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Overview	199_	This year	199_	199_
General information				
Number of employees				
Number marketing employees				
Number of sales staff				
Market size (currency)				
Market size (volume)				
Market growth in %				
Market share in %				
Number of customers				
Number of competitors				
Number of existing products				
Number of new products				
Number of eliminated products				
Financial data				
Sales total in volume				
Turnover total in \$				
Sales volume product line 1				
Turnover in \$ productline 1				
Sales volume product line 2				
Turnover in \$ productline 2				
Sales volume product line 3				
Turnover in \$ productline 3				

Sales volume product line 4				
Turnover in \$ productline 4				
Sales volume product line 5				
Turnover in \$ productline 5				
Total gross profit				
Total net profit				

The main influences

The internal development

[The personnel will through further training]
 [Due to product development ABC will be able to penetrate new markets and market segments.]
 [By consequent build-up of the proprietary capital ABC can realize a strong financial structure within ____ years.]
 [.....]

The external factors

The expected deterioration of the _____ will influence ABC
 The political change of _____ will have some influence on the strategies,
 [By the expected *shortage/abundance* of _____ ABC must deal with *price drops/price rises*.]
 [Due to the expected *decrease/increase* of the interest rate, overdrafts will be *lowered/raised*. This will enable]

The selected policy

As the policy is now executed
 [From the analysis of the current marketing information we can conclude, that the policy will be *continued/modified*. Specifically]

The business philosophy [mission]

The shareholders

To stimulate further investment in ABC we aim for optimal return on investment out of which a yearly dividend of ____% can be paid to the shareholders.

The customers

By further product development [of product line1] and product renewal [of product line2] a high degree of customer satisfaction must be realized. Constant quality control must ensure customer loyalty.

The employees [staff]

A remuneration system above average must stimulate extra efforts. Continued schooling and training of floor personnel as well as management is encouraged and financially supported.

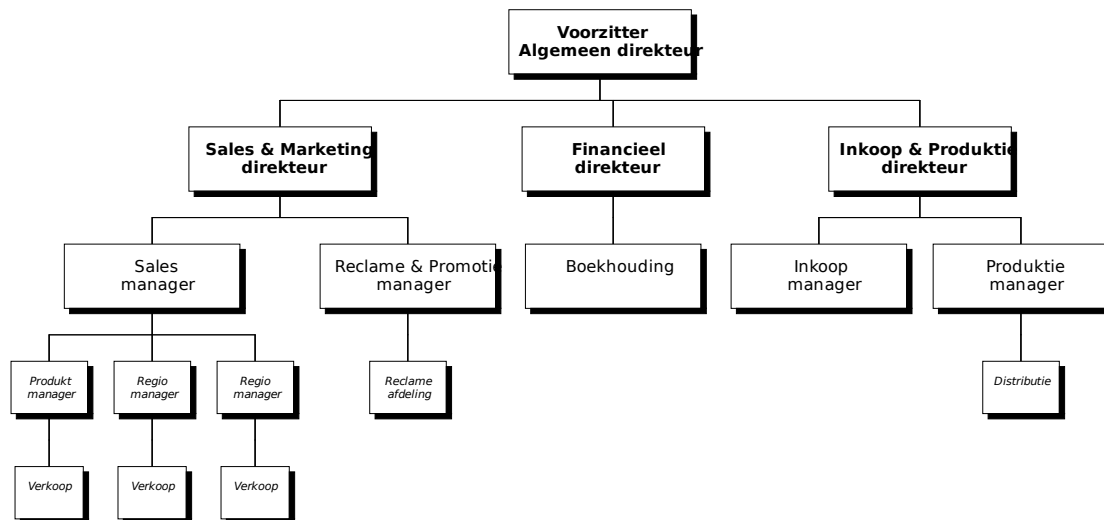
The community

By creating employment ABC can rely on a _____ image.

Analysis marketing data

Internal organization

The marketing activities are *centralized/decentralized* at ABC. From a marketing point of view we apply the following management structure.



We have selected a centralized marketing department reporting to an experienced sales and marketing director. He/she is responsible for the marketing planning and the delegation of duties. A sales manager controls the sales department [U.S.A./U.K./Europe/Global] and an advertising manager runs the advertising and promotion department. The various product groups are run by product and/or regional managers reporting to the sales manager *U.S.A./U.K./Europe,.....*

[The marketing plan is to be drawn up top-down and completed annually by the sales and marketing director. For this purpose marketing data is to be collected continuously from the several departments.

The [new] plan will be adapted to upon consultation with and approval of the managing director.

[Meetings with the various managers will be conducted on a *weekly/monthly* basis at every level. During such meeting the results, the progress and the final reports are discussed and gathered. The managing director will receive a *weekly/monthly* report.

External factors

Economic analysis of the target markets

Primary market conditions	Improvement much/little	No improvement	Deterioration much/little	Possible actions
unemployment				
buying ability				
schooling				
bank behavior				
bankruptcies				
inflation				

(Conclusion 1)

Due to the expected improvement of the _____ we

Due to the expected deterioration of the _____ we

Political analysis

Political factors	Improvement much/little	No improvement	Deterioration much/little	Possible actions
legislative				
economic				
privatization				
(de)regulation				

(Conclusion 2)

The political factors result in a change in the market regarding _____ . ABC will consider that effect on the market As a consequence ABC will have to adjust the related marketing strategies, as to [limit the disadvantages to a minimum]

Social analysis

Social factors	Improvement much/little	No improvement	Deterioration much/little	Possible actions
more retired				
more illnesses				
NIC changes				

...				
-----	--	--	--	--

(Conclusion 3)

Because of ...

The current product mix

The current product mix of ABC is *deep/shallow* and *small/broad*. This mix has been selected for the following reasons:

1. The competitive position demands such a mix
2. The costs per carried product remain lower
3. The demand for the carried products is *sufficient/large*
4. The marketing can be applied *homogeneously/heterogeneously*
5. The customers demand *specialization/diversification*.

The ABC product mix

- Product line 1.**
- 1
 - 2
 - 3
 - 4

- Product line 2.**
- 1
 - 2
 - 3

[Stop here if a shallow mix, more product lines is a broad mix]

- Product line 3.**
- 1
 - 2

- Product line 4.**
- 1
 - 2

- Productline 5.**
- 1
 - 2
 - 3

[A deep mix usually means more than three products per product line]

The product categories

In the table below the current mix per product line and per product has been compared in relation to the turnover, the development in turnover and the development in gross profit margin (GPM).

Product line	Turnover realized	Turnover planned	Turnover development	GPM realized	GPM planned	GPM development
.....						
product 1						
product 2						
.....						
product 1						
product 2						
.....						
product 1						
product 2						
product 3						

(Conclusion 4)

Product line 1:

The planned turnover *was/was not* realized. The turnover development is ____%, i.e. ____% *lower/higher* than planned. The gross profit margin developed *above/beneath* expectation. This is mainly due to *higher/lower* cost of purchase, *higher/lower* cost of sales, *improvement/deterioration* of the production efficiency, *increase/decrease* in the optimal production capacity,

Product line 2:

The planned turnover *was/was not* realized. The turnover development is ____%, i.e. ____% *lower/higher* than planned. The gross profit margin developed *above/beneath* expectation. This is mainly due to *higher/lower* cost of purchase, *higher/lower* cost of sales, *improvement/deterioration* of the production efficiency, *increase/decrease* in the optimal production capacity,

Product line 3:

The planned turnover *was/was not* realized. The turnover development is ____%, i.e. ____% *lower/higher* than planned. The gross profit margin developed *above/beneath* expectation. This is mainly due to *higher/lower* cost of purchase, *higher/lower* cost of sales, *improvement/deterioration* of the production efficiency, *increase/decrease* in the optimal production capacity,

The current products can also be subdivided into the following four categories considering rate of growth and marketshare. Under product category A are the 'milkcow' products (low growth, high marketshare), the 'star' products are product category B (high growth, high marketshare), the 'problem' products are product category C (high growth, low marketshare) and the products to be eliminated are considered product category D (low growth, low marketshare).

Product line	Growth low	Growth high	Market share low	Market share high	Product category A/B/C/D
.....	X		X		D
product 1	X		X		D
product 2	X			X	B
.....		X	X		C
product 1		X		X	B
product 2		X	X		C
.....		X		X	B
product 1	X			X	A
product 2		X	X		C
product 3	X			X	A

General product strategy per product category

The aim at ABC is to stock products of the product categories A or B. Some 'problem' products (cat. C) however and even elimination products (cat. D) can be kept in the product mix, if this would be of service to our large and/or steady customers.

(Conclusion 5)

Product category A

The marketshare must be maintained. Little investment necessary. *If/When* the product goes into the backfall phase product renovation or product development must be considered.

Product category B

The marketshare must remain high. Further investment is needed to stabilize growth. Then the product continues to product category A.

Product category C

Start depletion. By promotion try to get to product category B, otherwise decay into product category D follows.

Product category D

If there are no special grounds for maintaining in the product mix these products need to be eliminated.

The life cycle of the current product mix

Product line	Introduction phase	Growth phase	Harvest phase	Backdrop phase
.....				X
product 1	X			
product 2			X	
.....		X		
product 1		X		
product 2			X	
.....			X	
product 1			X	
product 2		X		
product 3			X	

(Conclusion 6)

We can conclude the following:

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[Go to the Online manual on how to register \(ALT-F1\)](#)

The current gross profit contribution per phase:

Products in the introduction phase contribute ____% of the total gross profit, while products in the growth phase account for ____%. Products in the harvest phase are responsible for ____, while products in the backdrop phase have contributed ____%.

The external factors per product line

Product line	Not in unregistered version	Not in unregistered version	Not in unregistered version	Not in unregistered version
.....				
product 1				
product 2				
.....				
product 1				
product 2				
.....				
product 1				
product 2				
product 3				

(Conclusion 7)

These factors demand the following actions:

Product line	Not in unregistered version	Not in unregistered version	Not in unregistered version	Not in unregistered version
.....				
.....				
.....				

ABC reacts in an alert manner as to confront external changes such as: scarce raw materials (anticipate with early stock increase) , sudden rise in interest rates, escalating price wars and market saturation. Strong competitors entering the existing market place are confronted with solidified customer loyalty to the products and services of ABC. [Saturation of the markets of ABC is [not] to be expected within the next ____ years.]

{If so, what are you going to do about it? New products, other product lines, other markets? Define here!}

Current supplier situation per product

Product(line)	Supplier	Average purchase price	Average delivery period	Additional cost	Vendor-rating ID	Payment terms
.....						
product 1						
product 2						
.....						
product 1						
product 2						
.....						
product 1						
product 2						
product 3						
product 4						

Alternate suppliers

ABC has arranged for the following alternatives if/when there are problems with a current supplier. These suppliers have been checked for quality, price, delivery time, payment terms and service. If included in our vendor rating system their respective indexed value is stated. [These suppliers already supply ABC.]

Product(line)	Supplier 2nd choice	Vendor-rating ID	Avg. delivery time	Supplier 3rd choice	Vendor-rating ID	Avg. delivery time
.....						
product 1						
product 2						
.....						
product 1						
product 2						
.....						
product 1						
product 2						
product 3						
product 4						

(Conclusion 8)

Our supply of is

Market analysis

At ABC the following tools are used to analyse and to explore the market:

- 1 inquiries with existing and potential customers
- 2 receive information from branch organization and/or union
- 3 collect reports of
- 4 visit exchanges, trade shows,
- 5 collect catalogues, price lists and brochures of competitors

The _____ market in *England/ Europe/ the U.S./worldwide* is good for _____ *million/billion* pounds a year [and in size of expenditure to be compared with _____].

The total market

This develops according to our previous analysis. The adjustment made to our goals and strategies has been

.....

Analysis data	Two years ago	Last year	Estimate this year	Next two years	Remarks
Turnover in units All Brands	100%	100%	100%	100%	
our brand(s)	%	%	%	%	
competitor A	%	%	%	%	
competitor B	%	%	%	%	
competitor C	%	%	%	%	
Turnover in currency All Brands	100%	100%	100%	100%	
our brand(s)	%	%	%	%	
competitor A	%	%	%	%	
competitor B	%	%	%	%	
competitor C	%	%	%	%	

The market share

The number of direct competitors is estimated at _____. CompetitorA [and competitorB] are to be considered market leader. They have a market share of _____%. [It is the intention of ABC to engage, further penetrate in the market and obtain a market share of at least _____% in the next _____ years.]

Geographic markets	1	2	3	4	5
Competitors	marketshare % +/-.	marketshare % +/-.	marketshare % +/-.	marketshare % +/-.	marketshare % +/-.

The market potential

Geographic markets	1		2		3		4		5	
Product lines	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$
.....										
product 1										
product 2										
.....										
product 1										
product 2										
.....										
product 1										
product 2										

(Conclusion 9)

The market shows also a considerable *growth/decline/remaining stability* [of approximately ____%]. Especially the _____ shows a considerable growth of ____%. Due to the influence of _____ further *growth/decline* is to be expected.

The for ABC most important segments are rapidly being invaded by

.....

The pricing levels and gross profit margins are clearly indicating

.....

The number of direct competitors is estimated at _____. CompetitorA [and competitorB] are to be considered market leader. They have a market share of ____%. [It is the intention of ABC to engage, further penetrate in the market and obtain a market share of at least ____% in the next _____ years.]

Customer group analysis

Current [industrial] customers

	Turnover
--	-----------------

Demographics	Sales in \$	Sales in number	Percent of the total sales
Industry type			
Total these customers			
Geographic location			
Total these customers			
Companies			
Total these customers			
Other information			
Total these customers			

The _____ are responsible for more than ____% of the total sales.
 The number of customers in this group is _____.

Current consumer demographics

	Turnover		
Demographics	Sales in \$	Sales in number	Percent of the total sales

Age			
< 10 yrs.			
< 20 yrs.			
< 30 yrs.			
> 30 yrs.			
Gender			
male			
female			
Income			
under moderate			
moderate			
above moderate			
Education			
lower			
middle			
higher			
Marital status			
not married			
married			
Size of household			
1 to 2			
2 to 4			
4 to 6			
> 6			
Geographic location			
city			
town			
village			
other			
Profession			

Consumer psychographics

	Turnover		
Psychographics	Sales in \$	Sales in number	Percent of the total sales
Purchase frequency of			

our product			
< 3 x per month/week			
> 3 x per month/week			
> 5 x per month/week			
Purchase frequency of competitive product			
[< 3 x per month/week			
[> 3 x per month/week			
Brands purchased			
Method of payment			
cash			
card/credit card			
14/30 days			
Where purchased			
our retail outlets			
retailers			
bookshops			
warehouse			
Other			

(Conclusion 10)

Industrial customers demographics: ...

Consumer demographics: ...

Consumer psychographics: ...

The product/market combinations(x \$ 1000)

Product/market combinations NR. of customers	Customer group A 00	Customer group B 00	Customer group C 00	Customer group D 00	Customer group E 00
.....	%	%	%	%	%
product 1					

product 2					
.....	%	%	%	%	%
product 1					
product 2					
.....	%	%	%	%	%
product 1					
product 2					
product 3					
Group turnover					
% of total					
Average p/customer					

(Conclusion 11)

The division of turnover over the customer groups is:

Customer group A _____%, customer group B: _____%, customer group C: _____%, customer group D: _____% and other customers _____% of the turnover.

The division of turnover over the product lines is:

_____ % of the turnover is from productline ____
 _____ % of the turnover is from productline ____
 _____ % of the turnover is from productline ____
 _____ % of the turnover is from productline ____

Productline ____ scores *well/reasonably/average* with customer group ____
 Productline ____ scores *well/reasonably/average* with customer group ____
 Productline ____ scores *well/reasonably/average* with customer group ____
 Productline ____ scores *well/reasonably/average* with customer group ____

The product/market combination _____/_____ is responsible for the biggest share of the total turnover, followed by product/market combinations _____/_____ and _____/_____.

The product/market combination _____/_____ contributes little [below expectation].

Customer appreciation of the current product mix

per product/market combination

From the market research results we can deduce the following regarding the general appreciation.

(Much better = ++, slightly better = +, equal = 0, slightly less = -, bad = --, not relevant = x)

Product/market	Customer	Customer	Customer	Customer	Other
-----------------------	-----------------	-----------------	-----------------	-----------------	--------------

appreciation	group A	group B	group C	group D	
.....					
price					
quality	+	+	+	+	+
delivery	0	0	0	0	0
payment conditions					
mix		-		+	
customer loyalty					
fame/reputation					
.....					
price					
quality					
delivery					
payment conditions					
mix					
customer loyalty					
fame/reputation					
.....					
price					
quality					
delivery					
payment conditions					
mix					
customer loyalty					
fame/reputation					

(Conclusion 12)

Price/Quality: *good/reasonable/too high/too low*

Actions to consider:

Delivery/Payment conditions: *good/reasonable/too high/too low*

Actions to consider:

Mix/Loyalty: *fast/average/too late*

Actions to consider:

Service/Fame: *excellent/good/bad/terrible*

Actions to consider:

Strengths and Weaknesses

From the previous analysis of the products and the markets we can determine the company's strengths and weaknesses. The four strategically most critical product/market combinations are represented.

(Conclusion 13)

Product	To market	Strengths	Weaknesses	Possibilities
..... product 1	-starters -small industry			
..... product 1				
..... product 1				
..... product 1				
..... product 1				
product line 6 product 1				

Competitor research

The competitive position of the current product mix

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(Conclusion 14)

Not available in the unregistered version!

Go to the Online manual on how to register (ALT-F1)

From the analysis of the competitive position of the current product mix we can deduce the following:

Product	Market			
	CompetitorA	CompetitorB	CompetitorC	ABC
product line 1:				
price/achievement	good	reasonable	bad	good
degree of acceptance	high	average	low	high
distribution	centralized	decentralized	centralized	centralized
product line 2:				
price/achievement				

etc..
product line 3:
 price/achievement
 etc...

[None of the competitors make use of the innovations as applied in the
 This is clearly a differential advantage.]

Comparison of the competitive products

Competitive products	Not in unregistered version	Not in unregistered version	Not in unregistered version	Not in unregistered version
competitor A				
product 1				
competitor B				
competitor C				
competitor D				
competitor E				

Marketing strategies of the competition

Productline 1 :

Competitor A

1. lowering the prices of productA every month by 1% for 1 year

.....

Competitor B

.....

.....

Competitor C

.....

.....

Productline 2 :

Competitor A

.....

.....

Competitor B

.....

.....

Competitor C

.....

.....

Productline 3 :

Competitor A

.....

.....

Competitor B

.....

.....

Competitor C

.....

.....

(Conclusion 15)

.....

.....

The current pricing goals and strategies

Productline 1 :

Goals

1. to increase the prices of the entire line by 15%.
2. to maintain pricing level *above/around/below* the average.

Strategies

Not available in the unregistered version!

Productline 2 :

Goals

Not available in the unregistered version!

Strategies

Not available in the unregistered version!

Pricing analysis of the current product mix

Current product lines	Not in unregistered version	Not in unregistered version	Not in unregistered version	Not in unregistered version
.....				
.....				
.....				

Pricing analysis of the strategically critical products in regard to the competitors

Strategically critical products(lines)	Not in unregistered version	Not in unregistered version	Not in unregistered version	Not in unregistered version

(Conclusion 16)

- Pricing goals reached: ...
- Pricing goals not reached: ...
- Successful pricing strategies: ...
- Unsuccessful pricing strategies: ...

The current distribution channels

Distribution goals

-:
-:
-:

Distribution strategies

.....:

.....:

.....:

Analysis of the used distribution channels

Distribution channel	Not in unregistered version	Not in unregistered version	Not in unregistered version	Not in unregistered version	Not in unregistered version
Our sales staff internal					
Our sales staff external					
Sales on commission					
Our retail outlets					
Independent outlets					
Our distributors					
Independent distributors					
Other channels					

(Conclusion 17)

The pricing goals were realized by:

The pricing goals were not realized by:

Adjustment(s) distribution goals:

.....

Adjustment(s) distribution strategies:

.....

The marketing personnel

The number of marketing staff

	Total this year	Region A	Region B	Region C
Managers on payroll				
Sales staff on payroll				
Sales staff on commission				
Office (secretarial)				
Other				
Total marketing personnel				

Analysis of sales

Sales staff	Turnover in units	Turnover in \$	Percent of total turnover	Ranking in order of turnover	Average turnover p/month
Mr.					
Mrs.					
Mr.					
Mrs.					
Mr.					
Mrs.					
Mr.					
Mrs.					

Analysis of sales staff

Sales staff	Experience in years	Education	Salary \$	Bonus \$	Expenses \$
Mr.					
Mrs.					
Mr.					
Mrs.					
Mr.					
Mrs.					
Mr.					
Mrs.					

Analysis of non-sales personnel

	Number now	Experience in years	Highest education	Salary \$	Suffices yes/no	Number needed
Managers						
Mr.						
Mrs.						
Mr.						
Office						
Mr.						
Mrs.						
Mr.						
Other						

Mr.						
Mrs.						

(Conclusion 18)

Analysis of the marketing personnel expenditures

Total number of sales staff	_____
Total number non sales staff	_____
Total personnel marketing department	_____
Expenditures for the sales staff	\$ _____
Expenditures for non sales staff	\$ _____
Total expenditures for marketing personnel	\$ _____
Sales staff in % of total marketing budget	_____ %
Non sales staff in % of total marketing budget	_____ %
Expenditures of the sales staff in % of sales	_____ %
Expenditures of non sales staff in % of sales	_____ %

Adjustment(s) marketing personnel:

.....

Adjustment(s) other personnel:

.....

The human resource development program

Goals

1. the managers must implement the strategic and ensure they possess the necessary skills.
2. secretaries must be better trained using the computer .
3.

Strategies

1. regional training of one/two days to enhance the skills.
2. out-house seminars for management.
3. software courses for secretarial personnel.
4. organize sales training for the sales staff.
5.

The current program

Activity	Expenditures this year	Description
Sales training		
Programs		
Training aids		
Other		
Non sales personnel		
Programs		
Training aids		
Other		
Management development		
Programs		
Training aids		
Other		

(Conclusion 19)

Analysis of the expenditures human resource development

Current human resource development expenditures in % of:

total sales		%
total marketing budget		%
The current expenditures compared to the market average		%

Current market research

Market research is a continuous and planned process at ABC. This will ensure a clear view of the products and their markets. By collecting and evaluating the results of ongoing market research programmes ABC will be able to develop product better targeted at the selected customer groups. Trends in the market or major changes in customer attitudes can be included in our strategic planning. As a direct result the marketing goals and strategies can be determined with a greater precision.

Marketing research goals and strategies

Productline 1 :

Goals

1. collect demographic data of relevant market segments.
2.

Strategies

1. acquire the services of an external bureau to conduct *regional/national* research programmes of the products _____
2.

Productline 2 :

Goals

1. acquire psychographic data of the main customer groups in order to better select the target groups.
2.

Strategies

1. our marketing personnel will conduct a research to establish the needs and wishes of the customer group(and) A [and B].
2.

Market research projects this year

Product research	Expenditures	Description
<i>current product line 1</i>	\$
<i>current product line 2</i>	\$
<i>new products</i>	\$
<i>advertising research</i>	\$
<i>other research</i>	\$

Effectivity of the market research this year

Product research	Useful	Not so useful	Not useful	Necessary adjustments/changes
.....				
.....				
New product1				

New product2				
Advertising research				
Other research				

(Conclusion 20)

Analysis market research expenditures

Current expenditures as % of the total sales _____ %
 [These are *too high/well proportioned/according to planning/too low*]

Current expenditures as % of the total marketing budget _____ %
 [These are *too high/well proportioned/according to planning/too low*]

Current expenditures compared to the market average _____ %
 [These are *too high/well proportioned/according to planning/too low*]

Advertising and sales promotion

Goals and strategies

Productline 1 :

Goals

1.
2.

Strategies

1.
2.

Productline 2 :

Goals

1.
2.

Strategies

1.
2.

Productline 3 :

Goals

1.
2.

Strategies

1.
2.

The media mix this year

<u>Media</u>	<u>Expenditures p/yr.</u>	<u>Frequency</u>	<u>Adv. size</u>
Newspaper:			
.....	\$		
.....	"		
Consumer magazine:			
.....	\$		
.....	"		
Trade publications:			
.....	\$		
.....	"		

<u>Media</u>	<u>Expenditures p/yr.</u>	<u>Frequency</u>	<u>Adv. size</u>
Radio:			
.....	\$		
Television:			
.....	\$		
Direct mail:			
.....	\$		
.....	"		
Point of sale:			
.....	\$		
Other:			
.....	\$		

Advertising agency information

In-house department:

They are responsible for the media mix of [product line1 [productA]] [and product line2 [productB]] of [of all product lines].

External agency:

They will be responsible for the media mix of [product line1] [and product line2] of [of all product lines]. ABC will use the services of _____ situated in _____. This will be on *project basis/according to contract*. The contact person is *Mr./Mrs.* _____.

(Conclusion 21)

Analysis of the advertising expenditures

Total advertising expenditures as % of the total sales _____%

Total advertising expenditures as % of the total marketing budget _____%

Current advertising expenditures compared to the market average _____%

The effectivity of the advertising this year

.....

Actions to consider

.....

Problems and possibilities

(Conclusion 22)

	Problems	Possibilities
Economic		
Internal organization		
External factors		
Personnel		
.....: mix price quality purchasing customers		

competitors distribution		
.....: mix price quality purchasing customers competitors distribution		
.....: mix price quality purchasing customers competitors distribution		
Other		