

A Theoretical Approach to Strategic Marketing Planning and Planning Process

Yakup Durmaz¹, Sebastian Jablonski², Özlem Akbay³

¹Hasan Kalyoncu University, Faculty of Economics Administrative, Turkey

²Old Polish University, Kielce, Poland

³Hasan Kalyoncu University, PhD Student, Turkey

***Corresponding Author:** Yakup Durmaz, Hasan Kalyoncu University, Faculty of Economics Administrative, Turkey

ABSTRACT

The aim of this study is to provide general information about strategic marketing planning in theory. Strategic marketing planning, which is the first and most important step of strategic marketing management in companies operating in the constantly changing environmental conditions of our age, is the whole of analysis and studies to increase the effectiveness of marketing activities. The most important reason for this is that it can establish a basic link between the business and its environment through this plan. At the broadest level, strategic marketing planning can be defined as a decision model that exchanges and integrates with the organization, creating products, markets, marketing activities and marketing resources that determine the important choices of an organization, communication and / or delivery of products that offer value to its customers. Thus, it enables the organization to achieve certain goals. Among the most fundamental issues, the underlying issues of strategic marketing as a field are how a business's marketing strategy should be formed.

Keywords: Strategy, Strategic Planning, Strategic Marketing Planning, Vision, Mission.

INTRODUCTION

The importance of ensuring a long-term harmony between changing market opportunities and the objectives and possibilities of the business becomes even more important in the current uncertainty. The process passed in order to achieve this long-term adaptation is called strategic planning. It must have a strategic plan for each part of the business or each operational department. Strategic marketing planning has a relatively important place in this strategic plan made throughout the company. When examined in terms of adapting to market opportunities in the long term, the strategic marketing plan enables strategists to identify market opportunities, reveal the inputs for the business to benefit from it, and determine strategies that will help achieve goals (Karakoç, 2009: 1).

Strategic marketing planning is a form of management that will enable companies to use their marketing resources effectively and efficiently by helping them to adapt to constantly changing market conditions with their goals and capacities. Considering the developments in the sectoral and economic life

in particular, firms' evaluation of the items that create opportunities for them and transforming the threatening environmental conditions into opportunities will cause firms to gain competitive advantage in the market (Zengin, 2010: 1).

The evolution of strategic marketing as a field of study has been going on for the past few decades. Numerous metrics related to perspectives, paradigms, theories, concepts, frameworks, principles, a set of related methods, models and fields of study can be seen as complex. Marketing is the first among them for strategic management and industrial organization (IO) economy (Varadarajan, 2010: 119).

STRATEGIC MARKETING PLANNING

Strategy and Strategic Planning

Strategy in business, which is a concept that entered the world of managers especially in the 1980s, can be defined as identifiable objectives of how to use together by creating the necessary resources from today in order to achieve the long-term main goals and objectives of a company (Eren, 1997: 26).

The main purpose of the enterprises, policies and strategies are passed to the general framing studies by the senior managers and the business area targeting stage for each business area. To offer businesses their own commercial sales and profitability suggestions for a branded business area. But in this case, they may be responsible for achieving business goals. In some businesses, the goals to be achieved for one area are determined by the senior management, but each business area managers are left free to determine the strategies they will follow to achieve these goals (Gönenç and Güldaş, 2010: 382). It emerges when a smart four keyword comes (Razzag et al., 2013: 93);

- Track and monitor competitors
- Using opportunities and minimizing threats
- Providing support for strategic decision making
- Providing support for strategic marketing planning

It is very new to be used as planned in companies. We can list the factors that cause strategic planning studies to gain importance as follows. (Taşkın, 1999, 268);

- Change has a global characteristic,
- Incredible speed of technological innovations,
- Development of information and communication technology,
- Increasing competition,
- Spread of environmental pollution all over the world,
- Increase in democratization prospects.

It consists of stages directly affected by strategic analysis. Having the knowledge of these stages has achieved success in order to achieve success in planning. These stages are as follows (Küçüksüleymanoğlu, 2008: 404):

- Organizational Values and Principles
- Vision
- Mission
- Internal Environment Analysis
- External Environment Analysis
- SWOT
- Critical Success Factors
- Purposes
- Goals
- Strategies and Policies
- Action Plans
- Resource Allocation

- Performance Measurement

More about this source text Source text required for additional translation information

Send feedback

Side panels

Strategic Marketing Management

Strategic marketing management includes researching, determining, implementing and controlling marketing studies to achieve the goals of businesses (Lusch and Lusch, 1991: 153). There are four basic four-purpose strategic marketing management that should be understood by those who want to make use of the strategic marketing method to create profitable strategies (Çetin and Korucuk, 2017: 635);

- Determining the desired achievements based on reality (eg goals and objectives),
- Developing or changing business strategies more effectively,
- Identifying the necessary priorities for operational change
- Improving the performance of an operator.

Reality-based achievements are shaped by the level of understanding decision makers have about factors outside their control and internal factors under their control. The correct use of external and internal factors will lead to more effective business strategies.

Strategic Marketing Planning

Increasing conscious consumers and increasing competition environment forces companies to think strategically in the long term. Therefore, although companies cannot be one-off specific, they have to make strategic marketing planning continuously (Altunışık et al., 2014: 20).

Why Is Strategic Marketing Planning Necessary?

Making strategic marketing planning brings very important benefits to companies. With these benefits, strategic marketing planning has become a necessity for most companies. McDonald and Payne listed the reasons why this planning is so necessary (Karakoç, 2009: 79).

- Increasing uncertainty, complexity and competition
- Speed in technological change
- The need for practitioners to strengthen coherent relationships to improve

A Theoretical Approach to Strategic Marketing Planning and Planning Process

determination, to take an organized approach to help identify sources of competitive advantage,

- The need for superiors to inform,
- Need for non-marketing functions to get support,
- The need for assistants to obtain resources, make deals, and set goals and strategies.

Strategic Marketing Planning Process

Strategic marketing planning covers the process of determining the value proposals to be

introduced to the market and the target market, based on the analysis of market opportunities. Strategic marketing planning process includes situation analysis, determination of marketing goals, marketing strategy development, market segmentation and target market selection, implementation of programs, evaluation of results and feedback processes (Türk et al., 2019: 396). There are some stages in the preparation of the strategic marketing plan. These stages are shown sequentially in Figure 1.



Figure 1. Strategic Marketing Planning Process (Torlak and Altunışık, 2012).

Vision and Mission

Vision can be defined as an expression that contributes to a firm's ability to look to the future with faith, to be strongly compatible with its entire internal and external environment, to be effective and pioneering on the market in which it operates, and to have a great added value. Mission is a guide that shows businesses to create added value against other businesses and what they should do for this purpose. It can be considered as the key point of success that spans longer rather than a short term (İçme, 2015: 33). The vision, which expresses an important turning point for change and a global, sustainable style for the organization, is the expression that gives the highest standard of improvement that can be measured for the organization by exciting and empowering the employees (Schermerhorn, 1996: 45).

Within the scope of strategic management, companies with a mission and vision will clearly reveal their goals and the position they want to be in the future by understanding their own situations and capabilities. Especially in terms of marketing activities, representing the purpose of the enterprise in the goods and services

produced emphasizes the importance of the mission, while the extreme point to be reached with these goods and services expresses the importance of the vision (Ayдын, 2019: 18).

Situation Analysis

Situation analysis explains where the company's marketing program is, how it continues and what it will face in the future. Business portfolio analysis, which constitutes a part of the situation analysis, is one of the techniques used to group the strategic business units in which a company operates in order to make investment, development or exit decisions. The total of the works and products that make up the firm is the business portfolio. Portfolio analysis is the main activity of strategic marketing planning, where the company's products and works are evaluated (Bozbay, 200: 41).

SWOT (Strengths, Weaknesses, Opportunities and Threats "SWOT") analysis is the basic method to be used within the context of situation analysis. The process of examining the current situation and experience of the entire company, examining its strengths and weaknesses and making them compatible with

environmental conditions is called SWOT analysis (Demir and Yılmaz: 76). SWOT analysis is the stage of determining the factors that have an important role in the success of the company and interpreting them as a basis for strategic decisions. At this stage, key elements related to the company and its environment are identified and strategic options to be followed for competitive advantage are set (Şahin, 2006: 41).

Determining the Marketing Objectives

With the situation analysis, companies can see the strengths and weaknesses as well as the problems and possibilities that the companies will encounter. Therefore, as a result of the analysis, companies can start the process of determining the goals for the planning period (Tenekecioğlu et al., 2004: 20).

Marketing goals and objectives should be in line with the company's general goals and strategies, and should be closely related. Businesses develop their marketing strategies and programs in a way that supports their marketing goals. Therefore, marketing objectives are measurable and realistic. It should be (Bozbay, 2010: 41).

Marketing Strategy Development

The strategies determined by the companies should be able to take advantage of the strengths that the companies maintain and have structurally. It should reduce the effect of weaknesses in the companies as much as possible and have the ability to fend off the dangers that are directed from outside to the company (David, 1986: 13).

Although the primary purpose of businesses is to make profit, their growth and development are also extremely important for the continuity of their activities. In an intense competitive environment due to globalization, the survival of businesses and gaining competitive advantage is directly related to growth and development efforts (Koçoğlu, 2012: 267).

Businesses that decide to grow choose between two alternatives such as internal and external growth. They put their growth decisions into action by evaluating the positive and negative aspects of both strategies. The growth strategy preferred by many businesses is exogenous growth. External growth occurs through the acquisition of a company or a merger with a company (Gönüllü, 2017: 1430-1431). Internal growth is realized by the market and product development strategies of the enterprises (Aydın, 2019: 29).

Determining the Marketing Program (Marketing Mix)

Since the English equivalents of the words expressing the basic variables start with the letter P, this distinction is called "The 4 P's of Marketing". As marketing decision variables, each of these represents many elements. Marketing mix has been used to determine the strategies to be followed in marketing activities since it was developed as a concept. These elements are the four key keys the marketer has and uses to open the door to his target market. Selected target market division and

Evaluation of Results and Feedback

Marketing audit is based on the continuous and systematic examination and evaluation of all marketing studies. A good control system should be established in the company to provide the expected benefits from the marketing plan. Thus, the plan and the implementations are constantly audited, when problems occur in compliance with the plan, the reasons for this are determined and the necessary corrections are made. Purpose of marketing control (Güney, 2002: 93);

- To ensure the effective use of marketing resources,
- Realizing the marketing objectives of the business
- Identifying the changes to be made by revealing the deficiencies in the marketing plan.

The audit of marketing activities generally sets goals and budgets for each month or quarter. The results are followed closely by the senior management every period, and those who fail to achieve the goals are identified and clarification and corrective measures are requested (Dinçer, 1998: 20).

As a result, Evaluation of Results and Feedback stage is the most important stage that affects the future decisions of managers for the successful realization of marketing activities. While the strategic control process provides control of whether the strategies determined in the strategic marketing plan are implemented or not, the performance evaluation process measures how much the objectives have been achieved with the implemented strategies (Aydın, 2019: 35)

CONCLUSION

One of the important principles of businesses is the principle of continuity. In order to maintain

their continuity, they should not have goals and objectives. Every business can have multiple goals and objectives. They must have strategies to achieve these goals and objectives. They need to make strategies to achieve their goals within the framework of a specific plan and program. This is where Strategic Marketing planning plays an important role. Strategic Marketing Planning helps the top managers to make decisions in order to achieve the goals of the enterprises.

REFERENCES

- [1] Altunışık, R., Özdemir, Ş., & Torlak, Ö. (2014). Pazarlama Yönetimi. R. Altunışık, Ş. Özdemir, & Ö. Torlak İçinde, Pazarlama İlkeleri Ve Yönetimi (S. 257). İstanbul: Beta Yayınları
- [2] Aydın,Ş.N. (2019). Stratejik Pazarlama Performansını Belirlemeye Yönelik Bir Model Önerisi. Kırıkkale Üniversitesi Sosyal Bilimler Enstitüsü. Yüksek Lisans Tezi
- [3] Bozbay,Z.(2010). Pazarlama Stratejileri. İstanbul Üniversitesi Açık Ve Uzaktan Eğitim Fakültesi. Ders Notları.
- [4] Çetin,F.A. Ve Koruncuk,N. (2017). Stratejik Pazarlama Yönetimi: Geleceğiniz İçin Bir Temel Oluşturma. Akademik Sosyal Araştırmalar Dergisi, 62., 633-640.
- [5] David,F. Fundamentals Of Strategic Management, 1. Edition, Ohio-Usa: Merrill Publishing Company, 1986, P. 13.
- [6] Demir, C., Ve Yılmaz ,M.K. (2010). Stratejik Planlama Süreci Ve Örgütler Açısından Önemi Dokuz Eylül Üniversitesi İktisadi Ve İdari Bilimler Fakültesi Dergisi, Cilt:25, Sayı:1, Yıl:2010, Ss.69-88.
- [7] Dinçer, Ömer. Stratejik Yönetim Ve İşletme Politikası. 5. Baskı, İstanbul: Beta Basım Yayın Dağıtım A.Ş., 1998.
- [8] Eren, E. (1997), İşletmelerde Stratejik Yönetim, Der Yayınları, İstanbul, 1997.
- [9] Evren,N.G.(2007). Türkiye’de Sigortacılık Sektörünün Pazarlama Karması Açısından İncelenmesi. Adnan Menderes Üniversitesi, Yüksek Lisans Tezi.
- [10] Gönenç, S. Ve Gültaş, M. (2010). Gıda Firmalarının Kriz Dönemi Pazarlama Stratejileri. Türkiye İx. Tarım Ekonomisi Kongresi, 2010 .
- [11] Güney,H. (2002). Termal Otel İşletmelerinde Stratejik Pazarlama Planlaması Ve Afyon İli’nde Bir Uygulama.Eskişehir, Yüksek Lisans Tezi.
- [12] İçme, R.M. (2015). Kobi Bankacılığı’nda Stratejik Pazarlama Yönetimi Ve Bir Uygulama.Yüksek Lisans Tezi,İstanbul Üniversitesi.
- [13] Karakoç, G. (2009). Turizm İşletmelerinde Stratejik Pazarlama Planlaması: Dört Ve Beş Yıldızlı Otel İşletmelerinde Bir Uygulama. Yüksek Lisans Tezi, Atılım Üniversitesi, Ankara.
- [14] Koçoğlu, Duygu, “Büyük Sanayi Kuruluşlarının Büyüme Stratejilerinin Bahs İle Değerlendirilmesi”, Ege Akademik Bakış Dergisi, Cilt 12, Sayı 2, 2012, S.267-283.
- [15] Küçükşuleymanoglu, R. (2008). Stratejik Planlama Süreci * Ekim 2008 Cilt: 16 No:2 Kastamonu Eğitim Dergisi 403-412.
- [16] Lusch,R.F., Lusch,V.N. (1991). Principles Of Marketing . Kent Publishing Company.
- [17] Razzag,A. (2013). A Conceptual Framework On Evaluating Swot Analysis As The Mediator In Strategic Marketing Planning Through Marketing Intelligence. European Journal Of Business And Social Sciences, Vol. 2, No. 1, Pp 91- 98, April 2013.
- [18] Schermerhorn, J. (1996). Management. Fifth Editon. New York: John Wiley & Sons Inc
- [19] Şahin, A. (2006): ‘Kilim İşletmelerinde Swot Analizi, Uşak Ve Eşme Uygulaması,’ Yüksek Lisans Tezi, Afyonkarahisar Kocatepe Üniversitesi, Sosyal Bilimler Enstitüsü, Afyon.
- [20] Taşkın, E. (1999). Kütahya Şehir Merkezi Halkının Sosyo Kültürel Yapısına Yönelik Stratejik Pazarlama Planlaması.
- [21] Tenekecioğlu,B. Vd.(2004). Pazarlama Yönetimi. Anadolu Üniversitesi, Açıköğretim Yayını, 791.
- [22] Türk,H., Güler,A., Yıldırım,B. (2019). Gıda Sektörüne Yönelik Bir Stratejik Pazarlama Planlaması: Torku Örneği. Xı. İbaness Kongreler Serisi .
- [23] Varadarajan, R. (2010). Strategic Marketing and Marketing Strategy: Domain, Definition, Fundamentals Issues and Foundational Premises. J. Of the Acad. Mark. Sci. (2010) 38:119–140, doi 10.1007/S11747-009-0176-7
- [24] Zengin, İ. (2010). İşletmelerde Stratejik Pazarlama Planlaması Ve Otomotiv Yan Sanayi Sektörüne Yönelik Bir Araştırma. Selçuk Üniversitesi, Konya. Yüksek Lisans Tezi..

Citation: Yakup Durmaz et al., “A Theoretical Approach to Strategic Marketing Planning and Planning Process”, *Journal of Research in Business Studies and Management*. 8(2), 2021, pp 10-14. DOI: <https://doi.org/10.22259/2394-5931.0802002>

Copyright: © 2021 Yakup Durmaz et al., This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.