

## Strategic Marketing Planning *in the Wine Sector*

### Professor Demetris Vrontis, PhD

Dean, School of Business  
President, EuroMed Research Business Institute  
Chartered Marketer and Chartered Business Consultant

Email: [vrontis.d@unic.ac.cy](mailto:vrontis.d@unic.ac.cy)  
Tel: 22 841615

## AGENDA - Main Areas

- Marketing – principles
- Strategic Marketing Planning and its importance
- Marketing Plan Process
  - Vision
  - Mission
  - Situation analysis
  - Objectives
  - Strategy
  - Tactics
  - Action
  - Control

## What is marketing?

- Marketing = Promotion?
- Marketing = Advertising?
- Promotion = Advertising?
- Marketing = Communications?
- Marketing = Selling?
- Marketing = ??? what ???

## What is Marketing?

*'The management process responsible for identifying, anticipating and satisfying customer requirements profitably.'*

(The Chartered Institute of Marketing)

The business of moving goods or services from the producer to the consumer.

## WHAT IS MARKETING?



## MARKETING PLANNING

## Marketing Planning

Marketing Planning is a process of strategically **analysing** environmental, competitive and business factors affecting business units and forecasting future trends in marketing areas of interest to the enterprise. Participating in setting marketing **objectives** and formulating marketing **strategy and tactics**. This should be followed by **developing, implementing** and **managing** the overall program to allow the achievement of the pre-set objectives and satisfy target market needs.

## Planning or not planning?

It is recognized that planning is **rare** or **non-existent** in the many companies. In practice, these companies tend to orientate towards **short-term operational** rather than long-term planning and strategic issues, and decision-making tends to be **reactive** rather than proactive.

Further, those companies that claim to plan, plans are frequently **ad hoc** and intuitive **rather than formally written**, and provide little basis upon which business performance can be measured or analysed.

## Why not plan?

- Lack of time
- Not perceived to be very important / useful
- Lack of specialised expertise
- Inadequate knowledge of the planning processes
- Reluctance to share strategic plans with employees
- Environmental uncertainty or turbulence
- Takes time
- Costs money

## Why plan?

***If you fail to plan, you are planning to fail***

## Marketing Planning

- Enables you to establish who you are, where you want to be and how to get there.
- Provides a focus on the key issues that matter for your business.
- Identifies what needs to be done to achieve your aims and by whom.
- Allows you to benchmark against which to monitor your progress and take corrective action when and if needed.
- Involves, informs and motivates employees.

## Most frequently cited problems arising from a lack of marketing planning

1. Changing marketing environment and trends are not considered
2. Losing opportunities for profit
3. Market threats are not considered
4. Setting unrealistic objectives
5. Creating management frustration
6. Wasted promotional expenditure
7. Over time, losing control over the business

## Influences upon strategic planning

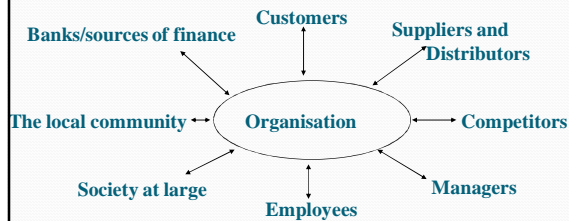


Figure: a stakeholders map

## Marketing Planning- Vi.Mi.S.O.S.T.A.C.

- Vi** **Vision/όραμα** – what is the desired future, principal goals and direction of our organisation?
- Mi** **Mission/αποστολή** – what are the core corporate values? Company's existence and way of conducting its affairs for the benefit of all stakeholders.
- S** **Situation Analysis** – where are we now?
- O** **Objectives** – where do we want to go?
- S** **Strategy** – how do we get there – broad direction?
- T** **Tactics** – how do we get there – details of strategies (individual tactical tools)?
- A** **Action** – putting the plan to work – what are the specific actions required for each individual tactical step?
- C** **Control** – how do we know we have arrived? – measurement, monitoring, reviewing, updating and modifying.

## 3M's

- M** **Men/women** (Human Resource). People's expertise and their ability to do different jobs.
- M** **Minutes** means time. What are the time scales, schedules or deadlines? Is there enough time?
- M** **Money** means budgets. Have we got the money? How much will it cost?

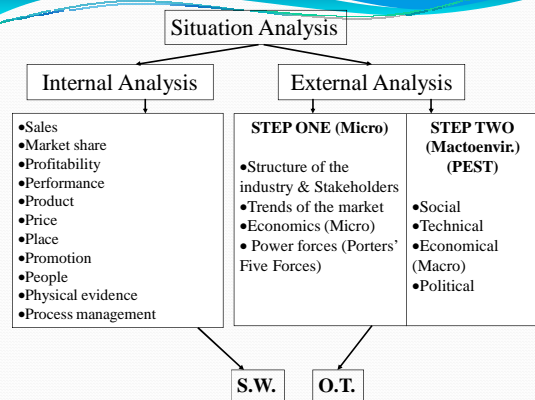
## Situation Analysis

## Situation Analysis

**Situation Analysis:** Where are we now?

Involves analysis which includes a company's past performance in terms of its marketing results, strengths and weaknesses (internal analysis) and analysis of a company's environment, in terms of opportunities and threats (external analysis).

## Environmental Analysis/Audit-Where are we?



# Objectives

## OBJECTIVES

**Objectives** – where do we want to go?

## Marketing Objectives Criteria

Objectives represent a statement of *what the organisation is trying to achieve*.

Objectives should be **S.M.A.R.T.**

- Specific
- Measurable
- Achievable
- Realistic
- Time related

## STRATEGY

## Marketing Strategy

**Marketing strategies** are the means by which objectives will be achieved.

Strategy is a decision which will affect all the subsequent *tactical* details.

## The Boston Consulting Group's Growth-Share Matrix

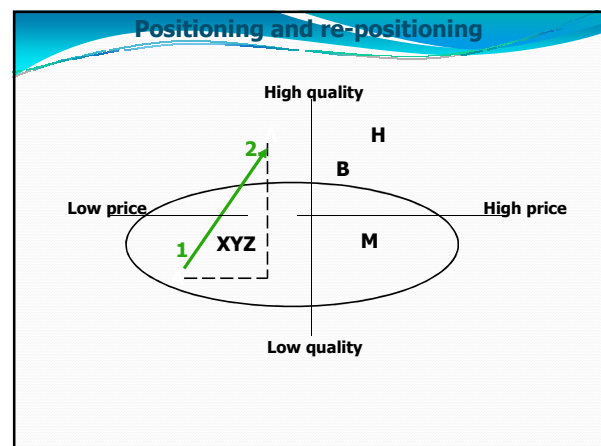
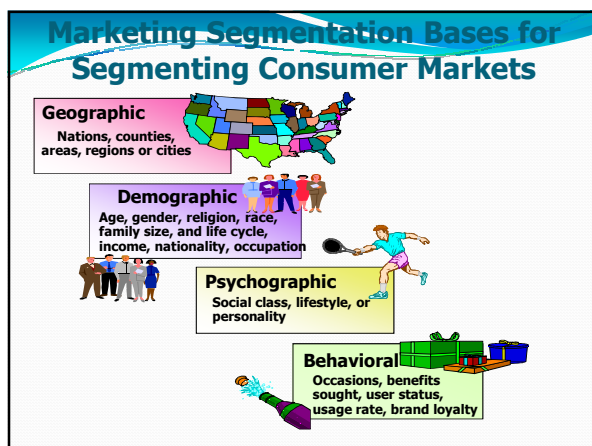
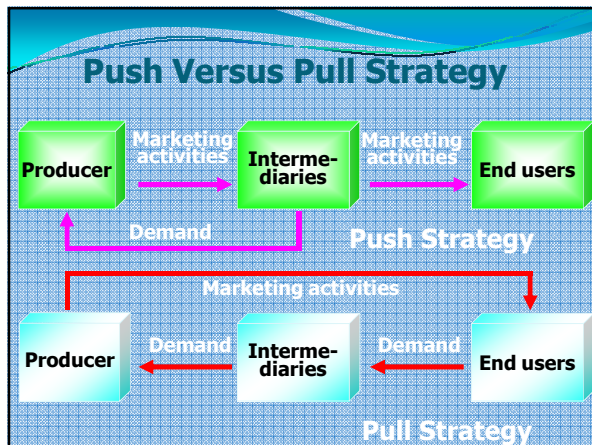




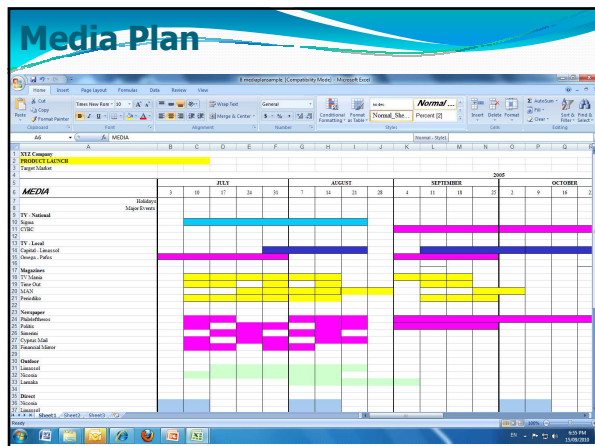
### Effectiveness and Efficiency

- **Effective** - *doing the right thing?*  
Having the desired effect. Producing the intended result.
- **Efficient** - *doing things right?*  
Able to work well and without wasting time or resources

**\*\* Are you doing the right thing (effective) the right way (efficient)? \*\***







### Control

Controlling involves: measurement, monitoring, reviewing, updating and modifying.

How do we know we have arrived? What exactly has the campaign achieved and to what extent have the objectives been met?

This will allow us to monitor and review our strategic marketing plan and direct possible methods of modification and updating.

### Marketing Planning- Vi.Mi.S.O.S.T.A.C.

- Vi** Vision/όραμα
- Mi** Mission/αποστολή
- S** Situation Analysis
- O** Objectives
- S** Strategy
- T** Tactics
- A** Action
- C** Control

Questions?

# THANK YOU