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World-renowned brand name 25 years of heritage Themes: Internationally growing industry Emerging nation and globalization Drive in young dentists Trends: Increase in cosmetic treatment demand Dental Tourism Booming private Industry Ethical spending Potential: 70% revenue comes from course sales 15% Implant patients 15% from sponsorship contribution 1 5, 000 potential enquiries (subscribers) 3000+ Alumni till date Web traffic volumes of 675, 000 288 likes on Faceable and 1361 followers on Twitter, Youth channel and Pinsetters board.

Challenges: Competition from Universities and upcoming training providers Course cost 15% higher than major competitors Outdated training material Restrictions on overseas expansion Database management and engagement strategy Appendix 2. PESTLE Analysts External Impact Internal Impact Importance Political: Changing NASH Contract Dental Professional doing the duties of Dentists Dentist have to skill up and train to save their Jobs Increase in Dental Tourism UK economy will suffer Less demand for further education Economic: Recession/Low disposable income of Dentist Dentist trying to save their Jobs.

Decrease demand in training from dentists and practices Imposition of high taxes by I-J GIG Uncertainly in Dental industry economy People willing to Join training to save taxes Increasing demand from Patients Lack of global interest in ELF Diminishing spending power Social-cultural: Increasing demand for cosmetic treatment Increase demand in cosmetic dentist/suppliers and products Dentists have to learn cosmetic techniques Rise in Ethical spending (CARS) CARS been given more importance TTL does not believe in sustainability Knowledgeable and Educated patients

High demands from patients from their dentists Demand from NASH & private dentists Demand for higher quality of certification and specializations Increase in educational sector Increase in demand International demand for UK dental courses Growing I-J economy. Restrictions on entry and work permits. Need to introduce special course for international market Demand for Status quo in the Dental industry Dental Industry changing its image. Need for more letters behind a dentist name Technological: Demand of E-learning Competition in online education industry TTL needs to gear up Latest technology and training tools in the market

New methods and innovation in dental market Competition gaining the market share Social Media and digital expansion amongst Dentist Dental news available to everyone universally TTL needs to look at social media pages and image Consumer data collection Direct engagement with consumers Data ownership and cross-selling opportunity Legal: Consumer protection laws Costs and Salaries Visa restrictions for non UK and non EX. dentist More strict law enforcement on dental visa Obedience of rules. Environmental: Natural Disaster Global distress and downfall Training no longer a priority Appendix 4 Stakeholder Mapping

Stakeholders Power in Decision making Interest in Profits Level CEO High D- Key Players Directors Marketing/Sales Low a-Keep Informed Nurses A-Minimum Effort Paul Tiptop Operations External employees IT support PR/Web developer Partners Sponsors Suppliers Lecturers Governing Bodies- NASH/GIG C-Keep Satisfied Media Figure 8. McKinney AS Framework Analysis: Current Situation Issues Strategy: Tilt’s strategy is to become the industry leadership due to increase in demand for higher education in the UK by providing excellent and quality training to the dentists.

TTL not only provides training and skills to its delegates. The courses build a career path for dentists and can lead to P. G. Qualifications, Diploma and a Master’s degree. The industry offers high competition in the education sector. Private limited companies and universities are major competition for TTL Changing GIG Regulations by the NASH and further restriction on Dentists practicing in the I-J, favor the growth of the industry.

Lack of strategic clarity No core strategy in terms of consumption, positioning, competitive advantage and value creation unclear. Structure Bureaucratic structure- A hierarchal structure will defined roles and responsibility. Reporting mechanism to managers and also to CEO. Quick and centralized decision making process as the CEO can be contacted immediately. Departments and functions coordinate activities verbally and also via emails. Whole area of strategic marketing management overlooked or under employed.

Systems: The main systems driving the business will be communication and use of resources. Repetition of courses and structure and learning from the mistakes. No strategic systems and processes in place to leverage resources and data Shared Values: Corporate values are mainly serviced focused. No compromise in quality and many could spend a reasonable amount of money to extend these values. Internal culture is individualistic. Not much communication with the teams. Lack of department collaboration.

Culture of being serious towards work , with less talks and within the Job role Mission, vision and value proposition hard to decipher Skills: Mission and Vision focus on being leaders and owning the market. However, there is a lack of structural and managerial skills in the organizations. Quality and excellence come from the Lecturers and Nursing support. Employees are not officially evaluated. No performance reviews in place. Core competencies are self-managed Taft, no need of directions and monitoring No monitoring of employees, no evaluation process Staff: Under-staffed in many areas.