

A marketing plan as a marketing management tool

Defined business document	Marketing plan
Brand	MTA Network – mtanetwork.net
Market	Online student internship services
Marketing challenge	To introduce a new travel service across China
Geographical focus	China
Authors © 2019 All rights reserved	Ginette Nare, Canada Julie Le Roux, France Pradeep Pant, Nepal
Meeting point of the authors with Danny Abramovich	ESAM School of Management, Paris, France, a double degree program with Sherbrooke University, Montreal
Content covered	Chapter 1, Marketing analysis ✓ Chapter 2, Strategy & objectives ✓ Chapter 3, Budgeted action plan ✓ Chapter 4, Control procedures ✓
Methodology used	The MODE - doing your marketing more effectively
Number of slides	35
Presentation format	pdf

www	marketingPlanMODE.com
-----	-----------------------

A marketing plan as a marketing management tool

Copyright Notice: Following a written consent by the authors of this educational document, it is published in marketingPlanMODE.com for demonstration purposes only. During their academic studies, the authors have created this document as a group project under the guidance of Danny Abramovich, an International Instructional Practitioner Faculty and the Founder of The MODE. Digital images and logos used within this educational document were carefully selected under "Fair Use" conditions. All rights reserved to the authors whose names and nationalities are mentioned in the previous cover page © 2019.



Marketing Plan

To develop a **travel service**
from **Qingdao** to other
Chinese cities by **January 2020**

MTA NETWORK
The Sign of Success

MTA Network's Profile

Business Card of the Company



Company's Description

- Founded in **2014**
- **1 office** in Qingdao (China)
- Services Provider
 - Internship Placement
 - Chinese Visa assistance
 - Accommodation service
 - Chinese Classes
 - Advice & local support

Company's Presence

- **2-10** Employees
- Work with **50** National and International schools for teacher placements and over
- Work with **30** National and International companies for internship placements
- Ties up with more than **100** companies in China

“Our **vision** is to become the leading internship platform in China by offering reliable, transparent and affordable solutions to our clients.”

-MTA Network

Geographical Facts

City of Qingdao



Qingdao

- Second tier city
- Part of the new silk road
- 3rd biggest port of China (world's 6th)
- High growth + **12.2%** in 2014
- Many foreign companies
- Qingdao-based Tsingtao beer:
 - China's 2nd largest domestic brand
 - China's 1st export brand
- Area: **10 654** km² (Paris: 105 km²)
- Population: **8,7** million inhabitants (Paris: 2,141 million)

Positive aspects

- This is a Special Economic and Technology Development Zone (SETDZ)
- Development of secondary and tertiary industries
- Major seaport, naval base & industrial center
- Lots of foreign direct investments (FDI)





Marketing Analysis

Chapter 1

1. Analysis of the current situation

1.1 Influential Business (Trends To-Date)

- The most influential trend for our business so far is **Social**
 - Under & young graduates want an experience abroad
 - China : large market and opportunities
 - China rapid growth

1.2 Market Analysis To-Date

- 1.2.1 MTA Network is involved in the following **markets**:
 - Visa assistance
 - Accommodation
 - Internship placement
 - Chinese lessons
- 1.2.2 The level of competitiveness of our market in China is: **6,3/10**
This means that the competition isn't too high

“Always remember that your present situation is not your final destination. The best is yet to come.”

-Zig Ziglar



1. Analysis of the current situation

1.3 Competitive Analysis To-Date

- We've selected the following main competitors:
 - [Hutong School](#)
 - [Travel China Guide](#)
 - [Fudan University](#)

Our results show:

- MTA Network is **1% more competitive** than Hutong School
- MTA is **60% more competitive** than the 2 other

1.4 Market Segmentation To-Date

- Segmentation by needs (Other Segmentations)
 - Working experience in China
 - Traveling around China
 - Learn the culture and the language

MTA Network is mostly focusing on the **working experience in China** specific need and does not have a loyalty program yet



1. Analysis of the current situation

1.5 Marketing Offer (Offer Mix), Past Year

- Until today, we believe that **60%** of the importance should be for the **quality of services**

1.6 Marketing Promotion (Promotion-Mix), Past Year

- We believe that money and time should be at **45% put on Public Relation, 35% on Direct Channels** and **20% on Sales' Promotions**

1.7 Actual Strengths & Weaknesses (Perception of our Clients)

- 1.7.1 MTA Network **competitive advantages**
 - Professional Network
 - Cultural Activities
 - Presence in China
- 1.7.2 MTA Network **main weaknesses**
 - Small company
 - Lack of Recognition
 - Only in Qingdao

1.8 Actual Perceptions (positioning)

- MTA Network is best perceived by our existing segments in comparison to the competitive brands, as far as our competitive advantages are concerned



Strategy & Objectives

Chapter 2

2. Marketing Strategy & Objectives – Next Year

2.1 Selecting Marketing Strategy Next Year

- As for January 2020, we want to introduce a **travel service** from Qingdao to other Chinese cities.

2.2 Developing a value proposition to back-up the strategy

- In tune with our preferred strategy, we are going to develop the following value proposition:
 - **A travel service** including transportation, accommodation, and activities
 - A travel service **from Qingdao** to big cities and small cities
 - A travel service **by January 2020** to be ready in February for Chinese New Year

2.3 Targeting Next Year

- In tune with our strategy, our targeted segments will be:
 - **Consumers, loyal & return clients** of MTA Network
 - **Expatriate** who **have the need to travel** around & discover China.

2.4 Revising the Marketing Offer Next Year

- In tune with our strategy, most resources will be allocated to increase the **brand**:
 - Gain visibility, a better reputation
 - Gain customer's trust
 - Increase the number of client



2. Marketing Strategy & Objectives – Next Year

2.5 Revising the Marketing Promotion Next Year

- In tune with our strategy, as of January 2020 most resources ([cf. 1.6](#)) will be allocated to **direct channel** aiming to create a database because MTA needs to increase its visibility but also retain and attract customers.

2.6 Transforming Strengths & Weaknesses into Objectives

- According to our Emotional Selling Proposition ([cf. 1.7](#)), by January 2020, we will be able to have a better efficiency because we know what are **our opportunities but also the potential threats**.
 - We will focus on the **cultural activities** offered in the travel service in order to gain **more recognition**

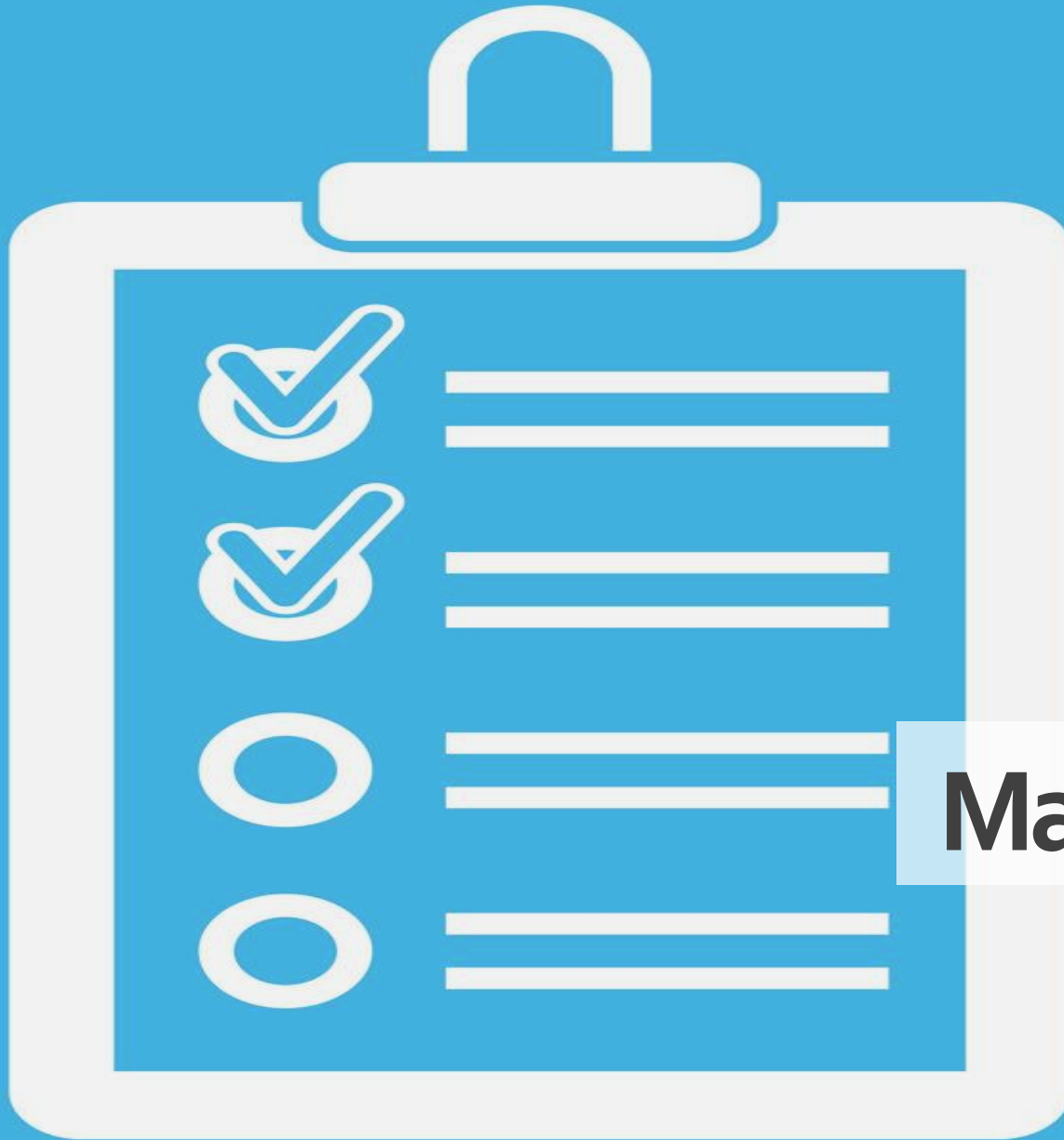
2.7 Improving Perceptions Next Year ([Perceptual Gap](#))

- Next year, by January 2020, we want to improve the **cultural activities** offer by developing a travel service.

2.8 Conducting Yearly Sales Forecast

- As of January 2020, our **expected sales forecast** is 72 545€





Marketing Action Plan

Chapter 3

3. Marketing Action Plan & Budget – Next Year

3.1 To Pursue Partnerships: (1+1>2)

- To collaborate with [United International Business Schools \(UIBS\)](#) [Ina Barque's project].

We can install a form of cooptation because even though we are competitors, our services are complementary.

3.2 To Maintain successful marketing activities

- We recommend MTA Network to continue its efforts on:
 - **Public Relation** is a cheap way of advertising MTA
 - **Direct channels** are controllable and allow the creation of a database
 - **Sales Promotion** allow to attract more customers
- In addition, we would also recommend MTA Network to:
 - Increase the exposure in **Public Relations** by creating more events and inviting the press
 - Invest in **Indirect Channels** to get a bigger exposure (eg: affiliate campaign)
 - Find **sponsors** to promote the travel service (eg: hotel chain, tourism center)

3.3 To adjust the offer

- In response to our objectives ([cf. 2.4](#)), we will put some efforts on the **brand** and on the **physical features**:
 - For online content: **remind** the customer on each page our logo and competitive advantages
 - For offline content: **create a set of goodies** to be given to all customers (tote bag, pen, T-shirt, flag...)
 - For promotional content: this has to lead to the **brand awareness** and faith

3. Marketing Action Plan & Budget – Next Year

3.4 To Promote Marketing Activities

- 3.4.1 Direct Channel (**Newsletter**)

- 2 Examples



First: create a newsletter

- The newsletter will be sent once per week
- Each Thursday at 1pm (most relevant time according to experts)
- Advertise for upcoming travels
- Show pictures of previous travels
- Will be sent by email to consumers and customers
- A hard copy will be sent to return clients and loyal clients
- *See example of Newsletter on the left side*

Second: implement an instant messenger

- On Facebook to attract foreigners from abroad
- On WeChat to answer shortly
- Answer within 24hours
- Prepare most common Q&A to be selected on the chat bot
- Prepare promotional content
- Prepare automatic answers “MTA will answer shortly”

3. Marketing Action Plan & Budget – Next Year

3.4 To Promote Marketing Activities

- 3.4.2 PR (**Press Event**)

- 2 Examples

First: create a Press Event

- Create a small event
- Invite participants to previous travels
- Invite Press/Blogger
- Will be sent a week after a travel
- Will occur on Thursday evening as an afterwork
- Will occur in a bar/restaurant
- Aim: gather people, spend a good moment
- *See example of Press Event on the left side*

Second: Corporate Social responsibility

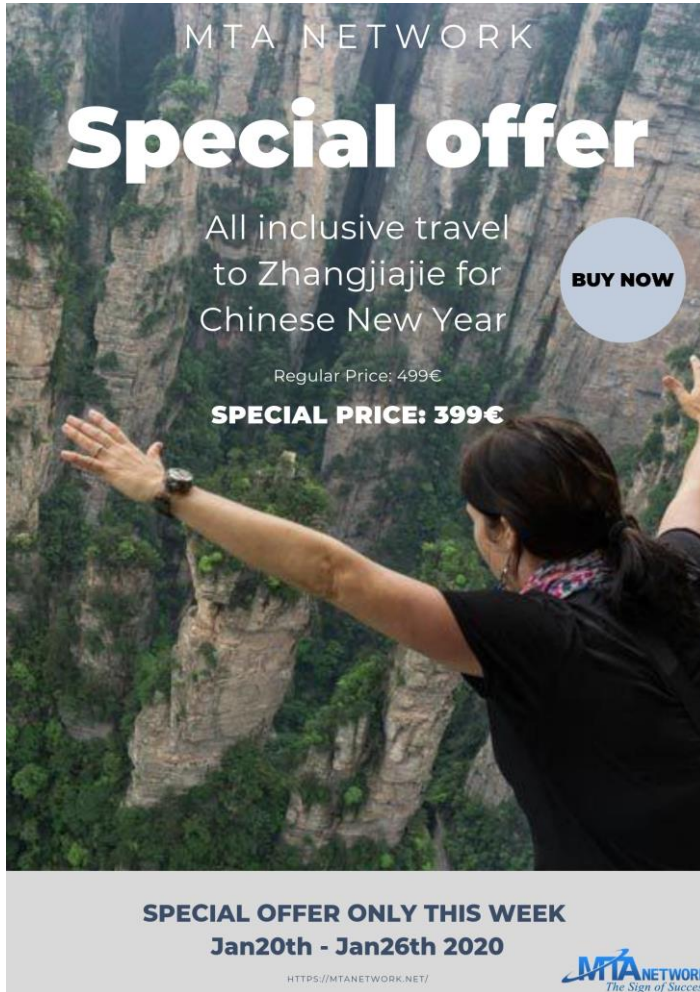
- “Go green” is the actual trend
- Travel and environmental responsibility go together
- This would be innovative for China
- Even though Chinese don’t care, most foreigners do care
- This initiative would be appreciated by the government: exposure
- Put this aspect forward in all promotional content



3. Marketing Action Plan & Budget – Next Year

3.4 To Promote Marketing Activities

- 3.4.3 Sales' Promotion (**Special Offer**) 2 examples



MTA NETWORK

Special offer

All inclusive travel to Zhangjiajie for Chinese New Year

Regular Price: 499€

SPECIAL PRICE: 399€

BUY NOW

SPECIAL OFFER ONLY THIS WEEK
Jan20th - Jan26th 2020

[HTTPS://MTANETWORK.NET/](https://MTANETWORK.NET/)

MTA NETWORK
The Sign of Success

First: create a Special Offer

- The Special Offer will last for a week only
- Will occur the first week of opened registration to gather people
- Can be a price discount for a travel
- Can be a “buy this travel, get a discount on the next travel”
- Can be “buy this travel for you, your friend will have 10%”
- The sales' promotion will be advertise on social medias
- *See example of a special offer on the left side*

Second: Online Competition

- Will last only for a week
- People get involve in the contest hoping to win a prize
- The prize can be a voucher for any service from MTA Network
- The prize can be one night for 2 in a partner hotel
- To compete, people must share the special offer on social media
- Winners will be announced on social media and contacted personally

3. Marketing Action Plan & Budget – Next Year

3.5 To Manage the Marketing Action Plan Projects

What?	Comments	When?		How much?	By Who?
Newsletter	<ul style="list-style-type: none"> - Once per week - Life-style + Promotion of travels - Video + images 	<ul style="list-style-type: none"> - From Jan-20 - Every Thursday - At 1pm 	<ul style="list-style-type: none"> - To Feb-21 - Every Thursday - At 1pm 	(1 305€ x 10%) 130€	- Marketing department
Press Invitation	<ul style="list-style-type: none"> - Once per month - A small event - Blogger, press - Offer food, activities, drinks 	<ul style="list-style-type: none"> - From Feb-20 - After the first travel - On Thursday evening 	<ul style="list-style-type: none"> - To Feb-21 - After each travel - On Thursday evening 	870€	- General Manager
Special Offer	<ul style="list-style-type: none"> - Will last for a week - Eg: Buy one, get a discount for the next one 	<ul style="list-style-type: none"> - From Jan-20 - When the travel's subscription opens 	<ul style="list-style-type: none"> - To Jan-21 - Before the last travel of the year 	655€	- Marketing Department

3. Marketing Action Plan & Budget – Next Year

3.6 To Set a Periodical Marketing Projects

Resources			Expenses		
Capital	2 612€	60%	Direct Channel	1 305€	30%
Loans	1 305€	30%	PR	870€	20%
Partner	435€	10%	Sales' Promotion	655€	15%
			Brand & features	435€	10%
			MRKTG Research	217€	5%
			Non Allocated	870€	20%
TOTAL	4 352€	100%	TOTAL	4 352€	100%

- As of January 2020, our **expected sales forecast** is **72 545€**
 - Risk VS Profitability for MTA Network: **6%**
 - Forecast: $72\,545\text{€} \times 6\% = 4\,352\text{€}$



Control Procedures

Chapter 4

4. Control Procedures - Periodically

4.1 The Control Bodies – Who is to control?

- We recommend the **accountant** to control our action plan

4.2 Main Control Tools – How to control?

- In order to control our Marketing Action Plan, the accountant may use:
 - The **budget**
 - The **Project Management Tool**
 - A **client satisfaction survey** (sent to consumers after a travel)
 - The **perceptual map**

4.3 Control by Milestones in Time – When to Control?

- The best time to control are done accordingly to the **seasonality: April to August** mainly.

4.4 Criteria of Success – What to Measure?

- We could use the **Key Success Factors** to measure qualitatively our plan such as:
 - **Loyalty** (return client)
 - **Conversion rate** (on website)
 - **Bounce rate** (landing page)
 - **Partnerships** quality



Appendix 1: 1.2.2 Competitiveness level of the market

Factors	Weight	Balance	Weighted Result
Bargaining Power of Suppliers (teachers, real estate agent...)	7	30%	2,10
Bargaining Power of Customers (interns, expat...)	2	10%	0,20
Barriers of entry & exit (strict laws, Government pressure...)	6	20%	1,20
Substitution Products (Real Estate Agency, Visa Agency...)	7	40%	2,80
TOTAL			6,3/10
<p>The level of competitiveness of our market in China is 6,3/10 → the competition isn't too high (<7,5)</p>			



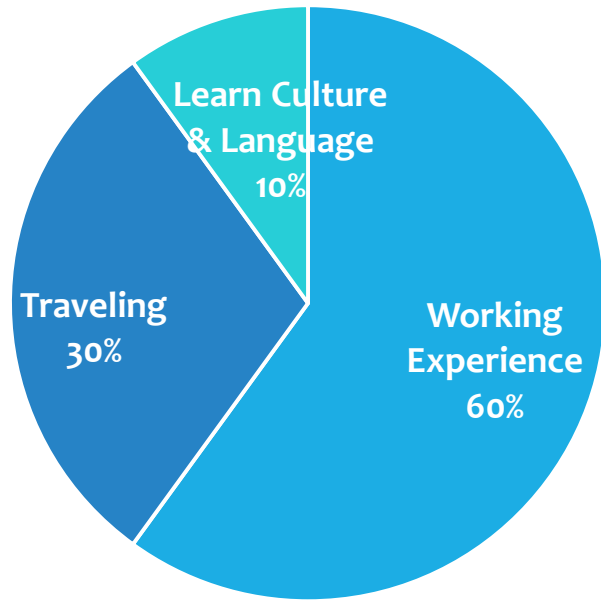
Appendix 2: 1.3 Direct Competition Analysis

Factors	Weight	MTA Network	Weighted Result	Hutong School	Weighted Result	Travel China Guide	Weighted Result	Fudan University	Weighted Result
Internship Placement Guaranteed	40%	9	3,6	9	3,6	0	0	3	1,2
Quality of daily assistance	30%	8	2,4	8	2,4	9	2,7	5	1,5
Level of Chinese immersion	20%	7	1,4	6	1,2	8	1,6	8	1,6
Practice of Mandarin	5%	7	0,35	7	0,35	6	0,3	9	0,45
Organized trip	5%	5	0,25	7	0,35	9	0,45	5	0,25
TOTAL (/10)	100%	8		7,9		5,05		5	

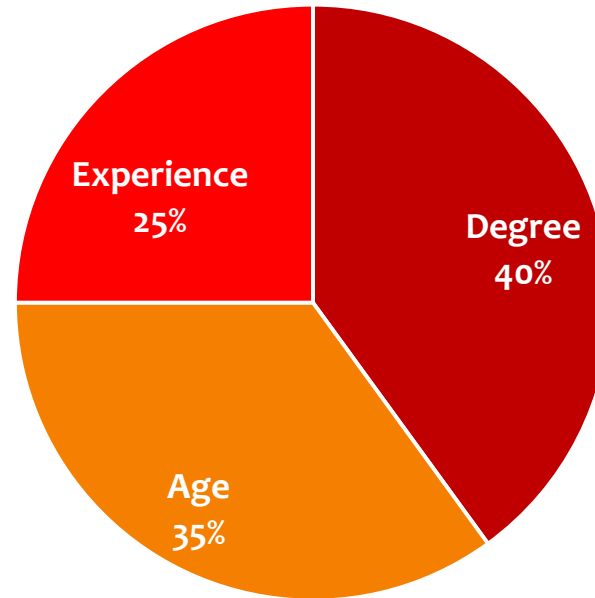
MTA Network is **only 1% more competitive** than Hutong School, as they offer the same service, that's why there are some similarities. On another hand, MTA Network is **almost 60% more competitive** than Travel China Guide and Fudan University.

Appendix 3: 1.4 Different forms of segmentation

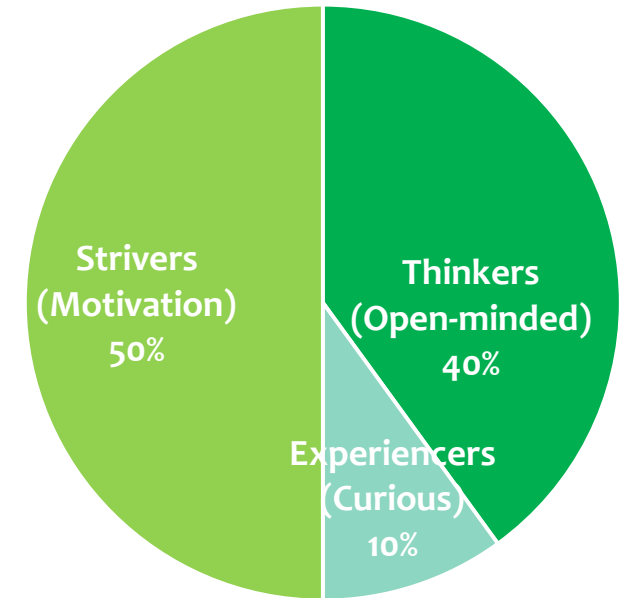
Segmentation by needs



Segmentation by the book



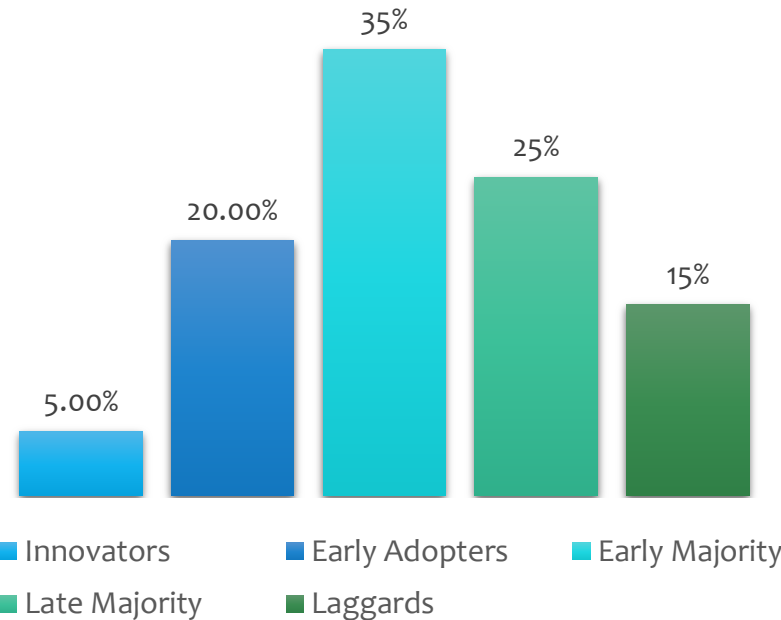
Values & Lifestyle



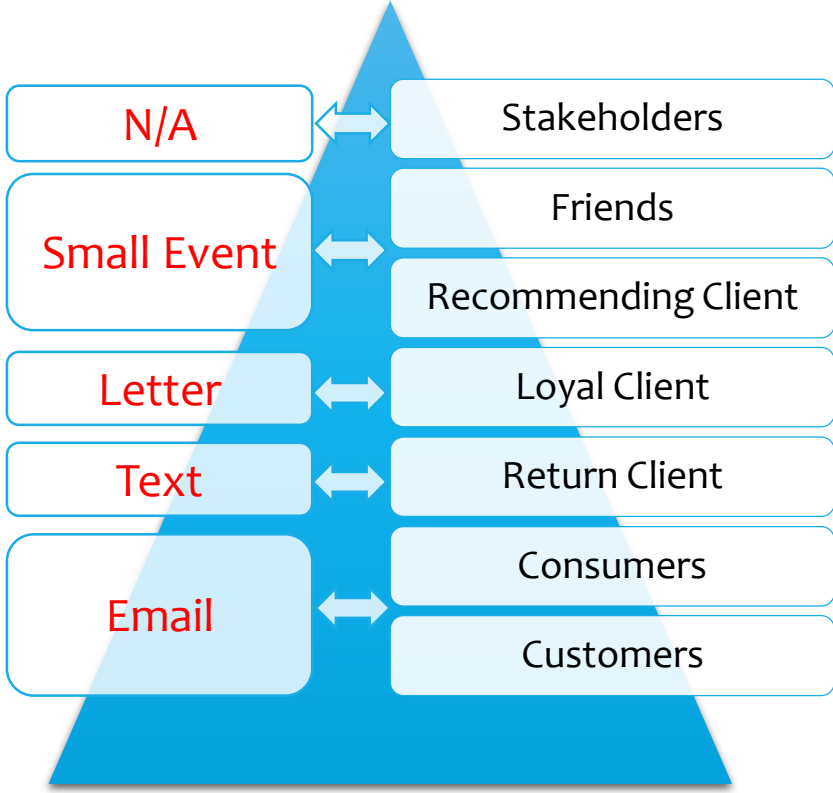


Appendix 3 bis: 1.4 Different forms of segmentation

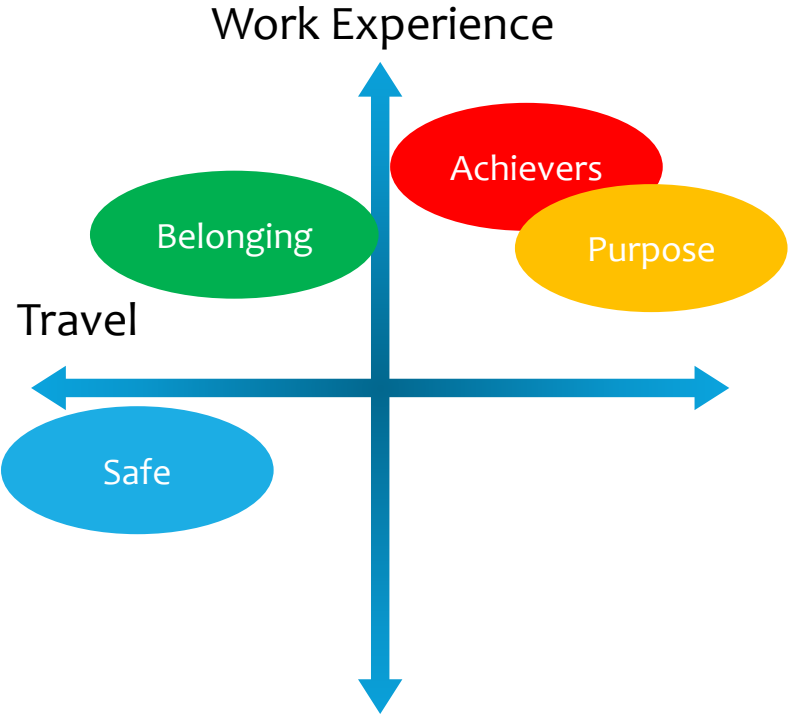
Diffusion Of Innovation



Segmenting by Loyalty



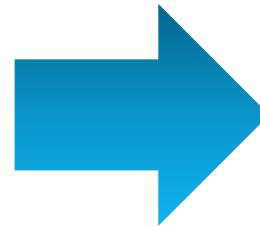
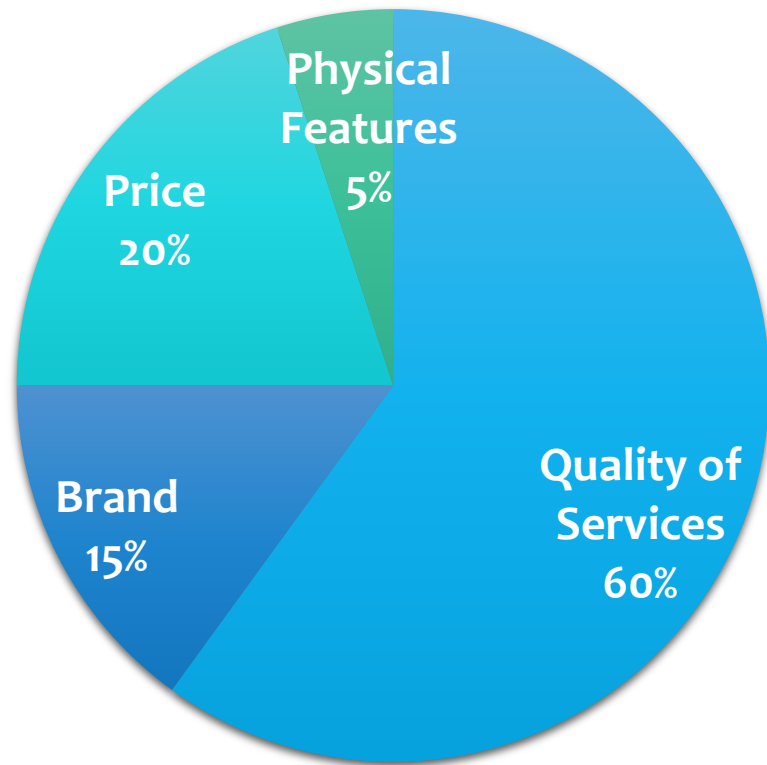
Segmenting by Mapping



Appendix 4: 1.5 Offer Mix



Offer-Mix

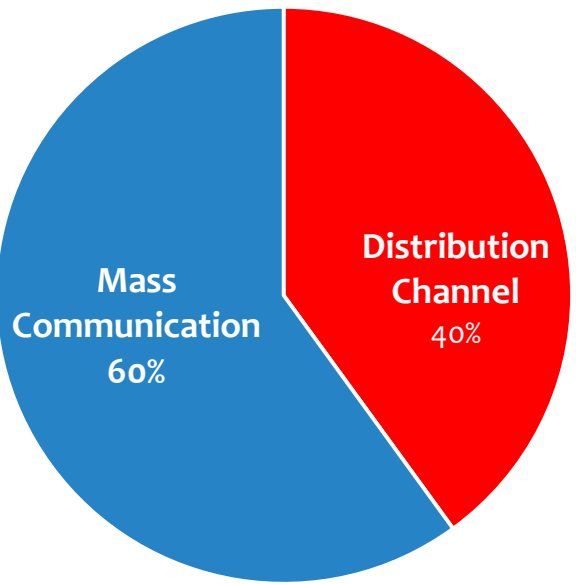


Until today, we believe that **60%** of the importance should be for the **quality of services**

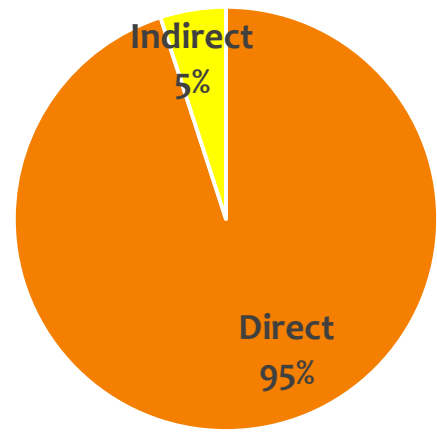


Appendix 5: 1.6 Promotion Mix

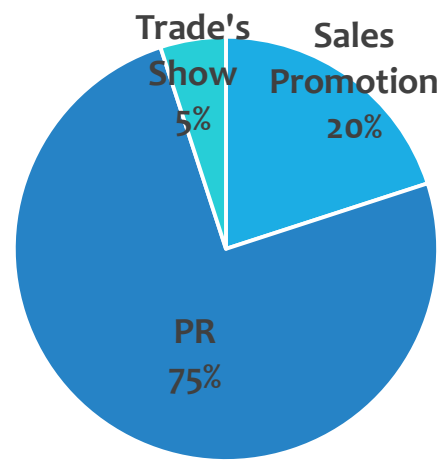
Promotion Mix



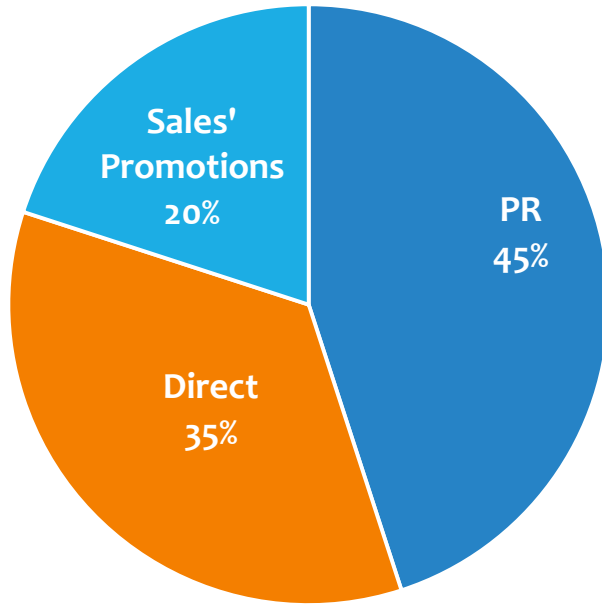
Distribution Channels



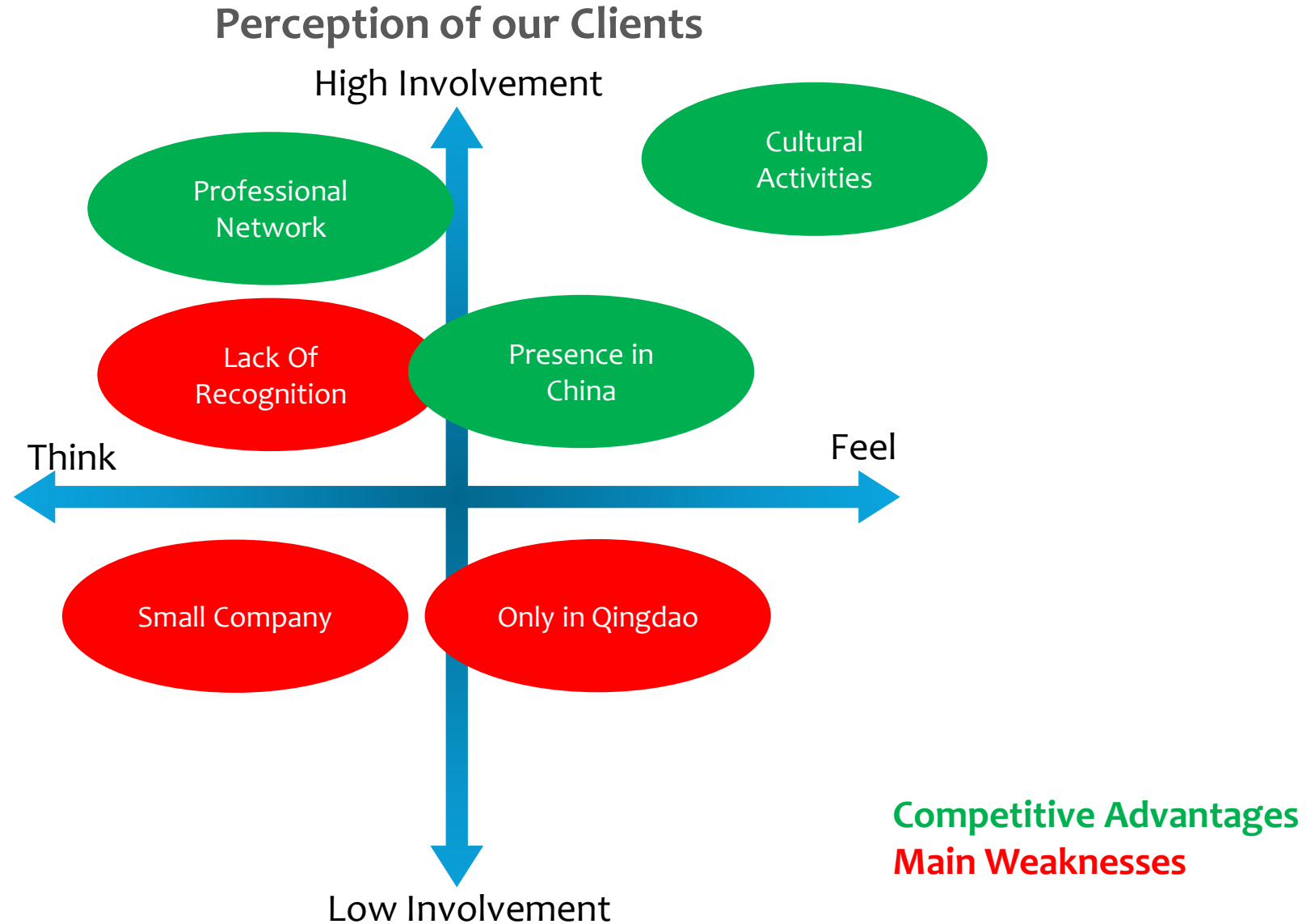
Mass Communication



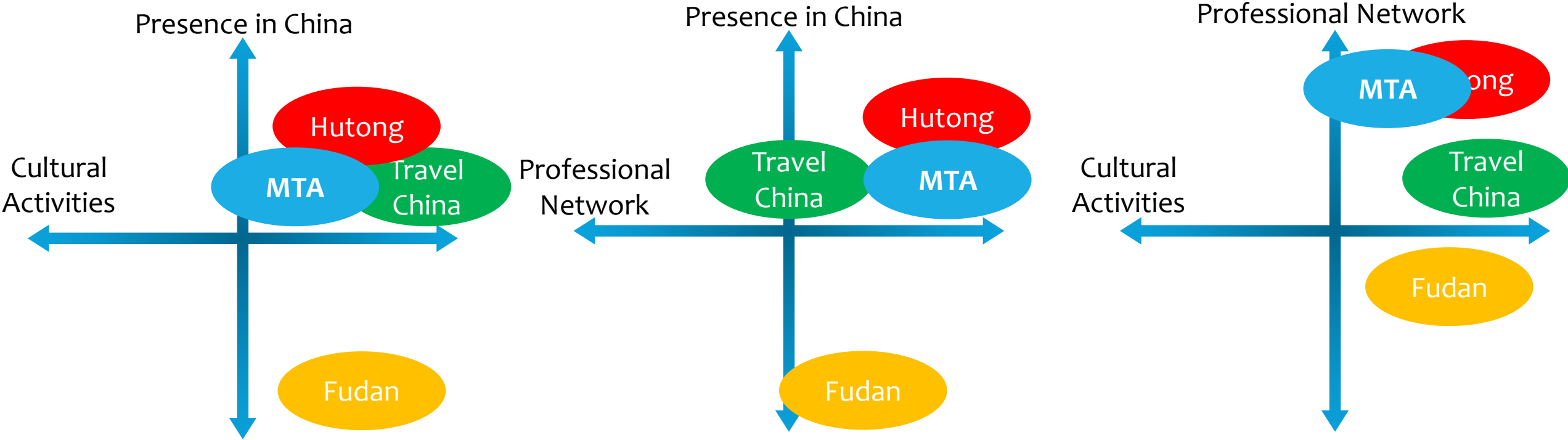
How to promote?



Appendix 6: 1.7 Strengths & Weaknesses as perceived by our clients



Appendix 7: 1.8 Perceptual Map of Positioning



This is the average perception of MTA Network against the competitors as perceived by our clients.

- MTA Network is best perceived by our existing segments in comparison to the competitive brands, as far as our competitive advantages are concerned.
- We can observe that **the main competitor is Hutong School.**
- We can also observe that the **main competitive advantages are Professional Network and Cultural Activities.**



Appendix 8: 2.1 New Marketing Strategy

As for January 2020, we want to create a new service for MTA Network to offer its clients which is to introduce a travel service from Qingdao to other Chinese cities.

What	Where	When	How	Who
<ul style="list-style-type: none"> - A new travel service - One big trip organized per month - One special exploration per week - Include accommodation, transportation, guided tour, shopping stops, free time, activities, party - Tier service for flight, train, bus, hotel 	<ul style="list-style-type: none"> - Visit big cities such as Beijing, Shanghai, Xi'an, Harbin - Experiment Chinese life in small cities - Discover the beauty of water towns - Explore the beautiful city of Qingdao and the suburbs 	<ul style="list-style-type: none"> - This has to be ready for January 2020 - We will have a month to prepare the Trip - Registration will be open from January to February - The first trip will be in February during Chinese New Year 	<ul style="list-style-type: none"> - There will be a fixed price to get into the travel (Transportation + accommodation) - There will be an added fee to participate into any activities (OR free time) - MTA Network will earn money from commission mainly 	<ul style="list-style-type: none"> - The target is composed by customers and consumers of MTA as well as local expatriate - Student & young workers based in Qingdao whom want to discover China

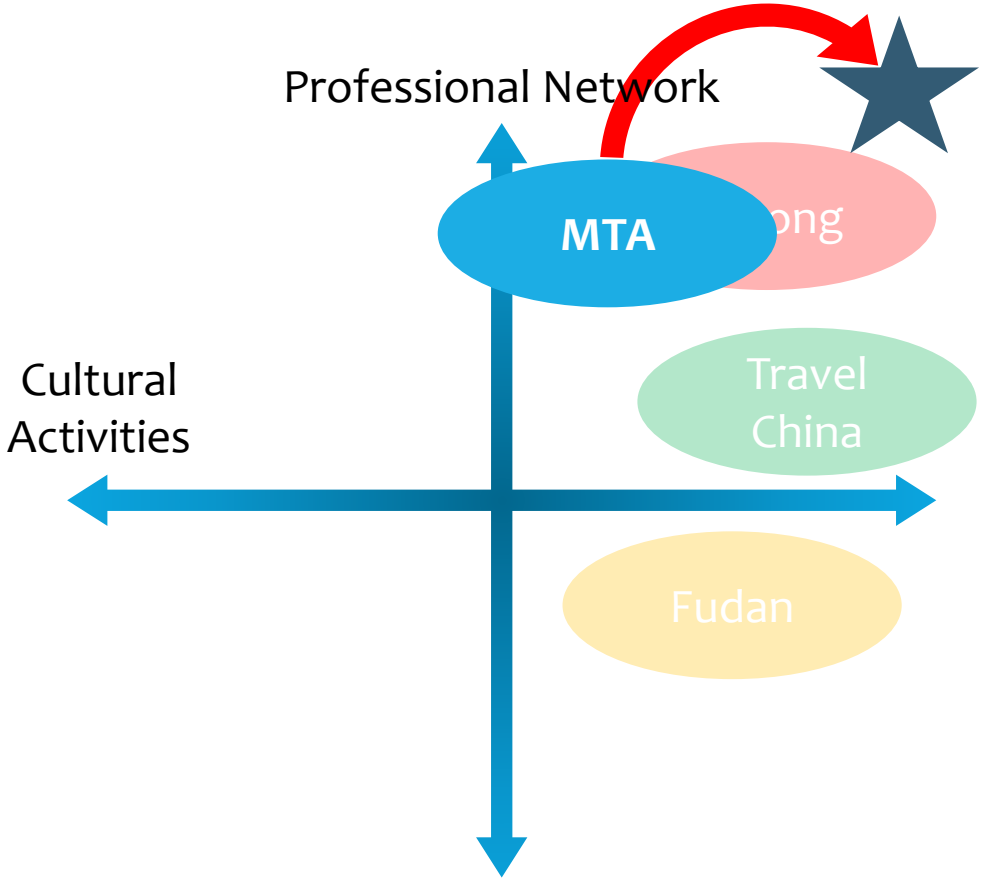


Appendix 9: 2.6 Transforming Strengths & Weaknesses into Objectives

		Past & Present	
		Strengths	Weaknesses
Future	Opportunities	<ul style="list-style-type: none"> - Professional Network → Large internship offer in various sectors - Cultural Activities → Meet new people and share experiences, gain visibility - Presence in China → A developing market that attracts more and more businesses 	<ul style="list-style-type: none"> - Small company → Possibility to grow very quickly - Lack of Recognition → No bad press to come in the future from something the company did - Only in Qingdao → Qingdao is a famous and active port in China which attract lots of companies
	Threats	<ul style="list-style-type: none"> - Professional Network → Don't lose face whereas become blacklisted - Cultural Activities → Don't enter the stereotyped activities whereas lose trust - Presence in China → With Trump's administration, the future is uncertain 	<ul style="list-style-type: none"> - Small company → Bigger company can take the lead, MTA can't compete - Lack of Recognition → Specialized company prevent MTA from gaining visibility - Only in Qingdao → First tier city remain bigger and stronger than Qingdao

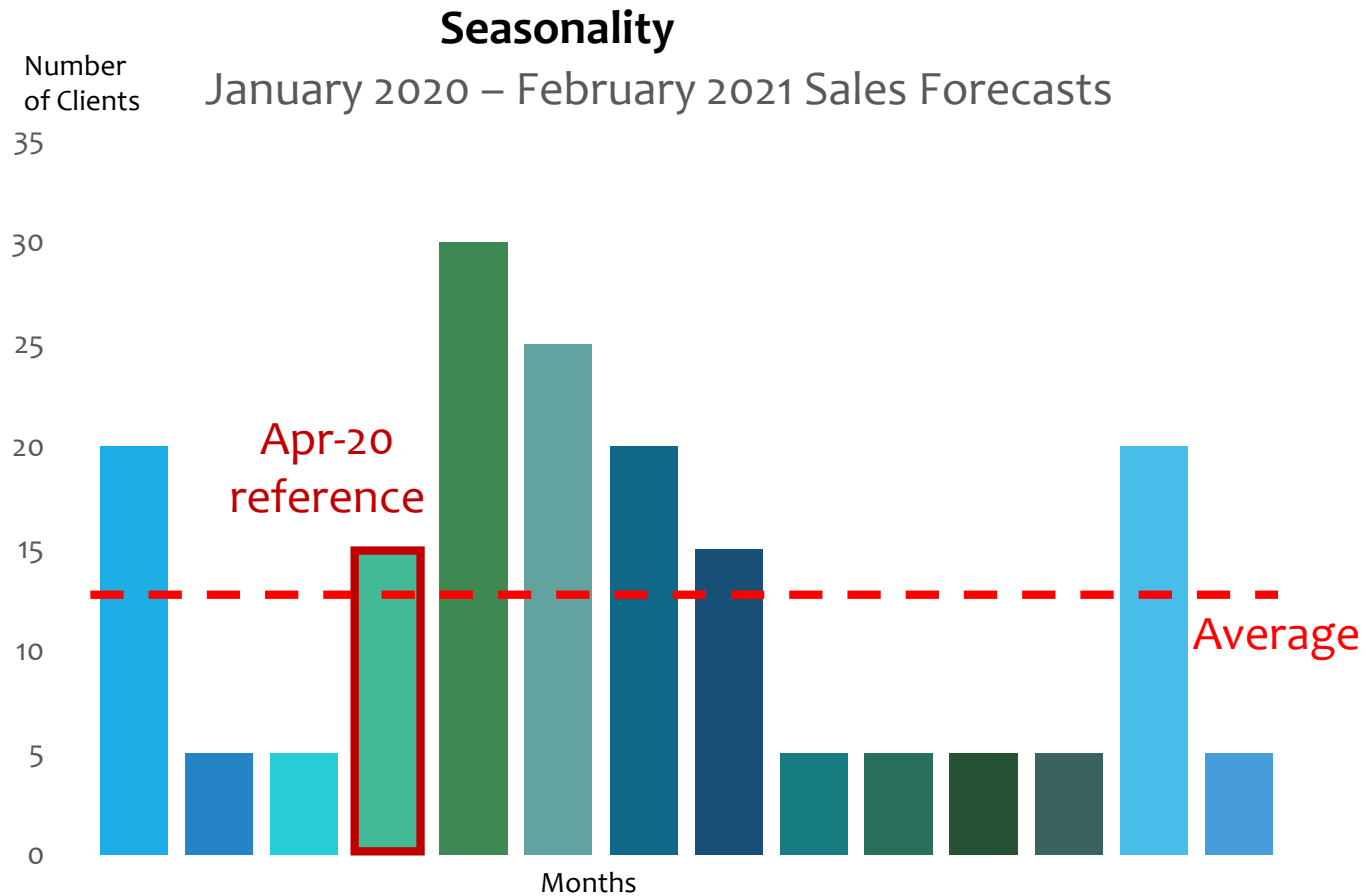


Appendix 10: 2.7 Improving MTA's Positioning



Ideal Point: By January 2020, we want to improve the cultural activities offer by developing the travel service.

Appendix 11: 2.8 Sales Forecasts



Facts & Assumptions:

- Average Transaction: 450€
- Average client: 15 clients (April)
- Average Commission: 12%
- VAT: 3%
- Optimistic: -10%

Calculation:

- $15 \text{ pax} \times 450\text{€} \times 12\text{months} = 81\,000\text{€}$
- $\frac{81\,000\text{€}}{1,012} = 80\,040\text{€}$ (commission)
- $\frac{80\,040\text{€}}{1,003} = 79\,800\text{€}$ (VAT)
- $\frac{79\,800\text{€}}{1,1} = \mathbf{72\,545\text{€}}$ (realistic)

As of January 2020, our expected sales forecast is 72 545€

Appendix 12: 3.1 Partnership 1+1>2

MTA Network	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Presence in China • Professional Network • Cultural Activities 	<ul style="list-style-type: none"> • Small Entity • Lack of recognition • Only in Qingdao

UIBS [Ina's Project]	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Worldwide known • Large alumni & student network • Lecturers' Quality 	<ul style="list-style-type: none"> • International Mobility • Professional Experience • Cultural Activities

To **collaborate** with [United International Business Schools \(UIBS\)](#) [Ina's project].
We can install a form of **coopetition** because even though we are competitors, our services are complementary.

Appendix 13:

3.4.1 Direct Channel - Newsletter



MTA NETWORK LAUNCHES A NEW TRAVEL SERVICE

MTA Network is located in the beautiful city of Qingdao. Our Mission is to provide equal opportunity to all and we continuously strengthen our motives to deliver high quality services to you. MTA Network offers a bundle of values and conveniences to deliver the best desirable abroad experience for you.

MTA Network launches a new travel service from Qingdao to other chinese cities.
Register now for the following travels!



Chinese New Year with MTA Network

Come and join us for a trip to Zhangjiajie for Chinese New Year! You'll experience the world's longest and highest glass bridge in the world ... if dare to!
Early Bird: 499€

[REGISTER NOW](#)

Does the ad in front of me...	1-10
1- Simple & Clear	8
2- Attract Attention	7
3- Focal Points	6
4- Call to Action	8
5- Humanization	7
6- Promotional Promess	6
7- Not too many Elements	8
8- White spaces	8
9- Ethical	10
10- In its Optimal Medium	8
TOTAL	7,6

Appendix 14:

3.4.2 PR – Press Event

Does the ad in front of me...	1-10
1- Simple & Clear	7
2- Attract Attention	7
3- Focal Points	6
4- Call to Action	7
5- Humanization	8
6- Promotional Promess	6
7- Not too many Elements	7
8- White spaces	6
9- Ethical	10
10- In its Optimal Medium	8
TOTAL	7,2

**MTA NETWORK
CORDIALLY INVITES YOU TO**

HOT POT PARTY

TIME: 6PM - FEB 20TH, 2020
PLACE: HAIDILAO - YAN'ERDAO ROAD
DISCUSS OUR LAST TRAVEL IN ZHANGJIAJIE
RSVP BEFORE FEB19TH, 2020

[HTTPS://MTANETWORK.NET/](https://MTANETWORK.NET/)

Appendix 15:

3.4.3 Sales' Promotion - Special Offer

Does the ad in front of me...	1-10
1- Simple & Clear	9
2- Attract Attention	8
3- Focal Points	8
4- Call to Action	8
5- Humanization	9
6- Promotional Promess	8
7- Not too many Elements	8
8- White spaces	6
9- Ethical	10
10- In its Optimal Medium	8
TOTAL	8,2

MTA NETWORK

Special offer

All inclusive travel to Zhangjiajie for Chinese New Year

BUY NOW

Regular Price: 499€

SPECIAL PRICE: 399€

SPECIAL OFFER ONLY THIS WEEK
Jan20th - Jan26th 2020

[HTTPS://MTANETWORK.NET/](https://MTANETWORK.NET/)

MTA NETWORK
The Sign of Success