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## **NEW TRENDS OF MARKETING PLANNING IN CENTRAL AND EASTERN EUROPE**

Research into marketing planning falls broadly into two streams. The first, characterized by the work of researchers such as McDonald, Greenley and Lysonski and Pecotich (1992), has focused on what might be called the "formal" or "hard" issues in planning. These cover essentially the components of marketing plans, what should and should not be included in them.

Lysonski and Pecotich, for example, demonstrate a positive relationship between formalization and comprehensiveness of marketing plans and objective success criteria such as profits and revenue. Kulpinski has shown in one leading American company (AC Rochester, a division of General Motors) that more formalized and comprehensive planning is evolving over time. Abratt and Higgs have demonstrated the comprehensive and highly formalized approaches to planning in South Africa following the dismantling of the apartheid system.

The second stream of research has focused on the "soft" or "process" issues of planning, being more concerned with implementation rather than the formal components of plans. Typical of this is recent work by Piercy and Morgan which has looked at the impact of individual managers' behaviour and the wider organizational context on the effective operation of the planning process. McDonald has also signalled a number of organizational and attitudinal barriers to successful marketing planning. Carson and Cromie have shown that classical marketing planning principles need adapting before they can be implemented in small enterprises due to a general lack of marketing awareness and sophistication amongst managers. While strategic typologies (such as those developed by Porter, Myles and Snow, Walker and Ruekert, or Cool and Schendal) have received a great deal of attention in the literature, planning typologies have received relatively little attention. An exception is McKee who have shown a taxonomy of marketing planning styles amongst hospital administrations in the USA. Their limited sample (focused on one industry only) of 211 usable responses were clustered into three

types: limited planners (who conducted very little marketing planning); constituency-oriented planners; and comprehensive planners. Few attempts appear in the literature to develop a taxonomy of planning approaches across industries and sectors.

This analysis seeks to extend that work through a larger sample across a diverse range of industries in Central and Eastern Europe. The CEE focus is of interest because enterprises operating in these countries were, until very recently, subject to a substantial degree of central planning through government. Until 1989, most countries in the region exhibited a high degree of central planning and control of production, distribution and prices. This familiarity with formal planning might be expected to be carried through, in some manifestation, into the newer, deregulated market based economies now emerging.