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# Marketing Modules Series

## Module 3: Company Analysis

### Teaching Slides



<http://retailindustry.about.com/od/retailbestpractices/ig/Company-Mission-Statements/Ben-and-Jerry-s-Ice-Cream-Mission-Statement.htm>

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Complete Marketing Modules Series available at: <http://hortmgt.gomez.dyson.cornell.edu/Marketing-Modules.html>

# Company Analysis

“empowers a firm to identify its strengths and weaknesses to meet customers’ needs and expectations”

Main focus on understanding the firm’s:

- Cost structure
- Cost position relative to competitors
- Core competencies and
- Other competitively distinct resources

***Successful firms use a Market-oriented Strategic Planning approach to accomplish these tasks!***

# Market-oriented Strategic Planning is

*“the managerial process by which firms attempt to develop and maintain a viable fit between their objectives, skills and resources and changing market opportunities”*

## **Typically at 4 levels:**

Corporate, Division, Strategic Business Units and Product Line or Brand

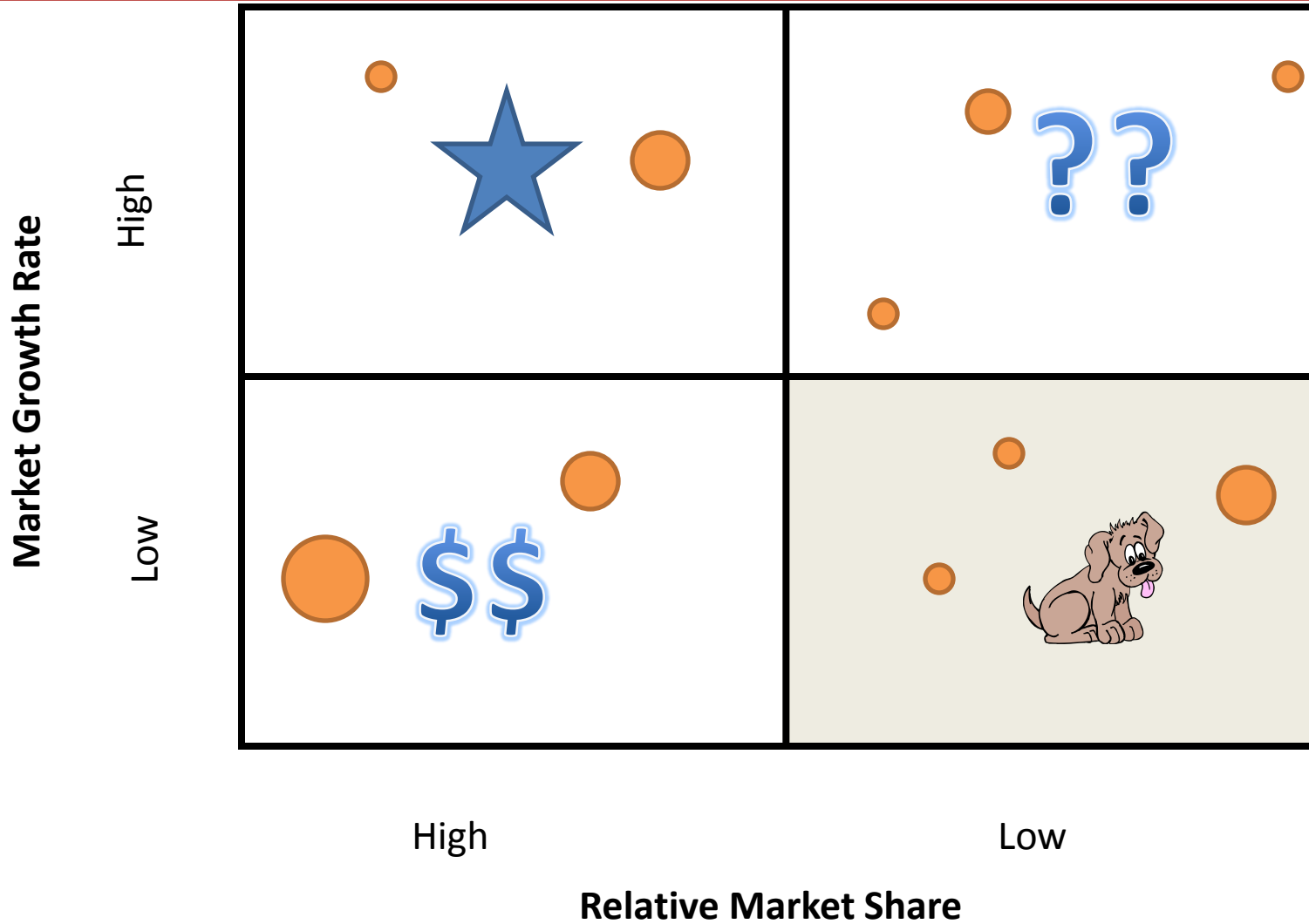
## **AND focused on 3 key areas:**

- 1) managing the firm's businesses as an investment portfolio
- 2) assessing each business' strength as reflected by the market and the firm's position in the market
- 3) establishing a strategy for each business to achieve long-term objectives.

# **Strategic Planning at Corporate & Division Levels encompasses:**

- Defining the Firm's Mission
- Identifying Strategic Business Units (SBUs)
- Assigning resources to each unit
- Planning new businesses
- Downsizing or terminating unprofitable businesses

# Boston Consulting Group (BCG) Matrix – to Analyze SBUs



Source: Adapted from Armstrong & Kotler. Marketing – An Introduction, 8<sup>th</sup> Ed., 2007 p.41

## Planning at the Strategic Business Unit (SBU) Level encompasses:

- Definition of the Business Mission
- SWOT Analysis
- Goal Formulation
- Strategy Formulation
- Program Formulation
- Program Implementation
- Gathering Feedback
- Exercising Control

***To achieve its goals each product and/or brand within a SBU must develop a detailed Marketing Plan!***

# The Marketing Plan

*constitutes the central instrument for directing and coordinating the marketing effort*

Integrates:

- The 3C's: Customer Analysis, Competitor Analysis and Company Analysis

*AND*

- The 4P's: Product, Price, Placement (or Distribution) and Promotion



# Typical Contents of a Marketing Plan

- Executive summary and table of contents
- Current marketing situation (3C's)
- Opportunity and issue analysis (3C's)
- Objectives
- Marketing strategy (4P's)
- Action programs (4P's)
- Financial projections
- Controls

# The Value Creation and Delivery Process or

***“delivering value to its customers at a profit,” is  
the ultimate purpose of a firm!***

It implies:

- Creating the value
- Providing the value
- Communicating it to the target market(s)

***The process implies the implementation of  
Strategic & Tactical Marketing Actions!***

# Strategic & Tactical Marketing Actions

- **Strategic Marketing**
  - Conducting Market Segmentation
  - Selecting the Target Market(s)
  - Defining the Value Proposition
- **Tactical Marketing**
  - Providing the Value (Product, Price and Placement/Distribution)
  - Communicating the Value (Promotion)

***The goal of any firm should be to consistently deliver a compelling value proposition!***