

## DEVELOPING A STRATEGIC MARKETING PLAN

### STEP ONE

1. Identify the outcomes (KPOs) you require your marketing activities to deliver.

For example, are those marketing activities intended to grow the number of event participants, or the number of people buying subscriptions or memberships, or the value of sales, or the net margin that your activities generate, or anything else that you want as an outcome.

It's OK to have multiple KPOs but remember that too many will be hard to achieve since *maximising* one KPO might be at the expense of another. For example, you can increase sales by lowering prices, but lowering prices may negatively impact net margin. It's about 'optimising' KPOs rather than 'maximising' one or more of them.

Typically, organisations have three to five KPOs – there's no right or wrong here – it's about '*meaningfulness*' and '*achievability*'.

### STEP TWO

2. Decide on the period of this plan – is it a one-year plan, or three, five, seven, or ten-year plan?

### STEP THREE

3. For each of the KPOs you have chosen, decide on the metric, or outcome, you want to achieve for the plan period you have designated.

For example, one of the KPOs might be the number of paying members (subscribers) you have achieved at the end of your 5-year planning period – and you want 3000 members. That becomes the metric for that KPO.

Do this for each KPO you have chosen.

All KPOs should enjoy the same planning period.

Note that Key Performance Indicators (KPIs) are those measures you use to help you monitor how you're tracking toward your KPOs. Remember that KPIs are *enablers* while KPOs represent the *objective*.

### STEP FOUR

4. Identify all the categories of buyers that relate to each of your products and services.

There may be a fair degree of overlap between different categories of ‘buyers’ who may wish to buy similar but slightly different products. They may engage with you for different reasons, and you need to understand those reasons because your pitch to them needs to resonate with their reason to buy or engage.

There are four fundamental qualities that a legitimate (for you) market segment possesses:

- A. The segment is **identifiable**. You can identify members of the segment.
- B. The segment is **accessible**. You can deliver your products and services to the segment, and you can communicate with them (otherwise you can’t pitch your value proposition).
- C. The segment is **stable**. The segment “will still be around” long after you have invested to reach and supply it and recovered the benefits you seek.
- D. The segment is **sufficient**. The segment is big enough to make it worth your time, effort and expense.

5. Start to build your Market Matrix – stage 1 – Inclusion

Inclusion	Market Segment			
	Segment A	Segment B	Segment C	Segment D
Identifiable	Yes	Yes	Yes	Yes
Accessible	Yes	Yes	Yes	Yes
Stable	Yes	Yes	Yes	Yes
Sufficient	Yes	No	Yes	Yes
Include In Plan	Yes	No	Yes	Yes

6. Market Matrix – stage 2 – Products and Services by Segment Desire

Products or Services	Segment A	Segment C	Segment D
Product 1	Yes	Yes	Yes
Product 2		Yes	Yes
Product 3		Yes	
Product 4	Yes		Yes
Product 5	Yes	Yes	Yes

7. Market Matrix – stage 3 – Reason for Purchase

Products or Services	Segment A	Segment C	Segment D
Product 1	Learning	Information	Learning
Product 2		Practice Improvement	Practice Improvement
Product 3		Client Benefit	
Product 4	Animal Care		Animal Care
Product 5	Learning	Learning	Learning

8. Market Matrix – stage 4 – Product Readiness

Products or Services	Segment A	Segment C	Segment D
Product 1	Yes	Yes	Yes
Product 2		Yes	Yes
Product 3		No	
Product 4	Yes		Yes
Product 5	Yes	Yes	Yes

This implies that more development is required for Product 3.

**STEP FIVE**

9. Market Matrix – stage 5 – Channels for delivery of Products and Services

Products or Services	Segment A	Segment C	Segment D
Product 1	Internet - Webinar	Internet - Webinar	Internet - Webinar
Product 2		In-person on campus workshop	In-person on campus workshop
Product 3		Website merchandise eCom	
Product 4	Digital Workshop		Digital Workshop
Product 5	Internet - Webinar	Internet - Webinar	Internet - Webinar

## STEP SIX

### 10. Market Matrix – stage 6 – Support of Products and Services

Products or Services	Segment A	Segment C	Segment D
Product 1	Help Desk and online chat	Help Desk and online chat	Help Desk and online chat
Product 2		Help Desk and online chat	Help Desk and online chat
Product 3		Help Desk and online chat	
Product 4	Contact Exec		Contact Exec
Product 5	Help Desk and online chat	Help Desk and online chat	Help Desk and online chat

## STEP SEVEN

### 11. Market Matrix – stage 7 – Pitch for Sales of Products and Services

Products or Services	Segment A	Segment C	Segment D
Product 1	Pitch: Learning	Pitch: Information	Pitch: Learning
Product 2		Pitch: Practice Improvement	Pitch: Practice Improvement
Product 3		Pitch: Client Benefit	
Product 4	Pitch: Animal Care		Pitch: Animal Care
Product 5	Pitch: Learning	Pitch: Learning	Pitch: Learning

### 12. Market Matrix – stage 8 – Sales Channels

Products or Services	Segment A	Segment C	Segment D
Product 1	Vet Journal Social Media	Email pitch Social Media	Vet Journal Social Media
Product 2		Vet Journal Social Media LinkedIn	Vet Journal Social Media LinkedIn

Product 3		Vet Journal Social Media	
Product 4	Vet Journal Social Media		Vet Journal Social Media
Product 5	Vet Journal Social Media	Vet Journal Social Media	Vet Journal Social Media

## STEP EIGHT

Marketing within the organisation:

For each Market Segment you choose, you should do the following:

- A. **Give it a name.** For example, “Vet Practitioners” or “Vet students”, or a name that clearly identifies the segment and differentiates it from all other segments.
- B. **Define it.** For example, “Vet practitioners with more than 10 years’ experience”
- C. **Describe it.** Provide a description of the segment (quantity, geography, demographics) and why the product and service you will pitch to them is *relevant*.
- D. **Justify it.** Describe why the segment will buy. What are their motives? What is the competitive offering? What value is the segment seeking and why will your product and service satisfy that desire. How does your offering compare for value? What is the buying process in the segment? How will your sales strategy work the buying process in this segment?
- E. **Quantify it.** How much will you sell, or participation be secured from this segment? Does the modelling of outcomes from all segments deliver the organisation’s KPOs? If not, what else needs to be done for outcomes to deliver KPOs?
- F. **Impacts on the organisation.** What impacts will a focus on this segment have on the organisation, on its people, its systems, and management? Is everything you’re proposing to do in this segment consistent with the organisation’s Constitution or Charter and with its shareholders?
- G. **Contribution to KPOs.** What contribution will this segment have on each of the organisation’s KPOs?
- H. **Time to KPO Delivery.** Will the contribution to KPOs (G above) occur within the planning timeframe specified in Step 2?

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**To organise an informal and confidential conversation or meeting,  
email us at [info@advisory-mentoring.com](mailto:info@advisory-mentoring.com) or  
call our international team on WhatsApp +44 7951 198 769.**

## ABOUT ADVISORY & MENTORING (A&M)

.....just in case you were wondering.

A&M is an international business advisory and mentoring firm providing talent to solve your business problems and achieve your objectives.

We apply a powerful diagnostic to your organisation to identify the issues that require remedy in your business systems. Those issues fall into one or more of the 12 core elements of every organisation which we term the **12 Pivot-Points**.

We then bring expertise to those elements to help you navigate your issues in a complex world.

### OUR DIAGNOSTIC AND METHODOLOGY

Like you, we have learned from *decades* of experience and research that there are no islands in organisations. When things happen, or don't happen, there are impacts up and down the organisation.

Therefore, to fix issues, or to undertake change, or to take advantage of opportunities, one needs to understand what happens up and down the organisation in order to successfully deliver objectives.

There are two broad ways clients engage with us: they either have a very **specific issue** they need resolved, or they have a number of issues and aren't sure where or how to start.

We have a way of looking at organisations that understands how they think, how they operate, and how to deliver successful outcomes that last.

### SPECIFIC PROBLEMS OR ISSUES

When clients talk to us about *specific issues*, we undertake a few tasks to better understand the organisational context and deliver a successful outcome using our methodology to ensure the appropriateness of the solution.

We:

- Establish clarity over the client's **objective**.
- We secure an understanding of the **context** of the issue within the organisation.
- We clarify the **impacts** of the issue up and down the organisation.
- We explore the **implications** of those impacts on relevant stakeholders.
- We then develop a realistic, pragmatic, and workable **solution** that sits realistically within the client's context.
- We then develop an **Implementation Plan** to help the client know what needs to be done, in what sequence, and with what resources, time and cost.
- If the client wishes, we can also **manage the implementation** and whatever changes are required.

## **MULTIPLE OR COMPLEX ISSUES**

When the client has a **number of issues** but isn't sure where or how to start, we apply our methodology.

This research-validated methodology focusses on the 12 key organisational pivots that occur in a sequence and which impact other Pivot-Points and *must* be understood to deliver an enduring and robust solution.

### **THE 12 PIVOT-POINTS WE FOCUS ON ARE:**

1. Organisational **purpose** (either shareholder objectives, or charter or constitutional objectives). Describes why the organisation exists.
2. Organisation's required **outcomes** (KPOs, priorities, and strategic direction). Converts broad purpose statements into measurable performance metrics.
3. **Market** and Operating environments. Identifies the operating environments from which all performance metrics must be achieved.
4. **Products and Services** (including manufacturing, procurement and product and service-related systems). Identifies the things that customers will buy in the markets you've chosen to satisfy performance metrics.
5. **Channels** and distribution. Determines how you will get your products and services to their customers.
6. **Support** systems. Determines how you will support the customers and intermediaries in all markets to provide an efficient and profitable service.
7. **Selling and Communication.** Determines how you will approach, offer and secure customer purchase and the messages you will use.
8. **Human Resources** and culture. Determines the number and types of people you need, and the culture that will engender the mindsets required.
9. **I.T. systems**, procedures and processes. Determines the systems needed to make it all work.
10. **Management** including structure. Determines how you will manage and structure the business.
11. **Finance** and other outcomes (\$, #, %). The decisions above are modelled and compared to performance metrics.
12. Formal **Plans**. When #11 = #2, then formal plans are created that explain and instruct the organisation.

When we identify and clarify the client's issues, we then bring specific subject experts of ours to the challenge of solving the problem, issue, or opportunity. Our subject experts cover over 350 areas of expertise distributed over the 12 Pivot-Points.

Our experts are located around the world and focus on projects globally.

## **GETTING STARTED**

If you wish to explore the possibility of working with us, then it's easy.

We meet (face-to-face or digital) to discuss your needs – this is NOT a sales ambush, nor a brainstorming or ideas session. The conversation is between mature professionals to see if we have something that fits your needs.

If we believe we can assist you and based on your needs, we prepare a detailed proposal that we believe, based on the understanding we have gained from you or your people, will satisfy those needs.

If you would like to have the initial discussion to see if A&M can assist you, or if you have any questions about our diagnostic and methodology, please contact Dr Jack Jacoby, the Head of Client Satisfaction at [jjj@advisory-mentoring.com](mailto:jjj@advisory-mentoring.com)

Our web site is [www.advisory-mentoring.com](http://www.advisory-mentoring.com)

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