

# CONTENTS

<i>Foreword: The Purpose of This Book</i>	xi
<i>Introduction</i>	1
<i>Chapters</i>	
<b>1 WHAT IS MARKETING?</b>	
<i>by Leslie Gumbrell</i>	
Editors' Preview	5
A Working Definition	5
The Development of Marketing	6
Differentiation	8
The Marketing Mix	9
Marketing – a Business Philosophy	11
References	12
<b>2 WHY DO PROFESSIONAL ADVISERS NEED MARKETING?</b>	
<i>by Stephen Morse</i>	
Editors' Preview	13
Assessing the Need	13
Increased Competition	14
The Need to Identify Customers	15
The Need to Segment Clients	15
Establishing the Nature of the 'Product'	16
Making the Client More Aware of Benefits	16

The Need to Make a Profit	17
The Need for Strategic Thinking	18
What Clients Want from Professional Advisers	19
Developing a Strategic Matrix	21
Managing the Whole Portfolio of Clients	22
References	24

### 3 TRAINING FOR THE TASK OF MARKETING

*by Norman Hart*

Editors' Preview	25
The Need for Formal Marketing Education	25
Marketing Qualifications	27
Professional Marketing Education	27
Academic Marketing Education	29
Marketing Training	30
Marketing Subject Areas	33
Marketing Associations	39
Recruiting New Staff	39
Recommended Reading List	41
Marketing Organisations	42
Training Organisations	42
Marketing Publications	43

### 4 ANALYSING THE POTENTIAL MARKET

*by Christopher West*

Editors' Preview	45
Why Analyse Markets?	45
Data for Strategy Formulation	47
Research vs Sales Prospecting	51
Methods of Data Collection	53
Problems Encountered When Researching Professional Markets	59
Data Collection Services	62
The Value of Research	63
Conclusion	64
Further Reading	64

## 5 ANALYSING STRENGTHS AND WEAKNESSES

*by Ian R. Brown*

Editors' Preview	65
Making an Honest Appraisal	65
The Nature of a Professional Service Business	67
Customer Care	70
Perishability	72
Ownership	75
Intercustomer Influence	76
The Service Triangle	78
How to Gather the Information	81
References	83

## 6 CREATING THE BUSINESS PLAN

*by Geoffrey Randall*

Editors' Preview	85
Why Plan?	85
The Planning Process	86
The Planning Cycle	87
Scanning the Environment	88
Who Are We?	90
Who Do We Want to Be?	90
Where Are We and Where Do We Want to Be?	91
How Shall We Get There?	93
Detailed Planning	94
Review and Control	95
Example Business Plan	95
References	100

## 7 STRATEGIC MARKETING PLANNING

*by Michael Brewer*

Editors' Preview	101
Preparation	102
The Planning Process	102
Structure of the Strategy and Plan	103
Setting Objectives	104

Product Definition and Sales Planning	106
Price Setting and Sales Planning	109
Planning for Place	111
Planning for Promotion	112
References	117

## 8 A REVIEW OF THE COMMUNICATIONS OPTIONS

*by Norman Allen*

Editors' Preview	119
First Principles	119
The Available Options	121
The Creative Element	124

## 9 SELECTING SUITABLE EXTERNAL SUPPORT SERVICES

*by David Farbey*

Editors' Preview	127
Preparing for Action	127
Advertising Agencies	131
Public Relations	135
Designers and Art Studios	138
Printers	138
Mailing Houses	138
Other Services	139
The Media	139
Using External Support Services	140
Some Helpful Names and Addresses	143

## HOW TO ASSESS AND ANALYSE RESULTS

*by Richard N. Skinner*

Editors' Preview	145
The Need to Measure Results	145
Internal Analysis	147
External Research	155
Internal and External Measurements in Combination	157

**11 MARKETING IN PRACTICE FOR CONSULTING ENGINEERS  
AND OTHER PROFESSIONAL ADVISERS IN THE  
INDUSTRIAL SECTOR**

*Part 1 by Stephen Morse*

*Part 2 by Nigel Dearsly*

Editors' Preview	159
Part 1 – Industrial Marketing Techniques	159
Part 2 – How a Marketing Approach Can Be of Benefit	165
References and Further Reading	169

**12 MARKETING IN PRACTICE FOR ACCOUNTANTS**

*by Keith Lindsay*

Editors' Preview	171
Introduction	171
Importance of a Planned Approach	172
Which Markets to Consider	173
Keeping Tabs on Competitors	175
Establishing Target Markets	175
How Best to Access the Chosen Markets	177
Promotional Activities to Attract New Clients	180
The Value of Outside Assistance	184
In Conclusion	185

**13 MARKETING IN PRACTICE FOR SOLICITORS**

*by Robert Hall*

Editors' Preview	187
What Is Meant By 'Marketing for Solicitors'	187
A Changing Environment	189
The Need to Plan	190
Developing the Competitive Strategy	191
Involving the Management Team	193
What Should a Solicitor Be Marketing?	194
The Provision of Resources	195
Review Machinery	196
The Need to Market	198
Constraints	199
Conclusions	199

## **14 MARKETING IN PRACTICE FOR FINANCIAL SERVICES**

*by Kevin Gavaghan*

Editors' Preview	201
Marketing Financial Services	201
The Marketing Pentagram	203
Six Pressures to Innovate	205
Significant Social Changes	208
Free Banking – an Early Recognition of Change	213
Three Case Histories	214
In Summary	224
Reference	225
<i>Index</i>	227