

## A Study of Marketing Implementation in Brand Portfolio Companies

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### Abstract

**Implementation, or the translation of ideas into actions, is a critical part of the business process. Without implementation, ideas cannot become positive results. Researchers agree that more focus is needed to understand the gap between what is expected (planned implementation) and what actually happens (actual implementation). This study considers the implementation of marketing tactics by brand managers in brand portfolio companies. Currently, the likelihood of a given tactic to be planned for (or not) and implemented (or not) is not known. This paper introduces a classification system to help brand managers analyse the implementation patterns of the brand. This system sorts tactics on three dimensions: whether the tactic was planned; whether the tactic was implemented and, if the tactic was both planned and implemented, the degree of congruency (match-up) between actual and planned implementation. Using this process can help brand managers drive ROI through enhanced contingency planning and implementation management.**

*Keywords: Implementation; brand plans; marketing; tactics*

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