

# CONTENTS

<b>Introduction</b>	<b>2</b>
Expectations	6
Implementation	7
Outcomes of Planning	8
Getting the Most Out of This Book	9
Customizing Your Plan	10
<b>ONE</b>	
<b>The Strategic Business Plan (SBP) – Strategic Section</b>	
Overview	14
The Strategic Plan: Looking Forward 3 to 5 Years	16
Section 1: Strategic Direction	17
Section 2: Objectives and Goals	25
Section 3: Growth Strategies	32
Section 4: Business Portfolio Plan	37
<b>TWO</b>	
<b>The Strategic Business Plan – Tactical Section</b>	
Overview	44
Section 5: Situation Analysis	46
Level A: Marketing Mix – Product	47
Level A: Marketing Mix – Pricing	50
Level A: Marketing Mix – Distribution Channels and Methods	51
Level A: Marketing Mix – Advertising and Sales Promotion	55
Level B: Competitor Analysis	59
Level C: Market Background	64
Section 6: Market Opportunities	71
Section 7: Tactical Objectives	75
Assumptions	75
Primary Objectives	78
Functional Objectives	79
Non-Product Objectives	83

Section 8: Strategies and Tactics	85
Strategies and Tactics	85
Summary Strategy	89
Section 9: Financial Controls and Budgets	90
Summary	91
Schedule for Strategic Business Planning	93

### **THREE**

#### **Business Problem Solver: The Strategic Business Plan in Action**

Overview	98
1. Liz Claiborne	100
2. Banking Industry	102
3. General Electric	105
4. Nutrasweet	108
5. Cummins Engines	109
6. IBM	112
7. Baldor Electric Co.	114
8. SAS	117
9. Canon, Sharp, Ricoh	119
10. Sony	122
11. Siebel Systems	124
12. Southwest Airlines	126
13. Hyundai Motor Co.	129
14. Graybar Electric	132
15. Lowe's	134
16. Ericsson	137
17. John Deere	139
Summary	141

## **FOUR**

### **Checklists for Developing Competitive Strategies**

Overview	144
How to Conduct the Analysis	145
Checklists for Developing Competitive Analysis	146
Competitive Advantage Analysis: Product	151
Competitive Advantage Analysis: Price	153
Competitive Advantage Analysis: Promotion	154
Competitive Advantage Analysis: Distribution	156
The Business Audit	157

## **FIVE**

### **Help Topics**

Overview	166
Help Topics Contents	167
Part 1: Competitive Strategy	172
1.1 Why Should You be Concerned With Competitive Strategy?	172
1.2 Strategy Defined for Your SBP	173
1.3 Implementing Strategy	174
1.4 Strategy Principles	177
Part 2: Looking at Your Market	186
2.1 Why Look at Your Market?	187
2.2 Analysing Customer Groups	187
2.3 Determining Patterns of Customer Behavior	193
2.4 Examining Unfilled Wants and Needs	197
2.5 Identifying Competitor Behavior	203
2.6 Viewing the Industry	206
2.7 Scanning the Environment	210
Part 3: Looking at Your Company	214
3.1 Why Look at Your Company?	215
3.2 Your Company's Performance	216
3.3 Your Company's Strategic Priorities	219
3.4 Your Company Costs	226
3.5 Your Company's Portfolio of Products and Markets	235

3.6	Your Company's Financial Resources	242
3.7	Your Company's Strengths/Weaknesses	245
	Summary	246
	Part 4: Integrating Business Intelligence Into Your SBP	247
4.1	Why Integrate Business Intelligence Into Your SBP?	248
4.2	Information, Intelligence and Decision-Making	249
4.3	Developing a Competitor Intelligence System	252
4.4	Application of the Competitor and Business Intelligence Systems	256
	Part 5: Applying Marketing Research to Your SBP	260
5.1	Why Apply Market Research to Your SBP?	260
5.2	Marketing Research Guidelines	262
5.3	Generating Primary Data	262
5.4	Focus Groups	269
5.5	Image Research	271
5.6	Generating Secondary Information	274
5.7	The World Wide Web – A Boon to The SBP	275
	Summary	276
	Part 6: Selecting Market Strategies	277
6.1	Why Select Market Strategies?	277
6.2	Market Size	278
6.3	Market Entry	278
6.4	Market Commitment	280
6.5	Market Demand	280
6.6	Market Diversification	281
	Part 7: Selecting Product/Service Strategies	284
7.1	Why Select Product/Service Strategies?	284
7.2	Positioning	285
7.3	Product Life-Cycle	287
7.4	Product Competition	294
7.5	Product Mix	295
7.6	Product Design	297
7.7	New Products/Services	298
7.8	Product Audit	304

Part 8: Pricing Strategies	307
8.1 Selecting the Pricing Process	307
8.2 The Pricing Process	308
8.3 Pricing Strategies	309
Summary	315
Part 9: Promotion Strategies	316
9.1 Developing Promotional Strategies	316
9.2 Advertising	317
9.3 Sales Promotion	325
9.4 Marketing Over the Internet	332
Part 10: Distribution Strategies	334
10.1 Developing Distribution Strategies	334
10.2 Channel Size	335
10.3 Channel Control	342
Part 11: Creating Global Strategies	347
11.1 Creating a Global Perspective	347
11.2 Achieving a Global Perspective	348
11.3 Entry Strategies for International Markets	349
Summary	355
Part 12: The Team Approach – Thinking Like a Strategist	356
12.1 Thinking Like a Strategist	356
12.2 The Roles and Responsibilities of Strategy Teams	357
12.3 Identifying Business-Building Opportunities	359

## SIX

### **Appendix: Forms and Guidelines**

Introduction	364
Overview of the Strategic Business Plan: Strategic Section	365
Section 1: Strategic Direction	366
Section 2: Objectives and Goals	369
Section 3: Growth Strategies	371
Section 4: Business Portfolio Plan	372
Overview of the Strategic Business Plan: Tactical Section	375

Section 5: Situation Analysis	376
Level A: Marketing Mix – Product	377
Level A: Marketing Mix – Pricing	378
Level A: Marketing Mix – Distribution Channels and Methods	379
Level A: Marketing Mix – Advertising, Sales Promotion, Internet and Publicity	381
Level B: Competitive Analysis – Market Share	382
Level C: Market Background	386
Section 6: Marketing Opportunities	390
Section 7: Tactical Objectives	392
Assumptions	392
Primary Objectives	394
Functional Objectives	395
Non-Product Objectives	398
Section 8: Strategies and Tactics	400
Section 9: Financial Controls and Budgets	402