



Marketing in Uncertain Times

Revisit Your Plan

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INSTITUTE
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Is Your Plan Ready for What Comes Next?

In uncertain times, the pace of change is accelerated and the difference between lost opportunity and new opportunities may be a matter of anticipation and response. The key issues, opportunities, and assumptions of the fall and winter are ancient history today. The customer needs you have served so well may have changed entirely in a few weeks. As crisis planning gives way, market plans must be adjusted to the new reality to begin the process of growth and renewal. So now, more than ever, it is critical to re-examine your assumptions and set crystal clear priorities and actions for the balance of the year. We're in a different world today than when we greeted 2020 three months ago.

“It’s not the strongest of the species who survive, nor the most intelligent, but the ones most responsive to change.”

--Charles Darwin

Using This Toolkit to “Revisit Your Marketing Plan”

With this kit, you and your team can quickly assess your existing plans using standard EMM Group and ISBM marketing assessment tools in combination with scenario planning techniques. By analyzing key trends and market forces based on uncertainty and business impact, you can better address some of the key questions arising from uncertainty:

- Is your Marketing Plan “tuned” to the new market reality? Is it dialed in to address issues and opportunities resulting from fast emerging dynamics or significant shifts in your value chain and the industry? Have you factored in what the competition may do in response to these changes?
- Have you thought about ways that you might benefit from the situation?
- Do you have focused contingency plans for a variety of pathways as the crisis unfolds?
- Do you have a control plan in place to help you anticipate and react to major changes?

Is Your Plan Ready for What Comes Next?

Here are the key steps for using this Toolkit:

1. Use **PESTE Trend Analysis** (Political, Economic, Societal, Technological, Environmental) to create an inventory of trends that you think are driving change in market conditions and needs.
2. Use **Porter's Five Forces** to identify key drivers of category change in the coming months and year.
3. Analyze the uncertainty and impact of the PESTE trends and PORTER's Forces using the standard **Scenario Planning Grid** to help you understand which trends are most likely to impact your plan.
4. Review the “Low Uncertainty/High Impact” factors against your existing plan to revise or create new initiatives for 2020—adjust your **Marketing Plan** accordingly.
5. Review “Higher Uncertainty/High Impact” factors to develop **Contingency and Control Plans**.
6. Update your **Plan on a Page** to align with the new reality.

Step 1. Using the PESTE Trend Analysis Tool

Goal: An inventory of current and emerging trends affecting your business.

Use the Trend Analysis tools to identify emerging and accelerating trends. Focus on trends that are currently emerging or may emerge in the next few months which may impact the market.

- Use the **PESTE Trend Worksheet** to create an inventory of trends.
- Use the **Trend Prioritization Table** to evaluate the degree of uncertainty and potential business impact of each trend identified.

TIPS: 1) Anchor your impact rating to an objective measure (revenue, share, price) to make it comparable 2) Look at economic forecast data from your corporate office and trend data from secondary resources to make sure your analysis is credible

PESTE Trend Worksheet

Category	Sub-Category	Identified Trend
Political	Examples: Political stability; IP protection; Regulatory changes; Tax policies; Anti-trust laws; Tariffs; Government subsidies; Other political trends	
Economic	Examples: Shifting macro-economics; Economic growth rate; Unemployment rate; Inflation rate; Interest rates; Sources of growth; Other economic trends	
Societal	Examples: Cultural trends; Gender roles; Consumer attitudes; Lifestyle changes; Shifts in geographic concentrations; Other societal trends	
Technological	Examples: New inventions; New/improved materials; Information-related technological developments; Innovations in production techniques; Supply chain innovations; Rate of technology diffusion; Other technological trends	
Environmental	Examples: Weather; Climate; Climate change; Public Health; Raw material scarcity; Carbon footprint; Sustainability; Other environmental trends	

PESTE Trend Prioritization Table

Trend Name	Degree of Uncertainty (Low to high, 5 pt scale)	Impact to Business (Low to high, 5 pt scale)

TIPS: Ask individuals in your cross functional team to populate the trend worksheet and then hold a virtual workout to assess uncertainty and impact

Step 2. Completing the Porter's Five Forces analysis

Goal: Identify key drivers of category change in the coming months/year.

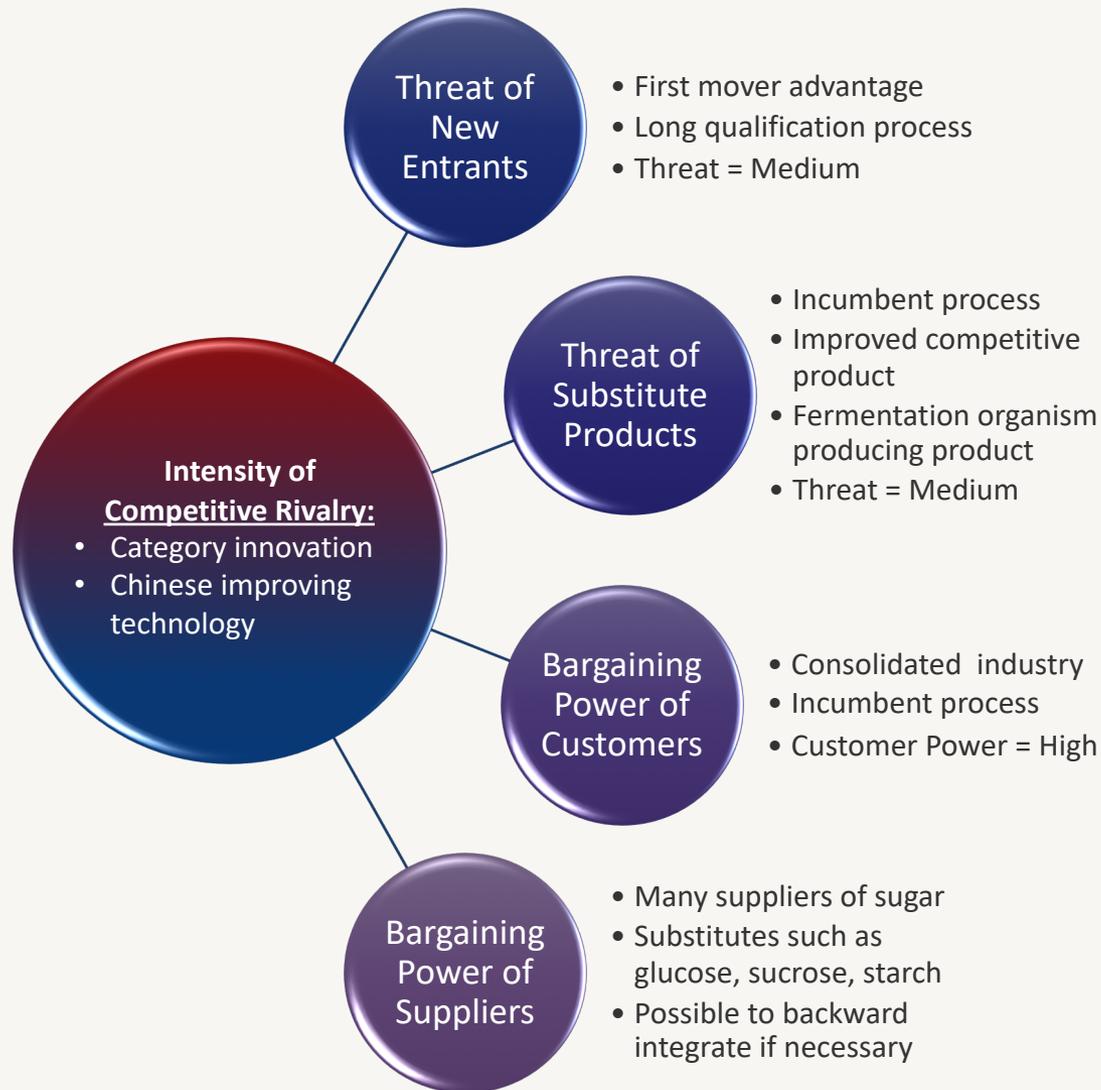
“Porter's Five Forces” is used to understand the strength of forces impacting your industry and identify key drivers of category change based on:

- **Threat of Potential Entrants:** The risk of entry by potential competitors expanding their offering and/or expanding into additional countries/regions
- **Buyer Power:** Bargaining power of customers – the power of buyers in the value chain
- **Threat of Substitutes :** The threat of direct substitution by not-in-kind products
- **Supplier Power:** The bargaining power that suppliers of raw materials or ingredients have relative to competitors
- **Competitive Rivalry:** The measure of the intensity of rivalry among established firms within market segment

Use the **Industry Structure Analysis Worksheet** to identify key factors within each of the five forces that may shift, increase or decrease in intensity in the coming months to impact the market.

TIPS: Identify the specific “factors” on the Industry Structure worksheet that are changing within each of the five forces for clarity

Example: Porter's Five Forces Analysis



Step 3. Analyze the PESTE Trends and Porter Analysis factors using the Scenario Planning Grid

Goal: Analysis of impact factors based on uncertainty

- Using the table below, analyze the inventory of trends and factors you inventoried
- Characterize how each force or factor will change in the coming months
- Analyze each based on uncertainty and impact on the business in the coming 12 months (1 = low uncertainty and 5 = high uncertainty)

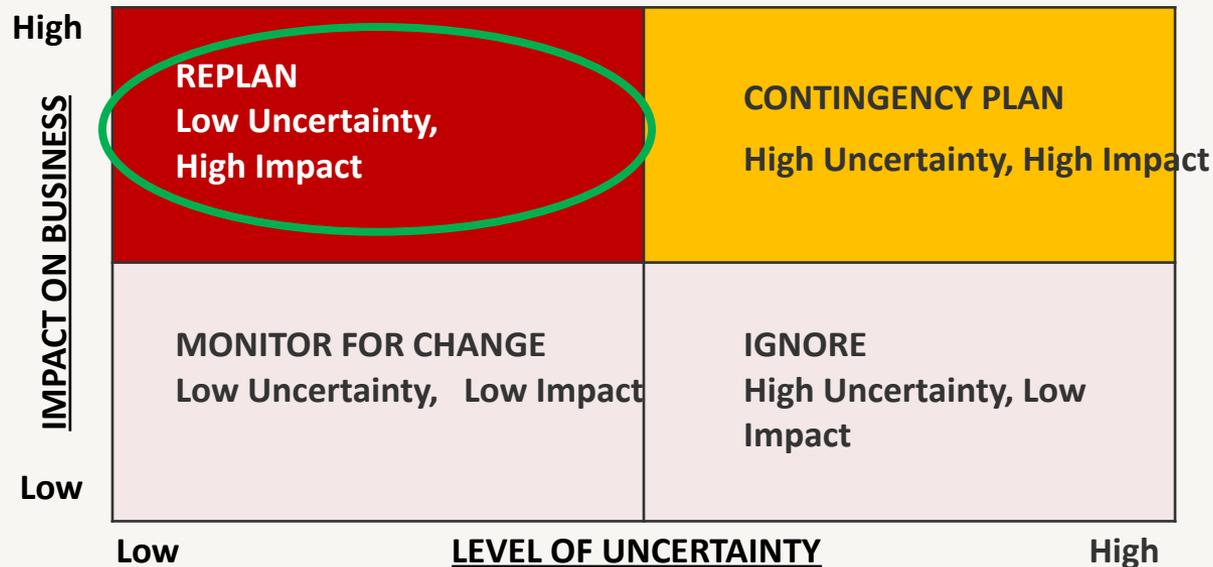
5 Forces	Factors in play	Impact on the Market	Degree of Uncertainty (5 pt scale)	Potential Business Impact (5 pt scale)
Bargaining power of customers				
Threat of new entrants				
Bargaining power of suppliers				
Threat of new substitute products				
Competitive rivalry within industry				

TIPS: Remember that a change in the market is not always bad. Think about opportunities, too

Step 4. Identify Key Scenario for RePlan – “Low Uncertainty/High Impact”

Goal: Rethink your plan based on likely scenarios

Evaluate your existing marketing strategy and plan against all the trends and factors in the “Low Uncertainty/High Impact” box as this is the likely reality



TIPS: Do your plan assumptions need to change? Is your strategic focus still appropriate for the likely changes in the market? Is your mix of initiatives and tactics still adequate? What should be added or changed?

Example: Photocopy Industry Trends (circa 2000 - 2010)

Inventory of Emerging Trends and Changing Market Forces

Trends	Key Market Forces
<ul style="list-style-type: none">• Green Lobby increases• More people working from home• Worldwide regulation of deforestation increases price of paper• Increasing levels of service-based employment• Information communicated increasingly via Internet	<ul style="list-style-type: none">• Market shifts towards small, low volume copiers• New digital products from computer peripheral suppliers• Shift of market towards integrated desk-top printer/fax/copier

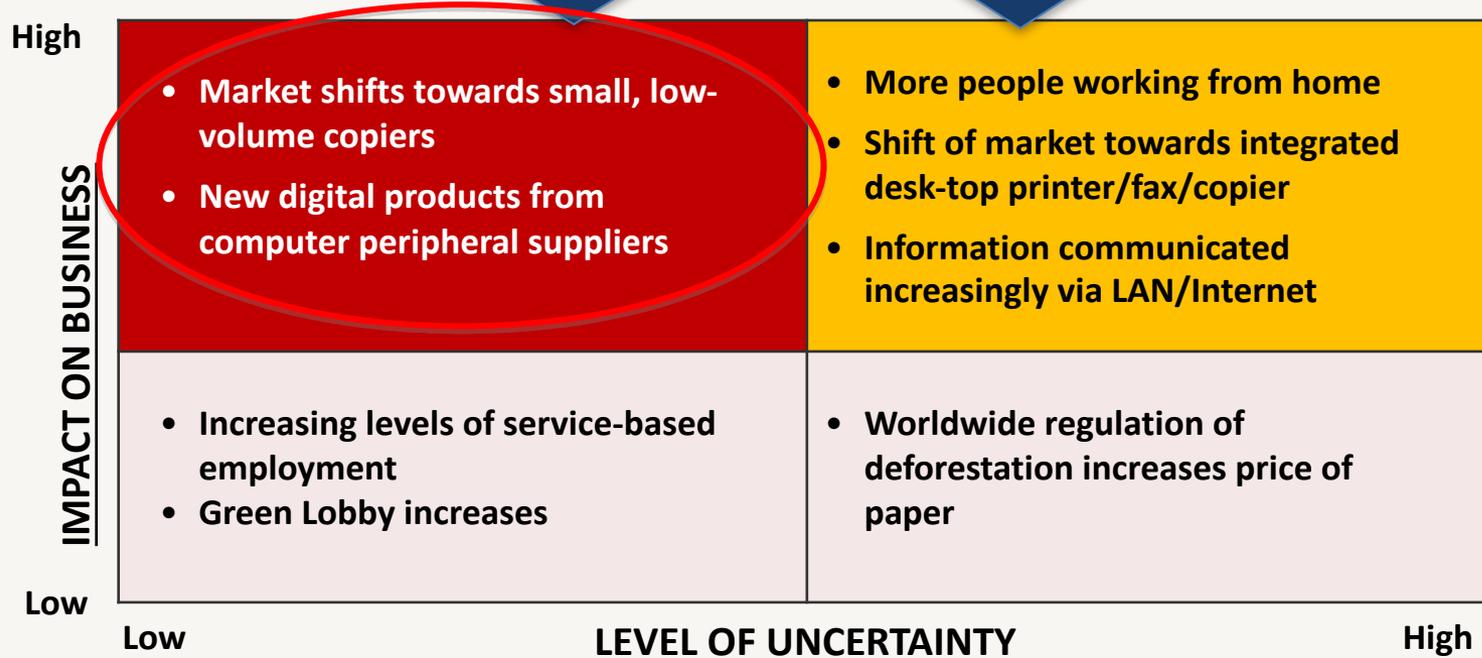
Example: Application of Scenario Planning Tool

High Impact / Low Uncertainty

Industry leader adjusted short-term product mix forecast and marketing spend in anticipation of shift

High Impact / High Uncertainty

Industry leader identified long-term strategy to evolve from hardware producer to hardware + services.



Step 5. Review “Higher Uncertainty/High Impact” factors to develop Contingency and Control Plans

High Impact / Low Uncertainty

Revisit your marketing plan to be sure you are adequately prepared

High Impact / High Uncertainty

Create contingency plans for what might happen



Step 5. Review “Higher Uncertainty/High Impact” factors to develop Contingency and Control Plans

Evaluate the trends and factors in the “High Uncertainty/High Impact” box and identify key actions needed should these potential issues and opportunities become real.

- Create a contingency plan with key actions and changes for this scenario
- Identify leading indicators for each key trend and factor and create a control plan using the template.

Step 6. Update your Plan on a Page to align with the new reality

The Annual Marketing "Plan on a Page" provides a brief written summary of the most critical planning considerations for the planning year based on your top business priorities. It is used to communicate the goals and priority initiatives, measureable objectives and most important tactics in a way that is easy to digest and understand.

1. The "Plan on a Page" specifically calls out the goals. You will want to provide your:
 - Financial goals
 - Marketing goals (means of changing customer behavior and perception in order to achieve your financial goals)
2. Create/update your "Plan on a Page" (see next page) accordingly. Note: The metrics shown are suggestions. Update with metrics you track.
3. Prioritize the key initiatives from the revised Marketing Plan and create/update your "Plan on a Page" (see next page) accordingly.
4. Use your revised "Plan on a Page" to acclimate the new Marketing priorities across the organization and drive alignment.

Step 6. Update your Plan on a Page to align with the new reality to use as a control plan

Annual plan goals			
Financial goals (Planning year)		Marketing goals (Planning year)	
Net Revenue		Share (of addressable market)	
Gross Margin		Pricing	
Etc.		Etc.	
Objective(s)	Initiative Name (Prioritized)	Tactics / Projects	
	Initiative 1	1	
		2	
		3	
		4	
	Initiative 2	1	
		2	
		3	
		4	
	Initiative 3	1	
		2	
		3	
		4	

Thank You

For questions and/or to receive the tools and templates featured in this tutorial,
please contact:

Rand Mendez, ISBM Executive Director
484-666-2013
rand.mendez@isbmb2b.com

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