

Marketing Excellence Audit: Definition of Parameters

SCORE PARAMETER	1	2	3	4	5
1. CUSTOMER & MARKET ANALYSIS					
1.1 BUSINESS MISSION AND VISION DEFINED	No mission, no vision	Mission, no vision	Vision, no mission	Mission & Vision poorly defined	Mission & Vision well defined
1.2 BROAD PRODUCT MARKETS DEFINED	No product-markets defined		Unclear product-market definition		Product-markets well defined
1.3 MARKETS MAPPED	No market maps		Partial mapping		Full market mapping
1.4 MARKETS ANALYSED	Don't Know	Internal Opinion	Internal Fact	External Opinion	External Fact
1.5 VALUE CHAINED QUANTIFIED	Don't Know	Internal Opinion	Internal Fact	External Opinion	External Fact
1.6 SEGMENT ATTRACTIVENESS MEASURED	Don't Know	Internal Opinion	Internal Fact	External Opinion	External Fact
1.7 COMPETITIVE POSITION MEASURED	Don't Know	Internal Opinion	Internal Fact	External Opinion	External Fact
2. MARKET PLAN DEVELOPMENT					
2.1 TARGET SEGMENTS SELECTED	No target segments				Target segments based on Segment Attractiveness/Competitive Position
2.2 MARKETING STRATEGIC INTENT (Grow, Maintain, Harvest, Don't Compete)	No strategic intent				Strategic Intent defined for all segments
2.3 VALUE PROPOSITIONS CREATED	No value propositions				Value propositions defined for target segments
2.3 MARKETING MIX DETAILED	No marketing mix				Marketing mix for all target segments
2.4 RESOURCE PLAN DEFINED	No resource plan		Overall resource plan		Resource plan by segment, by function
2.5 ACTION PLAN DEVELOPED	No action plan		Overall action plan		Action plans by segment by individual
2.6 MEASURES OF SUCCESS DEFINED	No measures of success	Measure only price & volume	Measure profit	Measures defined by segment	Measurable targets for all key aspects of plan
3. CREATING THE DELIVERABLES					
3.1 TRACKING, MONITORING SYSTEMS IN PLACE	No regular tracking and monitoring		Infrequent tracking and monitoring		Monthly progress tracking and reporting
3.2 MARKET PLANS COMPLETED AND COMMUNICATED	No plans exist				Market plans for each segment appear in a common format
3.3 CONTINUOUS IMPROVEMENT IN PLACE	No continuous improvement		Basic annual review of plans	Regular review in SBU teams of segmentation, strategic intent, value propositions, marketing mix, measures of success	Integrated process for continuous improvement of rolling annual plans
4. MEASURING THE IMPACT					
4.1 INTEGRATION INTO BUDGET PLANNING	No link between market plans and budget plans		Cursory consideration of market plans for budgeting		Budget planning is completed at a segment level
4.2 LEVEL OF STRATEGY UNDERSTANDING	No strategy	No clear strategy	Clearly defined strategic intent for each segment	For each segment: strategic intent, value proposition	For each segment: strategic intent, value proposition, action plan, measures of success
4.3 SPREAD OF STRATEGY UNDERSTANDING	Business management can explain strategy	Business & marketing management know for each segment: strategy, value proposition	All people in all key functions know for each segment: strategy	All people in all key functions know for each segment: strategy, value proposition	All people in all key functions know for each segment: strategy, value proposition, their actions and contribution to success
4.4 MARKETING COMPETENCE (Could be measured using the Marketing Excellence Survey)	Low understanding of basic concepts	Good basic marketing knowledge	Good market-oriented attitude	Broad understanding of marketing in the functions	Strategic marketing applied to the business
4.5 ANTICIPATING CHANGE	No systems for tracking change		Programmed customer contact and competitor tracking		Integrated process for identifying change in market conditions

Marketing Excellence Audit: Sample Analysis

PARAMETER	SBU	SBU 1	SBU 2	SBU 3
1. CUSTOMER & MARKET ANALYSIS				
1.1. BUSINESS MISSION AND VISION DEFINED		1	5	3
1.2. BROAD PRODUCT MARKETS DEFINED		2	4	4
1.3. MARKETS MAPPED		3	3	5
1.4. MARKETS ANALYSED		4	2	4
1.5. VALUE CHAIN QUANTIFIED		5	1	3
1.6. SEGMENT ATTRACTIVENESS MEASURED		4	2	2
1.7. COMPETITIVE POSITION MEASURED		3	3	1
<i>SUB-TOTAL: CUSTOMER & MARKET ANALYSIS (35)</i>		22	20	22
2. MARKET PLAN DEVELOPMENT				
2.1. TARGET SEGMENTS SELECTED		1	3	2
2.2. MARKETING STRATEGIC INTENT (Grow, Maintain, Harvest, Don't Compete)		2	3	5
2.3. VALUE PROPOSITIONS CREATED		5	5	3
2.4. MARKETING MIX DETAILED		4	2	2
2.5. RESOURCE PLAN DEFINED		3	3	3
2.6. ACTION PLAN DEVELOPED		2	5	1
2.7. MEASURES OF SUCCESS DEFINED		3	3	1
<i>SUB-TOTAL: MARKET PLAN DEVELOPMENT (35)</i>		20	24	17
3. CREATING THE DELIVERABLES				
3.1. TRACKING, MONITORING SYSTEMS IN PLACE		2	3	1
3.2. MARKET PLANS COMPLETED & COMMUNICATED		1	2	1
3.3. CONTINUOUS IMPROVEMENT IN PLACE		3	5	1
<i>SUB-TOTAL: CREATING THE DELIVERABLES (15)</i>		6	10	3
4. MEASURING THE IMPACT				
4.1. INTEGRATION INTO BUDGET PLANNING		4	2	1
4.2. LEVEL OF STRATEGY UNDERSTANDING		1	4	2
4.3. SPREAD OF STRATEGY UNDERSTANDING		2	4	1
4.4. MARKETING COMPETENCE		3	3	3
4.5. ANTICIPATING CHANGE		2	2	2
<i>SUB-TOTAL: MEASURING THE IMPACT (25)</i>		12	15	9
TOTAL MARKETING EXCELLENCE SCORE (110)		60	69	51
MAXIMUM POSSIBLE SCORE = 110				

Marketing Excellence Audit: Sample Analysis

PARAMETER	SBU	SBU 1	SBU 2	SBU 3
<i>CUSTOMER & MARKET ANALYSIS (35)</i>		<i>22</i>	<i>20</i>	<i>22</i>
<i>MARKET PLAN DEVELOPMENT (35)</i>		<i>20</i>	<i>24</i>	<i>17</i>
<i>CREATING THE DELIVERABLES (15)</i>		<i>6</i>	<i>10</i>	<i>3</i>
<i>MEASURING THE IMPACT (25)</i>		<i>12</i>	<i>15</i>	<i>9</i>
TOTAL MARKETING EXCELLENCE SCORE (110)		60	69	51

MAXIMUM POSSIBLE SCORE = 110

Marketing Audit: SBU Comparison

