



# **Marketing Navigation:**

## ***How to keep your marketing plan on course***

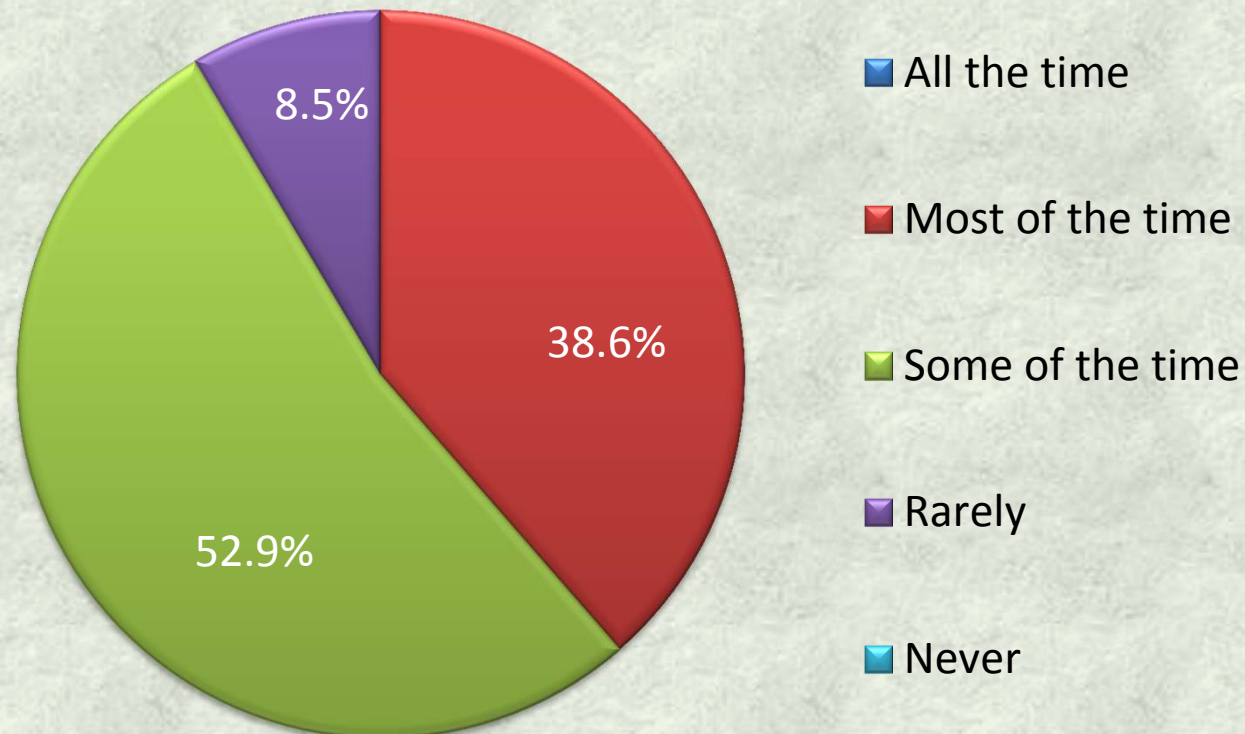
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Steve Erickson, VP Strategic Marketing, Parker Hannifin

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# Implementation is a perilous journey

**How often does your organization's marketing plan hit its key targets?**



Source: Survey of 84 senior executives in 70 different organizations across 17 countries, 2011, Bradford & Erickson





# A multi-billion dollar issue



13%

\$50 B



# Implementation failure





# Two types of risk



Commercial risk



Commitment risk



# Borrowing brilliance

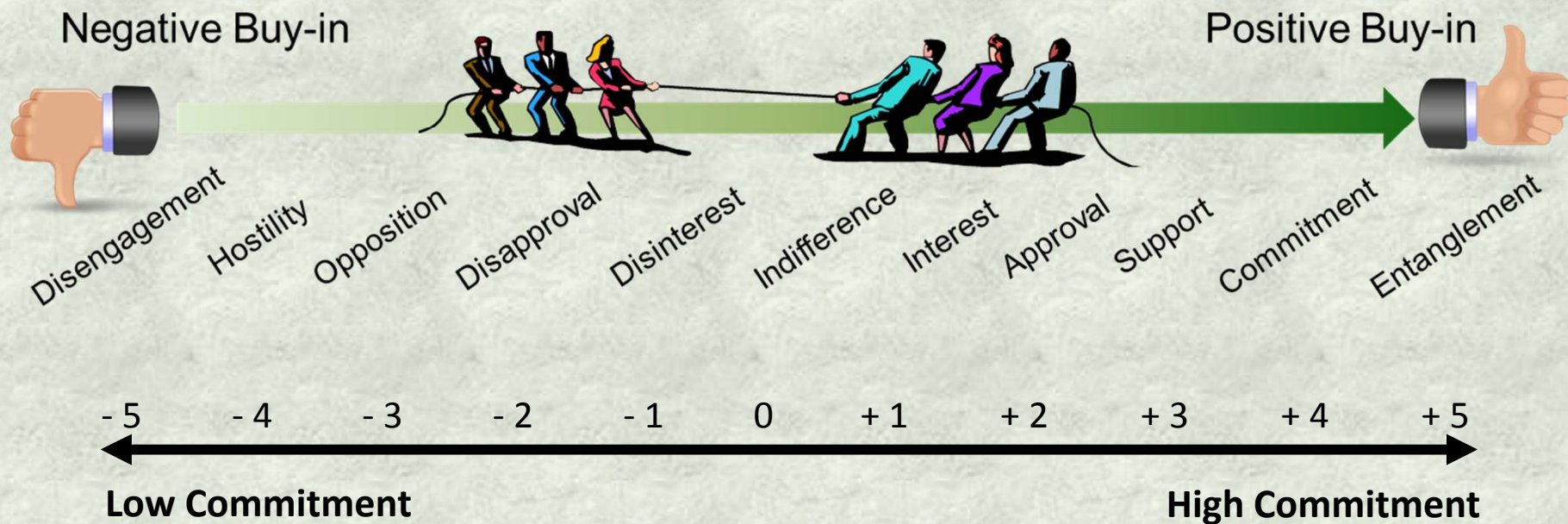




# Commitment risk



## The Commitment Continuum



# Commercial risk



*The Ansoff Matrix*

## Products/Services

*Existing*

*New*

## Markets

*Existing*

*New*

<b>Low Risk</b>		<b>Moderate Risk</b>	
<b>Market Penetration</b>		<b>Product Development</b>	
<b>Moderate Risk</b>		<b>High Risk</b>	
<b>Market Development</b>		<b>Diversification</b>	





# “Marketing FMEA”



*Sense and Respond*



## Top Risk Issues

No.	Risk	Desired State	Strategy	Test	Current Status	Rating
R1						
R2						
R3						
R4						
R5						
Score						

Commercial **Risk** assessment

## Top Commitment Issues

No.	Desired State	Stakeholders	Strategy	Test	Current Status	Rating
C1						
C2						
C3						
C4						
C5						
Score						

Commitment Risk assessment



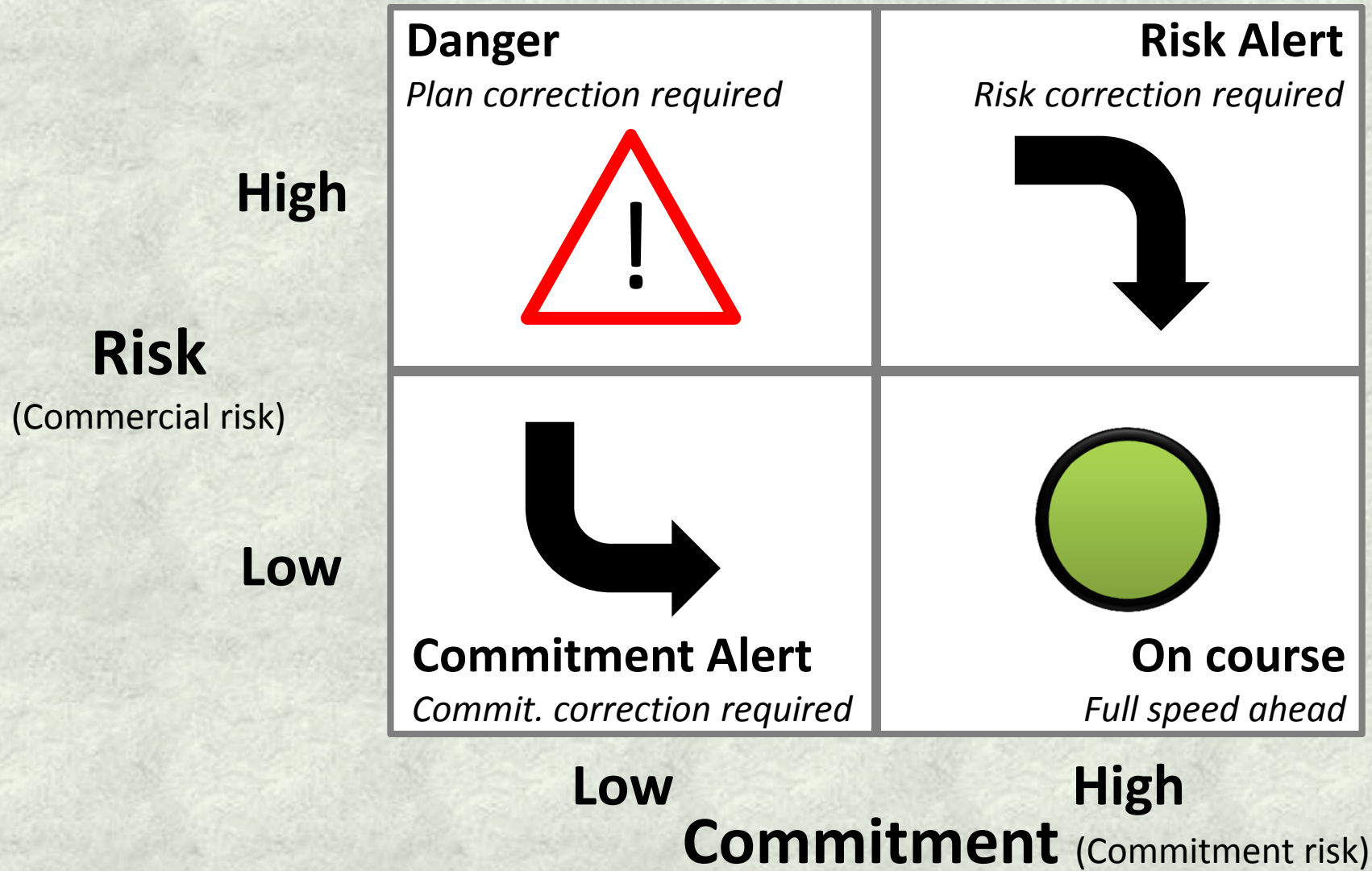
*Strategic Account Management*



*Engineering*



# The Risk–Commitment Matrix

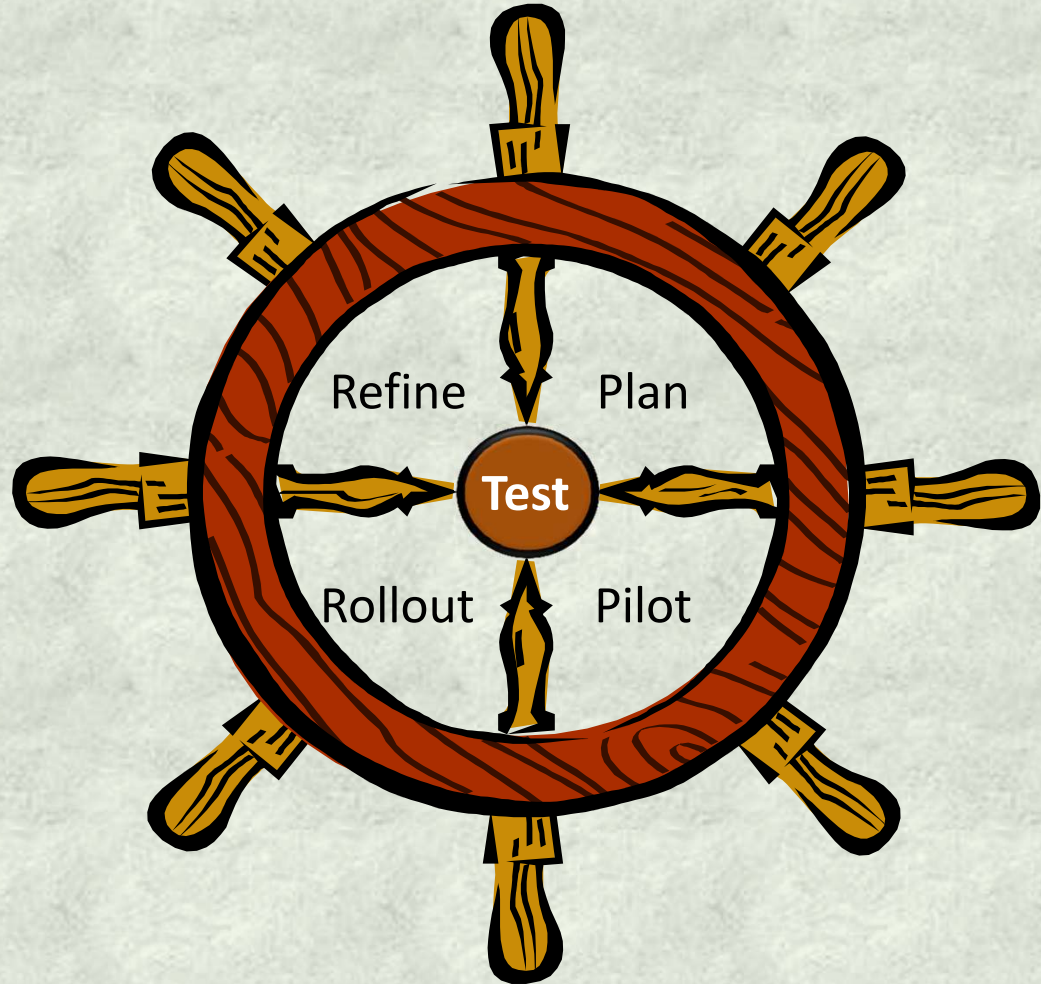




# Implementation phases



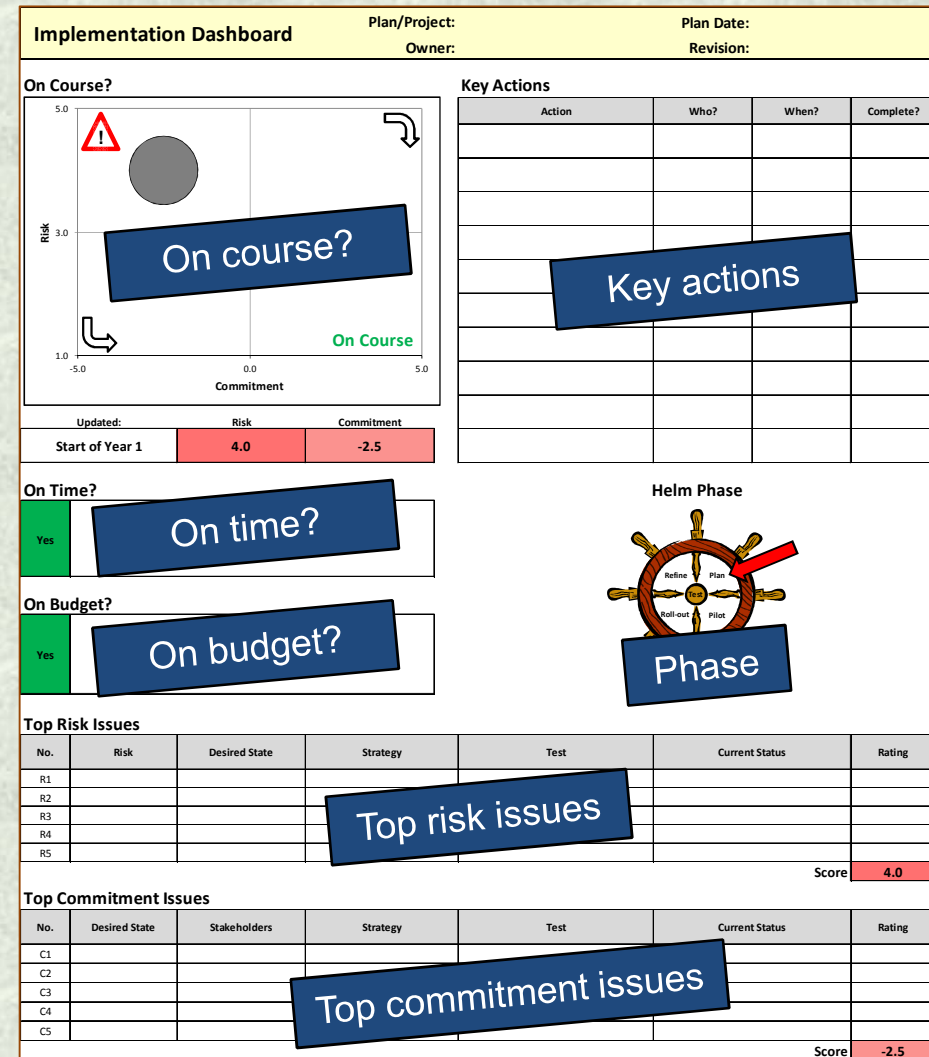
- Four Phases
  - Plan
  - Pilot
  - Rollout
  - Refine
- Continuous testing



# The Marketing Navigation Dashboard

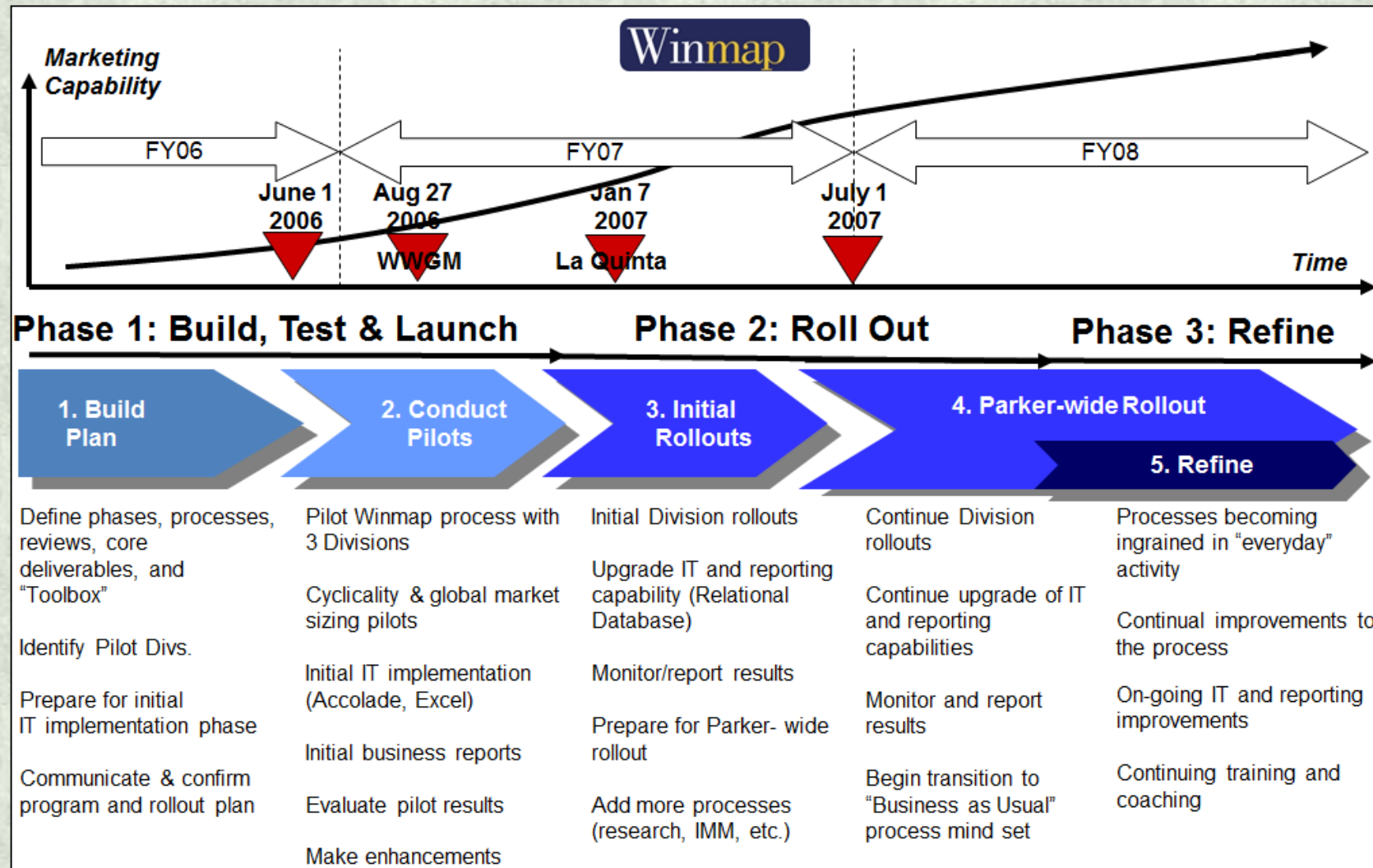


- Straight-forward, scalable, practical
- Shows whether your plan is on course, on time and on budget
- Provides a GPS fix of your current position
- All on one page





# The change strategy is key



# Testing with a simulator



Selected Segment	Segment Totals	Sector Totals	Product Totals	Market Totals	BCG	Current DPM	Target DPM
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£10,710,000	£8,820,000	£3,636,930	£3,636,930
£5,455,395	£7,212,240	£5,730,920	£5,730,920
£6,340,320	£11,880,000	£3,300,363	£3,300,363

## Greenworld Marketing Plan



**Period: Period 1 to Period 6**  
(the next three years)

**Market: The food and drink market**

### Contents:

Goals [Mission Statement](#)  
Situation Review [Summary of Past Performance](#)  
[Financial Projections](#)

**Scenario: All food and drink sold**

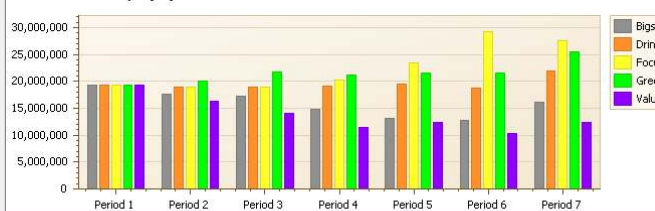
### Performance Profile - Focus [7]

Selected Segment	Segment Totals	Sector Totals	Product Totals	Market Totals	BCG	Current DPM	Target DPM
<b>Measure</b>	<b>Bigstore</b>	<b>Drinkit</b>	<b>Focus</b>	<b>Greenworld</b>	<b>Valueshop</b>		
Costs	£85,259,884	£114,586,200	£131,803,209	£128,419,802	£67,361,779		
Market Share	7.8%	10.5%	12.3%	11.9%	6.1%		
Sales	£101,324,856	£136,556,995	£159,308,580	£153,949,753	£79,827,223	£667	
Profit	£16,064,972	£21,970,795	£27,505,371	£25,529,951	£12,465,444		
ROS	15.9%	16.1%	17.3%	16.6%	15.6%		

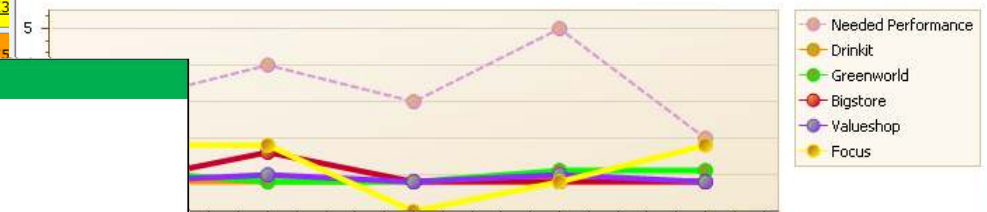
#### Charts Available

- ☒ Profitability
- ☐ Sales
- ☐ Costs
- ☐ Market Share

### Profitability (£)



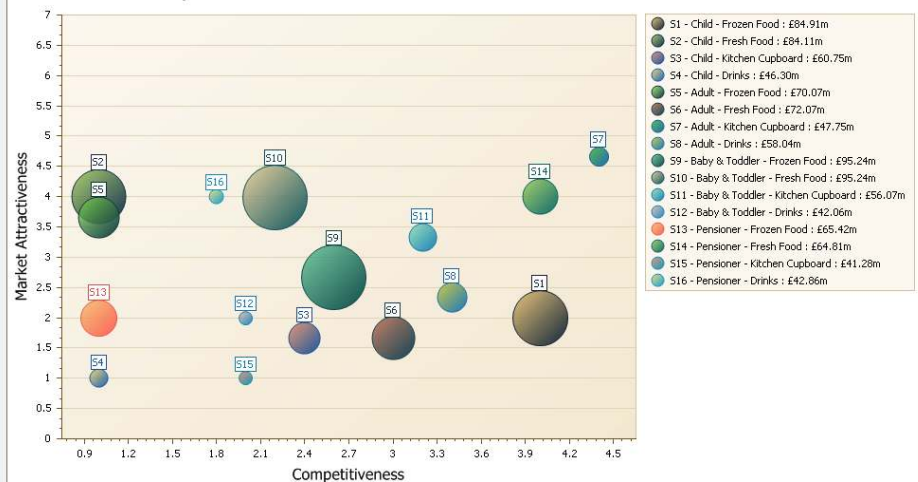
## Value Proposition



### Performance Profile - Alpha [7]

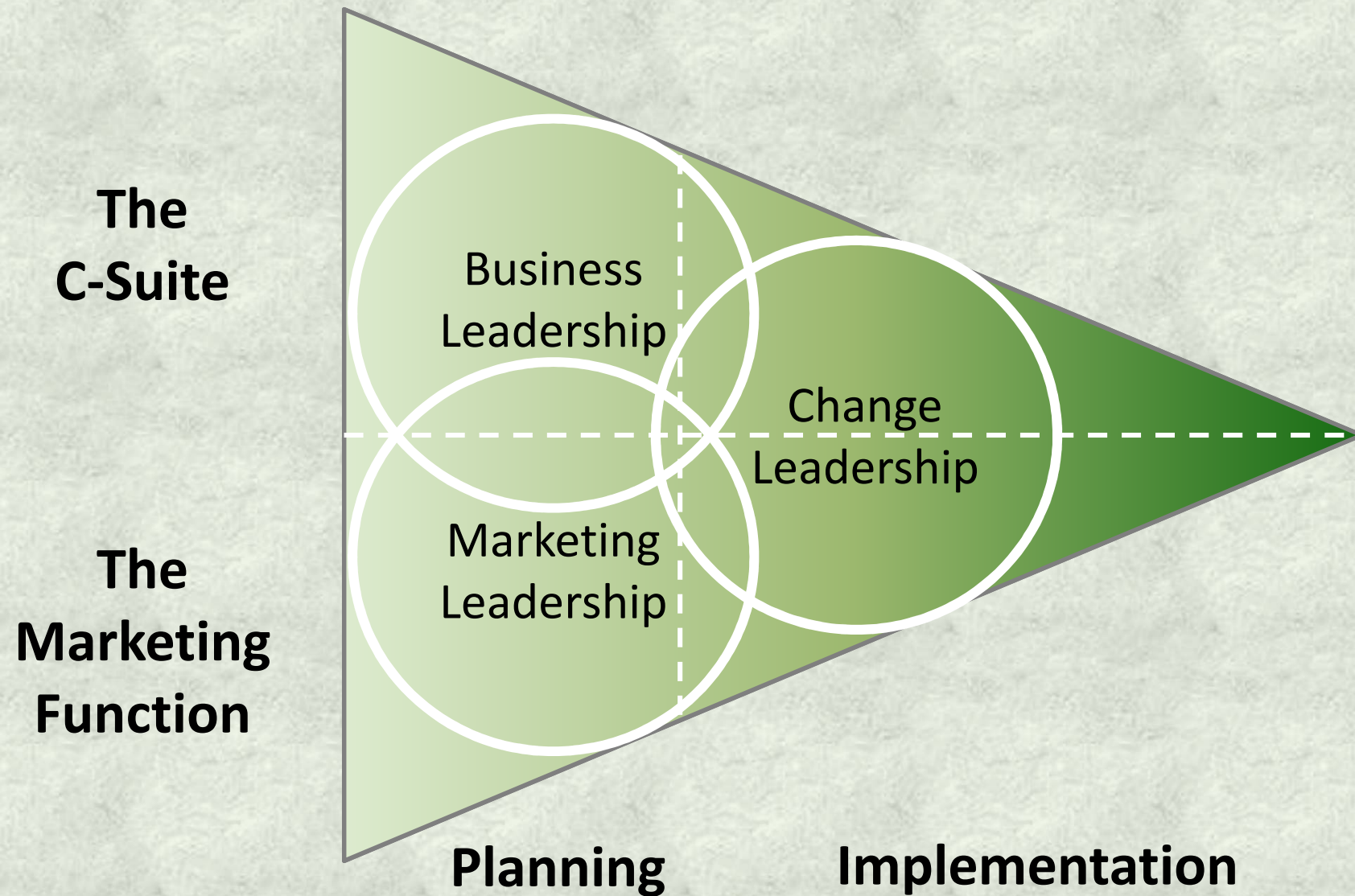
Selected Segment	Segment Totals	Sector Totals	Product Totals	Market Totals	BCG	Current DPM	Target DPM
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## Directional Policy Matrix





# The leadership triangle



# Seven steps to more success



1. Learn to use the Marketing Navigation System
2. Plan your implementation carefully
3. Test your implementation plan with a pilot exercise
4. Rollout implementation
5. Refine the implementation
6. Use technology to improve implementation testing
7. Improve implementation leadership





## In summary

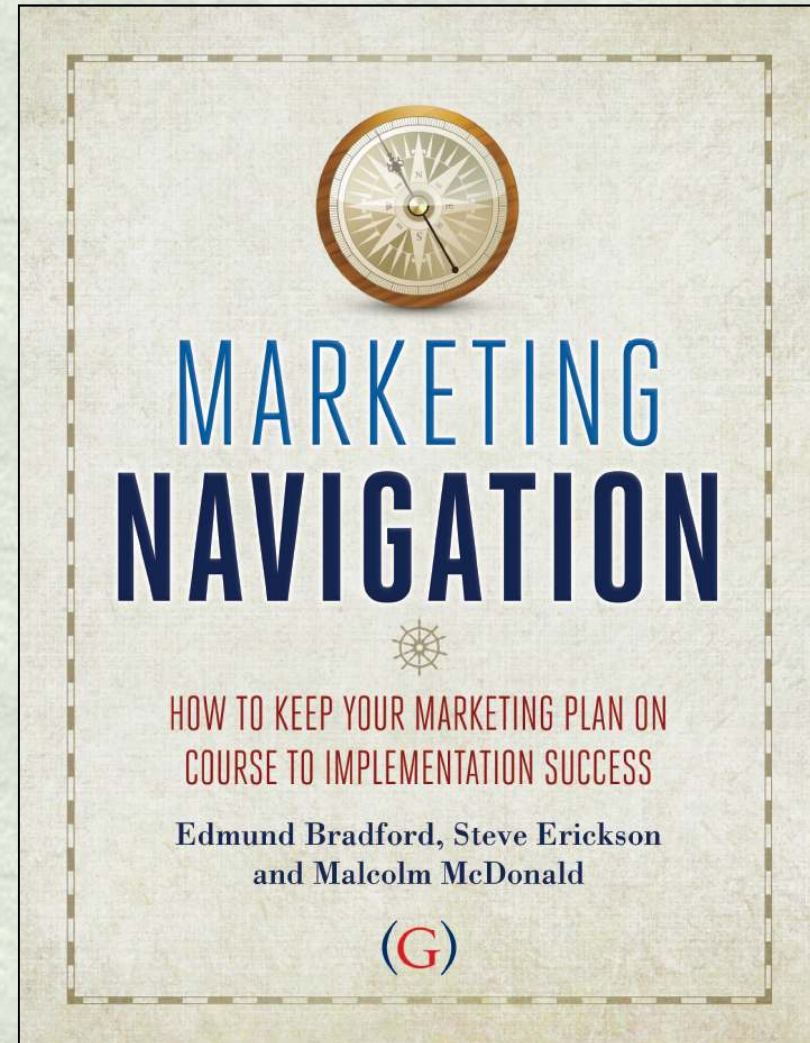


**Stormy conditions lie ahead. Great marketing leaders will need reliable navigational aids to ensure the success of their plans.**



# Now what?

- Read the book
- Use the tools
- Practice the ideas
- Improve implementation
- Share your experience





# Thank you



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