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**IF YOUR MARKETING WAS PERFECT,
WHAT WOULD IT LOOK LIKE?**

Transcript of a two part paper delivered by Kevin Norman
at the Chartered Institute of Marketing Essentials of Marketing Conference
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Every now and then along comes a question that has the power to stop you in your tracks. It could be its challenging nature, or possibly it uncovers a new way of looking at things. For me – If your marketing was perfect, what would it look like? –proved to be one such question.

There is a flip response of course: the right product, at the right price, promoted in the right way and in the right place. That answer is drummed into every marketing student early in their education. That is the end result of course but it doesn't tell us how to get there. And what is 'right' anyway?

A more useful answer might be: 'a constant stream of high profit sales'. That's what we want but how do we get there?

Taking another step back, we could probably make a list of the characteristics of perfect marketing:

- ✚ *A deep understanding of the market*
Everything starts with this.
- ✚ *Creative segmentation and selection*
Creative because in a mature economy you often have to look at things in a new way.
- ✚ *Differentiated product positioning*
Out with me-too propositions, high profit sales don't come from doing the same as everyone else.
- ✚ *Pipeline of new products*
Otherwise there is no constant stream.
- ✚ *Prices set for maximum return*
Creative segmentation and differentiated product positioning make this possible.
- ✚ *Integrated marketing communications*
A challenge with so much fragmentation of promotional media going on at the moment.
- ✚ *Active management of channels to market.*
The internet is changing everything and yesterday's channels are today's oxbow lakes.
- ✚ *Market focused organisation structure*
Continual need to reinvent the product proposition.
- ✚ *Constant monitoring and adjusting to market changes*
The world is changing and constant vigilance is required.



And, of course, a marketing plan to deliver the above. This is the tool that can make the above happen. There is little doubt that marketing planning has not been accepted as enthusiastically in the business world as has, for example, budgeting. In fact, budgets are often mistaken for plans in both the private and the public sectors.

But it needn't be like this.

A marketing plan does not have to be a thick tome gathering dust on an office shelf. It can be a living, breathing document guiding the development of the business and helping to keep the whole company focused on making profit through satisfied customers. Because at the end of the day that is what it is all about. A marketing plan simply documents how you are going to make money through satisfied customers.

Hidden in the spaces between these words are a heap of tough questions. Which customers am I going to satisfy? With which products? Why should customers buy my products or services rather than my competitors? How am I going to be able to charge a high enough price to make plenty of profits when there are so many other suppliers around?

Tough questions but there is a methodology available to help you answer them. Follow it and you are well on the way to perfect marketing.

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Kevin has operated as a marketing consultant since 1990 and is especially active in developing strategic marketing plans and advising on implementation. His experience includes working for a number of major companies –GKN, Massey-Ferguson, ISS Servisystem – as well as in smaller consultancies. He specializes in business-to-business marketing, in sales development and in training workshops. Kevin is a former National Councillor of the Chartered Institute of Marketing and holder of its prestigious President’s Award. He is External Panel Member in Marketing for Anglia Ruskin University and has operated in a similar role for NVC for Foundation Degrees.

