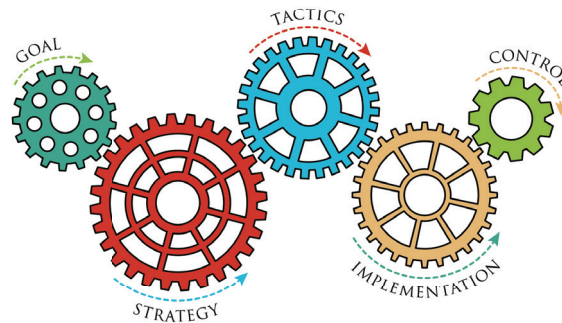


# THE MARKETING PLAN HANDBOOK



ALEXANDER CHERNEV

SEVENTH EDITION

The Marketing Plan Handbook

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## Part One: The Marketing Plan

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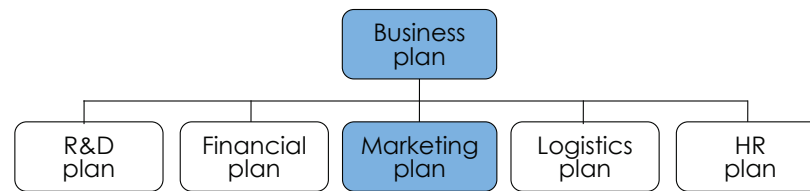
## Chapter 1

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# **The Marketing Plan as a Business Document**

## Figure 1. The Marketing Plan as a Business Document

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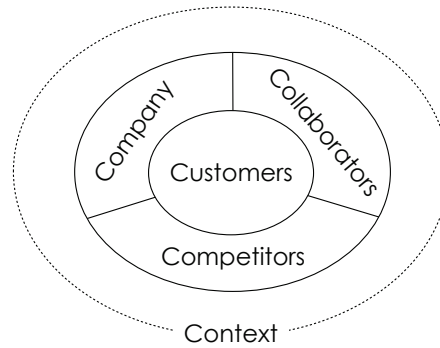
## Chapter 2

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### **Marketing Planning as Value Creation**

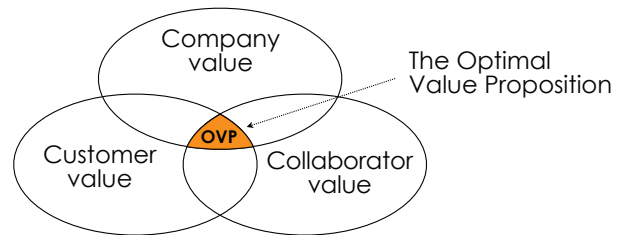
**Figure 1. Identifying the Target Market: The 5-C Framework**

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**Figure 2. The 3-V Market Value Principle**

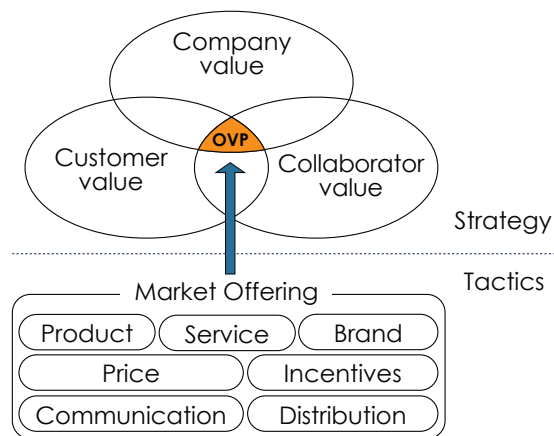
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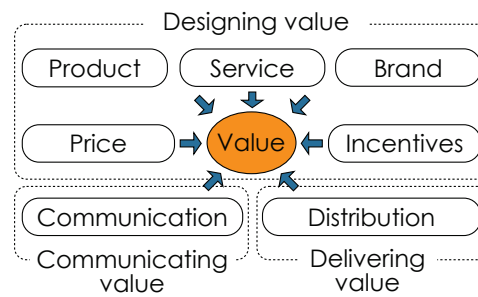
**Figure 3. Marketing Tactics: The Seven Attributes Defining the Market Offering**

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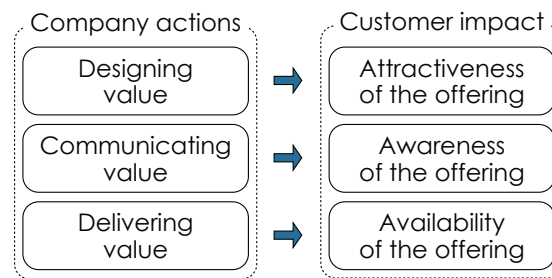
**Figure 4. Marketing Tactics as a Process of Designing, Communicating and Delivering Value**

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**Figure 5. Marketing Tactics: Company Actions and Customer Impact**

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**Figure 6. The Market Value Map**

Target Market		Market Offering	
What customer need does the company aim to fulfill? Who are the customers with this need?	Customers	What are the key features of the company's product?	Product
What other entities will work with the company to fulfill the identified customer need?	Collaborators	What are the key features of the company's service?	Service
What are the company's resources that will enable it to fulfill the identified customer need?	Company	What are the key features of the offering's brand?	Brand
What other offerings aim to fulfill the same need of the same target customers?	Competition	What is the offering's price?	Price
What are the sociocultural, technological, regulatory, economic, and physical aspects of the environment?	Context	What incentives does the offering provide?	Incentives
Value Proposition		How will target customers and collaborators become aware of the company's offering?	Communication
What value does the offering create for target customers?	Customer Value	How will the offering be delivered to target customers and collaborators?	Distribution
What value does the offering create for the company's collaborators?	Collaborator Value		
What value does the offering create for the company?	Company Value		

## Figure 7. The Customer Value Map

Target Customers		Customer Offering	
What customer need does the company aim to fulfill?	Customer need	What are the features of the product that the company offers to target customers?	Product
Who are the customers with this need?	Customer profile	What are the features of the service that the company offers to target customers?	Service
Competition		What are the features of the offering's brand?	Brand
What other offerings aim to fulfill the same customer need?	Key competitors	What is the offering's price for target customers?	Price
What value do these offerings create for target customers?	Value proposition	What incentives does the offering provide to target customers?	Incentives
What are the key aspects of the competitive offerings?	Offering attributes	How will target customers become aware of the company's offering?	Communication
Customer Value		How will the offering be delivered to target customers?	Distribution
What value does the offering create for target customers? Why would they choose this offering?	Reason to choose		

**Figure 8. The Collaborator Value Map**

Collaborators		Collaborator Offering	
Which entities will partner with the company to create value for target customers?	Collaborator profile	What are the features of the product that the company offers to collaborators?	Product
What goals do collaborators pursue by partnering with the company?	Collaborator goals	What are the features of the service that the company offers to collaborators?	Service
Competition		What are the features of the offering's brand?	Brand
What other offerings aim to fulfill the same collaborator goals?	Key competitors	What is the price of the offering for the company's collaborators?	Price
What value do these offerings create for the company's collaborators?	Value proposition	What incentives does the offering provide to the company's collaborators?	Incentives
What are the key attributes of the competitive offerings?	Offering attributes	How will the company's collaborators become aware of the offering?	Communication
Collaborator Value		How will the offering be delivered to the company's collaborators?	Distribution
What value does the offering create for collaborators? Why would they partner with the company?	Reason to choose		

## Figure 9. The Company Value Map

Company		Company Offering	
What entity is managing the offering? What are its key resources?	Company profile	What are the features of the product that the company offers to target customers and collaborators?	Product
What goal does the company aim to fulfill with this offering?	Company goals	What are the features of the service that the company offers to target customers and collaborators?	Service
Alternative Options		Brand	
What alternative options can fulfill the same company goal?	Key alternatives	What are the features of the offering's brand?	
What value do these options create for the company?	Value proposition	What is the offering's price for target customers and collaborators?	Price
What are the key aspects of the alternative options?	Option attributes	What incentives does the offering provide to target customers and collaborators?	Incentives
Company Value		Communication	
What value does the offering create for target customers? Why would they choose this offering?	Reason to choose	How will target customers and collaborators become aware of the company's offering?	
		Distribution	
		How will the offering be delivered to target customers and collaborators?	

## Part Two: Developing a Marketing Plan

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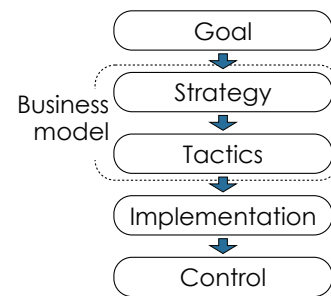
## Chapter 3

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### **Crafting a New Marketing Plan**

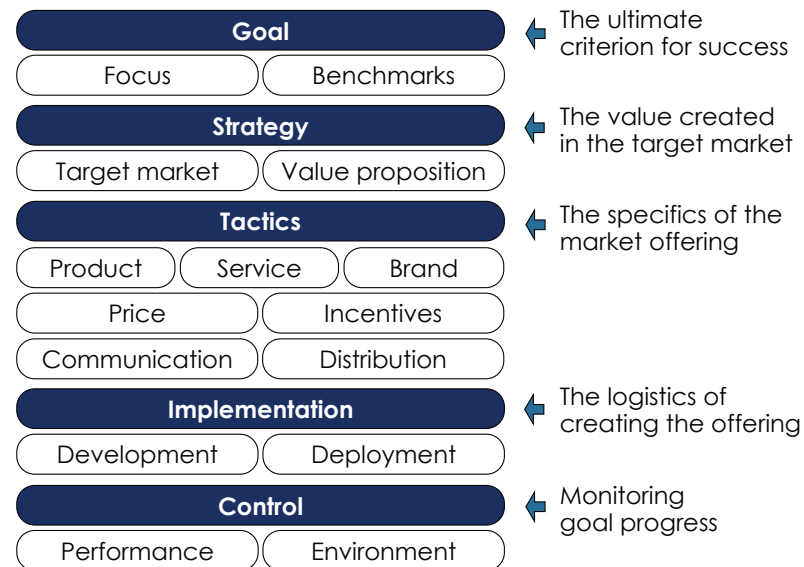
**Figure 1. The G-STIC Framework for Action Planning**

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## Figure 2. The G-STIC Action-Planning Flowchart

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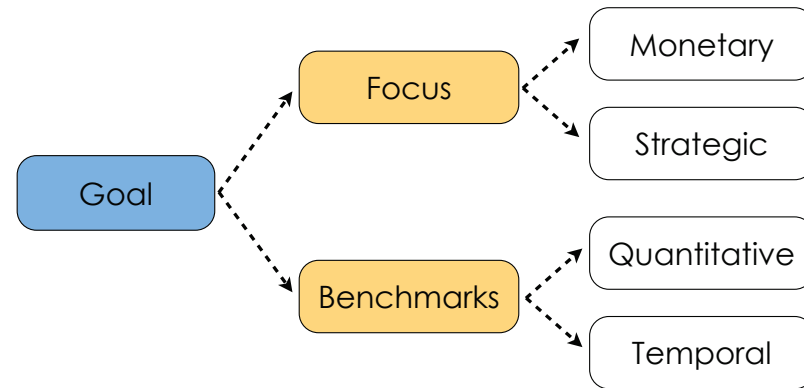


**Figure 3.**  
**The Marketing Plan**

Action plan	<b>Executive Summary</b>		What are the key aspects of the company's marketing plan?
	<b>Situation Overview</b>		
	What are the key aspects of the markets in which the company competes and/or will compete?	<b>Market</b>	What are the company's goals, resources, offerings, market position, and ongoing activities?
	<b>Goal</b>		
	What is the key performance metric the company aims to achieve with the offering?	<b>Focus</b>	What are the temporal and quantitative criteria for reaching the goal?
	<b>Strategy</b>		
	What are the key aspects of the target market (the 5 Cs)?	<b>Target market</b>	What value does the offering create for target customers, the company, and its collaborators?
	<b>Tactics</b>		
	What are the product, service, brand, price, incentives, communication, and distribution aspects of the offering?		<b>Market offering</b>
	<b>Implementation</b>		
	How is the company offering being developed?	<b>Development</b>	What processes will be used to bring the offering to market?
	<b>Control</b>		
	How will the company evaluate the progress toward its goal?	<b>Performance</b>	How will the company monitor the environment to identify new opportunities and threats?
	<b>Exhibits</b>		
	What are the details/evidence supporting the company's action plan?		

**Figure 4. Defining the Company Goal**

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**Figure 5. Company Goal and Objectives**

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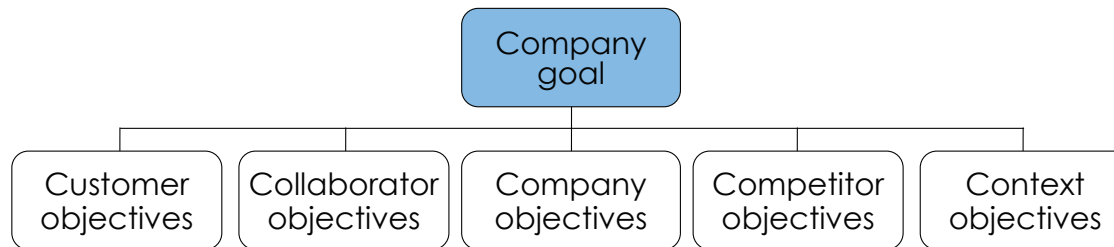


Figure 6. Goal and Objectives Worksheet



	Focus	Benchmarks
Company goal		
Customer objectives		
Company objectives		
Collaborator objectives		
Competitor objectives		
Context objectives		
	↑ The essence of the desired outcome	↑ Quantitative and temporal aspects of the desired outcome



**Figure 7. Marketing Strategy Worksheet**

Customer Strategy		Collaborator Strategy		Company Strategy	
<b>Target Customers</b>		<b>Collaborators</b>		<b>Company</b>	
What customer need does the company aim to fulfill?	Customer need	Which entities will partner with the company to create value for target customers?	Collaborator profile	What entity is managing the offering? What are its key resources?	Company profile
Who are the customers with this need?	Customer profile	What goals do collaborators pursue by partnering with the company?	Collaborator goals	What goal does the company aim to fulfill with this offering?	Company goals
<b>Competition</b>		<b>Competition</b>		<b>Alternative Options</b>	
What other offerings aim to fulfill the same customer need?	Key competitors	What other offerings aim to fulfill the same collaborator goals?	Key competitors	What alternative options can fulfill the same company goal?	Key alternatives
What value do these offerings create for target customers?	Value proposition	What value do these offerings create for collaborators?	Value proposition	What value do these options create for the company?	Value proposition
<b>Customer Value</b>		<b>Collaborator Value</b>		<b>Company Value</b>	
What value does the offering create for target customers? Why would they choose this offering?	Reason to choose	What value does the offering create for collaborators? Why would they partner with the company?	Reason to choose	What value does the offering create for the company? Why would it choose this offering over others?	Reason to choose



Figure 8. Designing the Tactics: Customer Value Scorecard



Value drivers	Company offering	Competitive offerings	Customer value
↑ Attributes considered by customers	↑ Perceived performance of the company's offering	↑ Perceived performance of competitors' offerings	↑ Competitive advantage of the company's offering

**Figure 9. Resource Development Flowchart**

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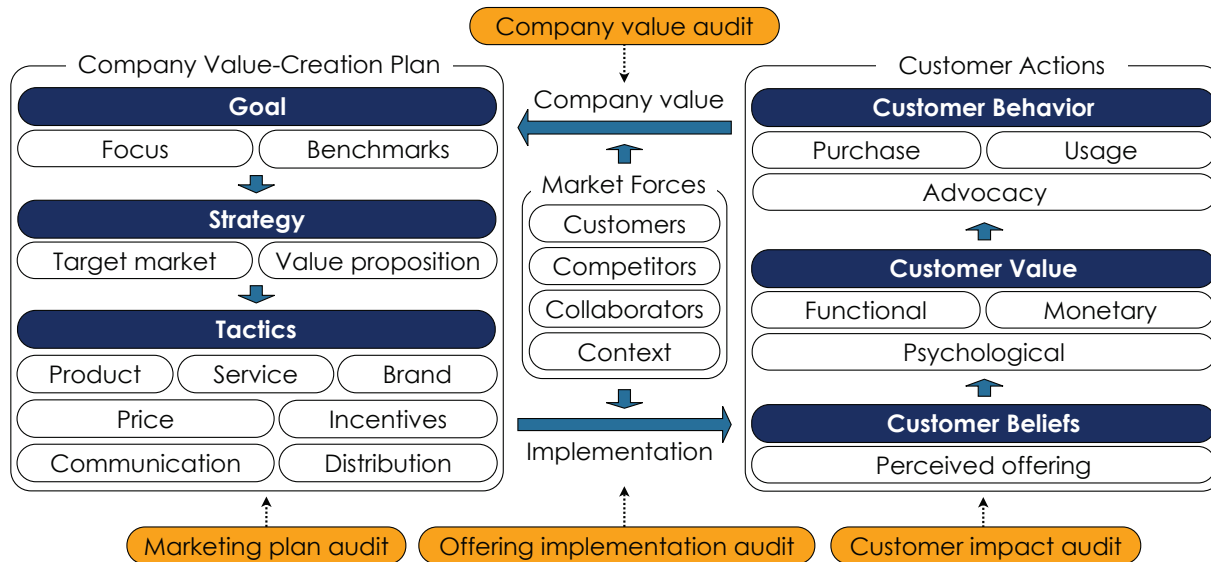


## Chapter 4

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### Updating the Marketing Plan

**Figure 1. The Marketing Audit Framework**

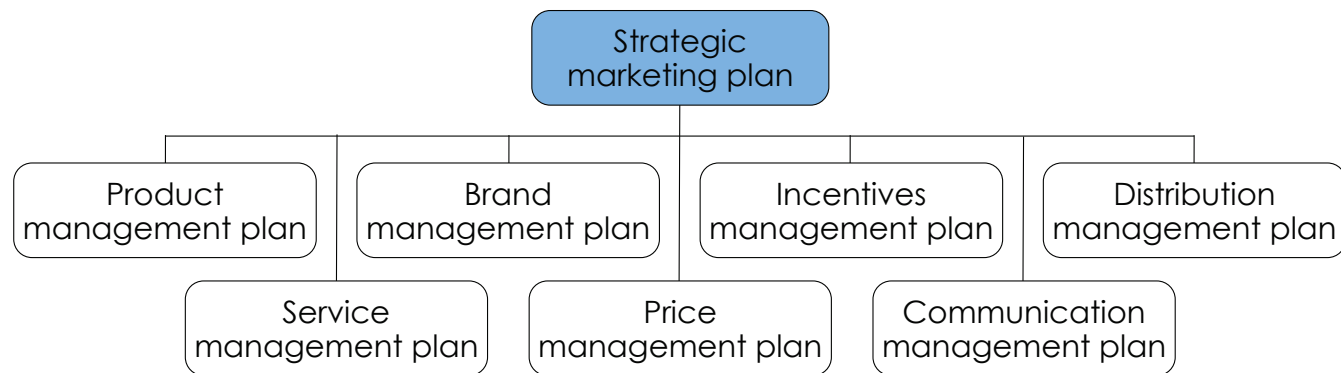


## **Part Three: Specialized Marketing Plans**

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**Figure 1. Specialized Marketing Plans**

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## Chapter Five

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### **Crafting a Brand Management Plan**

**Figure 1. The Organization of the Brand Management Plan**

<b>Executive Summary</b>			
What are the key aspects of the company's brand management plan?			
<b>Situation Overview</b>			
What are the key aspects of the markets in which the brand competes and/or will compete?	<b>Market</b>	What are the goals, market position, and current activities of the company and its brands?	<b>Company</b>
<b>Goal</b>			
What is the key outcome the company aims to achieve with the brand?	<b>Focus</b>	What are the temporal and quantitative criteria for reaching the goal?	<b>Benchmarks</b>
<b>Strategy</b>			
Who are the brand's customers, competitors, and collaborators? What are the company's assets and context?	<b>Target market</b>	What is the brand's value proposition for customers, collaborators, and the company?	<b>Value proposition</b>
<b>Tactics</b>			
What are the key elements—identifiers and associations—that define the brand?	<b>Design</b>	What are the means—media and creative execution—used to relate the brand to its target customers?	<b>Communication</b>
<b>Implementation</b>			
How is the brand being developed?	<b>Development</b>	What is the process of bringing the brand to market?	<b>Deployment</b>
<b>Control</b>			
How will the company evaluate the progress toward its brand-building goal?	<b>Performance</b>	How will the company monitor the environment for changes that may affect the brand?	<b>Environment</b>
<b>Exhibits</b>			
What details or evidence support the brand management plan?			



## Chapter Six

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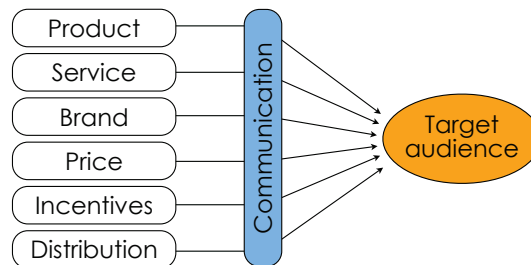
### Crafting a Communication Plan

**Figure 1. The Organization of the Communication Plan**

<b>Executive Summary</b>			
What are the key aspects of the company's communication campaign?			
<b>Situation Overview</b>			
What are the key aspects of the market in which the company competes and/or will compete?	<b>Market</b>	What are the company's goals, resources, offerings, market position, and ongoing activities?	<b>Company</b>
<b>Goal</b>			
What is the key outcome the company aims to achieve with its communication?	<b>Focus</b>	What are the temporal and quantitative criteria for reaching the desired outcome?	<b>Benchmarks</b>
<b>Strategy</b>			
Who is the company's target audience?	<b>Target audience</b>	What is the message the company aims to communicate?	<b>Message</b>
<b>Tactics</b>			
Where will the audience encounter the company's communication?	<b>Media</b>	How will the company's message be expressed?	<b>Creative</b>
<b>Implementation</b>			
What resources need to be developed or acquired to communicate the company's message?	<b>Development</b>	What is the process of bringing the company's message to the target audience?	<b>Deployment</b>
<b>Control</b>			
How will the company evaluate the effectiveness of the communication campaign?	<b>Performance</b>	How will the company monitor the environment for changes that may affect its communication?	<b>Environment</b>
<b>Exhibits</b>			
What details or evidence support the communication plan?			

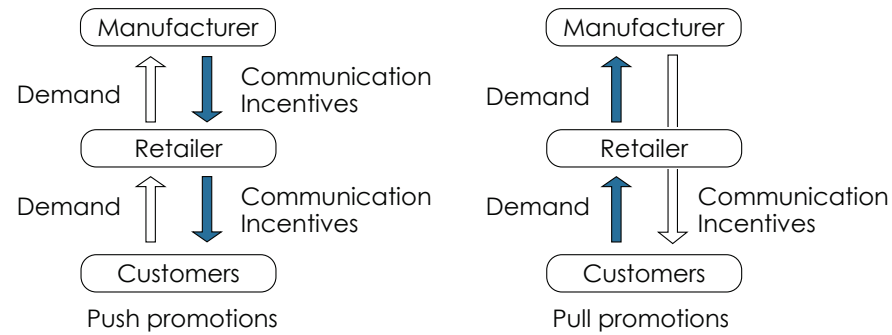
## Figure 2. Defining the Communication Message

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**Figure 3. Push and Pull Promotions**

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## Part Five: Marketing Plan Toolbox

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## Chapter Ten

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### **Developing Meaningful Exhibits**

## Figure 1: Organizing the Information Presented as a Table

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Label ➡	Exhibit 1			
Title ➡	Price Elasticity Analysis			
Outline ➡	Price and Cross-Price Elasticities of Coke, Pepsi, and RC Cola in Market X			
Body ➡	Brand	Coke	Pepsi	RC Cola
	Coke	-1.9	0.4	0.8
	Pepsi	0.4	-2.2	0.7
	RC Cola	0.2	0.2	-3.1
Note ➡	Note: Cell numbers indicate the percentage change in sales volume resulting from a percentage change in price. Diagonal cells indicate a brand's own price elasticity. Off-diagonal cells indicate the effect of price change of brands listed in the top row on sales volume of brands listed in the first column.			
Source ➡	Source: Proprietary data			

← Emphasis

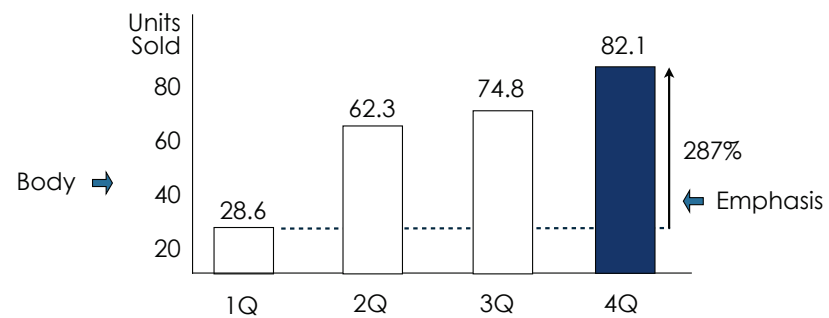
## Figure 2: Organizing the Information Presented as a Figure

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Label ➡ Exhibit 2

Title ➡ Sales Revenue Results and Projections

Outline ➡ Sales revenues of Company X, in millions U.S. dollars



Note ➡ Note: Sales revenue data exclude international operations.  
Fourth quarter sales are projections

Source ➡ Source: Proprietary data



Figure 3. Line Chart

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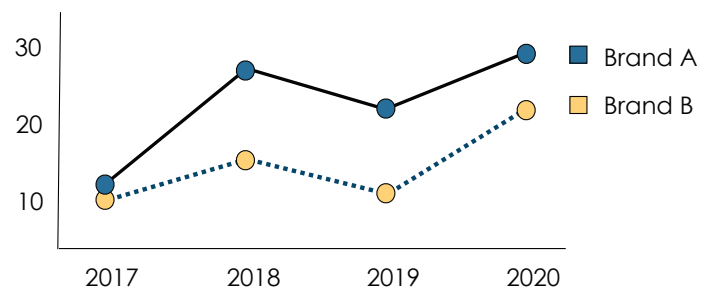
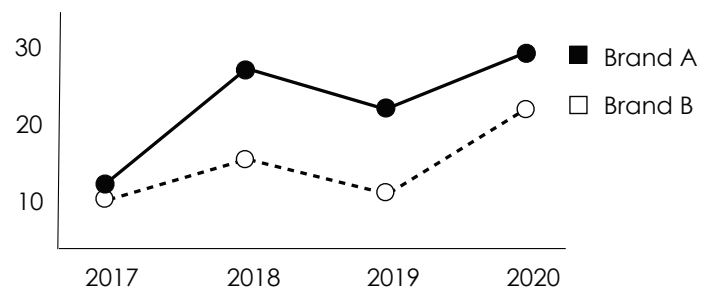


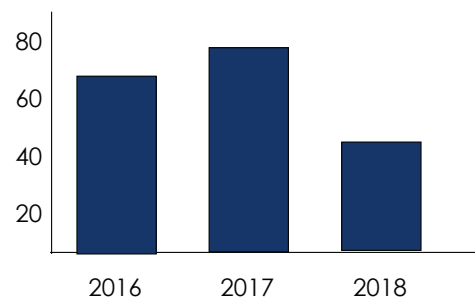
Figure 3. Line Chart

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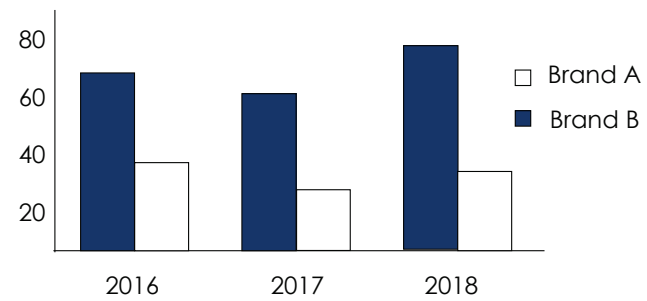


## Figure 4. Column Charts

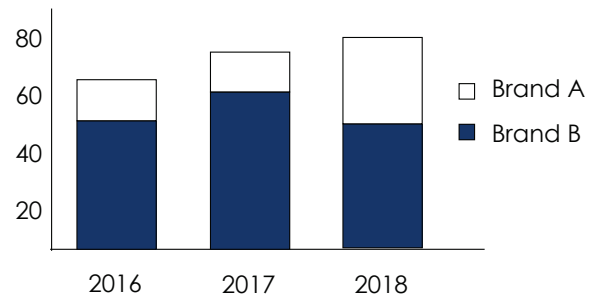
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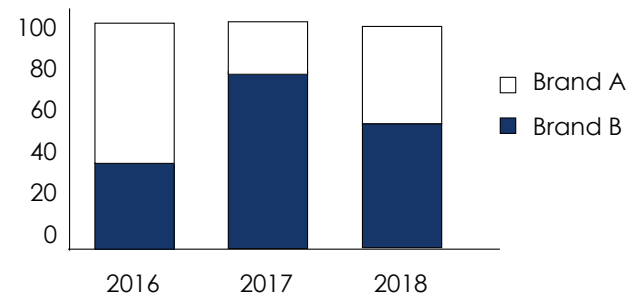
Single-Column Chart



Grouped-Column Chart

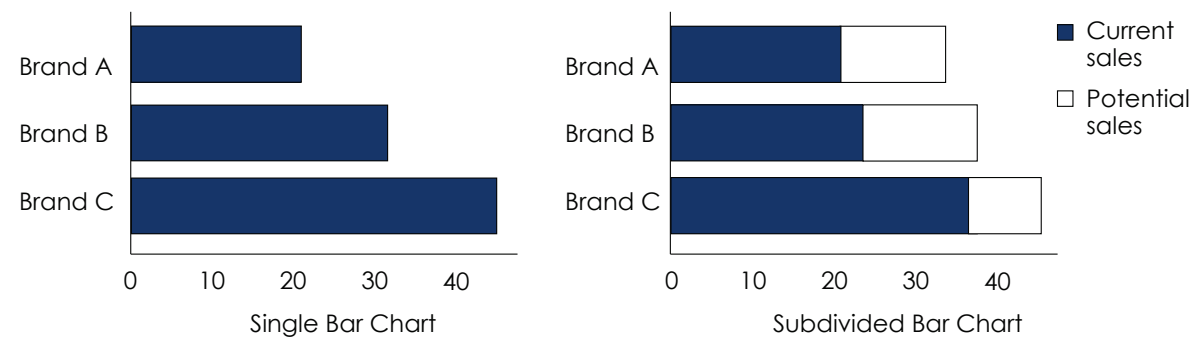


Subdivided Chart Showing Actual Values



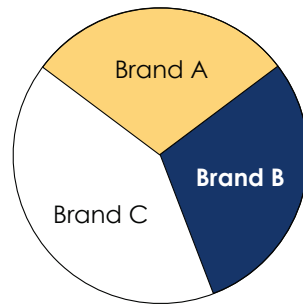
Subdivided Chart Showing Percentages

Figure 5. Bar Charts

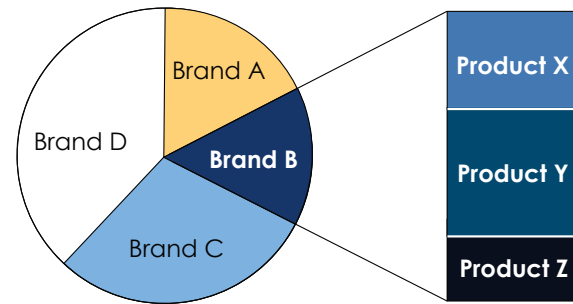


## Figure 6: Pie Chart

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Pie Chart



Bar of Pie Chart

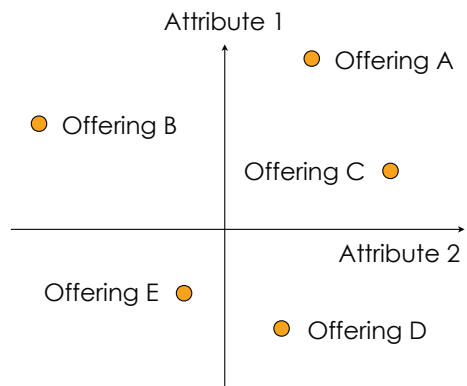
**Figure 7. A 2 x 2 Matrix**

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	Current customers	New customers
Current products	Market penetration	Market development
New products	Product development	Diversification

## Figure 8. Perceptual Map

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**Figure 9. Flowchart**

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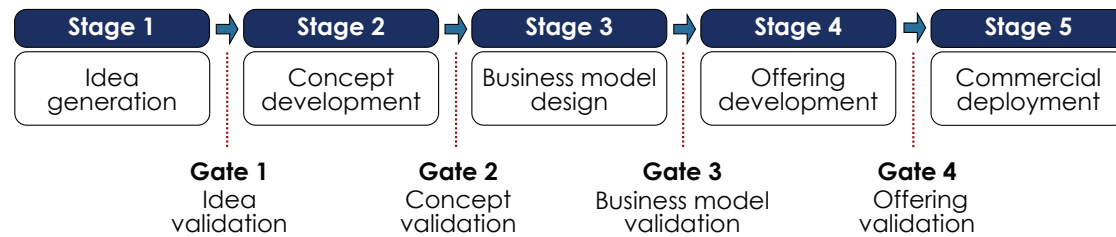




Figure 10. Project-Management Chart

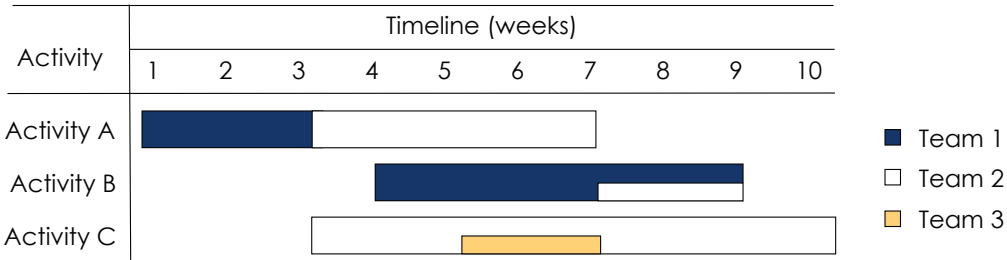
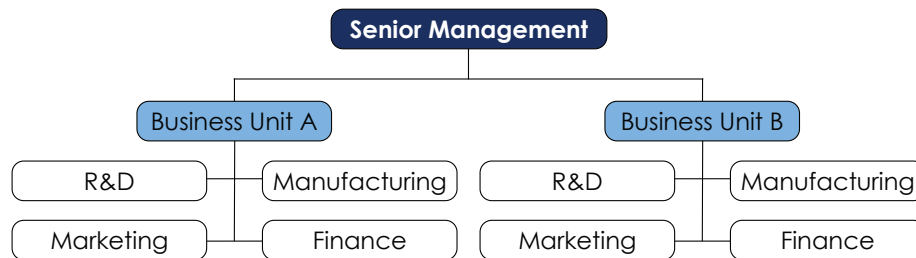


Figure 7. The Responsibility Assignment Matrix

Activity	Responsibilities			
	Role/Team 1	Role/Team 2	Role/Team 3	Role/Team 4
Activity A				
Activity B				
Activity C				

**Figure 11. Functional Organizational Chart**

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## Chapter Eleven

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### **Key Performance Metrics and Analyses**

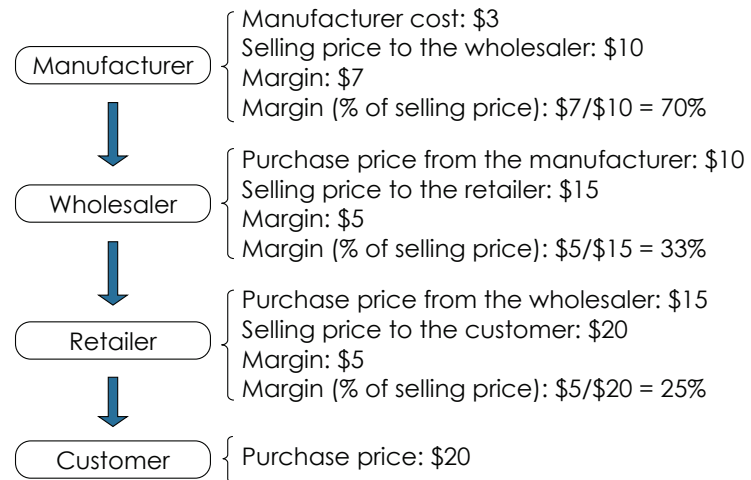
## Figure 1. The Income (Profit and Loss) Statement

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<b>Gross Revenues</b>	
Sales revenues	\$18,000
Returns and allowances	(3,000)
<i>Total Gross Revenues</i>	15,000
<b>Cost of Goods Sold</b>	
Product costs	(4,500)
Services costs	(1,500)
<i>Total Cost of Goods Sold</i>	(6,000)
<b>Gross Profit</b>	9,000
Gross Margin	60%
<b>Operating Expenses</b>	
Sales and marketing	(5,000)
General and administrative	(1,000)
Research and development	(1,500)
<i>Total Operating Expenses</i>	(7,500)
<b>Operating Income</b>	1,500
Operating Margin	10%
<b>Other Revenues (Expenses)</b>	
Interest expense	(250)
Depreciation and amortization	(100)
Income tax expense	(400)
<i>Total Other Revenues (Expenses)</i>	(750)
<b>Net Income (Earnings)</b>	750
Net (Profit) Margin	5%

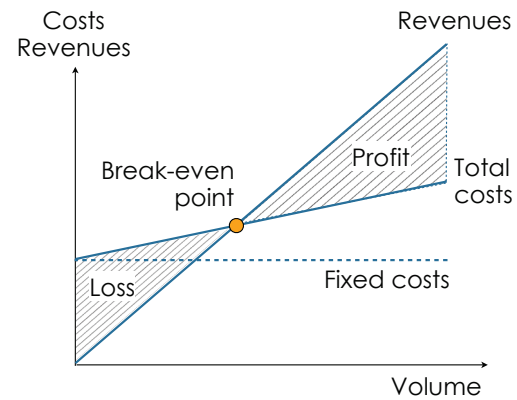
## Figure 2. Calculating Trade Margins

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**Figure 3. Break-Even of a Fixed Cost Investment**

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**Figure 3. Break-Even of a Fixed Cost Investment**

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