

## CFAM4.3.1

### Create a direct marketing strategy and outline plan



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#### Overview

This is about establishing direct marketing objectives (based upon the target market, positioning and the marketing mix), strategy and budget. It includes identifying the appropriate direct marketing tools and the role required of direct marketing.

This unit is recommended for senior marketers involved in creating direct marketing strategy and plans. Such marketers might be employed directly by an organisation involved in marketing directly to their customers, or work for an agency/consultancy.

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#### Performance criteria

- You must be able to:*
- P1 identify and prioritise the objectives to be achieved through direct marketing, ensuring that these are in line with the organisation's overall business and marketing strategies
  - P2 establish and analyse the potential benefits, and any risks associated with using direct marketing to communicate with the organisation's customers
  - P3 identify and prioritise the customer groups where direct marketing offers the greatest opportunities for the organisation
  - P4 evaluate the direct marketing channels appropriate for the organisation and the customers to be targeted
  - P5 seek specialist advice upon the appropriate channels where necessary
  - P6 develop a direct marketing plan, setting out the resources, capabilities and database required to deliver the strategy
  - P7 determine the business case for direct marketing by the organisation
  - P8 make recommendations with supporting analysis and rationale regarding the channels, and the direct marketing tools and techniques, to be developed, based upon a full assessment of the costs/benefits and risks
  - P9 demonstrate how the returns to be realised from your recommendations will benefit the organisation, and will make a tangible return upon the investment to be made
  - P10 communicate the agreed strategy and plan, and gain commitment to their achievement from the organisation's relevant stakeholders

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#### Knowledge and understanding

*You need to know and understand:*

##### **General knowledge and understanding**

- K1 what direct marketing is, as opposed to 'mass marketing', its relative benefits and limitations to organisations and their customers
- K2 the role of direct marketing within an integrated organisational marketing strategy
- K3 how to develop strategic objectives
- K4 the topics to be covered in a direct marketing strategy and plan
- K5 the principal direct marketing channels available, their relative merits, and the circumstances where organisations may prefer particular options
- K6 how to identify potential risks in relation to achievement of the objectives
- K7 the importance of determining and demonstrating anticipated returns upon investment proposed, and of setting out a convincing justification in support of your case
- K8 the importance of, and benefits to be derived from, a customer database for effective direct marketing
- K9 the importance of consulting with colleagues and other stakeholders during the development of the strategy and plan, and how to do this effectively
- K10 how to develop measures and methods for monitoring and evaluating performance against the direct marketing strategy and plan
- K11 the public and ethical issues associated with direct marketing

*You need to know and understand:*

##### **Industry/sector specific knowledge and understanding**

- K12 an awareness of the legal, regulatory and ethical requirements in the organisation's sector, and their implications for marketing
- K13 market developments in the organisation's sector

*You need to know and understand:*

##### **Context specific knowledge and understanding**

- K14 the market in which the organisation operates, and its products/services
- K15 the organisation's actual and potential customer base, and the extent of its existing customer database
- K16 how to use customer insights to understand the needs and expectations of the organisation's actual and potential customers and their likely response to the proposed marketing message
- K17 the organisation's actual and potential competitors and partners, and the key features of their strategies and plans
- K18 new and available market opportunities
- K19 the organisation's ability to respond to market opportunities
- K20 the extent and past results of any existing direct marketing activities by the organisation

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- K21 the organisation's existing planning and implementation systems which may be required for the approval of direct marketing plans
- K22 colleagues and other key stakeholders, and their needs and expectations
- K23 processes for consultation within the organisation
- K24 source of information that can aid monitoring and evaluation

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#### Additional Information

##### Behaviours

1. You anticipate likely future scenarios based upon a realistic analysis of trends and market developments
2. You identify the implications, or consequences of market trends, for future marketing strategy
3. You produce and test a variety of options before making a decision
4. You articulate the assumptions made and risks involved in understanding a situation
5. You identify the strengths, weaknesses, opportunities and threats to the organisation's current and future marketing strategy
6. You present ideas and arguments clearly, concisely and convincingly
7. You create a common sense of purpose

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