

Outline: New Product Marketing Plan

1. Executive Summary

- Summarize the product idea, its target market, and the results you forecast (sales, gross margin, and profit contribution) in not more than two pages.

2. The Product (Good or Service) or Business Idea

- Identify the mission and SMART objectives (specific, measurable, attainable, relevant to your mission, and time-bound) of the business.
- Briefly describe the product or service and its target market.
- State your value proposition or a positioning statement that outlines the benefits your product, service, or business will provide to the target customer in order to differentiate your offering from currently available ones.

3. Market Analysis

- Indicate who constitutes your overall market and the segment you will initially target (defined according to one or more of the following kinds of factors: demographic, geographic, and/or behavioral variables).
- For this market overall and for your target segment:
 - Indicate their size and current and anticipated growth rate (measured if possible, in units, dollars, and number of potential customers).
 - Identify any unmet or poorly served needs that your new product or service will address.
 - Identify relevant trends in any of the six macro trend categories that support or detract from the demand for your new product or service.
- Identify the wants and needs your product serves. What benefits will you offer, and what product features will deliver them?

4. Competitor Assessment

- Define the industry in which you will compete.
- Assess the industry's five competitive forces.
- Identify its critical success factors.
- What direct and indirect competitors currently satisfy the needs of your proposed targets?
- What competitive advantages and disadvantages will specific competitors have? Will you have?
- What competitive responses to your entry are likely?

5. Marketing Strategy

- What are your marketing objectives (SMART)?
- What is your overall marketing strategy?
- How will your offering be positioned?
- Product decisions: features, augmented product, brand
- Pricing decisions: pricing strategy, pricing specifics
- Distribution decisions: channel structure, push or pull strategy
- Promotional strategy: integrated marketing communications objectives and plan, copy platform, media plan, trade and consumer promotion plan, personal selling plan, public relations plan

6. Forecast and Budget

- Provide one or more spreadsheets that detail your sales and gross margin forecast and marketing budget and the activities that will comprise it for 3–5 years, monthly for the first year. Indicate, by category of activity, all planned marketing spending for the execution of your marketing strategy, broken down into as many of the following categories as apply:
 - Advertising (creative and media expense)
 - Direct marketing (direct mail and/or telemarketing expense)
 - Internet marketing (Web site, banners, etc.)
 - Consumer promotion (discounts, samples, coupons, rebates, contests, etc.)
 - Trade promotion (allowances/discounts to your distribution channels)
 - Salesforce expenses (salary and fringes, sales materials, commission, travel)
 - Public relations (nonpaid media)
 - Customer service (inbound order taking, customer support, etc.)
 - Other (sponsorships, events, etc.)
- Indicate, using appropriate measures, the level of effectiveness and efficiency you expect from each activity (reach, frequency, CPM, response rate, number of sales calls per week, close rate, duration of sales cycle, etc.). Provide appropriate *evidence* in a discussion that supports your contention that your planned marketing budget is sufficient to drive the sales you forecast.

7. Implementation and Control Plan

- Provide an organizational chart for marketing people and functions.
- Provide templates of strategic and/or operational control “dashboards” for key marketing management functions.

8. Contingency Plan

- Identify what is likely to change or go wrong and what should be done if and when it does.

Marketing Plan Exercise

Write a draft mission statement for your company.

Identify which (if any) of the growth strategies identified in Exhibit 2.5 your plan will pursue, based on your still very preliminary thinking. Determine why that strategy does or does not make sense, compared to the other alternatives.

Set the objectives that your plan or project is intended to accomplish, measured in terms of sales and/or market share and profit contribution, over a specified time frame.

Marketing Plan Exercise

Using one or both of the Porter and the Miles and Snow frameworks, identify which type of business unit strategy your plan will pursue, based on your still very preliminary thinking. Identify the key capabilities and resources—marketing and otherwise—necessary to do so. Determine why that strategy does or does not make sense, compared to the other alternatives.