

MARKETING MANAGEMENT AND STRATEGY

WEEK 13

STRATEGIC MARKETING IMPLEMENTATION AND CONTROL

DR KAMAU JOHN NJAU

SPRING 2024

WEEK 13

STRATEGIC MARKETING IMPLEMENTATION AND CONTROL

13.1 Introduction

Welcome to week thirteen lecture! It is my joy to have you in this second last class. You have made it to the end, and I recognize the effort. In all our previous classes we have been examining the development of marketing management strategies. In this lesson we examine how strategies are implemented and evaluated. Any good strategy, if poorly executed, will result in poor results hence the need to understand what it takes to implement a strategy.

13.2 Intended Learning Outcomes

At the end of this lecture, you will be able to:

- Describe the concept of marketing strategy implementation.
- Discuss structures necessary for marketing strategy implementation.
- Discuss challenges of strategy implementation
- Evaluate the concept of strategic marketing control.

13.3 Quotes on marketing strategy implementation

1. "Strategy is execution." – Fred Gluck.
2. "Execution without a strategy is aimless, strategy without execution is useless." – Morris Chang.
3. "The best strategy is useless without people to execute it." – Mike Duke.
4. "Execution is the ability to mesh strategy with reality." – Lawrence Bossidy
5. "The essence of strategy is choosing what not to do." — Michael E. Porter, American economist and founder of strategic management
6. "In real life, strategy is actually very straightforward. You pick a general direction and implement like hell." — Jack Welch, former CEO of General Electric
7. "However beautiful the strategy, you should occasionally look at the results." — Sir Winston Churchill
8. "The real challenge in crafting strategy lies in detecting subtle discontinuities that may undermine a business in the future. And for that there is no technique, no program, just a sharp mind in touch with the situation." — and again Henry Mintzberg
9. "Winning should be at the heart of every strategy." — A.G. Lafley & Roger L. Martin in their book *Playing to Win: How Strategy Really Works*.
10. "Building a visionary company requires one percent vision and 99 percent alignment." — Jim Collins & Jerry Porras in their book *Built to Last: Successful Habits of Visionary Companies*
11. "Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win." — Sun Tzu, Chinese philosopher and military strategist
12. "A goal without a plan is just a wish." — Antoine de Saint-Exupéry, French writer and pilot

13. "There is nothing so useless as doing efficiently that which should not be done at all." — Peter Drucker
14. "An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage." — Jack Welch
15. "Strategy is buying a bottle of fine wine when you take a lady out for dinner. Tactics is getting her to drink it." — Frank Muir, British actor and comedy writer

13.4 Concept of strategic marketing implementation

Marketing implementation is the process that turns marketing plans into actions assignments and ensures they accomplish the plans stated objectives. Strategy addresses the what, and why of marketing activities, implementation addresses the who, where when and how. They are closely related (Kotler and Keller, 2016).

Strategy implementation is the process of turning strategic plans into actions to achieve an organization's objectives. It involves coordinating resources, aligning operations, and ensuring all departments and stakeholders work together towards the common goals set forth in the strategic plan. Key Components of Strategy Implementation

- **Action Plans and Objectives:** Detailed Action Plans: Break down the strategic plan into specific, actionable tasks. Clear Objectives: Set clear, measurable objectives that align with the overall strategy.
- **Resource Allocation:** Financial Resources: Budgeting and financial planning to fund the strategic initiatives. Human Resources: Assigning the right people with the necessary skills and competencies. Technological Resources: Leveraging appropriate technology and tools to support implementation.
- **Organizational Structure: Alignment:** Ensure the organizational structure supports the strategy. Roles and Responsibilities: Define roles and responsibilities clearly to avoid overlaps and gaps. Coordination Mechanisms: Establish mechanisms for coordination and communication across departments.
- **Leadership and Management:** Strong Leadership: Leaders must champion the strategy, inspire the team, and drive commitment. Management Support: Managers need to support the implementation process and provide necessary guidance.
- **Communication:** Internal Communication: Keep all stakeholders informed about the strategy, progress, and any changes. External Communication: Communicate the strategy to external stakeholders if necessary (e.g., investors, customers).
- **Performance Monitoring:** Key Performance Indicators (KPIs): Develop KPIs to measure progress and performance. Monitoring Systems: Implement systems to track progress against objectives.
- **Feedback and Adaptation:** Continuous Feedback: Collect and analyze feedback from various sources to assess progress. Adaptation: Be prepared to adjust the strategy based on performance data and feedback.

13.5 Strategy implementation requirements

The beauty of any plan lies in implementation. After developing the plan, the business marketer must go ahead and implement it. First, this requires appropriate structures, personnel, and resources. There are various structures that marketers can choose from which are outlined by Desmond (2004):

Implementation structures

1. **Functional organization:** Each marketing activity has a specialist in charge of it. This structure would have an advertising manager, a product development manager, a market research manager and so forth.
2. **Product organization:** Each manager is responsible for all the marketing decisions concerning a particular product. The firm may also employ specialists to advise and assist, but each product manager would have overall responsibility.
3. **Regional organization:** This approach is usually used in international markets but can also be used elsewhere. The regional managers are each responsible for all the marketing activities within their own geographical region.
4. **Segmental organization:** Here each manager is responsible for a given market segment. For example, a glass manufacturer might have one manager in charge of marketing to the automotive industry, another for marketing to the building trade, another marketing to the bottling industry, and so forth. Each manager would thus be able to develop specialist knowledge of the customers' needs.
5. **Matrix:** Here there is joint decision-making between the specialist market researchers, sales managers, etc. and the product managers. No one manager is in overall control, and decisions are made by balancing each person's role and demands. This method is surprisingly effective in decision-making since it pools the available expertise.

Implementation resources

The second consideration in strategy implementation is availability of required resources. The business marketer must consider both tangible and intangible resources. Tangible resources include financial, physical, technological, and organizational categories (Peng, 2009). They include the ability to raise money or generate external funds, machinery, buildings, vehicles, raw materials, work in progress, possession of patents trademarks and copyrights, planning, command-and-control systems, and management information systems which can be measured. Intangible resources include human, innovation and reputation resources and capabilities. Intangible resources also include relational resources and competences. Relational resources are all of the means available to the firm derived from its relationship with its environment (Lowendahl,1997). Eng (2008) notes, "managers must develop skills and knowledge of their business networks, combine both tangible and intangible resources, and integrate resources and processes . . . to enhance performance."

The business marketer can do resource audits to determine whether he has what it takes to implement a marketing plan. The auditor would cover the following areas as highlighted by Blythe and Zimmerman (2013):

1. Financial: This should include the sources of money (whether internal or external), the resources and liabilities the organization has and the possible availability of capital or loans should it become necessary to acquire more funding. This is essentially the firm's credit rating.
2. Physical: A list of the fixed assets of the organization, for example machinery, buildings resources and equipment. The audit needs to include the age and condition of the assets, their location, and their capability as well as their financial value (which is often calculated in an arbitrary manner in any case). This is to determine their usefulness in achieving strategic advantages.
3. Technological: This includes patents, trademarks, copyrights, and trade secrets. Lists of these resources can be made but establishing future value for each can be quite difficult.
4. Human: This can be a problematical area, since much of the value of staff depends on their resources, motivation and commitment rather than on their paper qualifications and the numbers of them within the organization.
5. Innovation: This relates to research and development capabilities and the capacity for the organization to innovate and change. Obviously, this is extremely difficult to measure.
6. Reputation: This includes customer perceptions of product quality and reliability, and company reputation as a good employee and responsible corporate citizen.

In business markets, effective implementation of strategy requires that every process combines the following four resources:

- a) Basic assets. These are the tangible and intangible assets of the business, as expressed in the financial reporting systems.
- b) Explicit knowledge. This is knowledge which can be written down or otherwise recorded. Such as the legal restrictions that companies in the industry need, the technical problems associated with the industry, the published market research etc.
- c) Tacit knowledge. This is knowledge, which is difficult or impossible to codify, and usually resides in the heads of employees.
- d) Procedure. This is the mechanism by which the basic assets, explicit knowledge, and tacit knowledge are brought together.

13.6 Skills required for implementing marketing programs

Thomas Bonoma (1984) identified four sets of skills for implementing marketing programs:

- (i) Diagnostic skills : This is the ability to determine the causes of implementation of problems. When marketing program does not fulfill expectations, the managers should be able to

determine whether it was a result of poor strategy or implementation, if implementation when went wrong?

- (ii) Identification of company level: This involves the ability to determine where the implementation problems occurred. They can occur at three levels:-
 - the marketing function level.
 - the marketing program level.
 - the marketing policy level.
- (iii) Implementation skills: To implement marketing programs successfully, marketers need other skills such as:-
 - Allocating skills for budgeting resources.
 - Organizing skills to develop an effective organization.
 - Interaction skills to motivate others to get things done.
- (iv) Evaluation skills: Marketers also need monitoring skills to track and evaluate marketing actions.

13.7 Challenges in implementing a marketing strategy

1. Resource Constraints: this includes:
 - Limited Budget: Marketing initiatives often require significant financial investment. Limited budgets can restrict the scope and scale of campaigns, hindering their potential impact.
 - Insufficient Manpower: A lack of skilled personnel can slow down implementation, reduce the quality of marketing efforts, and lead to burnout among existing staff.
 - Inadequate Technology: Without the necessary technological tools, marketing efforts can be less efficient and less effective. This includes CRM systems, marketing automation software, and analytics tools.
2. Poor Communication which considers
 - Internal Miscommunication: Miscommunication between departments or within teams can lead to inconsistent messaging and poorly coordinated campaigns. Clear, consistent communication is crucial for aligning all parts of the organization.
 - Stakeholder Alignment: Ensuring all stakeholders, including senior management and other departments, are aligned with the marketing strategy can be challenging. Misalignment can lead to conflicting priorities and objectives.
3. Resistance to Change due to
 - Organizational Culture: Employees and departments may resist new marketing initiatives, especially if they require significant changes to existing processes or roles. This resistance can slow down implementation and reduce effectiveness.
 - Inertia: Established practices and routines can be hard to change, leading to delays and pushback against innovative approaches.

4. Ineffective Coordination within the organization
 - Cross-Departmental Coordination: Marketing strategies often require collaboration between different departments, such as sales, product development, and customer service. Lack of coordination can lead to fragmented efforts and inefficiencies.
 - Process Integration: Integrating new marketing processes with existing workflows can be complex and time-consuming.
5. Inadequate Market Research due to:
 - Target Audience Misunderstanding: Failing to accurately understand the target audience can lead to campaigns that do not resonate, reducing engagement and conversion rates.
 - Outdated Data: Relying on outdated or incomplete market research can result in misguided strategies that fail to address current market conditions and consumer behavior.
6. Performance Measurement Issues such as:
 - Defining KPIs: Selecting the right key performance indicators (KPIs) that accurately reflect progress and success can be challenging. Poorly chosen KPIs can lead to a misinterpretation of performance.
 - Tracking and Analysis: Consistently tracking and analyzing marketing performance data requires robust systems and expertise. Without these, it can be difficult to measure the true impact of marketing efforts.
7. External Factors that include
 - Market Dynamics: Changes in market conditions, such as economic shifts, new competitors, or changes in consumer behavior, can impact the effectiveness of a marketing strategy.
 - Regulatory Changes: New regulations and legal requirements can necessitate sudden changes in marketing practices, leading to additional costs and delays.
8. Technology Challenges
 - Implementation Complexity: Integrating new marketing technologies into existing systems can be complex, requiring significant time and resources.
 - Training Needs: Employees need to be adequately trained to use new technologies effectively. Lack of training can lead to underutilization of tools and decreased productivity.
9. Maintaining Consistency issues such as:
 - Brand Messaging: Ensuring consistent brand messaging across all marketing channels and touchpoints can be difficult, especially in larger organizations with multiple teams and stakeholders.
 - Quality Control: Maintaining high-quality content and consistent customer experiences across various platforms requires meticulous planning and oversight.

10. Adaptability which requires:

- Feedback Integration: Quickly adapting to feedback from customers and performance data is crucial for continuous improvement. Organizations that are slow to adapt may miss out on opportunities to enhance their strategies.
- Agility: Market conditions and consumer preferences can change rapidly. A lack of agility in adjusting marketing tactics can render a strategy obsolete.

Addressing these challenges requires a proactive approach, including thorough planning, effective communication, continuous monitoring, and a willingness to adapt as necessary. By anticipating and managing these obstacles, organizations can improve their chances of successfully implementing their marketing strategies.

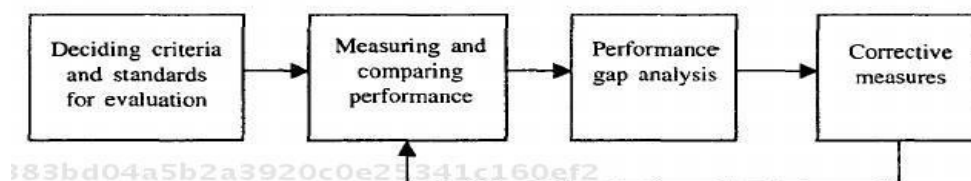
13.8 Marketing Control

Marketing control is the process by which firms assess the effect of their marketing activities and programs and make necessary changes and adjustments (Kotler and Kelly, 2016). Marketing control is the process of monitoring and evaluating the implementation of marketing strategies and plans to ensure that organizational goals are achieved. It involves measuring performance, comparing results with goals, and making necessary adjustments to strategies and tactics. Here's a detailed overview of marketing control.

Control refers to the process of monitoring and measuring performance, identifying the shortfalls in the predetermined achievement levels and taking the required measures to ensure the achievement of the targets. The control process involves four main steps:

1. Establish criteria and standards: These could be quantitative such as profitability, market share, return on investment or qualitative such as company image, employee motivation and customer satisfaction. Standard is the planned level of performance which must be realistic.
2. Measure and compare performance: The actual performance is measured and compared with the planned performance to determine if the standards are met. If there is shortfall, it constitutes performance gap.
3. Performance gap analysis: This is the difference between the planned performance and the actual performance. It must be diagnosed to determine the actual cause to necessitate the correct measures of correction.
4. Taking corrective measures.: This could be modification of objectives, reviewing of performance standards among others.

Figure 11.3 Control process



Source: Cherunilam, Francis (n.d). *Marketing of Industrial Goods*. Global

13. 9 Significance of market control

Market control is crucial for ensuring that an organization's marketing efforts are effective and aligned with its strategic objectives. Here's a detailed discussion on the significance of market control:

1. Ensures Alignment with Objectives

- **Strategic Alignment:** Market control helps ensure that marketing activities are in line with the overall business goals and strategies. It makes sure that every marketing effort contributes towards the strategic objectives of the organization.
- **Consistent Direction:** It provides a consistent direction for marketing activities, helping avoid deviations that can waste resources and efforts.

2. Monitors Performance

- **Performance Tracking:** Market control involves the regular monitoring of performance against set objectives and benchmarks. This helps in understanding whether the marketing efforts are on track.
- **Data-Driven Decisions:** Continuous performance tracking allows for data-driven decision-making, enhancing the effectiveness of marketing strategies.

3. Identifies Deviations and Problems

- **Variance Analysis:** Market control helps identify deviations from the planned performance. By analyzing these variances, businesses can pinpoint specific problems and areas that need attention.
- **Early Detection:** Early detection of issues allows for timely corrective actions, minimizing the impact of any problems.

4. Facilitates Resource Optimization

- **Efficient Resource Use:** By monitoring and controlling marketing activities, organizations can ensure that resources (budget, manpower, time) are used efficiently and effectively.
- **Budget Management:** It helps in managing the marketing budget by ensuring funds are allocated to the most productive activities and initiatives.

5. Improves Adaptability

- **Responsive Adjustments:** Market control enables organizations to quickly adapt to changing market conditions and feedback. This flexibility is crucial in dynamic markets where consumer preferences and competitive landscapes can shift rapidly.
- **Continuous Improvement:** It fosters a culture of continuous improvement by regularly reviewing and refining marketing strategies based on performance data.

6. Enhances Accountability

- **Clear Accountability:** Establishing performance standards and monitoring results enhance accountability among marketing teams. Individuals and teams are more likely to meet their targets when they know their performance is being tracked.
- **Informed Management:** Managers have the information they need to hold team members accountable and provide the necessary support or corrective measures.

7. Boosts Profitability

- **Profitability Analysis:** Market control includes analyzing the profitability of different products, customer segments, and channels. This helps in identifying the most profitable areas and focusing efforts on them.
- **Cost Control:** By keeping track of marketing expenditures and their outcomes, businesses can control costs and ensure a good return on investment (ROI).

8. Improves Customer Satisfaction

- **Feedback Mechanisms:** Regular feedback collection through market control mechanisms ensures that customer preferences and satisfaction levels are continuously monitored.
- **Customer-Centric Adjustments:** Insights from customer feedback can be used to make customer-centric adjustments, improving customer satisfaction and loyalty.

9. Supports Strategic Decision-Making

- **Informed Strategy Development:** Market control provides the data and insights needed for developing effective marketing strategies. It supports strategic decision-making by providing a clear understanding of what works and what doesn't.
- **Long-Term Planning:** It aids in long-term planning by providing a historical performance perspective and forecasting future trends and outcomes.

10. Competitive Advantage

- **Market Positioning:** By continuously monitoring and adjusting marketing strategies, businesses can maintain and improve their market positioning.
- **Adapt to Competitors:** Understanding market dynamics and competitor actions through market control helps in staying competitive and responding proactively to market challenges.

In summary, market control is essential for ensuring that marketing efforts are effective, efficient, and aligned with the overall business strategy. It enables organizations to monitor performance, identify and address issues promptly, optimize resources, and continuously improve their marketing practices. This ultimately leads to better strategic alignment, higher profitability, improved customer satisfaction, and a stronger competitive position in the market.

13.10 Types of control

There are several types of control of control as highlighted by Kotler (2003). These include:

1. **Annual plan control:** Its purpose is to monitor the marketing performance by identifying deviations from the plan, if any, and take corrective measures to ensure progress as planned. Annual plan control may take different approaches such as sales analysis, market share analysis, sales to expense ratio, financial analysis, and market based-score card analysis.

2. Profitability control: This examines where the company is making and losing money. This is usually done with reference to products, territories, customers, segments, trade channels order size among others.
3. Efficiency control: It seeks to evaluate and improve the spending, efficiency, and impact of marketing expenditures. Usually done in respect to sales force, advertising, sales promotion, and distribution.
4. Strategic control: It is concerned with tracking the strategy as it is being implemented, detecting problems or changes in underlying premises and making necessary adjustments. It may take different forms such as premise control, implementation control, strategic surveillance, and special alert control (Cherunilam, n.d).
 - Premise control is designed to check systematically and continuously whether the premises (assumptions and conditions) set during the planning and implementation process are still valid)
 - Implementation control is designed to assess whether the overall strategy should be changed in the light of unfolding events and results associated with incremental steps, and actions that implement the overall strategy.
 - Strategic surveillance is designed to monitor a broad range of events inside and outside the company that are likely to threaten the course of the firm's strategy. It is the need to thoroughly and often suddenly reconsider the firm's basic strategy based on a sudden unexpected event.
5. Balance scorecard: It was developed by Kaplan and Norton (1992) and considers four measures of performance. These include:
 - Financial measures. These would include return on capital employed, cash flow, growth in share value and so forth.
 - Customers. These measures would include perceived value for money (not necessarily cheapness), competitive benefits package, and so forth.
 - Internal processes. These might be enquiry response time, conversion rate from enquiry to order.
 - Growth and improvement. This would include the number of new products on offer, the extent of employee involvement and empowerment, employee attitudes to the firm, and so forth.
6. Administrative control: Based on systems, rules and procedures, administrative control is typical in hierarchical organizations which often have large numbers of rules and regulations.
7. Social control: The control exercised by workmates and the organizational culture. This is common in organismic organizations and smaller organizations.
8. Self-control: Control exercised by individuals on themselves, based on their own interpretation of correct behavior. This is common in organizations composed of professional people, who may be working to a professional code of ethics rather than a set of rules laid down by the employer.

13.11 Difficulties with control systems:

Control concepts are mainly borrowed from the engineering world and may not apply well in the world of management. This is because managers deal with humans who don't behave like machines. Finlay (2000) notes that there are four assumptions borrowed from engineering which do not transfer to management. These assumptions include:

1. Objectives can be devised and can be stated precisely: Most organizations do not have clear objectives, but rather have broad goals. For example, it is almost impossible to see objectives for a personnel department or a legal department, and in many cases, it is difficult to do so for a marketing department. Companies led by visionaries neither have nor need objectives – the vision is sufficient.
2. Achievement can be measured, and a measure of variance measured: Without measurable objectives, achievement cannot be easily measured. Even if there is a measurable objective, the reason for variance may be difficult to calculate – a fall in sales may be due to a great many factors, some of which are beyond the marketer's control.
3. Variance information can be fed back.: Unstructured activities involve judgment and are often unique, so feedback for one activity is unlikely to be directly applicable to another. Indirect feedback is about accumulating knowledge and extrapolating from it, not about applying a set, known correction.
4. The feedback is sufficient to maintain control. The system will only work if the applied feedback is bigger than the environmental shift. For example, a company selling carburetors might decide that a fall-off in business should be followed by a major advertising campaign, but if the fall-off has been caused by a dramatic fall in the demand for cars, the campaign is unlikely to be effective.

13.12 Essential features of an effective evaluation and control system:

Cherunilam, F. (n.d.) identify several features of an effective evaluation and control system that need to be considered in the system development process and are discussed below:

1. **Objective based:** The business marketer must clarify purpose of evaluation. This enables him to obtain adequate, useful, and timely information for effective control.
2. **Economical:** Costs must be justifiable with utility. Too many controls can be harmful.
3. **Objectivity:** Evaluation system must be reality oriented.
4. **Pervasiveness:** The system must be appreciated throughout the organization, by functional departments and people directly associated with it. The system should foster mutual understanding, trust, and common sense.
5. **Simplicity:** The evaluation system should be simple to the extent possible strategy evaluation should be simple, not too cumbersome, and too restrictive. The test of an effective evaluation system is its usefulness not complexity.

6. **Communication and involvement:** The system must build confidence and foster positive and active involvement at both mental and active level of participants.
7. **Congruence:** Measurements must be in congruence with the events measured. The scope range, magnitude and accuracy of measurement should be related to the objective and usefulness.
8. **Operational:** Controls must be focused on action. The findings of the control must reach the people responsible for taking needed action in time.

13.13 Major marketing weakness and the future of marketing

Kotler and Keller (2016) have outlined the following marketing weakness.

- The company is not sufficiently market focused and customer driven.
- The company does not fully understand its target customers.
- The company needs to better define and monitor its competitors.
- The company does not properly manage relationships with stakeholders.
- The company is not good at finding new opportunities.
- The company marketing planning process is deficient.
- Product and service policies need tightening.
- The company's brand building and communication skills are weak.
- The company is not organized for effective and efficient marketing.
- The company has not made maximum use of technology.

The future of marketing will see the following adjustments.

- The demise of the marketing department and the rise of holistic marketing
- The demise of free-spending marketing and the rise of ROI marketing
- The demise of marketing intuition and the rise of marketing science
- The demise of manual marketing and the rise of both automated and creative marketing
- The demise of mass marketing and the rise of precision marketing

13. 12 Review Questions

1. How would you design an action plan to ensure effective resource allocation in a marketing strategy? Provide specific examples of how you would allocate financial, human, and technological resources to support strategic initiatives.
2. Describe a situation where poor communication could derail the implementation of a marketing strategy. What steps would you take to improve internal and external communication to align all stakeholders with the marketing strategy?
3. Imagine you are the marketing manager for a company that is facing resistance to a new marketing initiative due to organizational culture. What strategies would you employ to overcome this resistance and successfully implement the new initiative?

4. You are tasked with implementing a marketing strategy in a company that operates in multiple regions. Which implementation structure (functional, product, regional, segmental, or matrix) would you choose, and why? How would you ensure effective coordination across different regions?
5. You are the marketing manager for a retail company. How would you establish quantitative and qualitative criteria and standards for a new product launch? Provide examples of specific standards you might set and explain why they are important.
6. Imagine your company has launched a new marketing campaign, but initial results show that performance is below expectations. Describe the steps you would take to measure and compare actual performance against planned performance and explain how you would conduct a performance gap analysis to identify the causes of the shortfall.
7. Your analysis has revealed a significant performance gap between your marketing goals and actual outcomes. What corrective measures would you consider implementing to address this gap? Discuss how you would modify objectives, review performance standards, and ensure the effectiveness of your adjustments.
8. Discuss how market control can enhance accountability within a marketing team. Provide a scenario where regular monitoring and performance tracking could lead to improved marketing outcomes and increased accountability among team members. How would you use this information to support strategic decision-making?

Self-test

1. Which component of strategy implementation involves breaking down the strategic plan into specific, actionable tasks?
 - A. Resource Allocation
 - B. Action Plans and Objectives
 - C. Organizational Structure
 - D. Performance Monitoring
2. What is a primary responsibility of leaders in the strategy implementation process?
 - A. Developing new products
 - B. Ensuring budget compliance
 - C. Championing the strategy and inspiring the team
 - D. Conducting market research
3. Which implementation structure assigns each manager responsibility for all marketing decisions concerning a particular product?
 - A. Functional Organization
 - B. Product Organization
 - C. Regional Organization
 - D. Segmental Organization
4. What is the main focus of performance monitoring in strategy implementation?

- A. Setting measurable objectives
 - B. Tracking progress and performance using KPIs
 - C. Allocating financial resources
 - D. Communicating with external stakeholders
5. Which of the following is considered an intangible resource in strategy implementation?
- A. Machinery
 - B. Patents
 - C. Human skills and competencies
 - D. Vehicles
6. What type of organizational structure involves joint decision-making between specialist market researchers and product managers?
- A. Functional Organization
 - B. Product Organization
 - C. Matrix Organization
 - D. Segmental Organization
7. Which challenge in implementing a marketing strategy is associated with employees and departments resisting new initiatives?
- A. Resource Constraints
 - B. Poor Communication
 - C. Resistance to Change
 - D. Inadequate Market Research
8. Which skill involves determining the causes of implementation problems in marketing programs?
- A. Diagnostic Skills
 - B. Evaluation Skills
 - C. Implementation Skills
 - D. Communication Skills
9. What is the first step in the marketing control process?
- A. Taking corrective measures
 - B. Establishing criteria and standards
 - C. Measuring and comparing performance
 - D. Conducting performance gap analysis
10. Which type of control examines where the company is making and losing money?
- A. Annual plan control
 - B. Profitability control
 - C. Efficiency control
 - D. Strategic control
11. What does performance gap analysis involve?
- A. Setting performance standards
 - B. Comparing actual performance with planned performance

- C. Taking corrective measures
- D. Tracking market trends

12. What is the purpose of annual plan control?

- A. To track long-term strategic goals
- B. To evaluate efficiency of marketing expenditures
- C. To monitor marketing performance against the annual plan
- D. To analyze market share

13. Which of the following is a benefit of market control related to resource optimization?

- A. Early detection of issues
- B. Efficient use of resources
- C. Improved customer satisfaction
- D. Consistent brand messaging

14. What is premise control designed to do?

- A. Assess whether the overall strategy should be changed
- B. Check if the assumptions during planning are still valid
- C. Monitor performance against financial measures
- D. Evaluate the impact of marketing expenditures

15. Which type of control focuses on improving the spending, efficiency, and impact of marketing expenditures?

- A. Annual plan control
- B. Profitability control
- C. Efficiency control
- D. Strategic control

16. Which of the following is NOT listed as a major marketing weakness by Kotler and Keller (2016)?

- A. The company does not fully understand its target customers
- B. The company has a weak brand building and communication strategy
- C. The company is highly efficient in resource utilization
- D. The company is not organized for effective and efficient marketing

Marketing Management Project

Part 12

- (i) Evaluate how the firm you are studying is implementing its marketing strategy and recommend any changes.
- (ii) What types of control do they use and how effective are they? Recommend any necessary changes to improve on the firm marketing control.

References

- Bonoma, T. V. (1984). Making your marketing strategy work. *Harvard Business Review*, March-April, 62(2).
- Band, W A (1984).: ‘A marketing audit provides an opportunity for improvement’, *Sales and Marketing Management in Canada*, pp. 24–6.
- Blythe J & Zimmerman A (2013) *Business to Business Marketing Management A global perspective Second Edition*, Routledge
- Cherunilam, F. (n.d.) *Marketing of Industrial Goods. Global Media*, . p 207
- Desmond, J (2004): ‘An evaluation of organizational control strategies for relationship marketing’, *Journal of Marketing* 20 (1) pp. 209–37.
- Eng, Teck-Yong (2008). “Customer Portfolio Planning in a Business Network Context.” *Journal of Marketing Management*, Vol. 24, No. 5/6, 567–87.
- Finlay, P. (2000). *Strategic Management*. Harlow: Financial Times Prentice Hall.
- Kaplan, R.S. and Norton, D.P. (1992). “The balanced scorecard – measures that drive performance.” *Harvard Business Review*, Vol. 70, Iss. 1, Jan.–Feb., 71–80.
- Kotler, P (2003): *Marketing Management*, 11th edn (Pearson Education Inc., Upper Saddle
- Lowendahl, B.R. (1997). *Strategic management of professional business service firms*. Copenhagen: Copenhagen Business School Press.
- Peng, Mike W. (2009). *Global Strategy*. Mason OH: Southwestern Cengage Learning.
- Porter, M.E. (1980): *Competitive Strategy: Techniques for Analyzing Industries and Competitors*
- Taghian, Mehdi and Shaw, Robin N. (2008). “The Marketing Audit and Organizational Performance: An Empirical Profiling.” *Journal of Marketing Theory & Practice*, Vol. 16, No. 4, 341–9.

Answers to self-test evaluations

1. Action Plans and Objectives
2. Championing the strategy and inspiring the team
3. Product Organization
4. Tracking progress and performance using KPIs
5. Human skills and competencies
6. Matrix Organization
7. Resistance to Change
8. Diagnostic Skills
9. Establishing criteria and standards
10. Profitability control
11. Comparing actual performance with planned performance
12. To monitor marketing performance against the annual plan

13. Efficient use of resources
14. Check if the assumptions during planning are still valid
15. Efficiency control
16. The company is highly efficient in resource utilization