

MARKETING

YOUR SMALL BUSINESS

MARKETING YOUR SMALL BUSINESS



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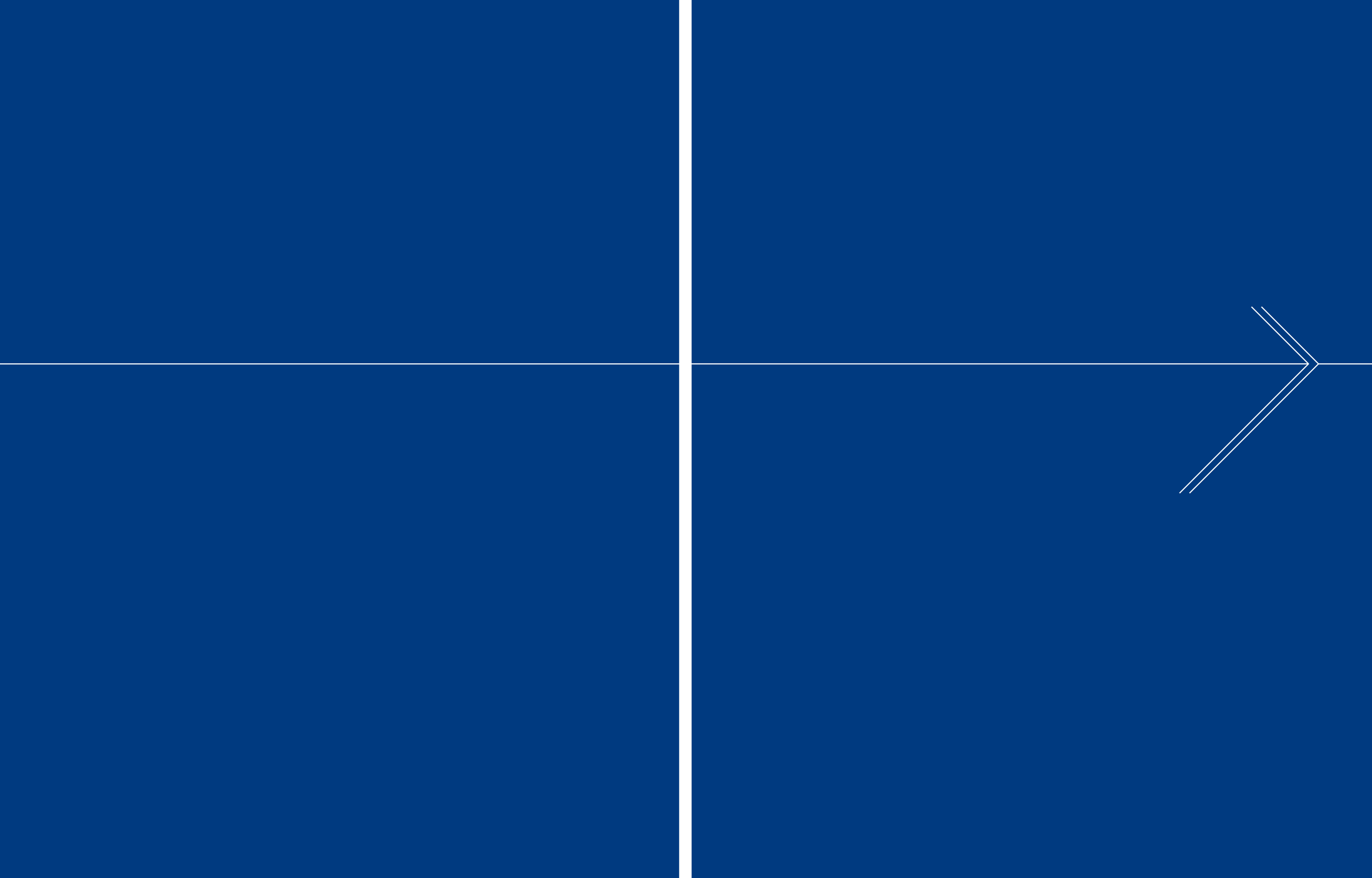


Southern California Edison

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BUSINESS SOLUTIONS



MARKETING

YOUR SMALL BUSINESS

CREATING A COMPETITIVE EDGE



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Acknowledgements

This publication was developed with the assistance of a team of dedicated people. Our thanks to:

ANA Y. BARBOSA

Project manager from Southern California Edison's (SCE) Economic and Business Development group, who provided the leadership and financial support that made this publication possible.

GRANT THOMAS

Communication manager from SCE's Economic and Business Development group, who oversaw the communications logistics of this publication.



estradagy
Business Advisors who was responsible for the content development.



incite who was responsible for the publication design.



Dear Business Professional:

Southern California Edison serves more than 280,000 business customers, the vast majority of which are small businesses. Collectively, these businesses are the engine that drives the Southern California economy. Business creation and new business success are key to maintaining a vital economy. For those reasons, Southern California Edison is proud to present this marketing guidebook entitled "Marketing Your Small Business" as a tool to be utilized to help your small business grow.

This marketing guidebook was prepared with the new entrepreneur and small business owner in mind to help create and implement an effective marketing plan designed to help you increase your business' growth, productivity, and profit. This guidebook includes case studies and five illustrative sample marketing plans that cover a variety of different types of small businesses.

Most business people understand the basics of marketing. However, many small businesses fail to put together and to regularly revise a written marketing plan. Developing a written marketing plan can help your business better prepare for and better navigate the complexities of competition and improve your company's opportunity for success. Even if you already have a marketing plan, this guide may prompt you to revisit your existing plan and, if necessary, to revise and refine your plan.

I encourage you to review this new marketing guide. If you are interested in learning about our other business guides, please contact our Economic and Business Development department today at **1-800-3-EDISON**. Southern California Edison sincerely appreciates your business, and remains committed to helping its business customers prosper.

Sincerely,

Charles S. Winn
Manager, Economic and Business Development

Contents

The information in this guide is intended to afford general information on marketing matters of interest to businesses. The specific needs of individual businesses, however, can vary widely based upon the unique facts involved, and the information in this guide is not intended to serve as specific marketing or legal advice. Readers are encouraged to consult with professional advisors before making any decisions related to their businesses, and Southern California Edison disclaims any responsibility for decisions or misunderstandings on the part of readers.

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I. INTRODUCTION TO MARKET PLANNING



It's Part of (Strategic) Business Planning.

All businesses – big or small - have plans. Many very good plans are NOT written down. They're in the head of the owner and/or a few top people that run the business everyday. Businesses can make sales and profits and be successful without written plans – especially if they know their customers and give them what they want.

But it's usually better to have written plans. Written plans can help you to better understand what you are trying to accomplish and maybe make you more successful than you are now. Written plans can also help other people (who are important to your success) understand your business: important people like your banker, your suppliers, and your workers.



A **Business Plan** (sometimes called a *Strategic Plan*) describes the mission, operating environment, assets/liabilities, strategy, overall 2-5 year goals, key people and their roles/responsibilities, and tactics for all areas of your business: financial, sales, personnel, production, logistics and security.

A **Marketing Plan** builds off the Business Plan – but it's not the same thing. A *Marketing Plan* describes how you plan to identify potential customers, plan to get new customers and plan to keep your current customers. A *Marketing Plan* expands on the part of the Business Plan that talks about marketing/sales.

Something important about planning: planning is not predicting the future – no one can do that. Rather, planning is preparing to make decisions in the future that you project. What conditions or circumstances do you expect in the next 2 years: will people still be moving into the neighborhood; will the new tax law pass; is the new school going to be built; is the old factory closing and laying off workers, etc.? You only know one thing for sure: the future will be different than the present; so you must plan to be ready for it.

For example: you cannot cut prices by 5% on July 16 until it is July 16. But today, you can plan to cut prices on July 16 if your sales decline in July as they usually do during the summer. But, if this summer a competitor goes out of business in your area, you wouldn't automatically cut prices on July 16 just because you had planned to. A plan only gives you a framework for making decisions. You still have to run your business and make decisions everyday – with or without a written Marketing Plan.



Why Marketing Is Important to You?

Why do you need a special plan just for marketing?

Peter Drucker, a world famous business professor and author, once wrote that the main purpose of all businesses is to create customers. If you think about it, without customers, you have no business – even if you have a nice building, good employees, good products or services. So “creating customers” is why marketing is important to you... and to your competitors.



You probably know that marketing is not the same as sales. Sales is the final act of having a customer buy your product or service, but there's a lot of planning and hard work that goes into preparing to make the sale. The planning and work that lead up to the sales transaction are called marketing.

Think of a movie: one sale is a customer buying a ticket to see the movie. But marketing involves many other things: casting the movie to appeal to certain audiences, designing the TV advertising, creating the display ads for newspapers, deciding how to price the movie (for example, should it have reserved seating at higher-than-normal prices?), making arrangements with movie chains to show the movie, creating tie-ins with toy companies based on the movie, making deals with record companies to sell the music, making deals with TV networks, cable/satellite networks, video and DVD distributors, etc.

What is a Marketing Plan?

A Marketing Plan is a document that presents your resources and limitations, your objectives, your planned activities, your expected results, and – often overlooked – your correction mechanisms if things don't go the way you originally planned.

A written Marketing Plan can be short or long; it can be fancy or plain; it can be detailed and complex or a simple outline. The key is that a Marketing Plan must be clear and focus on building long-term sales/profits.

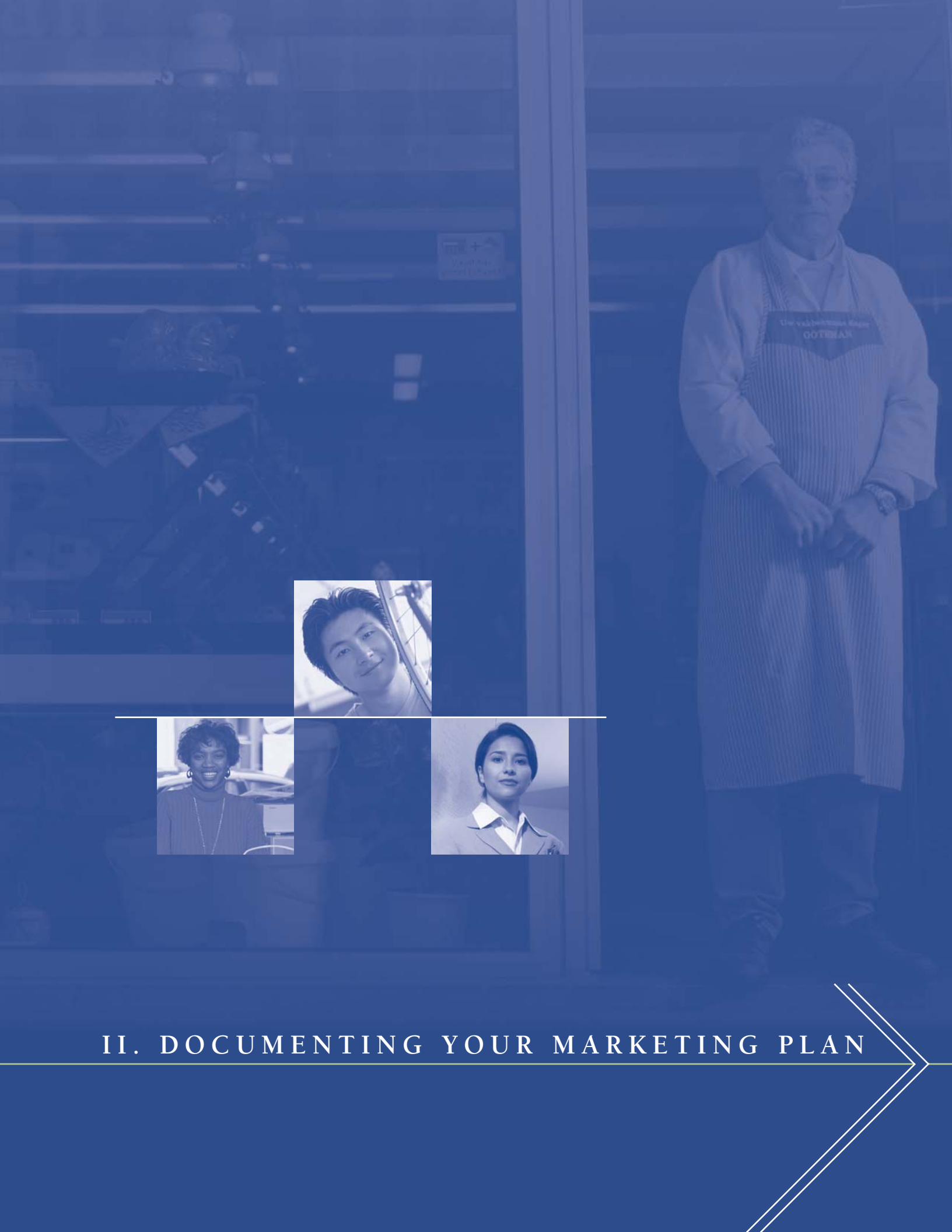


Why You Need a Marketing Plan

You need a Marketing Plan to help you decide what to sell and how to sell it. A Marketing Plan describes what you are trying to do and how you do it.

There's lots of evidence that a good Marketing Plan helps businesses.

The most obvious evidence is that almost every successful big business has a written Marketing Plan. People who run successful businesses must always minimize costs. Yet most business people in big firms also develop Marketing Plans, so they must believe that a Marketing Plan is cost effective and essential to their potential success. Said another way, if most firms develop written Marketing Plans, you should too.



II. DOCUMENTING YOUR MARKETING PLAN

Executive Summary

Your Marketing Plan should have a summary that repeats the main points of the Plan. It should be about 1-2 pages long and contain no new material. Often, people are busy and don't want to read an entire Marketing Plan, so this Executive Summary gives them a quick overview.



Current Strengths/Weaknesses

This is a list – often in “bullet” form, not long descriptions –that describes the internal parts of your business. In other words, what do you have to work with that will allow you to be successful in marketing your product or service? These are your Strengths. Also, what are the negative things that will get in the way of your success? These are your Weaknesses.

It's important to understand the current status of your business before you make marketing plans. For example, if you only have \$5,000 to spend, it's not realistic to plan a major TV advertising campaign; but you could plan to spend the \$5,000 on local radio spots... or lots of other very effective advertising or promotion ideas.

So listing your strengths and weaknesses gives you a clearer picture of where you are and allows you to make realistic plans and projections. Another example: if you have seven excellent sales people, maybe they can help you increase sales by 3% per quarter for the next year; but not 80% per quarter – that would take another 5 sales people.

Potential Opportunities/Threats

This is a list – often in “bullet” form, not long descriptions –that describes the external environment surrounding your business. In other words, what’s going on outside your business that could impact it?

Since you need to understand your internal strength/weaknesses, it follows that you also need to understand the external conditions outside your business.

For example: if a competitor just closed their business in your neighborhood, this could present an opportunity to turn their old customers into your new customers. Of course, if a new competitor just moved into your neighborhood, this could be a threat to your customer base, to your sales and to your profits. You may have to change your Marketing Plan – perhaps by lowering prices, offering special deals, spending more time talking to your customers so they feel appreciated.

Marketing Strategies

Strategies describe what you plan to do. Strategies contain the overall blueprint for your Marketing Plan. Perhaps surprisingly, strategies do not say how you’re going to do things. (That’s covered in Marketing Tactics.)

Since they’re at a high level, you’ll probably only have a few marketing strategies.



Some examples of strategies:

We plan on being the lowest priced seller in our area.

We plan on being the highest priced competitor in our class.

We plan never to give discounts since discounts will cheapen our image.

We plan to market via distributors.

We plan to market only with our own sales force and never use distributors.

We plan to rely heavily on advertising to promote our product or service.

We plan never to advertise, but rely solely on word-of- mouth to build our reputation.

We plan to appeal to a broad customer base, or to an exclusive customer base, or to a very specific group of customers.

You can see that each of these strategies could have significant implications on Marketing Tactics – on how you decide to put your plan into action.

How do you pick a marketing strategy? It should come directly from your Business Plan that contains your business strategy. Your business strategy describes what business you are in and your Marketing Strategy describes what you plan to do to carry out your business strategies.

Look at our examples of marketing strategies directly above: if you have a marketing strategy of being the lowest priced seller in your area, it probably comes from your business strategy of being a low cost manufacturer and your business strategy drives you to keep all costs low and to promote your low prices widely.

To take another example: if you have a marketing strategy that says you'll never advertise, it probably comes from your business strategy of being a prestige or upscale producer of expensive goods/services (like interior decorating); and your business strategy drives you to maintain nice offices and have elegant brochures and stationary.

Marketing Goals/Objectives

These are the targets that you are shooting for. The best goals/objectives are numerical because they can be measured. While "customer satisfaction" and "morale" are important, you need to be able to measure them – otherwise it's just someone's guess if things are getting better or worse. Hoping that your customers are "satisfied" is not good enough. You need some way to measure their increasing satisfaction. A simple way to measure satisfaction could be to count repeat customers: how many times do the same customers come back to you?



Of course, your goals/objectives need to be clear to everyone and should include a time frame. For example: you target sales growth to increase 2% every quarter for the next 2 years.

Depending on the complexity of your business, you may set goals/objectives in several ways: by product or service offered, by sales territory, by sales person or manager, by season, or by price groupings (\$1-5; \$50-200; over \$1000).

Another thing: be realistic. Studies have shown that, based on their personalities and the way they view life, some people are too pessimistic and some are too optimistic. Their pessimism or optimism affects the way they think about their business – the way they plan. It can be hard for a pessimistic person to think that sales are going to increase during the next 2 years, and so they may not plan correctly and not spend enough on advertising to take advantage of the opportunities to increase sales. So they create a "self-fulfilling prophecy." By thinking negatively, they did not plan well and things did not go well.

Marketing Tactics

Tactics explain how you're going to market. Tactics flow directly from strategy. So in this section, you describe your marketing details: we plan to advertise every week on five radio stations; we plan to have three sales events every month; we plan for all of our packaging to have similar colors, designs, etc; we plan on packaging in four sizes; we plan on using a (specific) celebrity to promote our products and pay them a percent of increased sales; we plan on introducing our products at the next trade show, etc.

Marketing Budget

As with all budgets, the marketing budget is a detailed spending plan for the planning period. Usually budgets cover one year in great detail, and summarize numbers for later years. The marketing budget should be in the same format as the other budgets for your business.

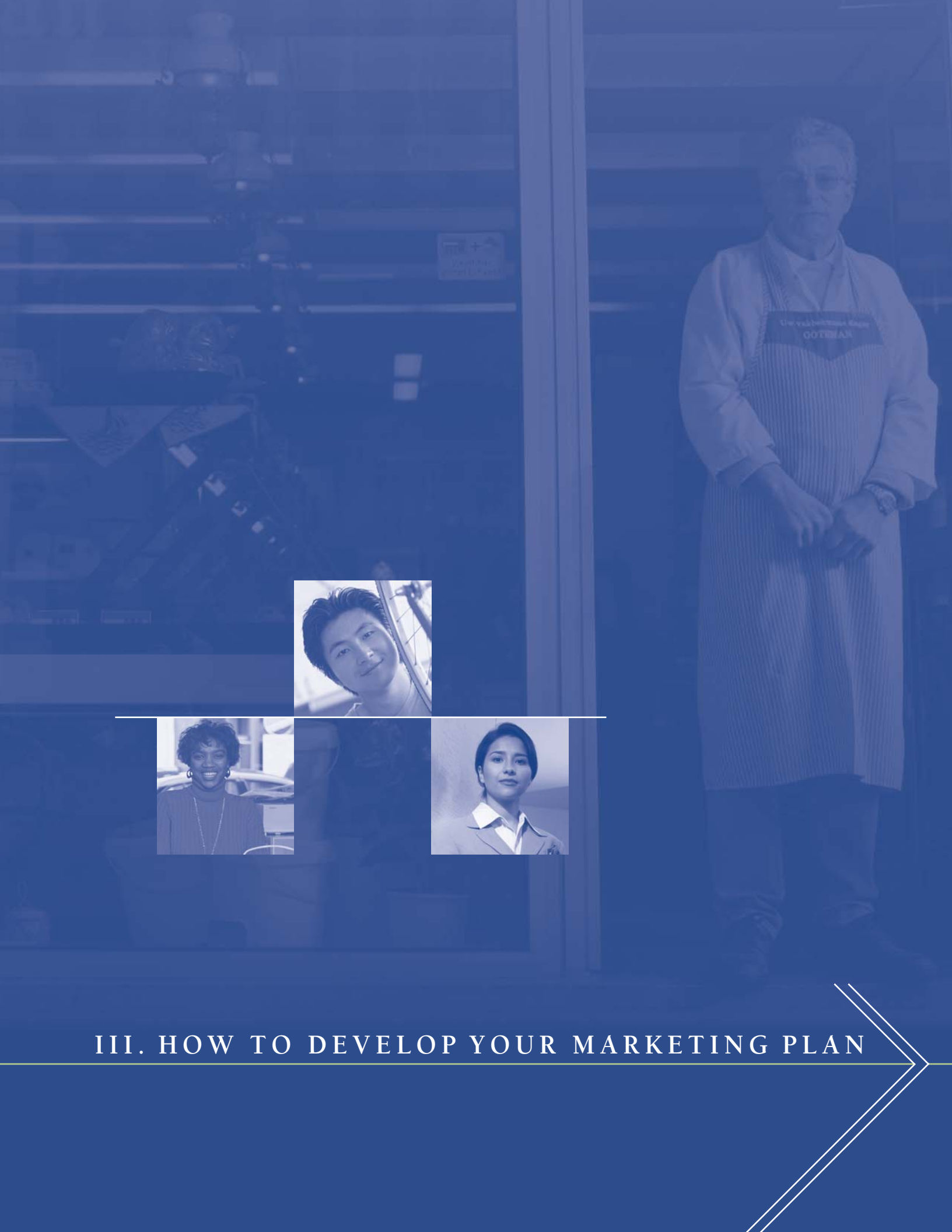


Marketing Controls

Most businesses have financial controls, such as cash in the bank, which they use to monitor spending levels. Marketing Controls relate to the tactics of the Marketing Plan. The controls monitor what is happening in the business in relation to the marketing goals/objectives. For example: if your firm has a goal on increasing sales by 3% for the year, you need a system that measures sales. You need to relate actual results to planned results. This is the first step in a good control system – you must be able to get numbers to make comparisons.

The next step is often overlooked even by big successful businesses. You need a mechanism or process that allows you to make changes to your Marketing Plan. If you had a small grocery store and noticed that wheat bread stayed on the shelves until it molded, you would make an adjustment and stop trying to sell wheat bread; or you would change the sales tactics for wheat bread: perhaps lower the price. These are common-sense changes in marketing in response to "feedback."

As businesses become more complex, their feedback and control mechanisms become more complicated. But the principle is simple, have a Marketing Plan, notice what is happening in the marketplace, adjust the Plan accordingly.



III. HOW TO DEVELOP YOUR MARKETING PLAN



Marketing is a very important part of your business but it is not the only important part. You need to understand your business and how marketing fits into it and into your daily activities.



Step 1

Understand Your Business Strategy.

Write down what business you are in. If you have a Business Plan, it should give you the Mission and General Strategy. Describe your business (“what business you are in”) in just one or two sentences. A few examples are:

- We operate a local retail store that sells lamps and lighting supplies to neighbor customers;
- We manufacture lamps and lighting supplies and sell them through distributors throughout Southern California;
- We import lamps and lighting supplies from Asia and sell them through national distributors;
- We import lamps and lighting supplies from many countries and sell them via the internet;
- We install customized lighting fixtures in upscale (high priced) homes and business offices;
- We fix/repair all types of lamps and lighting fixtures in our three shops located in Pomona and Azusa.

Each of these examples describes a different business, even though all of the examples are related to lamps and lighting. The Marketing Plan for each of these examples would also be very different from each other. If you can clearly describe what business you are in, you will be able to develop a better Marketing Plan.



Step 2

Understand Your Business Stage.

After you understand your Business Strategy, determine your Business Stage. There are several basic Business Stages for organizations: entrepreneurial/start-up, growing, mature, declining. Success in each of these Stages requires a different type of Marketing Plan. Each Stage demands a different type of spending. For example: usually the start-up Stage requires a high spending level to introduce the firm and its products/services into the marketplace. On the other hand, a mature firm may be well known and spend its marketing budget on special discounts, promotions or coupons.



Step 3

The Four “P”s.

After understanding your Business Strategy and Business Stage, you need to pay special attention to your marketing mix which is the best combination of everything you can do to influence the demand for your product or service. A well-known method of determining the optimum marketing mix is the **4 P system (Product, Price, Promotion, Place)**. Successful marketers have used the **4 P** concept for many years.



Product

This is the physical item or the service you provide to your customers. There can be many variations of products/services – even within the same category. Here’s a helpful list of product characteristics that you can use to decide where your product or service fits into the marketplace.

Variety	Quality	Design	Features	Brands Names	Packaging	Services
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You need to make a conscious decision about your product/service for each item on this list. For example, are you going to offer more than one product or type of service, different standards of quality (basic, superior, etc), different designs, different features, different brands, different packaging?

You need to determine your positioning and niche in the market place. Positioning and niche refer to the characteristics of the product/service related to your competition. For example: is the product positioned as a high price-high quality specialty item (e.g., luxury motor car) aiming for a small group of high income customers who occupy a very narrow marketing niche? Or is the service (e.g. building maintenance) positioned as a highly competitively priced service aimed at a broad niche of most building owners?



Price

This is the amount of money your customers ultimately pay for your product or service. Many items have a list price but are sold “below list” or with special coupons or discounts. You need to determine how much you are actually going to realize from the sale after all special terms, discounts, etc. Here’s a helpful list of pricing characteristics that you can use to decide where your product or service fits into the marketplace.

List Price	Discounts	Allowances	Payment Period	Credit terms
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You need to make a conscious decision about your product/service for each item on this list. Some firms make a mistake in assuming that price is the most important “P” in the marketing mix. Price is only one of four elements in the marketing mix, so do not over-focus on your price and ignore the other 3 Ps. Of course, you must price your product or service to be competitive and to make a profit. The other elements of the business plan should help you in your pricing decision, since the business plan contains the budget for the entire firm including production costs.



Promotion

These are all your activities that communicate the benefits of your product or service to your current customers and to your potential customers. Promotion helps you convince or persuade customers to buy your product or service. Here’s a helpful list of promotion characteristics that you can use to consider how to promote your product or service in the marketplace.

Advertising	Personal Selling	Promotion	Public Relations
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You need to make a conscious decision about your product/service for each item on this list. It’s important to closely monitor the cost of each item and make sure it fits into your overall budget. This is another example of why you need to consider all four Ps at the same time. For example: you would not want to spend large amounts advertising on local radio for a product (e.g., plasma based video system in a home screening room) that is very high priced and designed for special installation in a few homes in very upscale neighborhoods. For this product, you would want beautiful high quality brochures and a contact list of high-income customers to target with special calls and sales materials.



Place

This is another word for Distribution which includes the activities that make your product or service available to your customers. Here’s a helpful list of “place” characteristics that you can use to consider how to distribute your product or service in the marketplace.

Channels of Distribution	Sales Locations	Inventory Policy	Logistics/Distribution
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You need to make a conscious decision about your product/service for each item on this list. As with most elements, your costs are a key factor in your decisions.

In addition to using the 4 Ps for determining your marketing mix, you could use another concept called **4 Cs**. While the 4 Ps focus on you and your business as the *seller*, the 4 Cs focus on your customers as buyers. We can line up the Ps and Cs:

Product	=	Customer Solutions
Price	=	Customer Cost
Place	=	Convenience
Promotion	=	Communication

The point of either the P or the C analysis is to figure out the best marketing mix for you during the planning period: what are you selling, how are you going to get customers to buy it and how are you going to support or supply your customers?



Step 4

Recognize Your Competition.

Competitive forces require a special focus. Since you operate in a marketplace, you will always have competition from a variety of sources. You need to determine the nature and intensity of your competition. Generally, all firms have direct and indirect competition. Each has its own characteristics and each present you with different types of challenges.

Direct competition may be easy to identify. These are the firms or products or services similar to yours (maybe even on your block). You need to study these direct competitors and understand the basis of their threats to your success. Analyze them in terms of their marketing mix: product, price, promotion and place. What is their level of quality, customer service, reputation, financial resources, etc? What are their strengths and weaknesses? What do you think are their marketplace opportunities and threats (to them)?

Indirect competition may be harder to recognize, but it could be just as dangerous as your direct competitors (down the block). Some examples of indirect competitors: if you are in the dry cleaning business, home cleaning products are your competitor; if you are in the copying business, laser printers are your competitor; if you are in the restaurant business, microwave-ready meals from the supermarket are your competitor; if you are in a retail business, home shopping networks and web-based “Ecommerce” are your competitors; if you are in the accounting business, PC-based packages (i.e. QuickBooks) are your competitors. Determining indirect competitors can be very difficult – even for large sophisticated firms. Often the implications or affects of a new product or service are not clear until it’s too late to react.

Once you have done your best to identify direct and indirect competition, a helpful hint is to develop a matrix. In one column, write all the characteristics of your direct and indirect competition, and then in the next column write how you plan to respond to each characteristic. This exercise should help you in the later stages of developing your Marketing Plan.



Step 5

Establish a Time Period.

Decide the time period for your plan. Is it going to cover 2, 3, 4, or 5 years? Is there anything happening that will drastically change your Marketing Plan within this time period? An example: you know that a competitor is going to retire in two years and close their business in your neighborhood.

Step 6

Collect and Organize Your Materials.

Gather all other important data (in addition to your Business Plan) concerning your business. These would include financial statements (or checking statements if you don't have financial statements), tax returns, product or catalog descriptions, sales records, customer records/lists (this is especially important if you only have a few key customers), etc. Of course, if you already have a Marketing Plan, review it to see how it can be updated.



Step 7

Prepare an Executive Summary

Prepare this summary after you have completed all the other sections of your Marketing Plan. Start by trying to write one sentence that describes each of the other sections. Now read these 7-8 sentences and write your overall impression or conclusion for the entire Marketing Plan. Think of it this way: if you only had time to read 50 words or less describing your Marketing Plan, what would those words be? This can be very hard to write, but it can also be the most important part of the Plan – since we know that many people only read the Executive Summary.

After you have written the 50-word conclusion, go back and build on it. What are the other important things that you need to tell the reader about your Marketing Plan?

Step 8

Describe Your Current Internal Operating Environment: Strengths/Weaknesses

Either by yourself or – best – with a small group of friends/employees, take a large piece of paper and start “brain storming.” Don’t try to explain or over-analyze. Just start writing down things on the paper. You can reorder or reorganize them later. For Strengths, try to think of all the things that make you successful – what is going right for your business and why? What are all the good things that you have – including good people? The list should be an internal list – things inside your business, not outside things like “strong national economy” which would be on the Opportunities list.

For Weaknesses, try to think of things that get in the way of success. Ask yourself: if I could just fix one thing, what would it be? Lack of money for marketing is always a problem for most businesses, but there are often other things: poor physical location, out-of-date products, old computer systems, etc. The list should be an internal list – things inside your business, not outside things like “too many competitors” which would be on the Threats list.



Once you have the two (Strengths; Weaknesses) lists, reduce them by looking for duplicate items, combining items into general categories, dropping items that don’t really apply. If you can afford it, hiring a consultant to lead this exercise, could be useful.

Step 9

Describe Your Potential Opportunities/Threats.

Either by yourself or – best – with a small group of friends/employees, take a large piece of paper and start “brain storming.” Don’t try to explain or over-analyze. Just start writing down things on the paper. You can reorder or reorganize them later. For Opportunities, try to think of all the things that could make you more successful – new customers, changing neighborhood demographics, increasing consumer spending, etc. The list should be an external list – things outside your business, not inside things like “good sales commission system” which would be on the Strengths list.

For Threats, try to think of things that could take your customers or lose you customers. Ask yourself: if I need to worry about one thing, what would it be? “General competition” is always a Threat, but this list should focus on specifics: two new competitor factories opening in the city; a change in the tax laws that will increase our product’s cost to our customers; a change in zoning which will prohibit large signs, etc. The list should be an external list – things outside your business, not inside things like “unhappy sales force” which would be on the Weaknesses list.

Once you have the two (Opportunities; Threats) lists, reduce them by looking for duplicate items, combining items into general categories, dropping items that don’t really apply. If you can afford it, hiring a consultant to lead this exercise, could be useful.

Step 10

Describe Your Marketing Strategies.

Write down 5 or less Strategies – things you plan to do to gain marketing success. Look at the Sample Plans at the end of this booklet for ideas. Strategies explain what you plan to do, not the details, not the how– that’s in Tactics.

To develop your strategies, look at your goals and answer the question: What am I going to do to reach my goals? Some examples: What programs or activities will I implement to raise sales by 5%? What percent of sales will I spend on advertising? What should I do to improve my packaging?

Another suggestion is to review the 4 Ps above and come up with a strategy (a key activity or program) to improve each P.



Step 11

Define Tangible Marketing Goals/Objectives.

Write down 5 or less Goals/Objectives. Having 12-20 goals is not realistic. You won’t be able to keep track of everything. Focus your efforts on improving a few areas. Look at the Sample Plans at the end of this booklet for ideas.

Goals/Objectives are targets that you want to hit. They should be numerical targets. Don’t write things like “getting more satisfied customers” or “increasing customer satisfaction” or “building sales force morale.” How would you know if you succeeded?

Targets need to be numbers. Some examples: increase sales revenue by 5% every month; reducing returns to seven per week; increasing the average dollar value of a sales ticket by \$0.75 during the next quarter; increasing gross margins by 1% during the next 12 months, etc.

Step 12

Write Down Your Marketing Tactics.

Once you have the Strategies and Goals/Objectives, write down the detail steps to make sure each happens. How exactly are you going to use advertising to increase sales? "I'm going to spend \$1000 per month and advertise in the Yellow Pages and two local newspapers." "I'm going to print 1,000 colored brochures and distribute them at swap meets every week." How exactly are you going to increase sales in your area? "I'm going to hire 2 more sales persons by February and reorganize the sales districts in July."

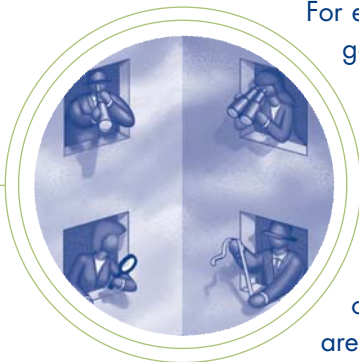
Step 13

Prepare Your Marketing Budget.

If you already have a general budget, break out the dollars you plan to spend on marketing. If you do not have a budget, write down the projected costs of each Tactic. For example: If you plan on spending \$1000 per month in the Yellow Pages and local newspapers, your total budgeted cost for the next year for advertising would be \$12000. Go through each Tactic and try to estimate the yearly cost. You may also want to add a 10% "cushion" to take care of any over-runs. Things always seem to cost more than we plan.

Step 14

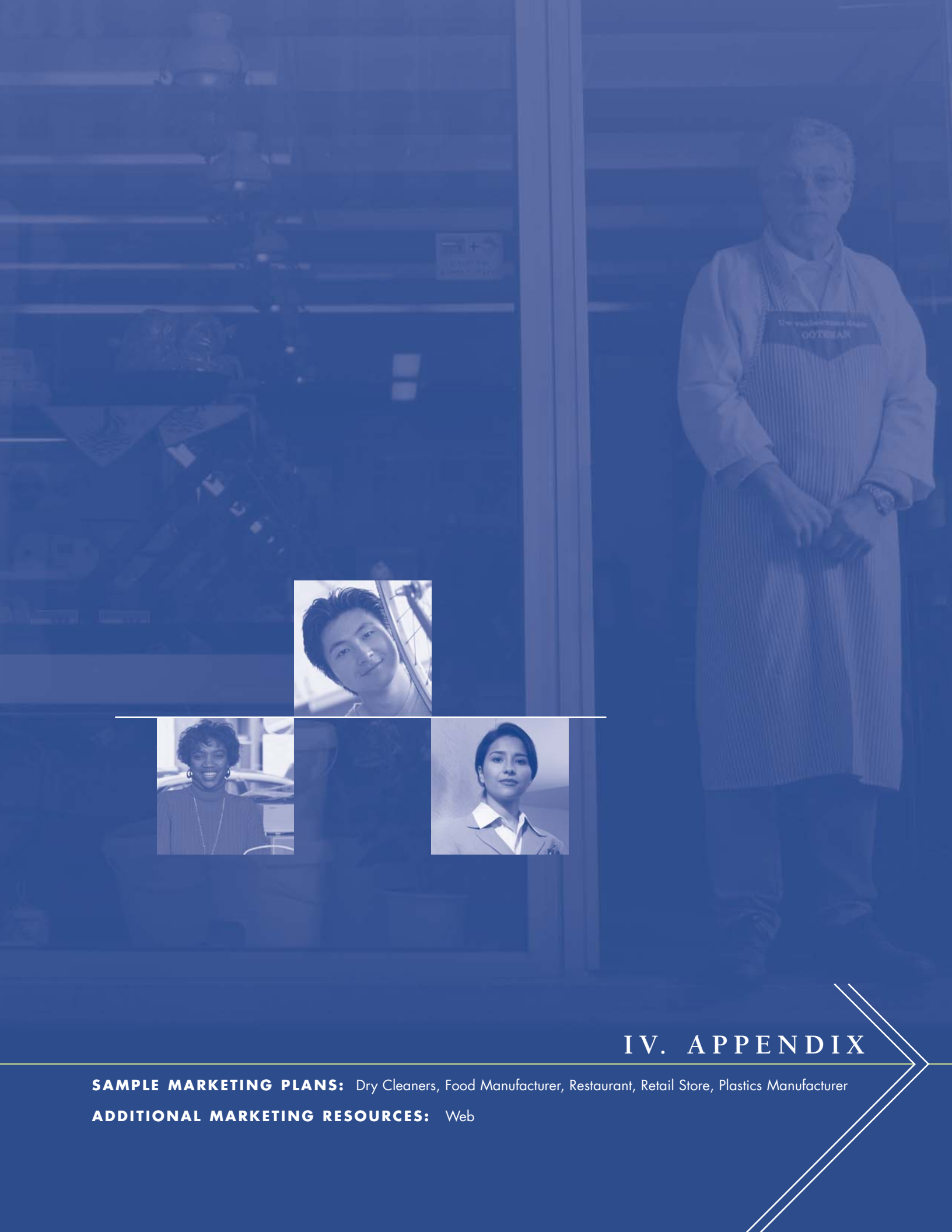
Document Your Marketing Controls.



For each Goal/Objective that you developed, write down how you are going to measure success. Since each Goal/Objective has a numerical measure, you should be able to track and control your progress. Large companies have complex measurement and control systems, but you can do the same controlling with a simple system.

For your Marketing Plan, write down the items that you are going to track and control. For example: sales dollars, sales in units, customer complaints, and product returns. Next, make sure you identify how you are going to get the data for these items – it should be easy; for example, from your monthly sales report. If it's too hard to get the data every month, you'll probably ignore it – which means that you won't control it.

Finally, write down how you will change your Tactics if the marketing control data indicates problems. For example: if product returns do not decrease, has a plan to re-examine the production or packing operations.



IV. APPENDIX

SAMPLE MARKETING PLANS: Dry Cleaners, Food Manufacturer, Restaurant, Retail Store, Plastics Manufacturer

ADDITIONAL MARKETING RESOURCES: Web



SAMPLE MARKETING PLAN DRY CLEANERS

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EXECUTIVE SUMMARY

The attached is a Marketing Plan for our small family owned dry cleaners. The cleaning is done off-site; tailoring is done on-site. Our cleaners has been in business for 5 years at the same facility with 7 employees. We are open 6 days a week, 7-7. As owner, I am very closely involved in all aspects of the business – especially quality control.

A major operational concern is the ability to maintain quality and service since our cleaning is done offsite. We have the opportunity to expand our operating hours, add a tailor and add new services (like pick-up/delivery and expanded storage).

There are several threats/concerns to our business: an aging neighborhood customer base who is becoming more price conscious, two competitor cleaners (one on our block), and increased environmental regulations.

Our Marketing Strategy is to build repeat business, attract new customers based on our reputation, and offer better hours of service.

Our Goals/Objectives are to maintain our customer base, increase the number of visits of our current customers to 12 times per year, increase our average sales ticket by \$2, and attract 5 new customers per month.

Our Marketing Tactics will include advertising in the Yellow Pages, printing flyers and distributing them to local business, remodeling the customer service area and adding chairs, placing ads in church bulletins, opening on Sundays, hiring an additional tailor to cover Sundays, sending staff to customer service training, making donations to charity and giving coupons to “new-comers” in the neighborhood.

We expect the new Marketing Plan to increase revenues, with our monthly revenues reaching \$39,000 – with 5% being spent on marketing related items. To monitor and control the implementation of this Marketing Plan, we will track the following: cleaning revenue, tailoring revenue, repeat customers, average sales ticket, and new customers.

**CURRENT STRENGTHS/WEAKNESSES** **STRENGTHS** **WEAKNESSES**

Customer friendly	Business is very owner dependent so I can't take much time off
Good parking	Since cleaning is done offsite, there is a dependence on offsite performance and quality
Experienced staff: average of 4 years in business	Limited cash to make marketing changes
Strong quality control because I (owner) am very involved	
Good hours: Open 6 days a week; Open 7-7	
Provide additional services: Wedding gown storage; Tailoring	
Computerized check-in, check-out	

POTENTIAL OPPORTUNITIES/THREATS **OPPORTUNITIES** **THREATS**

Expand hours beyond 7 PM	Aging population (More price conscious)
Add tailor for Sunday coverage	Competition: Two other cleaners in the neighborhood – 1 on my block
Open Sunday	Home dry cleaning products
Provide pickup and delivery service to the new apartments being build in neighborhood	Increase in sales tax
Expand storage (for prom dresses, comforters, winter clothes, etc.)	Environmental regulations



MARKETING STRATEGIES

Build repeat business
Attract new customers based on our reputation for highest quality in town at competitive prices
Offer better hours of service

MARKETING GOALS/OBJECTIVES

Maintain our existing customer base
Increase the number of visits from current customers to 12 per year (once-a-month)
Increase the average "sales ticket" by \$2 during the next 6 months
Attract 5 new customers per month from the cleaners down the block

**MARKETING TACTICS**

Advertise in Yellow Pages – Change to a bigger ad or to a color ad

Print flyers and distribute to local businesses

Change operating hours – open Sunday

Build new service counters – reconfigure the front customer service area – add chairs for waiting

Place advertising in church bulletins

Hire a second tailor to cover Sundays

Send two staff members to customer service training
(e.g., at local community college or at a commercial training firm)

Place posters for local events (e.g., church bazaar) in our front window

Make donations (e.g., sponsor a Little League Team) to charity

Give coupons to “Welcome Wagon” organization that greets newcomers to town



MARKETING BUDGET (Monthly)

CATEGORY	WITH NEW MARKETING PLAN
SALES REVENUE	
Cleaning Tailoring	\$36,000 \$3,000
TOTAL	\$39,000
MARKETING RELATED EXPENSES	(5% of Sales)
Staff Salary	\$700
Commissions	
Supplies	\$200
Utilities	
Advertising	\$600
Promotional Items	\$200
Printing	\$100
Signs	\$100
Equipment	
Donations	\$100
Other	
TOTAL	\$2,000



MARKETING CONTROLS

Track cleaning revenue for increases based on expanded hours

Track tailoring revenue for increases based on second tailor

Track repeat customers

Track average sales ticket

Track new customers



SAMPLE MARKETING PLAN

FOOD MANUFACTURER

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EXECUTIVE SUMMARY

The attached is a Marketing Plan for our small woman owned candy manufacturing plant. Our plant has been in business for 10 years in a facility that we own. We have 12 full time employees and use part time workers for busy seasons. The plant operates 6 days a week, from 6AM – 4PM.

Our major competitive advantage is our market position as a local producer of high quality chocolates. We have a strong community presence and maintain quality through production in our own plant. However, since we are viewed as a local firm, our potential marketing expansion could be limited. Coupled with the seasonality of our product, our low capital limits our marketing/sales options.

There appears to be significant opportunities to increase sales via a web site, more promotions, and expanded hours of production. But, in addition to other producers, a potential issue is the increased manufacturing costs from expanding our production.

Our Marketing Strategy is to build repeat business, attract new customers based on our quality reputation and stay a “local” firm.

Our Goals/Objectives include maintaining our current customer base, increasing average sales to existing customers by \$25 each quarter, increasing summer sales and establishing corporate accounts with 10 local companies for holiday gifts.

Our Marketing Tactics include sending customers reminders for gifts, sending free samples, scheduling web site updates for seasonal promotions, building an email capability, attending local Chamber of Commerce meetings, scheduling to speak once a month, conduct annual factory visits to “see how chocolate is made.”

We expect the new Marketing Plan to increase revenues to \$43,000 monthly – with 9% of sales being spent on marketing related items/activities.

To monitor and control the implementation of the Marketing Plan, we will track the following: summer sales, corporate sales, quarter-to-quarter improvement of sales to existing customers, new customers acquired and sales from special promotions.



CURRENT STRENGTHS/WEAKNESSES

STRENGTHS

WEAKNESSES

Quality product: chocolates	High shipping costs
Safe location	Product cannot be ordered through the web
Viewed as a local, chocolate company	Viewed only as a local chocolate company
Company website identifies products with a local 800# for ordering	Product is very seasonal: summer is very slow
Strong community presence	No plan to sustain next level of growth
Very good (manual) mailing list maintained	Limited cash to make marketing changes
Have had inquiries about corporate sales programs	
Control costs and environment since we own plant	

POTENTIAL OPPORTUNITIES/THREATS

OPPORTUNITIES

THREATS

Increase use of (manual) mailing list for promotions and reminders	May lose distinctive "local" image
Add online ordering to website	Competition: Many companies provide quality chocolates
Increase promotions and reminders on website	Increased infrastructure to handle sales tax reporting, shipping, customer returns because of expanded website ordering
Increase corporate gift sales	Health regulations from more government entities
Add people, expand hours to support increased sales	
Tie in with philanthropic websites (like Dan's Chocolates did)	
Often asked to speak on "how to build a successful business"	



MARKETING STRATEGIES

Build repeat business

Attract new customers based on our reputation for highest quality in town at competitive prices

Stay local; expand corporate sales

MARKETING GOALS/OBJECTIVES

Maintain our existing customer base

Increase the average sales to existing customers by \$25 each quarter

Increase summer sales by expanding white chocolate products by 10%

Update web site with promotional/ seasonal specials 6 times a year

Set up corporate accounts with 10 local companies to handle holiday gifts

**MARKETING TACTICS**

Send existing customers reminders for gift giving

Send existing customers a free sampler in October as a reminder for gift giving

Schedule website updates for promotions/seasonal specials

Build email capability to notify customers of new promotions

Send mailing to local companies about corporate gift program

Attend local Chamber of Commerce meetings to promote corporate programs

Schedule one speaking engagement every month

Schedule an annual open house – “see how chocolate is made”

Give out samples at regional fairs



MARKETING BUDGET (Monthly)

CATEGORY	WITH NEW MARKETING PLAN
SALES REVENUE	
Individual customers	\$35,000
Corporate customers	\$8,000
TOTAL	\$43,000
MARKETING RELATED EXPENSES	(9% of Sales)
Staff Salary	\$1,000
Commissions	
Supplies	\$500
Utilities	
Advertising	\$1,000
Promotional Items	\$1,000
Printing	\$100
Signs	\$100
Equipment	
Donations	
Other	
TOTAL	\$3,700



MARKETING CONTROLS

Track summer sales
Track corporate sales
Track sales to existing customers (this quarter to last quarter)
Track new customers
Track sales for promotions



SAMPLE MARKETING PLAN RESTAURANT

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EXECUTIVE SUMMARY

The attached is a Marketing Plan for our small family owned and operated Thai restaurant. At a maximum the restaurant can serve 80 people. The average price of a meal per person is \$23. We serve dinner only, 7 days a week.

The restaurant has a good reputation but only serves dinner and is located in a less than desirable area. Another issue is the lack of space for more tables. There are no immediate outside threats, however, a new restaurant could always open nearby. The best short- term opportunities involve opening for lunch and offering different combo plates and beverages.

The marketing strategy is to offer a distinct Thai food experience and a new combination of food platters and beverages.

Our goals/objectives are to increase our existing customer base by 10%, increase our Zagat's service rating by 1 and increase our new customer base by 10%.

Our Marketing Tactics will include a more distinctive ad in the Yellow Pages, staffing lunch service, participating in food fairs, building a web page, changing our menu to emphasize combo platters and beverages and, finally, searching for a larger space in a better location.

We expect the new Marketing Plan to increase revenues to \$10,000 with 9% of sales being spent on marketing related items.

To monitor and control implementation of this marketing plan, we will track the following: new customers, total sales revenue, revenue by combo plate and beverages, and average check amount.



CURRENT STRENGTHS/WEAKNESSES

 STRENGTHS

 WEAKNESSES

Only Thai restaurant in local area	Limited parking
Located close to train transportation so attracts some non-locals	Less than desirable area discouraging some potential customers
Received good write-ups in local papers	Located in a rental property which needs continual maintenance (e.g. the air conditioning does not work when the restaurant is at full capacity)
Received a good write-up in the Zagat Survey	Limited space: no way to increase number of tables
Strong quality checks because the owner is very involved	
Family members also work in restaurant	
Open 7 days a week for dinner (only)	

POTENTIAL OPPORTUNITIES/THREATS

 OPPORTUNITIES

 THREATS

Increase customers at "off peak" hours	Another restaurant could enter the local market
Expand hours to include lunch	Increased costs as restaurant needs to hire non-family members
Open earlier to offer "specials"	Costs of maintaining building could exceed restaurant's control
Expand to new location with more tables	City regulations – parking, waste disposal
Increase prices	



MARKETING STRATEGIES

Offer distinctive Thai food experience

Create a friendly but culturally unique environment

Offer combination of platters to increase average check amount

MARKETING GOALS/OBJECTIVES

Increase the number of visits from the existing customer base by 10%

Increase service rating in Zagat's by +1 for the 2003 survey

Increase customer base of first time customers by 10%



MARKETING TACTICS

Advertise in Yellow Pages – Change to a bigger ad or to a color ad
Advertise in restaurant coupon book
Hire more staff for lunch hour
Change menu to emphasize combo platters
Participate in food fairs and tasting events
Search for new location
Build web page
Serve specialty Thai beverages



MARKETING BUDGET (Monthly)

CATEGORY	WITH NEW MARKETING PLAN
SALES REVENUE	
Regular Items	\$7,500
Specialty Combo Platters	\$2,000
Beverages	\$500
TOTAL	\$10,000
MARKETING RELATED EXPENSES	(9% of Sales)
Staff Salary	\$400
Commissions	
Supplies	\$100
Utilities	\$50
Advertising	\$100
Promotional Items	
Printing	\$100
Signs	
Equipment	\$50
Donations	\$50
Other	
TOTAL	\$900



MARKETING CONTROLS

Track new customers
Track total sales revenue
Track revenue by combo platters
Track beverage revenues
Track average check amount



SAMPLE MARKETING PLAN

RETAIL STORE

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EXECUTIVE SUMMARY

The attached is a Marketing Plan for a local retail jewelry store. The store purchases jewelry through the wholesale market. It also sells high school rings and repairs jewelry on-site. The jewelry store has been in business for 15 years at the same facility with 5 employees. The store is open 6 days a week, from 11AM to 6PM.

We have an established reputation but a major focus must be to display our merchandise to a wider audience. We have the opportunity to expand our inventory through estate sales and affiliations with local crafts people. Utilizing a web site to attract younger customers is an opportunity.

There are several threats/concerns to our business: an aging neighborhood customer base who is buying less, competition from jewelry chains, catalogue competitors and especially QVC.

Our Marketing Strategy is to build repeat business, attract new/younger customers through new marketing tactics, strengthen seasonal and holiday sales and offer specialized service.

Our Goals/Objectives are to maintain our customer base, increase seasonal sales by 3%, increase revenue by \$7000 per month from estate sales and affiliations with local artists and reach out to a younger customer base.

Our Marketing Tactics will include advertising in newspapers; developing a web page; adding specialized services (flexible hours, valet parking, personal shopper); holding monthly classes on jewelry; offering free jewelry cleaning. To attract younger clients we will advertise in high school & college papers, email promotional information, hold jewelry shows for proms and graduations and offer free body piercing. We will support local events, offer jewelry for PTA fashion shows and raffle off gifts for Mother's Day.

We expect the new Marketing Plan to increase revenues, with our monthly revenues reaching \$72,500 – with 8% being spent on marketing related items.

To monitor and control the implementation of this Marketing plan, we will track the following: holiday revenue, Mother's Day revenue, graduation revenue, estate sales, local artist sales and new customers by age.



CURRENT STRENGTHS/WEAKNESSES



STRENGTHS



WEAKNESSES

Established reputation	Limited street parking
Strong word-of-mouth	Very little walk-in business; customers must decide to come to the store for a reason
Quality merchandise	Catalogues are too time consuming to prepare
Follow-up with contacts from High School and college who are now engaged or getting married	Long learning curve for someone to understand the business
Provide additional services: jewelry repair	Difficult to get qualified repair people
Cash available for marketing	Perceived as old fashioned by younger potential customers
	Not computerized

POTENTIAL OPPORTUNITIES/THREATS



OPPORTUNITIES



THREATS

Add more unique merchandise because of local craftspeople	Aging population is buying less for themselves; moving out of the area
Add more unique merchandise from estate sales	Competition: Jewelry chain in the local mall, catalogues from established jewelers (Fortunoff), QVC
Web page would allow better display of our inventory	High school ring business is diminishing
Offer free cleaning of jewelry to attract customers	Increase in sales tax; bad economy
Potential younger customers are increasing; have disposable income	
Jewelry is viewed as an investment in bad economic times	



MARKETING STRATEGIES

Build repeat business based on our reputation for highest quality in town at competitive prices

Strengthen seasonal and holiday sales emphasizing convenience, upscale image and uniqueness

Attract new/younger customers by using new techniques and upgrading our old fashioned image

Offer flexible hours of service

MARKETING GOALS/OBJECTIVES

Maintain our existing customer base

Increase seasonal (Christmas, Mother's Day, Graduation) sales by 3% over last year

Increase revenue \$2000 (per month) from local craft sales

Increase revenue \$5000 (per month) from estate sales

Attract 10 new, younger customers per month

**MARKETING TACTICS**

Advertise estate sales, craft jewelry showing from local artists in the newspaper

Change operating hours for estate sales and holiday seasons

Build on long-time reputation; schedule hours for “private” customers

Offer personalized shopping services & valet parking at holidays

Offer jewelry travel cases at holidays

Offer free cleaning of jewelry to attract customers

Develop a web page to display merchandise

Hold special showings of jewelry around proms & graduations; build a registry

Advertise (some tasteful) free piercing to attract younger customers

Build mailing list/ email list from class ring sales

Advertise in high school, college papers

Raffle off gifts at Mother’s Day

Place posters for local events (e.g., church bazaar) in our front window

Offer jewelry to model at PTA fashion shows

Hold monthly classes in-house on jewelry (history, the meaning of gems, how to tell value, etc.)



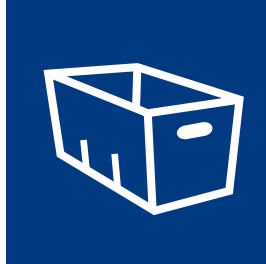
MARKETING BUDGET (Monthly)

CATEGORY	WITH NEW MARKETING PLAN
SALES REVENUE	
Standard Inventory	\$65,000
Repair	\$500
Craft Sales	\$2,000
Estate Sales	\$5,000
TOTAL	\$10,000
MARKETING RELATED EXPENSES	(8% of Sales)
Staff Salary	\$3,000
Commissions	\$400
Supplies	\$200
Utilities	
Advertising	\$600
Promotional Items	\$200
Printing	\$400
Signs	
Equipment	
Donations	\$200
Website	\$1,000
TOTAL	\$6,000



MARKETING CONTROLS

Track holiday revenues
Track Mother's Day revenue
Track graduation revenues
Track local crafts sales
Track estate sales
Track new customers by age categories



SAMPLE MARKETING PLAN PLASTICS MANUFACTURER

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EXECUTIVE SUMMARY

The attached is a Marketing Plan for our small plastics manufacturer that has been in business for 10 years. We bought the company two years ago. Its primary business is the manufacture of plastic baskets/containers used to ship fruits and vegetables.

Our company is one of three that manufactures plastic baskets and containers in California. We have a good location and upgraded equipment. We have a good relationship with our customers. However, our product is very price sensitive and costs are continually monitored. Staff turnover is frequent because of low wages. Any governmental regulation related to labor or the environment can negatively impact us.

We can increase production easily, so we need to focus on increased sales to existing customers and other uses of plastic containers or new container sizes. Weather, potential labor stoppages and (cheaper) competition from outside of California are all potential threats.

The marketing strategy is to continue to satisfy out existing clients by being responsive and price competitive. We need to search out new uses of our containers and expand size choices to increase sales.

Our Goals/Objectives are to maintain our existing customer contracts and increase the number of baskets sold to them by 2%, increase sales for new uses of containers by 2% and increase sales to new customers by 2%.

Our Marketing Tactics will include quarterly meetings with our clients, hiring a researcher to focus on new uses of containers, increased attendance at trade shows, and the creation of a web site to attract new customers.

We expect the new Marketing Plan to increase revenues to \$100,000 with 6% of sales being spent on marketing related items.

To monitor and control implementation of this marketing plan, we will track the following: contracts with existing customers, revenue from new clients, revenue from "new sized" containers, revenue from "new use" containers, web site activity.



CURRENT STRENGTHS/WEAKNESSES

✓ STRENGTHS

✗ WEAKNESSES

One of three firms in California that manufacture baskets	Product is extremely price sensitive – must maintain limited overhead
Located close to bus and train transportation for a good hiring pool	Low wages make it difficult to find/ maintain quality staff
Equipment was recently upgraded prior to our purchase of the company	Frequent staff turnover
Company maintains 6 designs used with all fruits & vegetables	Little automation of administrative systems
Products placed in baskets do not change (i.e.; different shaped string beans)	With increased automation to fill baskets, baskets may need to be stronger, more expensive to produce
Company has good relationships with shippers	Customer management at shippers could change – relationships would need to be rebuilt
	No control over consumer response to basket – if shipper packs bad product, the basket will be blamed

POTENTIAL OPPORTUNITIES/THREATS

👁 OPPORTUNITIES

☠ THREATS

Machines are easy to operate so there is limited training required – easy to add workers	A competitor in another state (Nevada) or country (Mexico) could operate more cheaply
Machines are not utilized during third shift so we can increase production easily	Growers/ shippers could use different types of containers (i.e.; bags, cardboard boxes)
Management is bilingual – builds trust among Hispanic workers	Better manufacturing equipment could allow low entry cost manufacturers
Build website – look to possibility of selling more baskets in California, in US, in other countries	Costs of distribution continue to escalate
Look to other uses of plastic baskets – baskets of candy, hotel room sundries, etc.	Labor stoppages could impact farm production and our product demand
Meet with shippers to determine the profitability of a new container size (larger for apples)	Weather could impact farm production and our product demand
Expand use of existing size (lettuce) or replace cardboard (brussel sprouts) with plastic	City, state and federal regulations – waste disposal, insurance requirements, citizenship requirements
A plant in another state/country (Nevada, Mexico) could operate more cheaply	Plastic has a negative image with the public – there is a periodic backlash against the use of plastic



MARKETING STRATEGIES

Provide a quality product (limited breakage, appealing to customer) as cheaply as possible

Satisfy shippers with on time delivery, low prices

Adhere to all government regulations to avoid bad publicity (INS visits, environmental issues, etc.)

Work with shippers to develop new uses for plastic containers – lighter weight for reduced shipping costs and less spoilage

MARKETING GOALS/OBJECTIVES

Maintain all current contracts with shippers

Increase the number of baskets to existing clients sold by 2%

Develop one new use for plastic containers - increase sales by 2%

Develop one new client – increase sales by 2%

**MARKETING TACTICS**

Set up quarterly meetings with shippers to emphasize quality, review problems, suggest alternatives

Hire a researcher to review other uses of containers

Present ideas on other sizes of containers to existing clients

Determine what client utilizes other manufacturers; prepare a proposal to contract for part of that business

Increase attendance at trade shows

Develop promotional items

Experiment with other uses of baskets and/or containers

Build web page

Maintain positive PR with community – donate to community events, sponsor little league or soccer team



MARKETING BUDGET (Monthly)

CATEGORY	WITH NEW MARKETING PLAN
SALES REVENUE	
Standard Baskets	\$50,000
Other sizes / uses	\$25,000
New Clients	\$25,000
TOTAL	\$100,000
MARKETING RELATED EXPENSES	(6% of Sales)
Staff Salary	\$2,000
Commissions	
Supplies	\$300
Utilities	\$100
Advertising	\$2,000
Promotional Items	\$200
Printing	
Signs	
Equipment	
Donations	\$1,000
Other	
TOTAL	\$5,600



MARKETING CONTROLS

Track contract with existing clients
Track new clients
Track revenue of new sized containers
Track revenue of "new use" containers
Track web site orders



Type www.ask.com (Ask Jeeves.com) and enter a question or phrase:

Example Where to get help developing a Marketing plan?

Type www.yahoo.com. The Yahoo site has a new feature: New! Y! Web Hosting - Hosting solutions for small businesses. Type "Marketing Plan" in the search field. (Follow instructions these for any other search engine such as "Google" or "AltaVista.")

The following are examples of the various site links that can assist you in developing a Marketing Plan:

SITE	DESCRIPTION	WEB ADDRESS (URL)
Marketing Plan	Find Business Info from a Leading Online B2B Directory	www.business.com
2000,000 Marketing Reports	Research Profiles from Local-US trends in 9,000 industries BizMiner Market	www.bizminer.com
Evangelism Marketing	Expert advice on creating customer evangelists for your company	www.wabashandlake.com
Advanced Marketing Tools	New advanced software, strategies & services for recession marketing.	www.marketingprinciples.com
Independent Professionals	Struggling to attract clients? Get our free marketing plan workbook.	www.actionplan.com
Marketing Plan Software	Learn how to write your marketing plan. Look at free sample marketing plans and find expert assistance in developing your plan.	www.mplans.com/ot Bplans.com PaloAlto.com
Yahoo Small Business: Guide to Marketing Planning and Solutions for businesses	Sample Marketing Plans for Small Businesses.	http://smallbusiness.yahoo.com/resources/business_plans/marketing_planning_guide.html

Remember that understanding marketing
is the lifeblood of your business.

We wish you all the success in the world!



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Economic and Business Development
Southern California Edison
P.O. Box 800, Rosemead, CA 91770
1-800-3-EDISON

FOLLOW-UP SURVEY

MARKETING MANUAL FOR SMALL BUSINESSES

Company Name: _____

Contact Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip: _____

Tel: _____ Fax: _____ Email: _____

Industry: _____ No. of Employees: _____

1. How did you receive a copy of this Marketing Guide for Small Businesses?

- | | | | |
|---|--|--|-----------------------------------|
| <input type="checkbox"/> Community Agency | <input type="checkbox"/> Trade Association | <input type="checkbox"/> Chamber of Commerce | <input type="checkbox"/> Web Site |
| <input type="checkbox"/> Business Incubator | <input type="checkbox"/> Advertisement | <input type="checkbox"/> State Agency | <input type="checkbox"/> College |
| <input type="checkbox"/> Trade Show/Event | <input type="checkbox"/> Friend | <input type="checkbox"/> SCE Employee | <input type="checkbox"/> Other |

2. Did you find this guide helpful for your business? Yes No

3. How would you rate this guide's readability? Excellent Average Below Average Poor

4. What suggestions (if any) do you have for improving the manual? _____

5. Would you like to receive additional information about any of the following?

- | | | |
|---|---|---|
| <input type="checkbox"/> Financing your business | <input type="checkbox"/> Workers Compensation | <input type="checkbox"/> Legal Issues Guide |
| <input type="checkbox"/> How to reduce your energy costs | <input type="checkbox"/> How to prepare a business plan | <input type="checkbox"/> Human Resources |
| <input type="checkbox"/> How to operate more efficiently | <input type="checkbox"/> Good Manufacturing Practices | <input type="checkbox"/> Other financing |
| <input type="checkbox"/> Other assistance (please explain): _____ | | |

6. Would you like additional copies of this Marketing Guidebook mailed to you at the above address?

Yes No Number of copies (up to 5): _____

7. Would you like a copy mailed to another business? Yes No

If yes, please mail to:

Company Name: _____ Contact Name: _____

Address: _____ Title: _____

City/State/Zip: _____ Tel: _____

8. What other guides would be helpful to you to meet your business objectives? _____

9. **Additional activities:** We'd like to follow-up with additional activities that would be helpful to your business efforts. Which of the following might interest you? (Rate from 1 to 3. 1 being of most interest.)

___ Marketing Seminar ___ Access to Financing ___ Business Assistance ___ Other

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Fold as indicated and seal with tape.

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