View metadata, citation and similar papers at core.ac.uk

brought to you by CORE

provided by GSSRR.ORG: International Journals: Publishing Research Papers in all Fields

International Journal of Sciences: Basic and Applied Research (IJSBAR)

ISSN 2307-4531

http://gssrr.org/index.php?journal=JournalOfBasicAndApplied

Factors Influencing Marketing Planning And Implementation In Zimbabwean SMEs

Tongesai Mpofu[a]*, Shylet Chigwende[b]

[a]*Chinhoyi University of Technology, P. Bag 7724, Chinhoyi, +263, Zimbabwe*

[b]*Chinhoyi University of Technology, P. Bag 7724, Chinhoyi, +263, Zimbabwe*

[a]*Email: tonmpofu@gmail.com/tmpofu@cut.ac.zw*

[b]*Email: chigwendeshylet@gmail.com/schigwende@cut.ac.zw*

Abstract

The study is on factors affecting the extent of use of marketing plans, the impediments that affect the performance of SMEs. The background to the study is that most SMEs are not involved in marketing planning and implementation. The study is important because SMEs despite their contribution to the economy have not been given attention as the research of marketing planning and performance has been biased towards large enterprises. The major findings of the study are that these SMEs lack of skilled human resources contributes to poor formulation and implementation of marketing plans for SMEs in Zimbabwe. The other findings were that poor management skills as human resources, financial management, general management and marketing results in poor implementation and performance of SMES in the sector on terms of profitability. Data was collected through secondary sources and observation of the marketing planning activities of the SMES. The results indicate that SMES in the sector do not have marketing plans and the few that have them do not implement them hence these organizations are run on trial and error strategies. The managerial aspects which are in short supply have negative effects on the planning and performance of SMEs in the sector. The results also indicate the past economic recession characterized by economic factors such as foreign exchange shortages, high interest rates affected their planning and performance negatively. The study recommends that Universities should hold workshops for these SMEs so that they are educated on marketing planning and implementation take measures so that they become aware of these concepts. Lastly, the study recommends the Ministry of SMEs, and other support institutions such as Empretec, SEDCO, and Banks take measures to ensure the survival, growth and development of this sector which has potential to steer the economy. These measures are expected to improve the managerial skills in SMEs and consequently result in improved performance through the adoption of marketing planning.

Keywords: barriers; marketing planning; implementation; small to medium enterprises (SMEs)

---

* Corresponding author. Tel.: +263-771118822
E-mail address: tonmpofu@gmail.com

1. 0 Introduction

The world of marketing planning and implementation is clearly dominated by big businesses. What is less clear is where Small to Medium-sized Enterprises (SMEs) fit into this world of marketing planning and implementation. Superficially, SMEs do not seem to carry much force in marketing planning. SMEs lack the human and financial resources to have much of an impact, suggesting a limited role of planning for them. However the apparent lack of literature on SME planning in Zimbabwe leaves us agnostic as to where planning fit into SME marketing strategy. It is the aim of this study to remedy this lack of research.

SMEs sector plays an extremely significant role in Zimbabwe in terms of formal employment, share in value addition, foreign exchange earnings and contribution to Gross Domestic Product (GDP). [1] said according to the Ministry of Finance figures the SME sector accounted for 50 percent of Zimbabwe's Gross Domestic product sector accounted for about 90 percent of Zimbabwe's employable population. SMES in Zimbabwe are under the Ministry of Small to Medium Enterprises. This sector was established a couple of years ago. The Ministry assists the SMEs with knowledge and skills. SMEs in Zimbabwe are in different sectors of the economy including manufacturing, mining, services and other. The research attention is focused on the service sector on retailing. SMES are engines of economic development to developing countries as they provide employment and also contribute to Gross Domestic Product.

Small and medium-sized enterprises (SMEs) suffer from many problems. [2] studied 973 small business owners/managers in the south-west region of Western Australia. These managers indicated the problems they were facing. These problems were found to be (in descending order of importance) sales and marketing (in 40.2 per cent of SMEs), human resource management (15.3 per cent), general management (14.3 per cent) and production/operations management (8.6 per cent). Sales and marketing is often the most dominant problem encountered by small business operators and yet has been acknowledged to be the most important of all business activities and essential for the survival and growth of small businesses [2, 3]. [2] Also show that the areas of marketing with the most frequent problems in SMEs were promotion and market research. The reasons given for this were that SMEs lacked the financial resources to employ specialists, that the resource constraints limited the ability of the company to search for information and that a lack of a management information system limited the use of data already held within the organization.

The statement to the problem is that many SMEs in the sector run their businesses on trial and error strategies and hence fails to compete with established companies in the sector. A number of SMEs in the sector closed down during the past recession period because they did not have proper marketing plans. Competition for the same customers in now high as witnessed by increase in the number of players in the sector which calls for proper marketing planning so that the companies will survive the competition.

1.1 *Objectives*

The main objectives of this paper are to outline and discuss relevant issues and challenges for marketing planning in Zimbabwe SMEs. The primary objective of the research consists of;

(a) Achieving greater understanding of the issues relating to marketing planning for SMEs
(b) Assessing factors affecting marketing planning and implementation
(c) The infrastructure requisite for marketing implementation

1.2 Research Questions

The purpose of this study is to find an answer to the following questions while doing marketing planning and implementation:

(a) Why do companies plan?
(b) What factors influence marketing planning and implementation in SMEs?
(c) What infrastructure is relevant for marketing implementation?

2.0 Research Methodology

This paper is based on secondary sources regarding marketing planning and implementation of SMEs in Zimbabwe. According to the previous literature, scholars have already found out some of the factors influencing marketing planning and implementation such as lack of financial resources. The readings were selected from authors in the field of marketing, textbooks and journals. Therefore, in order to understand the factors affecting planning, implementation, secondary data was collected, compared and analysed.

3. 0 Literature Review

3.1 Role of Marketing and marketing plans

Marketing is a field in business that involves assessing a market, the potential pool of consumers who might want to purchase a good or a service and creating interest about a good or service within the market [4]. Marketing planning is an essential part of the overall strategic plan of a business [5]. A business must understand its target customer to create goods and services that fulfill their needs. [6] also says that the role of marketing planning has become increasingly important over the past century. According to Bournemouth University, goods produced during the industrial revolution typically sold out without the need for excessive marketing due to scarcity and high demand, but as markets became more saturated, competition among companies put greater emphasis on marketing planning by the 1960s. [3] also allude that marketing planning often involves taking surveys of the target market or performing product tests where consumers are given a prototype product and answer questions about the product. Marketing plans or analyses are a common component of business plans, which are documents that lay out the basic concept of a business and often used to pitch new businesses to potential investors or lenders. A poor marketing plan can make it difficult to attract investors. In addition [7] says that marketing planning is beneficial in that it can help a business create more effective products and generate interest in products more effectively. For instance, if a company released a new workout product intended for young athletes, but discovered through marketing tests that the product is most appreciated by elderly people, the company can avoid wasting funds trying to sell the product to young people. For new ventures, marketing planning can help determine whether there is an interest and need for a certain new product. An inventor might think he has come up with the next light bulb only to discover no one would actually buy his product. [8] is of the view that marketing planning should be conducted before a new venture is launched to assess the feasibly of the business. He adds that marketing planning usually continues throughout the life of a company. In smaller businesses, managers and other employees might have to serve multiple roles, including forming marketing plans and conducting market research. Large companies often have marketing departments devoted to marketing that continuously assess the wants and needs of their markets to adjust product features to meet the demand. Marketing planning has the potential to lead business managers astray if marketing analyses are not conducted properly or if inadequate information is collected. For instance, conducting a single survey at a local mall is probably not adequate to determine whether a new product is viable. The more information the business gathers from different sources, the better able it will be to make decisions. Often inventors or those with ideas for new products or businesses are not experts in marketing or business planning. Getting advice from marketing experts and those with industry knowledge can help guide marketing and business planning [7].

3.2 SME marketing and planning

Both literatures on SME marketing and planning are rooted in marketing concepts in general. The following sections go through the relevant literature on those two disciplines to highlight research gaps in the literatures. The discipline of SMEs is broadly based in management, marketing, and entrepreneurship [9]. While it has been argued that SMEs pose unique features which are different to traditional marketing in large firms [10], several authors suggest integration of strategic management and marketing in the SMEs [9]. Marketing can be viewed as an integral part of SME activities. SME business nature is fundamentally intrinsic to and compatible with marketing philosophies. Consequently, it is possible to amalgamate marketing and SME activities. For example, [11] uses different marketing models to evaluate the performance of small firms. Marketing planning, with some adaptation, could benefit SMEs [11]. An SME-specific version of marketing mix borrowed from traditional marketing 4Ps can guide the SME thinking and doing business [12]. The literature on SMEs suggests that marketing ideas, concepts, techniques are useful if used properly. Nevertheless, the implementation issue has not been studied hence the need to carry out this study in the retail clothing SME context.

3.3 Implementation of marketing plans and performance

The relationship between planning sophistication and performance in 253 small businesses in Georgia, USA was investigated by [13]. Their results clearly showed that those SMEs with greater planning sophistication also showed greater growth in sales as reported by executives. Yet on objective measures such as return on investment (ROI) performance [13]) reported these were not affected. [13] Suggest that small businesses with a sophisticated planning process may reap the benefits of these efforts in the long term. While [14] suggested that SMEs using sophisticated planning activities (including written business plans) may enhance their chances of survival and success. The gaps that exist is that no research was carried out in Zimbabwe to evaluate the performance of SMEs that have marketing plans hence that is what this research will find out.

3.4 Major barriers to marketing planning and implementation of marketing plans

In the marketing planning literature much has been made of obstacles restricting the take-up and effectiveness of marketing planning [15, 16, 17, 6, 18, 19]. These studies have identified many businesses still not engaging in marketing planning, and indeed, marketing per se. As such, their findings related to operational and organizational barriers impeding effective marketing planning in organizations actually practicing the basics of marketing management, but also to observations relating more to the total lack of any marketing culture in a large minority of businesses in their surveys. It would seem from current research that there has recently been a switch in emphasis in terms of the difficulties facing marketing planning and that exponents should consider afresh how best to pre-empt and combat these obstacles. Many of these issues relate to the increasingly documented concerns of internal marketing [20, 21] and relationship marketing [22, 23]. It appears, though, that despite the extensive coverage of both aspects of marketing in the literature, lecture theatres and conferences, their core structures and warnings have failed to alert practitioners attempting to deploy marketing planning.

This study builds on the finding by [24] in their survey of marketing in The Times 1000 UK companies that those days, the vast majority of large regional, national and international businesses do in fact deploy marketing planning. The barriers are not those relating to misunderstanding or misuse of marketing's toolkit, but to a new set of factors that marketers, trainers and researchers must address if marketing planning is to be more easily and readily actionable. The upshot is that while the commonly cited journal and textbook obstacles to effective marketing and marketing planning are still in evidence, in businesses proactively engaged in marketing planning, there is a new set of hurdles to address. It appears, too, that there is a significant variation in opinion between services organizations and manufacturing companies. This study presents these findings and outlines some of the principal implications. In order to demonstrate the evolving nature of these implementation hurdles, the paper first describes the previously published barriers hindering effective planning before summarizing managers' present concerns.

In the early 1990s, leading marketing planning exponent [25] identified a variety of obstacles impinging on marketing planning: lack of chief executive support, no plan for the planning activity, line management hostility and lack of support, resources and skills, confusion over planning technology, jargon and procedures, an emphasis on too much detail in a rigid one-year planning ritual, the short-cut use of market share and sales figures in lieu of written marketing objectives and strategies, separation of planning from other functional areas in the business, failure to relate marketing planning to corporate planning, the delegation of marketing planning to planners, confusion between the marketing function and the marketing concept, lack of knowledge and marketing skills, and confusion between the planning process and its outputs.

While there is still evidence of these issues causing problems [26], some of the marketing plans have become obsolete owing to the greater up-take of marketing by most large organizations and the evolving "trial and error" nature of their developing planning activities. A lack of planning the planning activity, its outputs, communication and "selling" of the resulting plan, plus a failure in many instances to adequately oversee the on-going actioning of the plan's recommendations, are problems very much still in evidence. The hostility to planning, marketing and the process seems to be on the wane, plus there is significantly greater "buy-in" from senior managers and non-marketing functions [24]. That is not to play down the on-going problems faced by managers conducting marketing planning. There is far better understanding of the principles of good marketing and the requirements of sound marketing planning that is partly responsible for the evolving shift in emphasis in the barriers now identified as

being the most frequently cited by executives. The sentiments of leading implementation facilitators [17 and 18] Nigel Piercy are still relevant, but the ramification of this study is that in the bulk of SMES in the retail clothing sector now practicing marketing planning and implementation are factors to address in this study.

Dibb and Simkin's observed problems identified in the mid-1990s [27, 20] developed these concerns and added to the ideas of leading exponents of marketing planning such as [28, 29, 15, 30, 16, 17, 6, 19] . They identified a list of issues that both confirmed the fears of the likes of [17] and [18] and added to the list of hurdles impeding effective marketing planning. [24] list included: poor grasp of the marketing concept, little or no marketing analyses undertaken, strategy determined in isolation of analysis or formulation of tactical programs, blinkered view of the external environment, poor and inadequate marketing intelligence, little internal sharing of marketing intelligence, inadequate understanding and support from senior management, poor internal communications within marketing, between functions/tiers, planning personnel run out of steam, planning and personnel overtaken by events, lack of confidence/conviction, little opportunity for lateral thinking.

Analysis-strategy-programs approach. These concerns led [31, 27, 24] to develop their analysis-strategy-programs approach to planning and a set of people and culture pre-requisites. They argued these issues must be addressed prior to the instigation of a marketing planning initiative. Whether [15, 17] or more recently, [24] , the conclusion is similar. All the studies into the marketing planning practices of medium and large businesses identified managerial, human resource, cultural, comprehension, communication, strategic, resource and operational forces impeding the process of marketing planning, it's up-take and the viability of the implementation of its resulting recommendations. This current study does not contradict these views, but reveals a shifting emphasis in the issues causing problems for marketers engaging in marketing planning. The revised set of obstacles, though, is sufficiently different in orientation as to require facilitators of planning to modify their guidance and approach to establishing rigorous marketing planning processes.

A recent emphasis in the marketing literature has been that longer-term relationships are essential for a business' market performance. The relationship marketing literature explains that such long-term commitment stems not only from treating customers differently, but also from addressing other audiences. To emphasize this, [20] proposed "the five markets model", the logic being that while customer markets should remain the core focus for marketing activity, to facilitate the organization's on-going commitment and success, attention should be given to developing marketing and communications programs that convey corporate goals and marketing strategies to a variety of other audiences. These "five markets" include influencers, those referring customers (such as brokers and advisers), employment agencies, suppliers and the internal workforce. In highlighting this final "market", relationship marketers are acknowledging the damage that can be done if employees do not understand their role in ensuring marketing recommendations are adequately actioned. It is argued that in order to effectively exploit this internal market, there must be communication channels, leadership qualities, associated resources, information, plus clear internally-focused propositions and messages – notions also cited by those promoting effective marketing planning [16, 17, 6, 20].

Much appears to pivot on internal marketing: the application of marketing internally within the organization. Programs of communication and guidance targeted at internal audiences, aiming to develop internal and external customer awareness and to remove functional (human) barriers to organizational effectiveness [22, 32]. Greater attention to internal smoothing of understanding will significantly reduce the organizational and cultural barriers so often found to hinder quick up-take, resource allocation, senior management commitment, understanding and the support of non-marketers in organizations [33, 34]. The extensive literature on both relationship marketing [35, 20, 36] and internal marketing [37, 38] highlighted the concerns raised by marketing planning exponents in terms of the internal hurdles impeding the actioning of marketing processes. It is apparent from this study, though, that for many practitioners these warnings have yet to be heeded.

A study by [39] found out that the major barriers to effective marketing planning were lack of adequate information. A lack of adequate information was frequently cited concern (23 percent) and together with the stated lack of knowledge about customers (19 percent), reveals that marketers and their colleagues still have significant worries about the amount, rigor and validity of information utilized in determining marketing plans and their recommendations. In many organizations, production of the annual marketing plan is the only opportunity for managers to "step back" from their daily operationally-driven activities to analyze market developments, changes in

the marketing environment, customers' evolving buying processes and needs, plus the ever-varying competitive arena. It is still surprising just how much guess-work goes into many businesses' assessment of marketing opportunities and their development of marketing plans [24]. The role or often lack of such a role played in planning by non-marketers is if anything more of a concern now than as identified in earlier studies. Poor involvement of functions, low team commitment, lack of enthusiasm for planning amongst non-marketers, no power for marketers to talk to other functions and the need to understand them better, are all facets of one underlying problem inherent in much marketing planning. Non-marketers have a wealth of knowledge and insights to bring to marketing planning: Research and Development personnel hear what is evolving elsewhere, technical managers understand what is feasible to produce/deliver, financial managers assist in bringing realism to the debate and the sales force actually meets and talks to customers. Over three quarters of the organizations surveyed fail to involve non-marketing personnel in their planning deliberations. This felony is compounded given these personnel are essential for the effective adoption and implementation of the resulting marketing program recommendations.

In attempting to support and cajole organizations' understanding and use of marketing planning, leading proponents such as [28, 30, 17, 18, 19] have noted the lack of appreciation in these organizations of the IT, information, personnel, financial and above all else time resources necessary to conduct thorough marketing planning. Now that more businesses are actively practicing marketing planning, this concern has spread to the managers – marketers and their colleagues in other functions surveyed. They identified the lack both of time and of staff as impeding the act of marketing planning and ensuring effective actioning of the plan's recommendations. High staff turnover amongst planning personnel increases this problem in many businesses.

Ineffective management practices have for many years been cited in the literature as a problem in gaining acceptance of the practices of marketing management and in tackling marketing planning [18]. As marketing planning becomes more mainstream and routine, these deficiencies in companies' organizational cultures and capabilities are becoming more marked, not less. The majority of factors listed in Table l below relate to organizational and managerial barriers hindering the planning process. Perhaps the most alarming include: senior managers lacking business/training skills required to instigate, support and understand marketing planning, management's failure to see across individual market sectors or brands to grasp the "whole picture" and a top-down approach to planning in some companies whereby senior directors produce plans without consulting the line managers responsible for implementing them. These worries are compounded in a minority of cases by: companies still believing that marketing is no more than managing advertising or a crisis management "fire fighting" operating culture rather than a pre-planning approach.

In addition, a separate set of organizational barriers to effective marketing planning is also alarming. Individual manager's empire building causes problems and detracts from the benefits to the company of shrewd planning: "information is power" or "hold over the plan is control" are not traits likely to benefit a business. A lack of acknowledged corporate value given to planning and those responsible for it, plus personality clashes, are facets of corporate life well known to most managers. The process of planning, however, requires sharing of information and ideas, effective communications, a focus on the market rather than internal "petty office politics" and an acceptance that the plan is designed to enhance the overall fortunes of the business rather than any single brand, product group, market territory or manager [6]. Many of the leading authors on marketing planning (for example, [31, 15, 30, 25] focus on the content and process of marketing planning. It is clear that in addition, more attention must be devoted to the managerial processes and practices pre-requisite to the act of marketing planning. This is not to say the traditional concerns of instilling thorough marketing planning do not apply. There is still a poor comprehension of the required balance between analysis, strategy and tactical programs. The fit between marketing planning and corporate objectives is something of a chasm in many organizations. The textbook presentation of marketing planning must continue to demystify these ingredients and to extol the linkages and benefits of the toolkit, but associated managerial processes must be more overtly explained, too.

The marketing environment does not warrant a mention in the studies in the 1980s and early 1990s [for 15, 17, and 25]. A quarter of organizations contacted in the West Midlands, particularly manufacturers, found that uncertainties in the marketing environment, rapid or unexpected changes and on-going evolution of environmental forces' ramifications resulted in significant gaps in the understanding of market developments and opportunities, or in unexpected twists hindering the roll-out of the tactical sales and marketing programs recommended in marketing plans. Perhaps at last, businesses will realize the importance of proactively monitoring and understanding the forces

of the marketing environment. This may also be the case for SMEs in the Zimbabwe, the marketing environment that prevailed in the country was not conducive for planning.

3.5 Overcoming implementation impediments

So much appears to hinge on internal marketing, the application of marketing within the firm to internal audiences. Exponents of internal marketing argue it plays a vital role in developing a customer-focused organization and helps ensure coherent relationship marketing [21, 32]. Internal marketing is based on communication and with developing responsiveness and a unified sense of purpose among employees. It aims to develop internal and external customer awareness and to remove functional (human) barriers to organizational effectiveness [40, 32, 41]. The core requirements of effective internal marketing are; information sharing, orientation sessions, multi-functional team interaction, formalized internal marketing communications campaigns, debrief and feedback sessions, incentivized staff motivation, empowerment of line management to take ownership of problems and the encouragement of "success stories" to champion.

These are sentiments all central to ensuring marketing strategies and marketing plans are implemented in the marketplace effectively [42, 43]. For too long, the output of most marketing functions has focused on satisfying external customers. These are undoubtedly the "essentials" for an organization's survival. However, greater attention to internal smoothing of understanding will significantly reduce the organizational and cultural barriers to marketing recommendations and initiatives so often found to hinder quick up-take, resource allocation, senior management commitment and understanding, the support of non-marketers and the minimization of the "change averse" factor inherent in many workforces.

From an examination of the marketing literature's popularly cited organizational and internal factors requiring action, plus an assessment of the barriers currently identified by practitioners as impeding progress [24, 44, 45], it seems there is still the need to call for the actioning of marketing recommendations and programmes to be facilitated and the implementation path smoothed [46, 4, 18]. There is a core requirement for managing the implementation of marketing planning recommendations, as well as the analysis and strategic thinking leading to these strategic and tactical proposals.

The implication from research is that without greater attention to these internal and operational concerns, much good marketing thinking and the resulting plans simply will not be effectively auctioned [23, 45]. It is recommended that marketing practitioners, senior management and external facilitators of marketing planning and strategic marketing programmes acknowledge the need for the creation of a suitable foundation for their marketing thinking and the management of the subsequent implementation of any recommendations.

3.5.1 Infrastructure requisites

There is the need to manage undertaking the core marketing processes and to smooth the implementation of the resulting recommendations. Under-pinning any foundation is the set of people and culture requisites outlined by [31, 17, 6, 47, 45]), but recently once again shown to be still infringing practitioners' marketing activities. These requisites include managing the expectations of senior and line managers, orientation communication and the involvement in planning of cross-functional skilled personnel. In addition, any marketing initiative requires purpose, process and robust propositions whether it is an externally deployed marketing mix programme or an internal examination of target market priorities presents a summary of the infrastructure requisites for successful marketing planning.

Any development of a marketing strategy or a marketing plan will be invasive and must be adequately resourced in terms of time, personnel, communications processes, budgets, information and systems. Busy personnel cannot be expected to take "time out" from routine operations to undertake analysis, strategic thinking and the construction of revised sales and marketing tactics without being provided with the resources for tackling such tasks. Too often, senior management expects too few line managers to undertake additional weighty tasks without extra resource provision or orientation.

3.5.2 Robust processes

Impediments to effective marketing planning were found [47] to include the paucity of robust marketing intelligence and even when rigorous marketing analyses were being undertaken, the output often failed to feed into the strategizing of marketing planning or to shape the resulting plan's recommendations. There is no point determining tactical marketing mix programmes if no analysis of the marketplace has been undertaken or if the target market strategy has not been accordingly up-dated to reflect these findings. An effective marketing planning process should include a coherent and integrated process of analysis, strategizing and tactical programme recommendation [31, 28, 16, 6, 45]. The skills to undertake marketing analyses facilitate a strategic review and to accordingly modify often entrenched marketing tactics must be inherent or bought-in from external agencies. The process in Table 2.2 ensures the core ingredients of marketing are in evidence and that marketing planning personnel are encouraged to proceed through a well-tested process [45] (Dibb and Simkin, 2000). Similarly, the subsequent implementation of resulting recommendations will require orchestrating and resourcing.

3.5.3 Facilitation of implementation

Strategy and planning activities will not occur by chance and must be managed: schedules, reviews, performance assessment and remedial actions, with praise and rebuke from senior management as deemed appropriate by on-going progress. Without attention to these requirements, much good marketing thinking fails to result in actionable recommendations being implemented [46, 44, 18, 45]. Marketing managers intending to address these concerns must include audits, specifications, orientation, authorization and reviews.

Attention to the requirements of on-going facilitation of implementation has been widely neglected by marketers [46, 45], and yet the managerial practices for monitoring progress, removing operational hurdles to progress and seeking to remedy any emerging problems are not procedurally or intellectually challenging. They are, though, all too often over-looked until lack of implementation progress itself becomes an insurmountable impediment to the auctioning of the marketing plan's recommendations with these issues are far from an everyday reality.

Table 2.1: Impediments hindering marketing planning activity

McDonald's obstacles impinging marketing planning –a decade ago	**Dibb and Simkin's observed barriers hindering marketing planning- mid 1990s**	**Observed barriers in UK manufacturing and services sectors**
Lack of chief executive support No plan for the planning activity Line management hostility Lack of support, resources and skills Confusion over technology, jargon and procedures An emphasis on too much detail in a rigid one year planning ritual The short cut use of market share and sales figures in lieu of written marketing objectives and strategies Separation of planning from other functional areas in the business Failure to relate marketing planning to corporate planning The delegation of marketing planning to planners Confusion between the marketing function and marketing concept Lack of knowledge and marketing skills Confusion between the planning process and its outputs Planning for planning's sake	Poor grasp of the marketing concept Little or no marketing analyses undertaken Strategy determined in isolation of analysis or formulation of tactical marketing mix programmes Blinkered view of the external marketing environment Poor and inadequate marketing intelligence and management information systems Little internal sharing of marketing intelligence Inadequate understanding and support from senior management Poor internal communications in marketing, between function/tiers Planning activity fades out Planning personnel overtaken by internal and external operations /organisational events Lack of confidence/conviction Little opportunity for lateral thinking	Inadequate communications Harmonising difficulties across sites/countries Marketing environment forces not monitored Inadequate information Senior managers lacking business skills Management's failure to see the whole picture Lack of understanding of customers Individual manager's empire building Monopoly market position/forces Top-down approach to planning Time to conduct planning activities Poor involvement of functions/teams Current apparent business success/arrogance Lack of enthusiasm amongst non-marketers Staff- lack of and turnover Resistance to change

Source: Simkin (2000)

Table 2.2: The infrastructure requirements for effective marketing planning

PROCESSES	RESOURCES AND TOOLS	CULTURE
1.Participants: orientation, managing expectations, involvement	1. Process and implementation resources: IT, people, funds, time	1.Marketing: ethos, skills, role
2.Leadership : Senior support, intra-team/ site co-operation	2. Skills: concept comprehension, training, external support, facilitation	2. Corporate: vision, mission, marketing fit, change receptiveness
3.Clarity: purpose, process, propositions	3.Personnel: team selection, skills, functions, hierarchy	3.Leadership: abilities, understanding, participation
4. Progress management: reviews, performance monitoring, remedial action	4. Information: availability, storage, access, auditing	4. Awareness: capabilities, operational constraints and implementability, new initiative and planning impact
5.Requisite Resources: creation and allocation, personnel, schedules, budgets, marketing information	5. Communications: internal and external, channels, processes, schedule, key targets	5. Facilitation: strategy, initiatives, operationalisation

Source: Dibb and Simkin (2000)

4.0 Submission of Research Prepositions

According to previous scholars' research and literature review we can see that marketing planning and implementation is not very common in SMEs in Zimbabwe. [2] study found out that many SMEs have many problems. Some of the problems related to human resources management, general management and sales and marketing was the main problem encountered by SMEs.

Author [4] says that marketing involves the assessment of the customer who wants to purchase a product. In agreement, [5 and 7] say that marketing planning is an essential part and beneficial in that it helps business. In addition to that, [8] believes that marketing planning should be done before launching a new venture.

Authors [9] are of the view that SMEs have different features from large companies. [13] results showed that SMEs with marketing plans have higher sales. [15, 16, 17, 6, 18, 47] found out that major barriers to effective marketing planning included lack chief executive support, no plan for the planning activity, line management hostility and lack of support, resources and skills. [21] says that one major way of overcoming implementation barriers is internal marketing as it ensures relationship marketing. [45] believes that there should be a strategy and planning activities occur if it is managed, scheduled, reviewed, performance assessed remedial actions, praised and rebuked from senior management as deemed appropriate by ongoing progress.

Preposition 1: the smaller the company for example a sole trader the lower chances of engaging in marketing planning and implementation.

Preposition 2: the bigger the company the higher the chances of being involved in marketing planning and implementation.

Preposition 3: a stable environment in terms of economic and political factors promotes marketing planning for SMEs.

Preposition 4: companies with large resource base tend to be involved in planning and lack of resources in terms of finance and human resources promote the adoption of firefighting marketing strategies.

5.0 Summary

The study established that the majority of the companies did not have marketing plans and the few that had the marketing plans did not implement the plans. The findings also show that the major barriers to marketing planning and implementation were lack of skilled human resources, financial resources and information. Lack of top

management support, resistance to change, marketing environmental factors not monitored and lack of enthusiasm amongst marketers also contribute to poor formulation and implementation of marketing plans for SMEs sector in Zimbabwe.

6.0 Recommendations

The study recommends that Universities should hold workshops for these SMEs so that they are educated on marketing planning and implementation take measures so that they become aware of these concepts. The other recommendations is that marketers should: provide the necessary infrastructure and resources for marketing planning activity, utilize a robust analytical process that is objective and complete in terms of the inclusion of the essential ingredients of marketing planning, and devote managerial time and attention to the on-going management of the resulting plan's implementation. Lastly, the study recommends the Ministry of SMEs, and other support institutions such as Empretec, SEDCO, and Banks take measures to ensure the survival, growth and development of this sector which has potential to steer the economy. These measures are expected to improve the managerial skills in SMEs and consequently result in improved performance through the adoption of marketing planning.

References

1. T. Gandanhamo, "SMEs- large Contributors to the Economy",Zim Marketer: Print works, Harare, Zimbabwe, 2013.
2. X. Haung, A. Brown, "An analysis and classifications of problems in small business", *International Small Business Journal*, Vol 18, No 1, pp.75-85, 1999.
3. R. Mckenna . 'Marketing is everything',.*Havard Business Review*. Pp.68-70, 1991
4. P. Doyle. *Marketing Management and Strategy*. 3rd Ed, Pearson Education, UK, 2002.
5. P. Kotler. *Marketing Management*. 8th Ed: McGraw-Hill, India, 2004.
6. M. McDonald, *Marketing Plans*, Butterworth-Heinemann, Oxford, 1995.
7. D. Jobber. *Principles and Practice of Marketing*. 6th Ed, MaGraw-Hill, UK, 2010.
8. P. Doyle, *Marketing Management and Strategy*. Prentice-Hall, London, 1998.
9. D. Carson, S. Cromie, P. McGowan, J. Hill. *Marketing and Entrepreneurship in SMEs*, Prentice-Hall. Europe. Chichester, 1995.
10. D. Carson, S. Cromie. "Marketing Planning in Small Enterprises: A model and evidence", *The Journal of Consumer Marketing*, Vol. 7 No.3, pp. 5-18, 1990.
11. D. Carson. "Some exploratory models for sassessing small firm's marketing performance (a qualitative approach)", *European Journal of Marketing*, Vol. 24, No.11, pp.8-51, 1990.
12. D. Carson, A. Gilmore. "Marketing at the interface: not 'what?' but 'how?'", *Journal of Marketing Theory and Practice*, Vol. 8 No.2, pp.1-7, 2000.
13. L. W. Rue. N. A, Ibrahim, "The relationship between planning sophistication and performance in small business", *Journal of Small Business Management*, Vol. 36 No.4, pp.24-32, 1998.
14. S.C. Perry. "The relationship between written business plans and the failure of small businesses in the US", *Journal of Small Business Management*, Vol. 39 No.3, pp. 201-8, 2001.
15. G. Greenley, "An overview of marketing planning in UK manufacturing companies", *European Journal of Marketing*, Vol. 16 No.7, pp.3-15, 1982.
16. S.C. Jain. *Marketing Planning and Strategy*, Southwestern Publishing, Cincinnati, OH, 1993.
17. M. McDonald. "Strategic marketing planning: a state-of-the-art review", *Marketing Intelligence and Planning*, Vol. 10 No.4, pp.4-22, 1992.
18. N. Piercy, *Market-Led Strategic Change*, Butterworth-Heinemann, Oxford, 1997.
19. L. Simkin. "People and processes in marketing planning: the benefits of controlling implementation", *Journal of Marketing Management*, Vol. 12, 1996, pp.375-90.
20.M. Christopher. A. Payne. D. Ballantyne. *Relationship marketing*, Butterworth-Heinemann, Oxford, 1991.
21. W. R. George. "Internal marketing and organizational behavior a partnership in developing customer-conscious employees at every level", *Journal of Business Research*, Vol. 20, pp.63-70, 1990.
22. A. Cram, *The power of relationship marketing*, Pitman, London, 1994.
23. E. Gummesson. "The new marketing: developing long-term interactive relationships", *Long Range Planning*, Vol. 20 No.3, pp.10-20, 1987
24. S. Dibb, L. Simkin. "Marketing and marketing planning: still barriers to overcome", *EMAC Conference Proceedings*, Warwick, 1997.

25. M. McDonald, “Ten barriers to marketing planning", *Journal of Business and Industrial Marketing*, Vol. 7 No.1, pp.5-18, 1992.
26. S. Dibb, L. Simkin, “Pre-empting implementation hurdles: processes, people, culture and communications barriers – the need for internal relationships", *University of Warwick Working Paper*, 1999.
27. S. Dibb."How marketing planning builds internal networks", *Long Range Planning*, Vol. 30 No.1, pp.53-63, 1997.
28. W. Giles. "Marketing planning for maximum growth", *Journal of Marketing Intelligence and Planning*, Vol. 3 No.7, pp.1-98, 1989.
29. W. Giles. "Making strategy work". *Long Range Planning*, Vol. 24 No.5, pp.75-91, 1991.
30. S.C. Jain. *Marketing Planning and Strategy*, Southwestern Publishing, Cincinnati, OH, 1990.
31. S. Dibb. L. Simkin, J. Bradley. *The Marketing Planning Workbook*, International Thomson, London, 1996.
32. I. Lings, F. Brooks, "Implementing and measuring the effectiveness of internal marketing", *Journal of Marketing Management*, Vol. 14 No.4, pp.325-51, 1998.
33. T. Bonoma, *The marketing edge: making strategies work*, The Free Press, New York, NY,1985.
34. D. Cravens, G. Greenley, N. Piercy, S. Slater, "Integrating contemporary strategic management perspectives", *Long Range Planning*, Vol. 30 No.4, pp.493-506, 1997.
35. F. Buttle. *Relationship marketing: theory and practice*. Chapman, London, 1996.
36. A. Payne. "Relationship marketing – making the customer count", *Managing Service Quality*, Vol. 4 No.6, pp.29-31, 1994.
38. J. Reynoso, B. Moores, "*Internal relationships’*", in Buttle, F (Eds), Relationship Marketing: Theory and Practice, Chapman, London, 1996.
39. G. Hogg, S. Carter, A. Dunne. "Investing in people: internal marketing and corporate culture", *Journal of Marketing Managemen*t, Vol. 14 No.8, pp.879-95, 1998.
40. L. Simkin, “Barriers impeding effective implementation of marketing plans – a training agenda”. *Journal of Business and Industrial Marketing*, Vol 17, No.1, pp.8-24, 2002.
41. C. Gronroos. "From marketing mix to relationship marketing: towards a paradigm shift in marketing". *Management Decision*, Vol. 32 No.2, 1994, pp.4-20.
41. R.J. Varey. "Internal marketing: a review and some interdisciplinary research". *International Journal of Service Industry Management*, Vol. 6 No.1, pp.40-64, 1995.
42. J.R. Hauser, D.I. Simester, B. Wernerfelt, “Internal customers and internal suppliers". *Journal of Marketing Research*, Vol. 33, pp.268-80. 1996.
43. K.J. Perks, "Internal marketing your company’s next stage of growth". *Journal of the Market Research Society*. Vol. 40 No.2, pp.176-8, 1998
44. S. Dibb, L. Simkin, W. Pride. *Marketing: Concepts and Strategies*, Houghton Mifflin, Boston, MA and London, 2001.
45. L. Simkin . Tackling Implementation Impediments to Marketing Planning, *Journal of Marketing Intelligence and Planning*, 2000.
46. D. Cravens, "Implementation strategies in the market-driven era", *Academy of Marketing Science Journal*, Vol. 26, No.3, pp.237-41, 1998.
47. L. Simkin, *"Addressing organizational pre-requisites in marketing planning programs", Journal of Marketing Intelligence and Planning*, Vol. 14 No.5, pp.39-46, 1996.