

<b>Marketing Effectiveness Rating</b>			
Circle the response that applies most closely to your own organisation			
<b>Customer Strategy</b>			
Clear segmentation criteria	No	Yes	To some extent
Propositions by segment defined	No	Yes	To some extent
Targeted marketing to chosen segments	No	Yes	To some extent
Does it cover existing and new customers	No	Yes	To some extent
Whole value chain view (employee upwards...)	No	Yes	To some extent
<b>Integration of Marketing</b>			
At a corporate level, marketing is integrated	No	Yes	To some extent
Back to front at a business unit level	No	Yes	To some extent
At the level of sales and service (front end)	No	Yes	To some extent
Channel mix supports customer	No	Yes	To some extent
Sufficient customer data, research and information	No	Yes	To some extent
Planning process	No	Yes	To some extent
New product development process	No formal process defined	Well-structured process, clearly understood and executed	Process exists but lacks sophistication
<b>Adequate marketing information</b>			
Recency & frequency of customer research	Infrequent and some time ago	Current and regular	Some time ago and sporadic
Profiles of our targetted customers	Superficial and anecdotal	Indepth and accurate info on all our key customers	Have some information on most customers
Forecasting of potential is accurate	Not at all	Very much so	Somewhat
Understanding of profitability is clear	Not at all	Very much so	Somewhat
Effectiveness and efficiency of our marketing spend/measured	don't know this	Substantial effort to measure	Some effort to demonstrate
Understanding of competitors strategies segments and offerings	Patchy, subjective	Comprehensive and current	Good but not systematic
Measures of effectiveness	We measure very little to evaluate what we really do.	We have a comprehensive measurement framework covering relationships, transactions, service, campaign response etc.	We measure some of what we do but don't really have a comprehensive picture
<b>Strategic orientation</b>			
Formal marketing planning process	Little or no formality in process	Detailed plans produced from a robust process and based on a current long range plan	Annual plan produced
Quality of the current marketing strategy	Current strategy is unclear	Current strategy is clear, innovative, intelligence based and well thought out	Current strategy is clear and continues what we have always done
Contingency thinking	No contingency plans in place	Formal contingency plans produced for priority risks	Some contingency thinking but no plans
Long term view on business and marketing mix	Little thinking beyond annual planning of marketing mix	Life cycle planning based on assessment of PESTLE factors and competitor positioning	Some thinking but not formalised or structured

<b>Operational Efficiency</b>			
How clearly is marketing strategy communicated and implemented down the line?	Poorly so	Successfully so	Fairly so
Use of marketing resources	Resources are inadequate for the job to be done	Resources are adequate and efficiently deployed	Resources are adequate but not optimally deployed
Rapid response, action taking	Reaction time is slow - lack of information, structures and systems do not allow quick response to opportunities	Systems, structures and information are in place to yield hi-quality intelligence and facilitate proactive or rapid responses to opportunities	Reaction time varies - have information and systems but not current enough to react quickly
<b>Relationship management</b>			
Internal relationships	Silos, complaints about demands made by marketing or about marketing	Full cooperation, collective resolution of issues in best interests of customers and company	Amicable, productive relationships but operating in silos
distributors	Relationships with our customers are generally transactional in nature - customers would not recognise they have a relationship with us; no measure of relationship	Clear ownership, matrix management, good understanding on both sides, mature and respectful business partnerships, expectations measured and managed	Sales mainly own relationships but provide good level of intelligence back into business
Suppliers	No defined agreements in place; no criteria for supplier selection; ad hoc arrangements	Clear ownership of relationships, service levels established, good mutual understanding of strategy; selection and measurement in place	Good working relationships but no formal selection and monitoring of these or strategic thinking
Influencers	Key people not known and no relationships in place, or managed contact	Clear ownership of relationships, good mutual understanding of strategy; regular, managed contact	Good ongoing relationships in place but no managed contact
Customers existing	No differentiation - we treat all customers the same (equally well or equally badly!)	Clear segmentation, consistency of experience, defined contact strategy in place; relationship defined and measured, emphasis is to keep them	We have segments and are somewhat clear about how we differentiate our treatment of them; some assessment of the relationship in place
Customers previous	We have no strategy for dealing with former customers	Retention is part of business as usual activity; 'win back' strategies in place	We use marketing communications and hope that by maintaining a market presence we will win back or retain customers