

# Strategic Business/Marketing Plans

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## **I. Summary Plan**

- 1) Description of market opportunity
- 2) Target clients
- 3) Key competitors
- 4) Competitive advantage
- 5) Products needed
- 6) Office infrastructure
- 7) Required technology platform
- 8) Legal/regulatory environment/barriers/issues (may be geographically dependent)
- 9) Sales plan
- 10) Key factors determining success or failure

## II. Medium Plan

- 1) Description of market opportunity
  - a. Current client base
  - b. Market description/potential
  - c. The strengths (short run) and opportunities (long run) in our market
  - d. The problems (short run) and threats (long run) faced
  - e. Possible future market extensions
- 2) Target clients
  - a. Who is our target market? Primary targets? Secondary targets?
  - b. What needs will we try to meet?
  - c. How do our current clients fit the target profile?
  - d. Revenue potential of targets
- 3) Key competitors
  - a. Who is/are the leader(s)? Where are we?
  - b. Who can beat us? In product? In price? In service quality? In features?
- 4) Our advantage
  - a. What is our servicing advantage?
  - b. What is our product advantage?
  - c. What is our competitive advantage?
  - d. What is our positioning? ("The target market will buy from us instead of from the competition because...")
  - e. Possible market, economic and other risks
- 5) Products line needed
  - a. Offering Description
  - b. Possible future offering/extensions or enhancements
- 6) Office infrastructure -- what will it take to deliver the offering with the appropriate service level?  
*"Offering" refers to the entire package of services -- everything clients "perceive" they have purchased.*
- 7) Required technology platform
- 8) Legal/regulatory environment/barriers/issues (may be geographically dependent)
  - a. Licenses needed, etc.
  - b. Currency controls, etc.
- 9) Sales plan
  - a. How will we reach and acquire clients (find leads and prospects)?
  - b. How will we keep clients?
  - c. How will we cross-sell our clients?
- 10) Key factors determining success or failure
  - a. For the next year
  - b. For the next three years

### III. Detailed Plan

- 1) Description of market opportunity
  - a. Current client base
    - Demographics/Firmographics
  - b. Market description/potential
    - Size
    - Outlook (Is the market growing/stable/declining? Why?)
    - Market revenues generated
  - c. The strengths (short run) and opportunities (long run) in our market
  - d. The problems (short run) and threats (long run) faced
  - e. Possible future market extensions
- 2) Target clients
  - a. Who is our target market? Primary targets? Secondary targets?
  - b. What needs will we try to meet?
  - c. How do our current clients fit the target profile?
  - d. Revenue potential of targets
- 3) Key competitors
  - a. Who is/are the leader(s)? Where are we?
  - b. Who can beat us? In product? In price? In service quality? In features?
- 4) Our advantage
  - a. What is our servicing advantage?
  - b. What is our product advantage?
  - c. What is our competitive advantage?
  - d. What is our positioning? ("The target market will buy from us instead of from the competition because...")
  - e. Possible market, economic and other risks
- 5) Product line needed
  - a. Offering Description
    - "Offering" refers to the entire package of services, everything clients "perceive" they have purchased*
    - i. Products included in the offering
    - ii. Services included (reports, tools, other products, etc.)
    - iii. Modes of contacting/interfaces with the client going forward
    - iv. Intangibles (brochures, books, etc.)
    - v. Price/fees, minimums
    - vi. Service/performance standards, guarantees and other features
  - b. Possible future offering/extensions or enhancements
- 6) Office infrastructure -- what will it take to deliver the offering with the appropriate service level?
  - a. Human resource requirements (staff types, training, etc.)
  - b. Capital and operating costs
  - c. Business system requirements (funding, computer equipment, presentation equipment, etc.)
  - d. Sales, marketing and other critical support
- 7) Required technology platform -- Local vs. centralized needs
- 8) Legal/regulatory environment/barriers/issues (may be geographically dependent)
  - a. Licenses needed, etc.
  - b. Currency controls, etc.
- 9) Sales plan
  - a. How will we reach and acquire clients (find leads and prospects)?
    - Potential channels and productivity
    - Pipeline tracking/new clients
  - b. How will we keep clients?
  - c. How will we cross-sell our clients?
- 10) Key factors determining success or failure
  - a. For the next year
  - b. For the next three years