctly.
- Ensuring the plan is communicated to all associated staff members to ensure buy-in and support.
- Ensuring that strategies for monitoring and evaluation are provided (we will be dealing with this in detail in the second half of this Manual).

SAMPLE



Section 1 - 'True' or 'False' Quiz



T	F	Marketing plans and strategies are the same.
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T	F	Effective marketing management involves careful research.
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T	F	Communicating your implementation plan to all staff ensures that it is effective.
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T	F	Cause and effect diagrams are useful for resolving contingencies.
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T	F	Marketing is without risk.
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T	F	Premium pricing involves skimming the cream from the top of the market.
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T	F	Advertising is personal promotional methods.
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T	F	Cost Leadership involves reducing the cost of production.
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T	F	Differentiation strategies involve attempting to make your product offering different to the competition.
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T	F	Demographics involve aspects of your target market such as age and education level.
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