

UNIT SUMMARY

What is the unit about?

This unit is about developing and implementing marketing plans for your area of responsibility.

This unit describes the classic model of marketing planning, implementation and control, which can be adopted by managers who do not have specialist marketing expertise.

Who is the unit for?

The unit is recommended particularly for middle managers who, as part of their role, are required to develop marketing plans for their area of responsibility.

It is not aimed at specialist marketing managers who should refer to the Marketing National Occupational Standards.

Links to other units

This unit is linked to units **B6. Provide leadership in your area of responsibility, D1. Develop productive working relationships with colleagues, E1. Manage a budget, E10. Take effective decisions, F9. Build you organisation's understanding of its market and customers and F16. Manage the development and marketing of products/services in your area of responsibility** in the overall suite of National Occupational Standards for Management and Leadership.

It is based on two specialist units from the Marketing National Occupational Standards, developed by the Marketing and Sales Standards Setting Body: *3.1.1 Develop marketing strategies and plans for products/services* and *6.1.2 Implement marketing strategies and plans for products/services*.

Skills

Listed below are the main generic 'skills' that need to be applied in developing and implementing marketing plans for your area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Analysing
- Communicating
- Decision-making
- Evaluating
- Forecasting
- Monitoring
- Obtaining feedback
- Planning
- Prioritising
- Questioning
- Reporting
- Researching

- Setting objectives
- Thinking creatively
- Time management

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify and prioritise marketing objectives for your area of responsibility that are consistent with your organisation's overall business plan, culture, vision and values and take into account the needs of other areas of the organisation.
2. Obtain advice and support from marketing specialists and those providing marketing services, as required.
3. Identify the target markets for your products and services and develop appropriate strategies for realising marketing objectives.
4. Develop and agree marketing plans and budgets for the achievement of the strategies, setting out clear actions, risks, contingencies, accountabilities and milestones.
5. Identify and access the resources and capabilities required for your plans.
6. Ensure that those implementing the marketing plan understand their individual responsibilities and are committed to achieving objectives.
7. Exercise flexibility while implementing the plan as agreed and within budget.
8. Implement the plan as agreed whilst exercising flexibility.
9. Monitor and report on the implementation and performance of the plan against milestones and budgets.
10. Take timely and appropriate action to address any significant variances in performance against the plan.
11. Evaluate the implementation of the marketing plan and use the information to improve future marketing planning.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You address multiple demands without losing focus or energy.
2. You present information clearly, concisely, accurately and in ways that promote understanding.
3. You prioritise objectives and plan work to make the best use of time and resources.
4. You check individuals' commitment to their roles in a specific course of action.
5. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.

6. You make best use of available resources and proactively seek new sources of support when necessary.
7. You respond positively and creatively to setbacks.
8. You anticipate likely future scenarios based on a realistic analysis of trends and developments.
9. You work towards a clearly defined vision of the future.
10. You take timely decisions that are realistic for the situation

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. How to identify, develop and prioritise marketing objectives for your area of responsibility that are consistent with your organisation's overall business plan.
2. The importance of obtaining advice and support from marketing specialists and those providing services, as required.
3. How to identify and target markets.
4. How to develop appropriate strategies for realising marketing objectives.
5. How to develop marketing plans and budgets for the achievement of the strategies, setting out clear actions, accountabilities and milestones and the importance of agreeing these.
6. How to identify and access the resources and capabilities required for your plans.
7. How to identify sustainable resources and ensure their effective use to support your plans.
8. The importance of communicating the plan to people and ensuring understanding and commitment, and how to do so effectively.
9. The importance of implementing the plan as agreed and within budget.
10. How to monitor and report on the implementation and performance of the plan against milestones and budgets.
11. The importance of taking timely and appropriate action to address any significant variances in performance against the plan, and how to do so effectively.
12. The importance of identifying ways in which future marketing planning can be improved.
13. How to develop and implement measures and methods for evaluating the implementation of the marketing plan.

Industry/sector specific knowledge and understanding

1. Industry/sector requirements for developing and implementing marketing plans for your area of responsibility.

Context specific knowledge and understanding

1. Your organisations' overall business plan relevant to your area of responsibility.
2. Sources of advice, and support from marketing specialists and those providing marketing services.
3. Your products and services.
4. Your organisation's actual and potential customer base for your products and services.
5. Your organisation's actual and potential competitors of your products and services.
6. Available resources and capabilities to support your plans.