

Preface

The main purpose with this book is to take the reader through the process of marketing planning, while also providing a detailed explanation of all the concepts and methodologies used in marketing planning.

A primary aim of this book is also to introduce a '*modern and well-structured*' introduction to marketing planning from an academic / student viewpoint. The subtitle '*a global perspective*' is one example of this more 'modern' approach. All firms (even the smallest) are feeling the increasing globalization of the industries they are operating in: The customers are getting bigger (by consolidation in the industry) and more global oriented. These customers increasingly want to deal with suppliers that can deal with customers on a global basis (Global Account Management). But, at the same time, customers also want their suppliers to adapt their marketing plans to the different markets (countries) in which they operate.

Audience for this book

This new book is planned to be *targeted towards the academic market*.

Primary audience:

Undergraduate students: Second and third year. Here the book could be used as:

- The main textbook in short specialized courses, like 'Marketing Planning', 'International Marketing Planning' and 'Developing Global Marketing Plans'
- Supplementary text in General Marketing / Marketing Management / International marketing courses

Secondary audience:

- Marketing practitioners
- Others with the need of learning ‘how to prepare a marketing plan’

Key features of the book:

Focus on a ‘global perspective’: ‘International / global marketing planning’ is treated more extensively than in the competitive books. Many of the students will later have marketing jobs in SMEs (Small and Medium-sized Enterprises), which earlier did not think about internationalization. However, these SMEs are now facing competition in their home market from multinational companies so these firms are not only competing locally and nationally, but globally as well. The ‘Global perspective’ will also result in several cases (see attached examples), where the firm’s product is sold to several markets at the same time.

Case studies from ‘real’ companies: Contrary to other marketing planning books, this book will contain case studies from ‘real’ companies. The book (and the additional web-site) also includes references to web resources (market information in certain industries), which the students can be use as a basis for developing marketing plans. Furthermore this book will also treat the development of the marketing plan in cooperation with other actors, e.g. customers.

Implementing a resource perspective: Analysing internal competences as the basis for developing the marketing plan: The resource perspective (inside-out view) is getting more popular in the marketing literature, but it is overlooked by above-mentioned competitors, though they all include a SWOT-analysis. However, the input for the SW-part of this analysis is coming from this resource perspective. In the students’ later jobs as

marketing planners and coordinators it would be a disaster for the firm only to consider the external opportunities, without taking the internal restraints into consideration

Financial Consequences: More extensive coverage of the marketing plan's financial consequences in form of budgets, financial metrics etc.

Academic market: In other books, developing a marketing plan is based on a 'recipe', with only few references to other books and articles. In this regard my book will be different with many references to books, journal articles, websites and web-databases.

More features on companion website

Visit www.mcgraw-hill.com/textbooks/hollensen to access the following valuable supplements:

- For students: Students can link to any of the online resources listed in the text, and there are also further 'click' possibilities for further market information in different parts of the world
- For lecturers: Lecturers can access the Instructor's Manual and PowerPoint slides on the password-protected part of the website

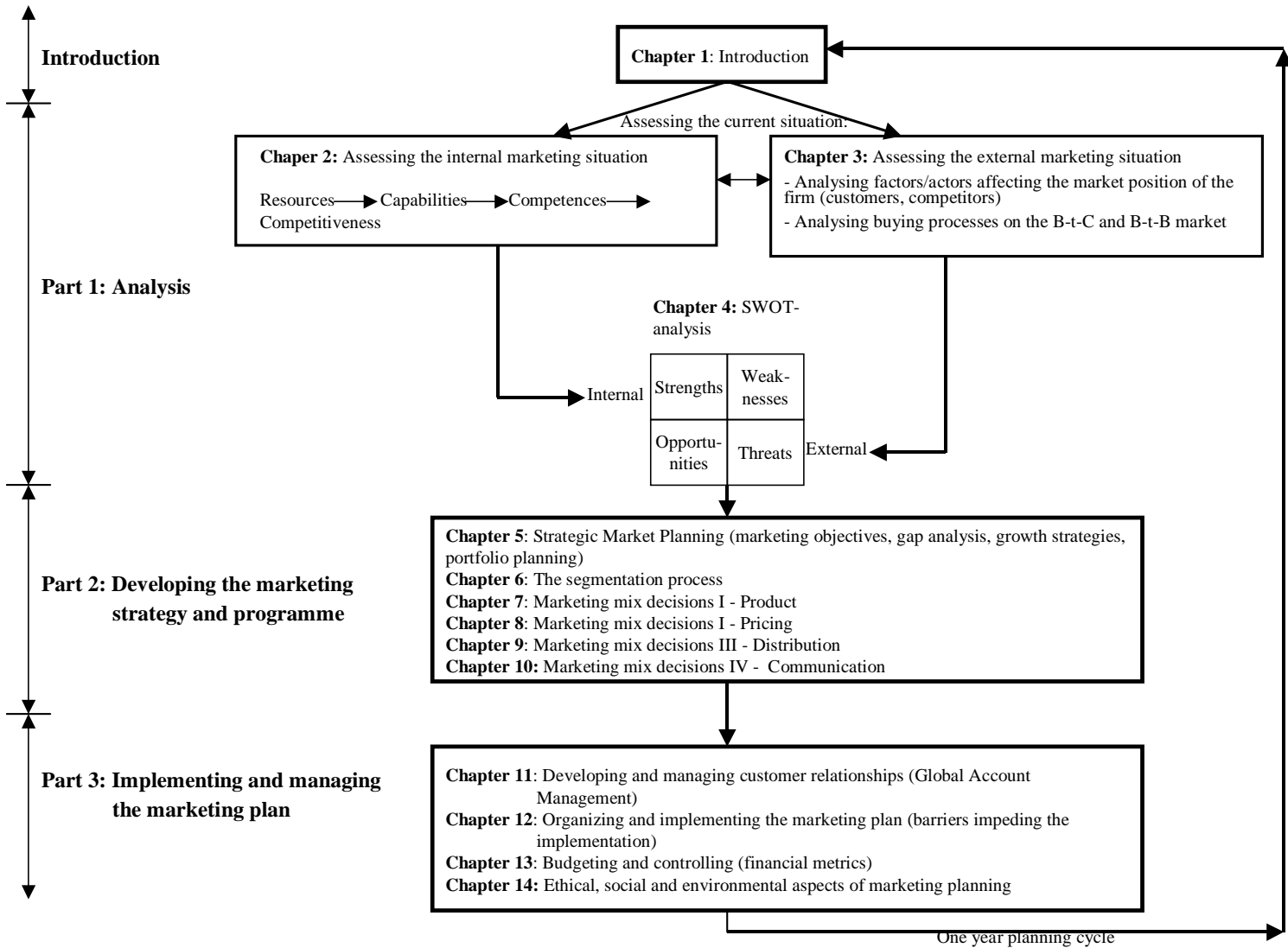
Outline of the book

The book is structured around the three main steps involved in the marketing planning process:

1. Analysis of the internal and external situation
2. Developing the marketing strategy"
3. Implementing and managing the marketing plan

Figure 1 shows the schematic outline of the book:

Figure 1: The structure of the book



Case studies

There is a case study at the end of each chapter.

Table 1 shows the case studies in this book

Table 1 Overview of case studies

Chapters	Case titles / subtitles	Headquarters in following country / area	Geographical target area in the case / Target market (B-t-B, B-t-C or both)
Ch. 1: Introduction	<i>Case study:</i> Sauer-Danfoss - Seeking for new customers in the OEM-busines	Germany / Denmark / USA	World B-t-b
Ch. 2: Assessing the internal marketing situation	<i>Case study:</i> Häagen-Dasz - Revitalizing the brand	USA	World B-t-C
Ch. 3: Assessing the external marketing situation	<i>Case study:</i> Toto - Is the American market ready for the Japanese high-tech toilet brand?	Japan	World / USA B-t-C + B-t-B
Ch. 4: SWOT-analysis	<i>Case study:</i> Red Bull - The superstar of energy drinks is seeking new markets	Austria	World B-t-C
Ch. 5: Strategic Market Planning	<i>Case study:</i> Think Neighbor - Ford's entry into the electric car market	USA	World B-t-C + B-t-B
Ch. 6: The segmentation process	<i>Case study:</i> Carlsberg / BBH - Planning for further market shares in the Eastern European and Russian beer-market	Baltic region / Denmark	Europe B-t-C
Ch. 7: Marketing mix decisions I: Product	<i>Case study:</i> Vitakraft - Transforming a "small" German pet-food player into a global player	Germany	World B-t-C
Ch. 8: Marketing mix decisions II: Price	<i>Case study:</i> Braun power toothbrushes - Is it wise to offer a low-priced battery version of Oral-B?	USA	World B-t-C

<p>Ch. 9: Marketing mix decisions III: Distribution</p>	<p><i>Case study:</i> Private Media Group - Global marketing through a multiple channel strategy</p>	USA	World B-t-C
<p>Ch. 10: Marketing mix decisions IV: Communication</p>	<p><i>Case study:</i> Playtex - The US-manufacturer is seeking a foothold in the European lingerie market</p>	USA	Europe B-t-C
<p>Ch. 11: Developing and managing buyer-seller relationships</p>	<p><i>Case study:</i> Enercon - Are buyer-seller relationships relevant in the Wind Turbine (WT) industry</p>	Germany	World B-t-B
<p>Ch. 12: Organizing and implementing the marketing plan</p>	<p><i>Case study:</i> Bob Martin Company - UK's leading brand name for pet healthcare is seeking an international foothold</p>	UK	Europe / World B-t-C
<p>Ch. 13: Controlling and budgeting</p>	<p><i>Case study:</i> Jordan Toothbrushes - Developing an international marketing control- and budget system</p>	Norway	World B-t-C
<p>Ch. 14: Ethical, social and environmental aspects of marketing planning</p>	<p><i>Case study:</i> Body Shop - Is it an 'ethical' company?</p>	USA	Europe / World B-t-C + B-t-B

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Svend Hollensen (svend@sam.sdu.dk) is an Associate Professor in Marketing at the University of Southern Denmark. He has practical experience from a job as a Marketing Coordinator in a large Danish multinational enterprise as well as from being International Marketing Manager in a company producing agricultural machinery. In both jobs he worked with the development of international marketing plans in practice. After working in industry he received his Ph.D. in 1992 from Copenhagen Business School.

Among others, Svend Hollensen has published the following world-wide sold textbooks with the titles:

Global Marketing – A decision-oriented approach

Financial Times / Prentice Hall, Third Edition, 2004. *Global Marketing* has recently been translated into Russian and Chinese.

Marketing Management - A relationship approach,

Financial Times / Prentice Hall, July 2002. This book is being translated into Chinese