

# **Marketing Navigation**

**How to keep your marketing plan  
on course**

**Edmund Bradford, Steve Erickson  
and Malcolm McDonald**

**(G) Goodfellow Publishers Ltd**

---

**(G)** Published by Goodfellow Publishers Limited,  
Woodeaton, Oxford, OX3 9TJ  
<http://www.goodfellowpublishers.com>

British Library Cataloguing in Publication Data: a catalogue record for this title is available from the British Library.

Library of Congress Catalog Card Number: on file.

ISBN: 978-1-908999-23-8

Copyright © Edmund Bradford, Steve Erickson, Malcolm McDonald, 2012

All rights reserved. The text of this publication, or any part thereof, may not be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, storage in an information retrieval system, or otherwise, without prior permission of the publisher or under licence from the Copyright Licensing Agency Limited. Further details of such licences (for reprographic reproduction) may be obtained from the Copyright Licensing Agency Limited, of Saffron House, 6–10 Kirby Street, London EC1N 8TS.

All trademarks used herein are the property of their respective owners. The use of trademarks or brand names in this text does not imply any affiliation with or endorsement of this book by such owners.



Design and typesetting by P.K. McBride, [www.macbride.org.uk](http://www.macbride.org.uk)

Cover design by Cylinder, [www.cylindermedia.com](http://www.cylindermedia.com)

---

# Contents

About the authors	vii
Acknowledgments	viii

## **Part 1: An Introduction to Marketing Navigation** **1**

<b>1</b>	<b>A new way to steer your plan to success</b>	<b>2</b>
	A perilous voyage	2
	Perilous marketing voyages	4
	The causes of implementation failure	5
	The end of dead reckoning in marketing	9
	Implementation is a multi-billion dollar issue	10
	Marketing Navigation: a new way to implement your marketing plan	13
	The Marketing Navigation System	16
	The Parker Case	17
	The big threat and the big opportunity	18
	The payoff from Marketing Navigation	19
	Business strategy vs. market strategy	20
<b>2</b>	<b>The Marketing Navigation System</b>	<b>22</b>
	The Marketing Navigation System	23
	The Navigation Dashboard	24
	The Risk–Commitment Matrix	28
	The Risk–Commitment Diagnostic	30
	The Marketing Helm	33
	Using all the tools together	37
	Working smarter with the Navigation System	38
<b>3</b>	<b>The essential elements of an excellent marketing plan</b>	<b>43</b>
	Section 1 – What should appear in a strategic marketing plan?	45
	Section 2 – The marketing planning process	53
	Section 3 – Guidelines for effective marketing planning	70
	Section 4 – Do marketing plans contribute to profitability?	79

**Part 2: Using the Marketing Navigation System 89**

<b>4</b>	<b>How to plan your implementation journey</b>	<b>90</b>
	Step 1: Is your marketing plan ready for implementation?	93
	Step 2: Do the implementation diagnostics	95
	Step 3: Develop a change plan	109
	Step 4: Use the plans to improve your position immediately	114
	Step 5: Confirm your readiness for the next phase	117
	Navigation Dashboard Example	122
<b>5</b>	<b>Piloting your plan</b>	<b>129</b>
	What is a pilot?	132
	How to pilot your plan	133
	Navigation Dashboard example	138
<b>6</b>	<b>Rolling out your plan</b>	<b>146</b>
	How to roll out your plan	149
	The Winmap rollout	160
	Navigation Dashboard example	165
<b>7</b>	<b>Refining implementation</b>	<b>169</b>
	Why worry about refinement?	172
	How to refine implementation	173
	Confirming implementation is complete	183
	Refining Winmap	183
	Testing/evaluation	186
	Navigation Dashboard example	187
<b>8</b>	<b>The technology of testing</b>	<b>192</b>
	The importance of testing	193
	The new technologies	195
	Testing methods	195
	Advanced testing with simulations	206
	Using marketing simulations	210

---

<b>Part 3: Summary and Implications</b>	<b>219</b>
<b>9 The new marketing leader</b>	<b>220</b>
The real root cause of success and failure	221
What does good leadership look like?	229
Leadership's overlapping roles	232
The implications for leadership	232
Do we really care?	234
The competent CMO	235
The CMO of tomorrow	237
<b>10 Conclusions</b>	<b>239</b>
Implementation matters	240
Implementation is a process not a program	241
Planning is still vital	243
Strategy is implementation and implementation must include change	247
Leadership means being good at market strategy and change	248
The four key factors for implementation success	249
Seven steps to successful implementation	250
Finally...from Harrison to Hamilton and beyond	250
<b>Appendix 10.1: An Implementation Plan Template</b>	<b>252</b>
<b>11 The seven steps to implementation success (fast track)</b>	<b>255</b>
1 Learn to use the Marketing Navigation System (Chapter 2)	256
2 Plan your implementation carefully (Chapters 3 and 4)	256
3 Test your implementation plan with a pilot exercise (Chapter 5)	258
4 Rollout implementation (Chapter 6)	259
5 Refine the implementation (see Chapter 7)	261
6 Use technology to improve your implementation testing (Chapter 8)	263
7 Improve implementation leadership (Chapter 9)	265
The implications for leadership	267
<b>Marketing Navigation: Quick Reference Guide</b>	<b>268</b>

**Part 4: Marketing Implementation Case Examples 269**

Austro: Accelerated implementation	270
English Energy: Implementing a new market entry strategy	275
European eCards: Successful implementation of smart marketing	280
Global Language Partner Consulting: Charting an implementation course in China	284
Globalserve: Combining account management with change management	288
IEB: Implementing a new mindset	297
ITSalesco: The challenge of a complex sales-driven company	302
Kennametal: Keeping marketing plans on track	304
Lafarge Jordan: Re-cementing a leadership position	307
Medic: Implementation enlightenment in India	324
Oxford Learning Lab: Online implementation	329
Tuntex: A cautionary tale from the textiles industry	333
<b>Index</b>	<b>337</b>

## About the authors

**Edmund Bradford** is a serial entrepreneur who has co-founded successful consultancies in strategic marketing and key account management. He is also a Director and co-founder of Market2win Ltd which produces simulation games to teach students and executives about strategy. Market2win was named as a finalist in the 2010 *Marketing Excellence Awards* by the UK's Chartered Institute of Marketing.



He has been involved with implementing strategic initiatives around the world for over 20 years, acting as both a consultant and senior executive.

In addition to his work with business schools, his company experience includes work with Brussels Airlines, Compass Group, GlaxoSmithKline, Jones Lang LaSalle, LloydsTSB, Parker Hannifin Corporation, United Utilities and a host of small enterprises.

He holds an MBA from Warwick University, England

**Steve Erickson** is Vice President Strategic Marketing for Parker Hannifin Corporation, a \$13 billion global diversified manufacturer headquartered in Cleveland, Ohio. Parker's many motion and control technologies are used in thousands of applications for a wide variety of machines such as the F-22 Raptor, earthmoving equipment, ships, factory automation and air conditioning.



Steve has global responsibility for developing and supporting Parker's strategic marketing process in the areas of market intelligence, business intelligence and economic intelligence.

Before joining Parker in 1997, Steve held various positions in manufacturing and international business development in both the U.S. and Japan, including serving as Vice President of a Japanese automotive parts manufacturer.

Steve holds a BS in Mechanical Engineering (with highest honors) from the University of Nebraska and a masters degree (summa cum laude) from Trinity International University in Deerfield, Illinois. Steve lived in Japan for 10 years and is fluent in Japanese.

**Malcolm McDonald MA** (Oxon) MSc, PhD, D.Litt., FCIM, FRSA, until recently was Professor of Marketing and Deputy Director, Cranfield University School of Management in England with special responsibility for e-business, and is now an Emeritus Professor at the University as well as Honorary Professor at Warwick Business School.



Malcolm is a graduate in English Language and Literature from Oxford University, in Business Studies from Bradford University Management Centre, and has a PhD from Cranfield University. Malcolm has extensive industrial experience, including a number of years as Marketing Director of Canada Dry, and has written over forty books, including the best seller *Marketing Plans; how to prepare them; how to use them*.

## Acknowledgments

This book is different because of the significant contributions of the following people:

Hussam Asmar, David Atkinson, Neil Bamford, Phil Borland, Kulwinder Bradford, Faas Broersma, Giorgio Burlini, Chris Cardell, Gary Cook, Ian Dunbar, Arif Fahim, Peter Fox, Francois Gau, Mostapha Hebbassi, Ian Helps, Peter Ivanoff, Charles Jacobs, Adrian Joseph, Andrew Kearns, Neil Kendrick, Kaouther Kooli, Jeroen Kurvers, Zhanhong Liang, Rich Nagel, Jodee Peevor, Marco Retel, Savannah Richards, Tomeka Robinson, Elena Roilou, Alistair Taylor, Ian White and Fred Wiersema.

We, the authors, thank you for helping us navigate through our journey.