Marketing: A Complete Guide in Pictures
Malcolm McDonald and Peter Morris
Elsevier Butterworth-Heinemann, 2004
ISBN: 0750661984, 160 pages

Theme of the Book

So that managers and students can quickly grasp the key principles one of the world’s leading marketing educators, Malcolm McDonald has teamed up with an expert cartoonist and educational designer, Peter Morris, to create this short, unique and powerful guide.

Using full colour cartoons, packed with ideas and examples, this second edition of Marketing: a pictorial guide for managers is a highly approachable primer. However based as it is on the internationally best selling Marketing Plans textbook it is also both a rigorous and serious introduction to the subject.

- A unique marketing introduction taking a pictorial approach
- Very powerful and very fast learning tool for the key concepts in Marketing
- Written by one of the leading author teams in the subject
Key Learning Points

- Being a top performing company financially is unfortunately not a guarantee of future business success.

- For whatever reason, there are various myths surrounding marketing and marketing planning, but it’s best to see that most of these come from fear of the unknown and of doing things differently from the past.

- Involvement and buy-in from the top of an organisation is key to the success of any marketing plan.

- Always look beyond products and services to what they offer your customers; “which means that” is a useful phrase helping to shift your focus beyond features to benefits.

- There is no such thing as an ‘off-the-shelf’ marketing planning system, and there cannot be, not least because of ever-changing circumstances and complexities of business, but the planning process itself, with its five key steps (albeit with constant feedback and revision) is conceptually straightforward.

- Having a clear marketing strategy benefits everyone in the organisation by integrating activity usefully and positively and underlining the need for focus on the customer, not “navel gazing”.

Knowledge Interchange Book Summaries
Introduction

If Kevin Kelly’s observation in New York Times Magazine is correct (“We are becoming people of the screen . . . we are now in the middle of a second Gutenberg shift - from book fluency to screen fluency, from literacy to visuality”) then it seems a highly logical step to make a book’s presentation more visual while also paring down the word count and length of sentences.

It is especially justifiable if - as in this case - the resulting slim volume makes its points in a manner comparable to sniper’s rifle bullets, as compared with the shotgun effect of the standard two-inch-thick tome.

This book is designed to give the reader a good clear grasp of marketing concepts, to punch home the need for every business to carry out marketing planning, and to assist with the ‘how to do it’, achieving all of this using cartoons and colour in putting the points across briskly, reinforcing ideas, and providing case study illustration. The impact is strong and memorable - despite or because of the book’s humour, and the fact that its size, presentation and format all make it easy to look at. The case study examples, in cartoon format, are the shortest you’ve ever seen, but lose nothing for this. There is in fact a fair amount of text too, written in a clear, direct style to be rapidly read and readily grasped. The diagrams are simple, and the recurrence of some of their themes, or certain of their elements, as the reader goes through the book, helps to give confidence in getting to grips with the overall topic and building up understanding.

“After more than half a century of marketing theory and practice, marketing planning still remains one of the great, unconquered challenges.
This challenge continues to grow as the environment in which organisations operate becomes increasingly hostile, abrasive and dynamic.”

This book's easy accessibility resulting from its more unusual (in business textbook terms) characteristics should not be taken as indication that “watering down” has occurred. This is an assumption that might be made by those among us who remember comic books as publications for children. Rather, it represents business textbook progress of a creative variety. S/he would go on to be delighted at the strong case made by the book, which does more than most to compel every reader to see the need for marketing planning - and to help everyone, wherever they are in whatever business, to play an appropriate part in the process.

Overall, this book offers the opportunity to every business student, manager, and employee to enjoy greater understanding of the need for a marketing led approach as the basis for essential marketing planning, and, therefore, what marketing planning is really about, as well as what it involves. The intention is that some readers will “go on to more”. For those who do not, reading this succinct volume will still have had a valuable and enlivening effect on their business thinking.
1. Understanding the Marketing Process

“There is a myth about these mysterious beings (customers) . . . which is that their needs can be manipulated by powerful business interests. The failure rate of all new products launched explodes that one. To succeed, a company must first understand the customer’s needs.

The needs remain CONSTANT – the ways of satisfying them CHANGE.”
2. The Marketing Planning Process: I

The need for marketing planning is set out - and how to get started, basing the process firmly on the corporate planning system. The benefits: “Marketing planning also provides an understanding throughout the organisation of the particular competitive stance that the organisation intends to take to achieve its objectives. This helps managers of different functions to work together rather than to pursue their own functional objectives in isolation.”

Marketing audits look outwards to the marketplace:

The EXTERNAL Audit

The demands of the market place are measured by the external audit, which should seek answers to questions like:

- Can we meet the demands of the market place without too much reorganisation?
- What’s the competition like? Are they a force to be reckoned with? Do they have anything you don’t have?
- Is government legislation a threat ... or an opportunity?
and inwards:

**The INTERNAL Audit**

The overall efficiency of the company is measured by questions like:

- Is your sales force fighting fit?
- How good is your service?
- Are your products the best – or have you been overtaken by the opposition?

and, after SWOT analyses and drawing up of assumptions, feed into setting objectives and beyond:

**STRATEGIES – The ways and means of realizing objectives**
3. The Marketing Planning Process: II

Facing the big questions quickly this chapter asks “Why do some companies have difficulty in making marketing plans?” and “What are the myths and misconceptions surrounding the marketing planning process?”

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<th>Financial Objectives</th>
<th>Marketing Objectives</th>
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<td>So financial objectives are no help in determining how results are going to be achieved; neither are sales forecasts which are about existing products in existing markets and are expressed numerically.</td>
<td>Marketing objectives and strategies are needed to determine how to make a commitment to the future, which will be the only way to achieve corporate goals. But finding the right words to describe the logic of marketing objectives is more difficult than just writing down numbers.</td>
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Operational problems result from failure to understand and practice marketing planning, and operational staff must be involved in the marketing planning process.

There’s a proven framework for marketing planning

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<th>Corporate Objectives</th>
<th>Marketing Audit</th>
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<th>Estimate of Expected Results</th>
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Knowledge Interchange Book Summaries
4. The Customer and Market Audit

Focussing on defining customers and their behaviour takes us beyond products to benefits. “Which means that” is the key phrase helping us to do this, as in, YOU could buy this car which means that you could get from one place to another quickly and cut a dashing figure in the process.

As markets can be segmented, so can customer benefits within a market segment, and so too can customer attributes – providing useful definitions of customers, and enabling assessment in an informed manner of how best to communicate with them.

5. The Product Audit

The product life cycle concept is introduced and covered in some depth after the case story of the ‘Frizbang’ sets the scene. When it comes to the relationship between market share and market growth, tools can help with new product development: the Boston Matrix — particularly useful when used in conjunction with SWOT analyses— and the McDonald Four-box Directional Policy Matrix.

“The strategy which an organisation adopts towards the products it sells into its markets is the most important factor in determining its long-term success. Continued successful performance, however, depends on the ability of organisations to base their product offering on a dynamic view of the market place.”
6. Setting Marketing Objectives and Strategies

For this key step in the marketing planning process, SWOT analyses provide help, and Ansoff’s matrix is another useful tool.

- The Means
- The Timetable
- The Resources

If an objective is *What we want* then a strategy is *How we get it*. However, a strategy in a strategic plan is not concerned with detail. It does not delineate individual courses of action, which should be done in the detailed one-year plan. It will contain three elements: which means that it will define broadly the means of implementing a marketing plan. It will include the timing of the programme, and it will call for the necessary resources for the job as and when certain actions have to be taken.

The marketing strategy is like a military action in that it is concerned with the overall plan for a particular target – or market and the four elements of the marketing mix are the ingredients of the plan – different variations in each ingredient for different markets.
7. The Communication Plan: I
The Advertising and Sales Promotion Plans

Advertising and sales promotion both need their own objectives. And it is oversimplification to regard the former as long term and strategic and the latter as tactical and for sporadic use.

An important split is that between personal and impersonal communications.

8. The Communication Plan: II
The Sales Plan

“Sales representatives are central to most commercial activities, so it's surprising that sales management is such a neglected area of marketing management.”

In reality, sales and marketing need each other, and change - inevitable change, whether of customers or markets - points up this need.

“...a different marketing plan and eventually a different sales plan is needed - and it is unlikely that salespeople working on their own at the ‘sharp end’ can determine these things in advance. Which is where well-organized marketing planning comes in.”
9. The Pricing Plan

Pricing and costing considerations for different stages of the product life cycle, with lots of straightforward diagrams (and none of those horribly scary quasi-mathematical formulae so beloved of certain standard marketing textbooks!) This – potentially one of the more controversial and trickier aspects of marketing planning – could be viewed as more relevant than ever right now, so that this chapter will be particularly welcome to those for whom any of these verging-on-economics topics can be alarming.

Remember: The pricing of a product depends on the newness of the product, on costs, on its perceived value and on your method of distribution.

And above all, it should not be done in isolation from all your other products.

10. Place: The Distribution and Customer Service Plan

The arrival of the Internet and e-commerce has added further opportunity - and/or complexity and risk - to the distribution and service aspects of marketing, bringing effects such a disintermediation and re-intermediation.
E-Commerce and Customer Service

“"The Internet is changing the whole nature of customer service. Six factors — Independence, Industry restructuring, Intelligence, Individualization, Interactivity and Integration contribute to, or are the result of, the appearance of the Internet in commercial relations. The ‘six Is’ diagram shows how.”

11. Marketing Information, Forecasting and Organisation

One problem facing marketing managers is the sheer abundance of information.

Again, the Internet represents both positive and negative possibilities:
"E-commerce offers the opportunity to manage customer relationships from the initial contact, i.e. understanding of customer needs and specifications, to delivery and after-sales service. But it also means that the increased number of ways in which the customer can interact with the supplier makes it crucially necessary for data to be integrated across communications mechanisms within the supplying company. Every employee whose contribution is part of the service to individual customers must be able to access information relevant to customer satisfaction.”

12. Designing and Implementing a Marketing Planning System: Without an adequate marketing plan, organisational problems will surface early

Top management is less likely to have in-depth knowledge of the business through informed processes and is less likely to react to day-to-day fluctuations in the market without written procedures

In the end, this insensitivity to the needs of the market will result in frustration and the ultimate decline of the business

The marketing planning process must have feedback points, and the chief executive must take an active role, if the planning and implementation process is to be effective.

And finally, “The most successful systems will result from adaption to circumstances and, in the final analysis, from an understanding of the business of marketing itself.”
About the Authors

Malcolm McDonald, MA(Oxon), MSc, PhD, D.Litt. FCIM FRSA, until recently was Professor of Marketing and Deputy Director at Cranfield School of Management, with special responsibility for e-Business. Malcolm is a graduate in English Language and Literature from Oxford University, in business Studies from Bradford University Management Centre, and has a PhD from Cranfield University. He also has an Honorary Doctorate from Bradford University. He has extensive industrial experience, including a number of years as Marketing Director of Canada Dry.

Peter Morris, NDD, ATD, is an illustrator and designer of educational and training material, Head of Design and Manager of the Media Service Unit, University of Sussex, co-founder and studio manager of Business Training, producer of corporate videos, and co-author of Finance for Small Businesses, Total Quality Management, Selling Products and Services (all for Butterworth-Heinemann).