



POLITECNICO  
DI MILANO



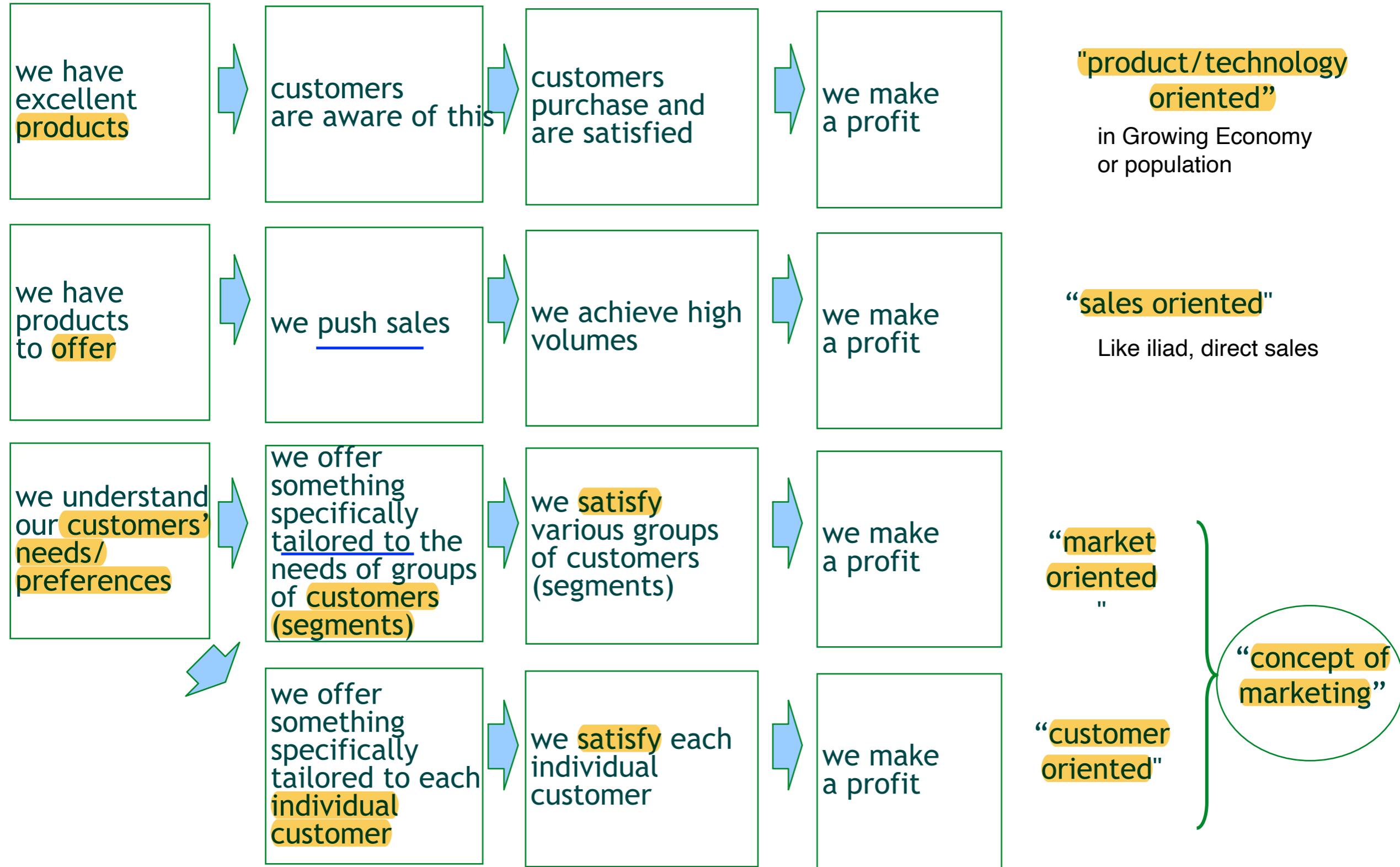
# The marketing process, market definition & analysis; the environment, BtoC Marketing, BtoB Marketing, SWOT Analysis

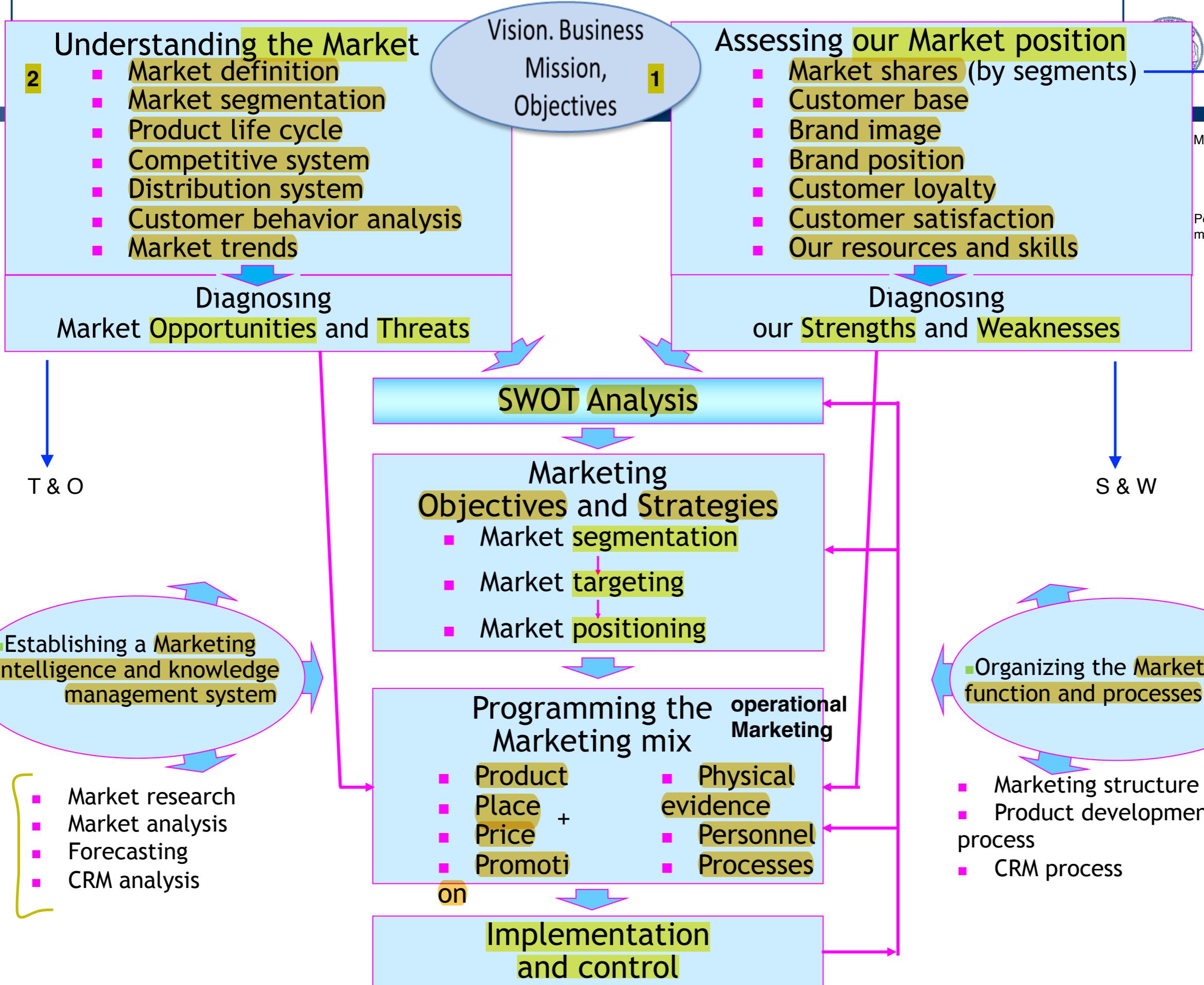
27<sup>th</sup> & 29<sup>th</sup> September 2022

Prof. Alberto Cellini

1. Introduction to Marketing
2. Understanding the market
3. Assessing the market position
4. The logic of the "Swot" analysis process

# 1. Introduction to Marketing





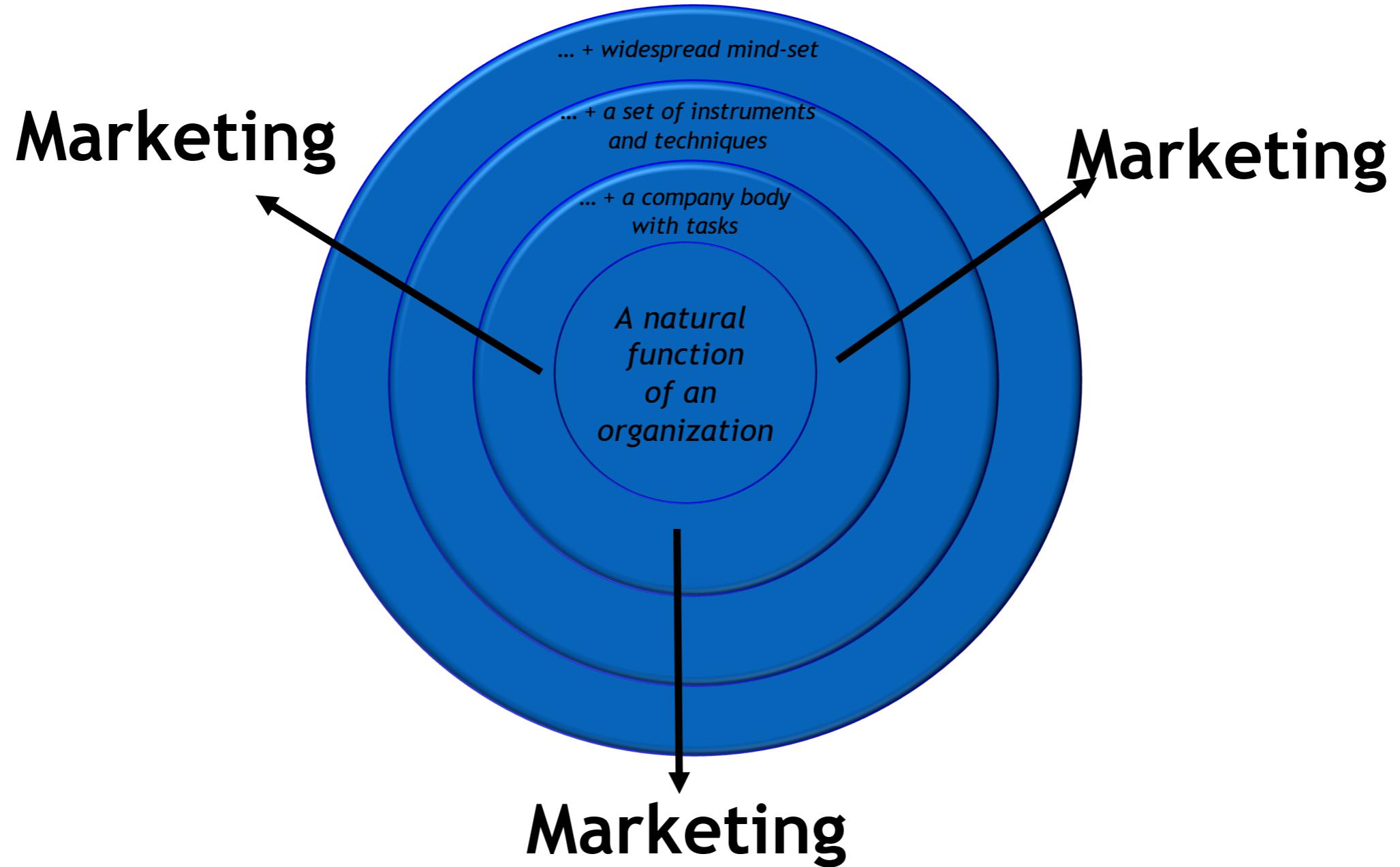
# The 7 Ps of the marketing mix



V.A. Zeithaml e M.J. Bitner

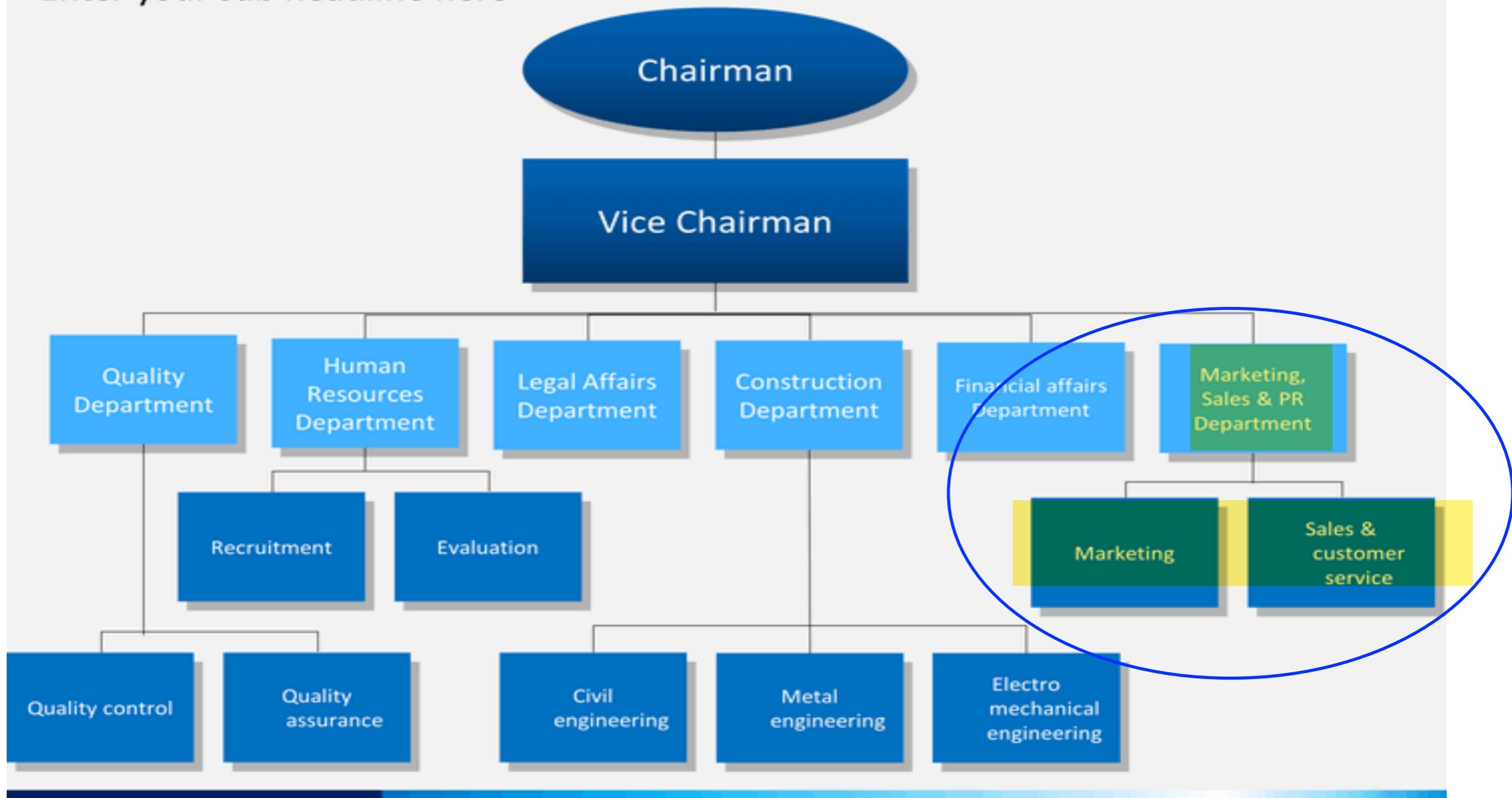
# Marketing is all this...

Marketing Definition => Activities trying to put together supply and demand



## ORGANIZATIONAL STRUCTURE

Enter your sub headline here



## Marketing strategy

Corporate

Demand generation strategy

Product marketing

Customer marketing

Field marketing

Brand awareness

Content strategy

Lead generation

Field marketing

Programs

Sales enablement

Invisible  
**Puppy**  
CREATING CUSTOMER LOVE



# Jobs in marketing

Marketing manager  
Communication manager  
Data analyst  
Product manager  
Digital marketing  
Account Manager  
Copywriter  
....  
Sales manager

# Jobs in marketing (examples)

Account Coordinator  
Account Executive  
Advertising Director  
Art Director  
Assistant Account Executive  
Assistant Brand Manager  
Assistant Marketing Director  
Assistant Product Manager  
Brand Assistant  
Brand Manager  
Brand Strategist  
Business Development Representative  
Communications Assistant  
Content Marketing Manager  
Copywriter  
Creative Assistant  
Creative Director

Market Research Analyst  
Market Research Assistant  
Marketing Analyst  
Marketing and Promotions Manager  
Marketing Assistant  
Marketing Associate  
Marketing Communications Coordinator  
Marketing Communications Director  
Marketing Communications Manager  
Marketing Communications Specialist  
Marketing Consultant  
Marketing Coordinator  
Marketing Data Analyst  
Marketing Director  
Marketing Manager  
Marketing Promotions Specialist  
Marketing Specialist

# Jobs in marketing (Examples)

Digital Brand Manager  
Digital Marketing Manager  
Director of Digital Marketing  
eCommerce Marketing  
Director  
eCommerce Marketing  
Manager  
eCommerce Marketing  
Specialist  
Email Marketer  
Inside Sales Representative  
Internet Marketing  
Coordinator  
Internet Marketing Director  
Internet Marketing Specialist  
Media Assistant  
Media Buyer  
Media Director  
Media Planner  
Media Relations Coordinator

Media Relations Director  
Media Researcher  
Online Product Manager  
Product Marketing Manager  
Promotions Assistant  
Promotions Coordinator  
Promotions Director  
Public Relations Manager  
Public Relations Representative  
Public Relations Specialist  
Publicity Assistant  
Publicity Director  
Publicity Manager  
Regional Account Manager  
Relationship Manager  
Product Manager  
SEO Manager  
Social Media Marketing Analyst  
Social Media Marketing Coordinator  
Social Media Marketing Manager

# SWOT analysis

S W

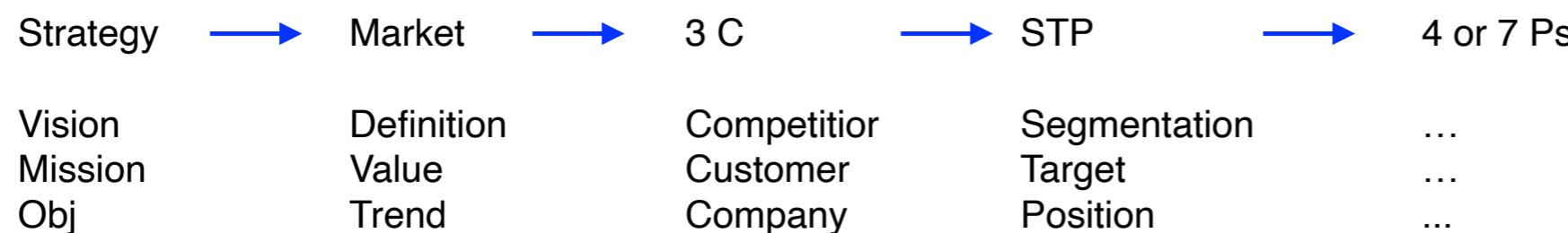
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## INTERNAL VS COMPETITORS

## The environment

### Marketing Process:



## 2. Understanding the market

- A. Market definition
- B. Demand analysis
- C. Trends
- D. Competitor Analysis
- E. “Micro” level analysis of demand -  
Customer behavior analysis and decisions  
**(BTC)**
- F. “Micro” level analysis of demand -  
Customer behavior analysis and decisions  
**(BTB)**

# A. Market definition

rebok --> tennis, boat, ...

Nike —> Shoes, cloths (track & field, basketball)

- Selection of the area of business (extent and depth) in which the company intends to operate, to be known and appreciated, to employ its resources

## Why is it useful?

- It helps to understand what we must concentrate our attention on
- It stimulates a feeling of identity
- It facilitates communication with the outside

## With what consequences?

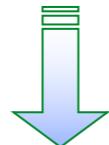
- Competitors that must be taken into account
- Customer requirements on which attention must be concentrated
- The product/process technologies to be used

## With what criteria?

- Internal - Production/technology
- External - Groups of customers/customer requirements

# The reference market

The first question any company must ask itself is:



## What is our reference market?

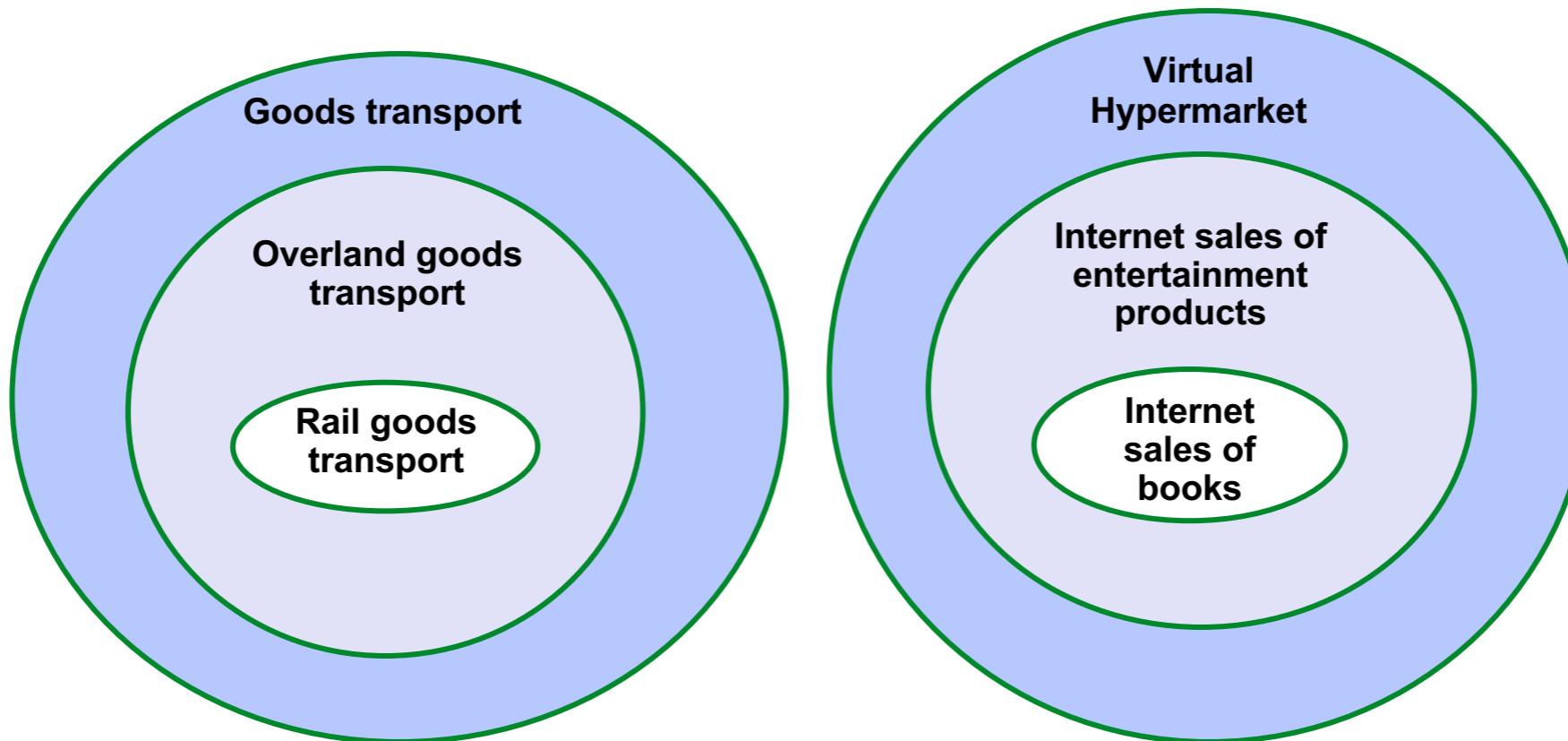
i.e., the market where we know everything about:

- “consumer” needs
- development trends
- competitors, their strong and weak points, their future plans
- segmentation
- ....



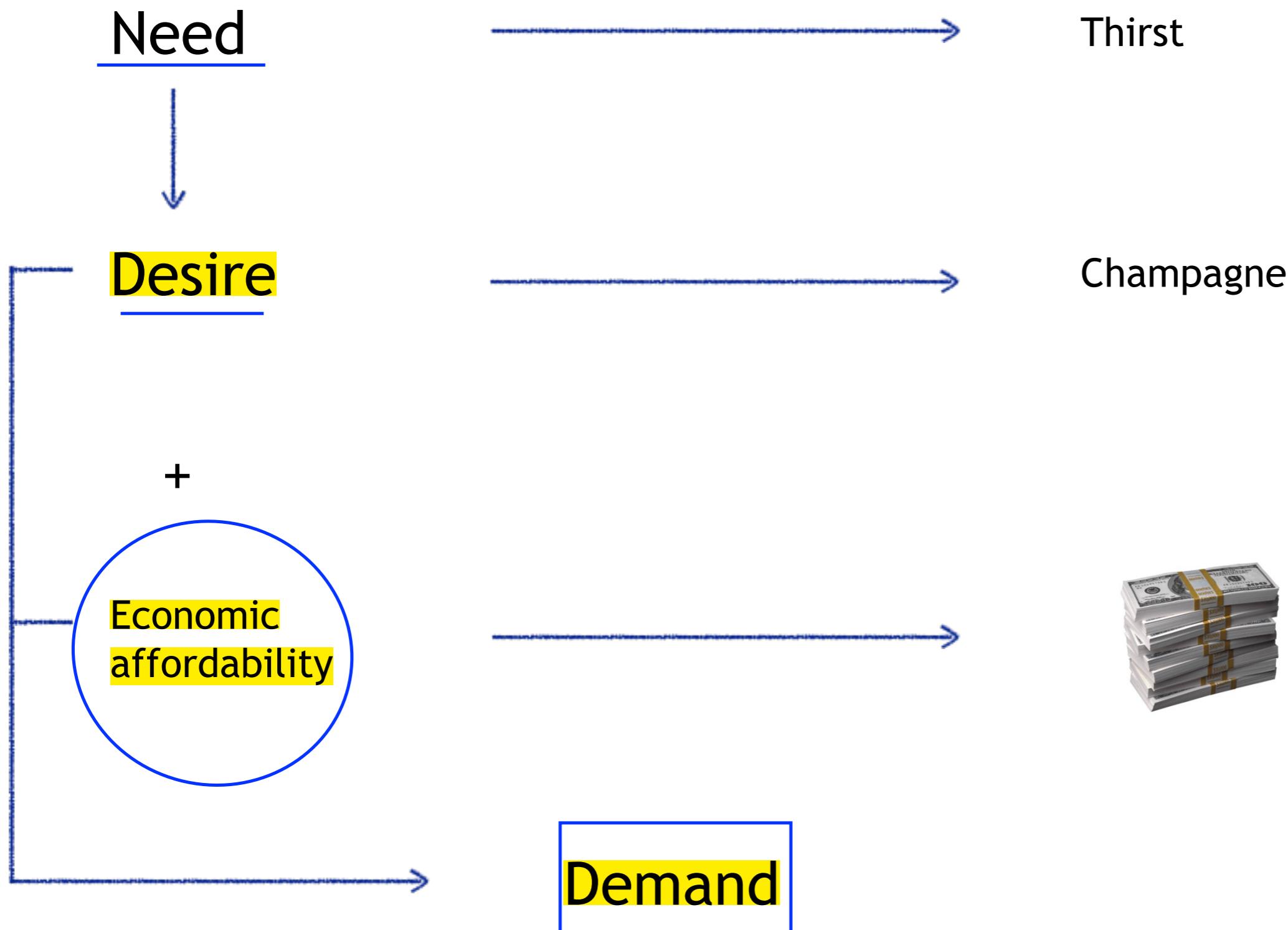
For an effective marketing action

# Extension of the business field: an “intuitive” and synthetic approach

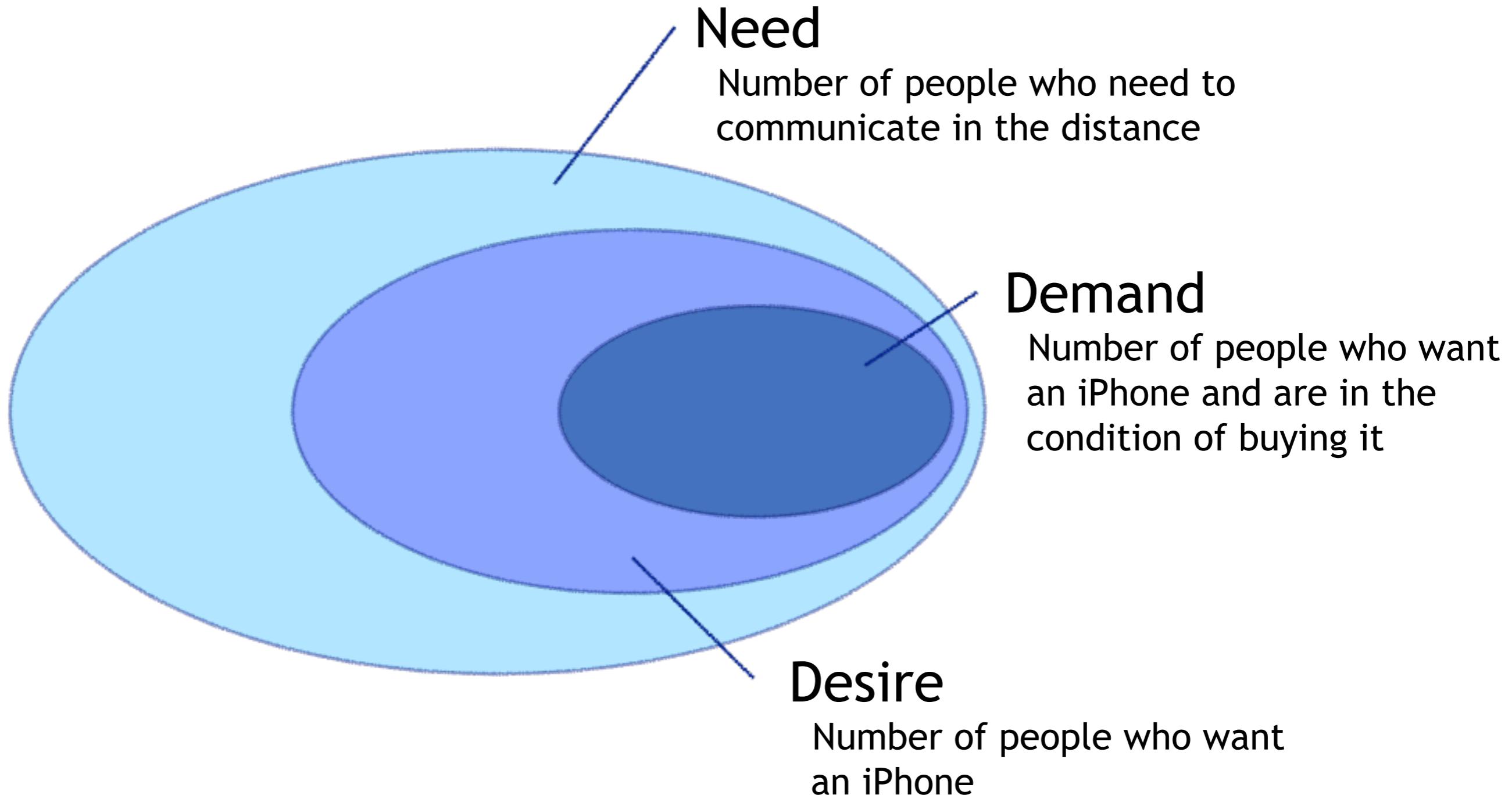


- ➡ • A “narrow” or “broad” definition has opposite advantages and disadvantages.
  - Decisions are based on: resources, time scale, situation of the company, objectives pursued, confidence, etc.

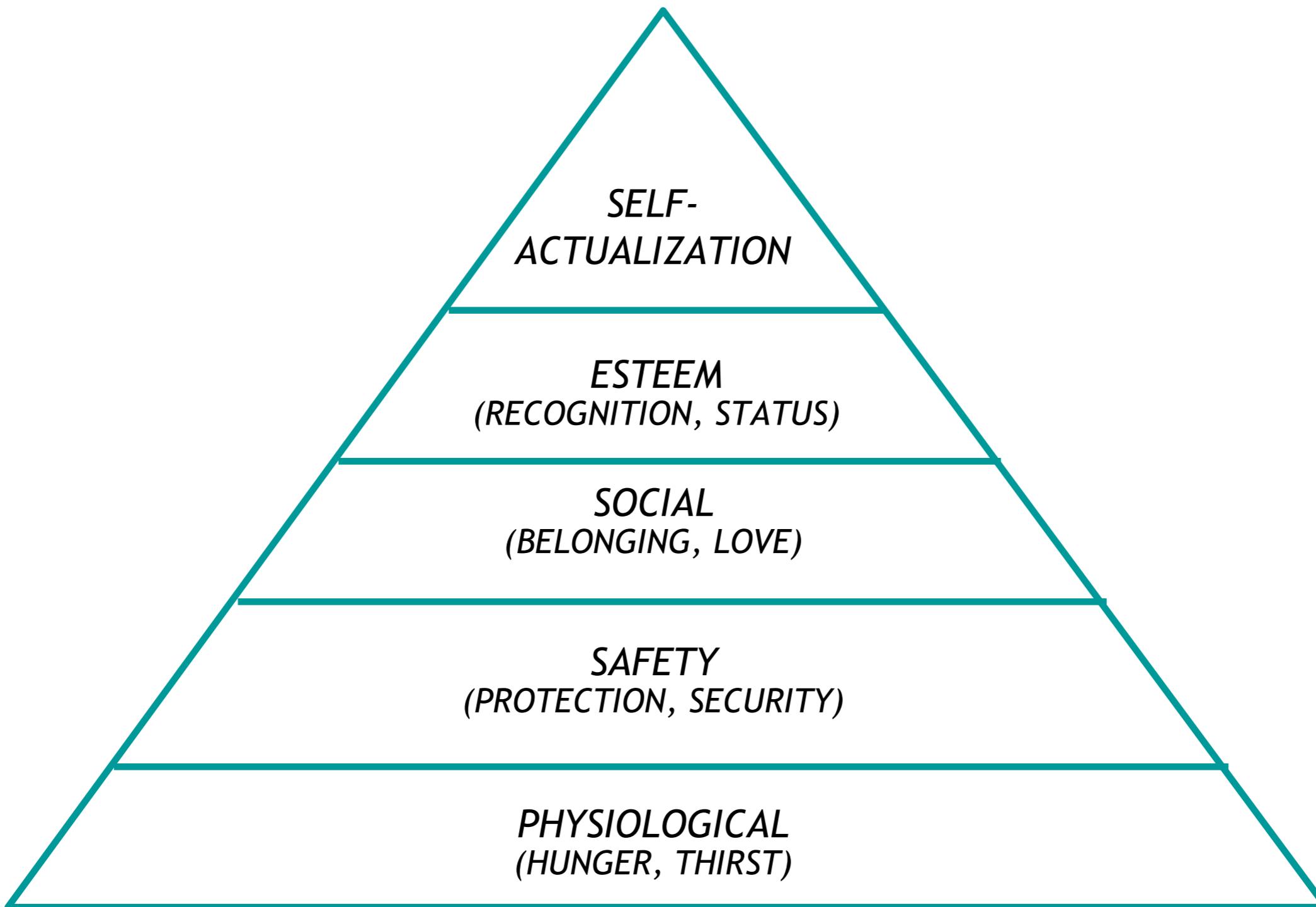
# Market and needs

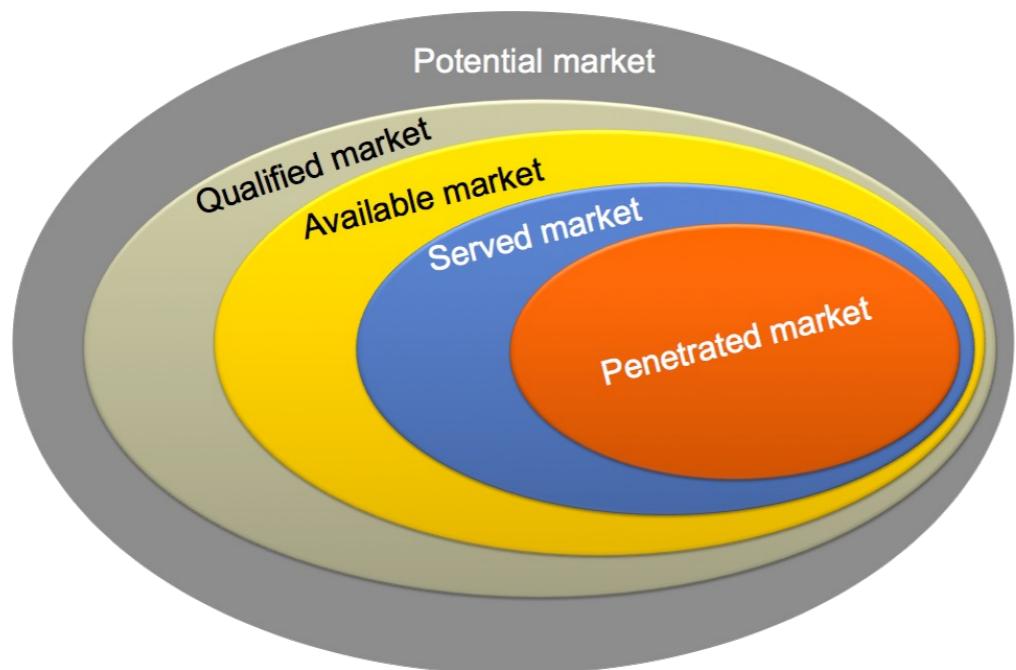


# Qualification of the market - An example



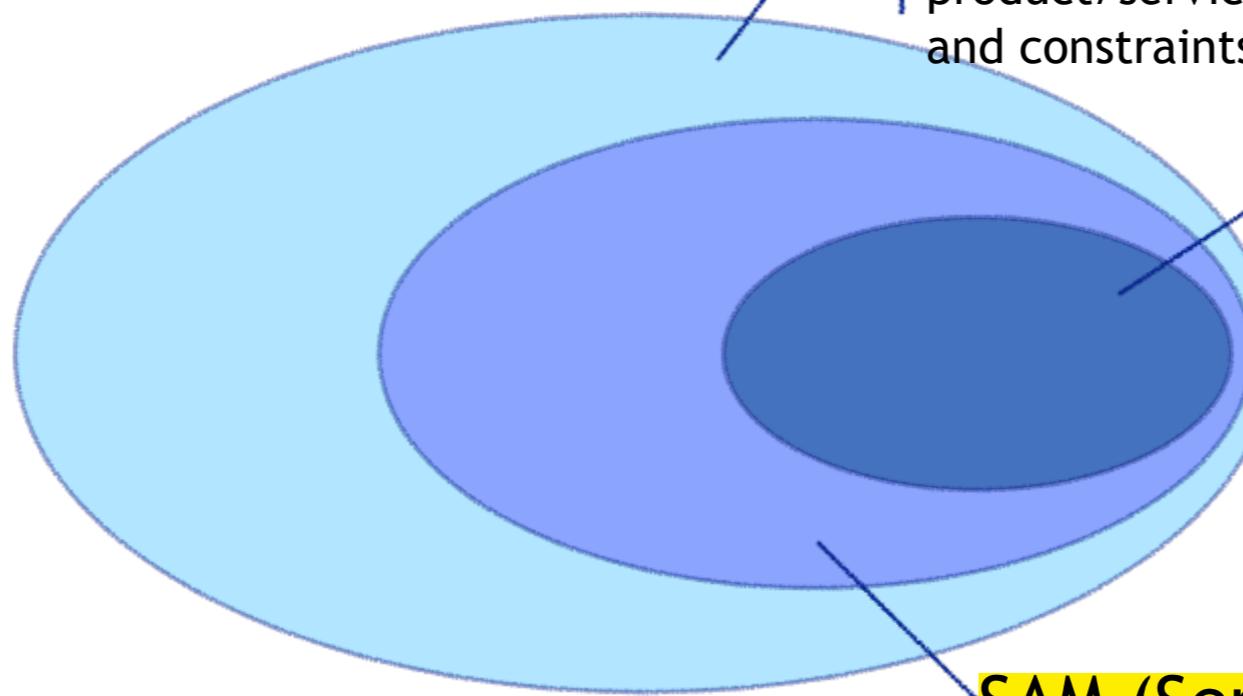
# Maslow's Hierarchy of Needs





- ◆ **Potential market:** market that is achieved when the marketing effort is infinite
- ◆ **Qualified market :** market with the requisites to be available for the purchase (e.g. 18+ y.o. - or 21 y.o. in some countries - for some products; driving license, etc.)
- ◆ **Available market:** qualified + able to spend enough to buy the product or interested enough in the category
- ◆ **Served:** available market that is reached by the marketing effort of the companies
- ◆ **Penetrated:** market that has already purchased products/services in the category

# Qualification of the market (different definition)



## TAM (Total Available Market)

How big is the universe for that kind of product/service without competitors and constraints

## SOM (Serviceable Obtainable Market)

is the percentage of SAM which is **realistically reached** by your company

## SAM (Served Available Market)

the percentage of the market that can actually be **served with our products** and channels

## B. Demand Analysis

Purchases volume (q)

$$q_{p,c,g,t} = f(e,m)$$

of a product (p)

by a specific group of customers (c)

in a specific geographic area (g)

in a specific lapse of time (t)

in a specific context (e)

given a specific marketing program (m)

# Characterisations of demand

things that affect the demand

- Product/service
- Definition of “purchase”
- Unit of measure
- Customers
- Geography
- Time
- Level of aggregation
- Players and competitors



→ **External variables (context conditions) that influence demand**

Macro-environment

رقابیت : antifrost  
رو بررسی میکنے که  
یہ نفر همشو نگیره

Economic situation

Customers expenditure availability

Competitive system → monopoly - oligopoly - ...

Position in the industry

Subsidiary products tablet vs excel

Equivalent products ,

**Decisional variables** (marketing effort) that influence demand

internal

Product / service

Price

Stores / distribution

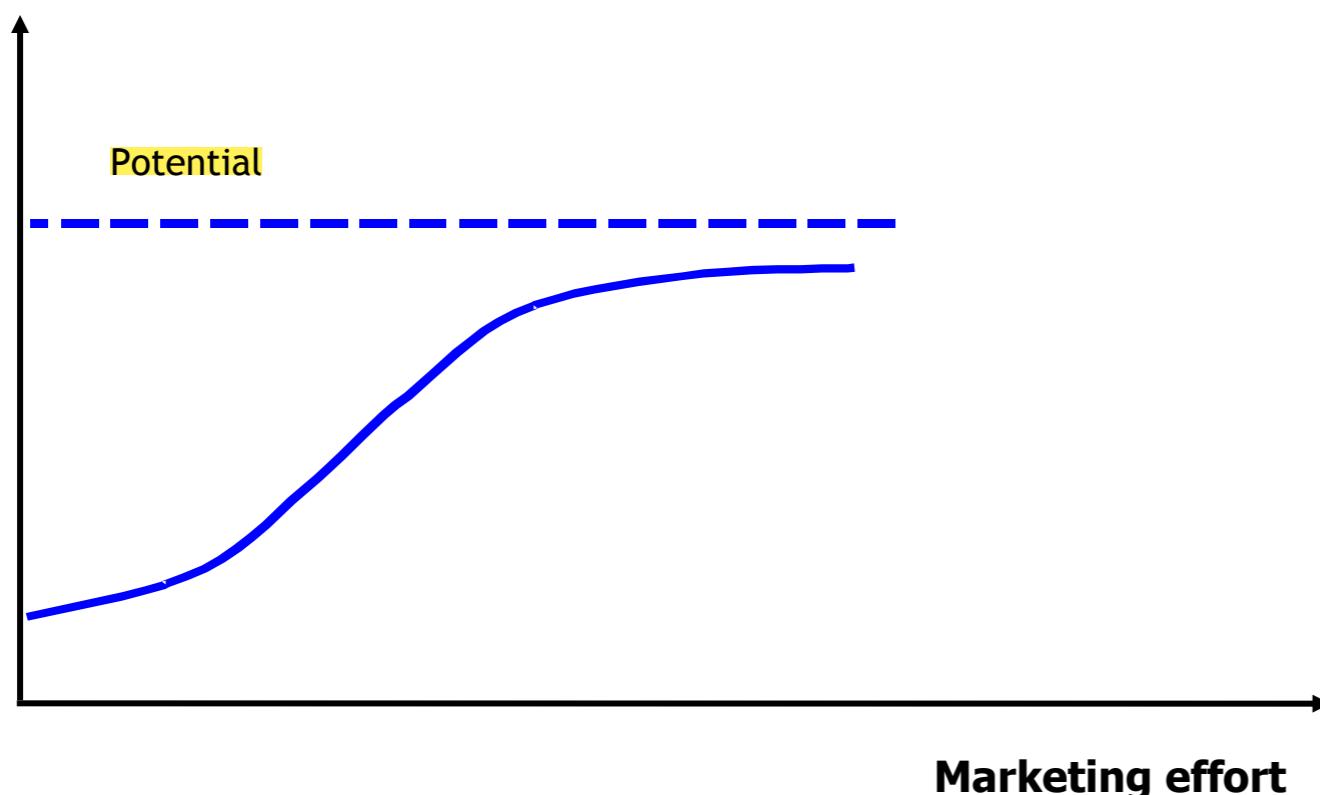
Promotion / communication

Salesforce

Relationship between demand and influencing variables

External variables effect

Demand

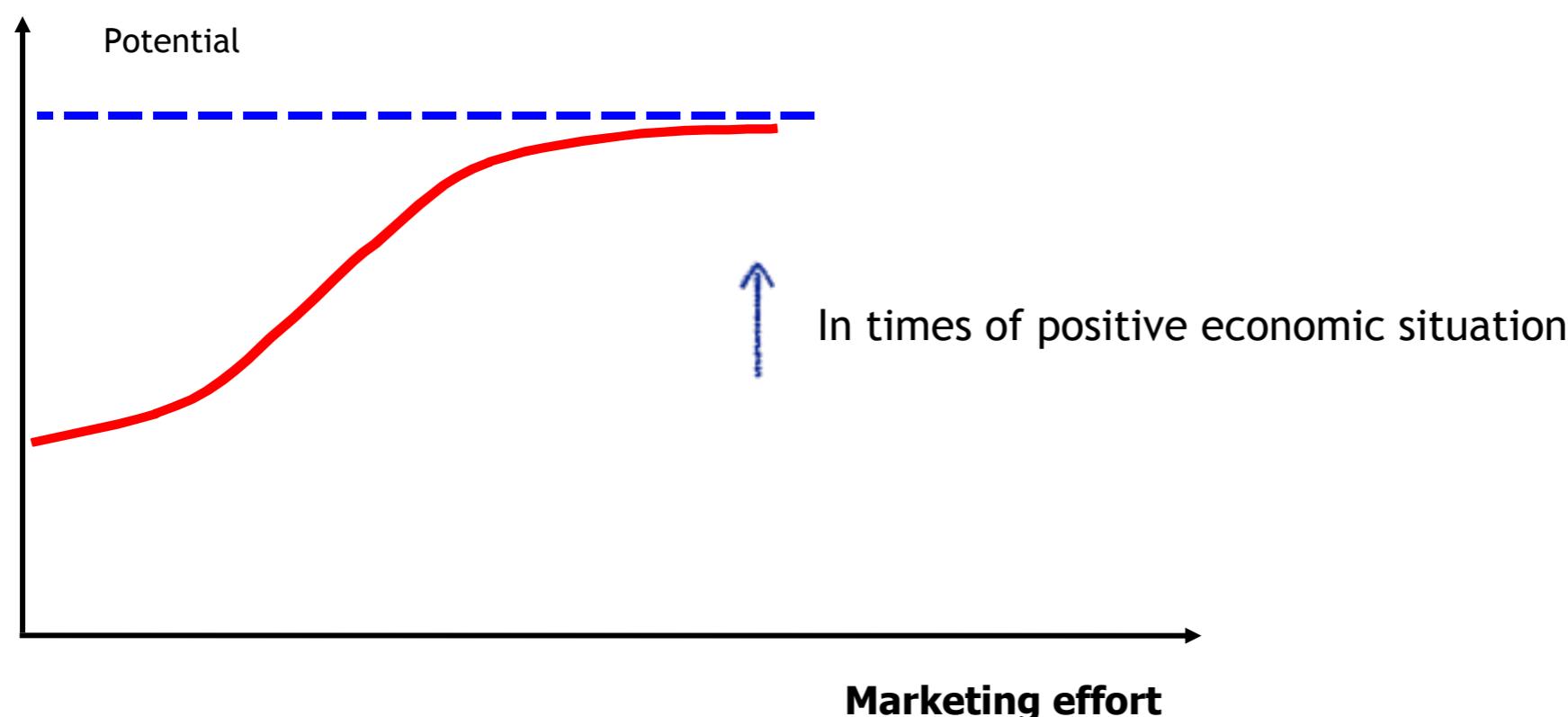


# Market demand

Relationship between demand and influencing variables

**External variables effect**

**Demand**

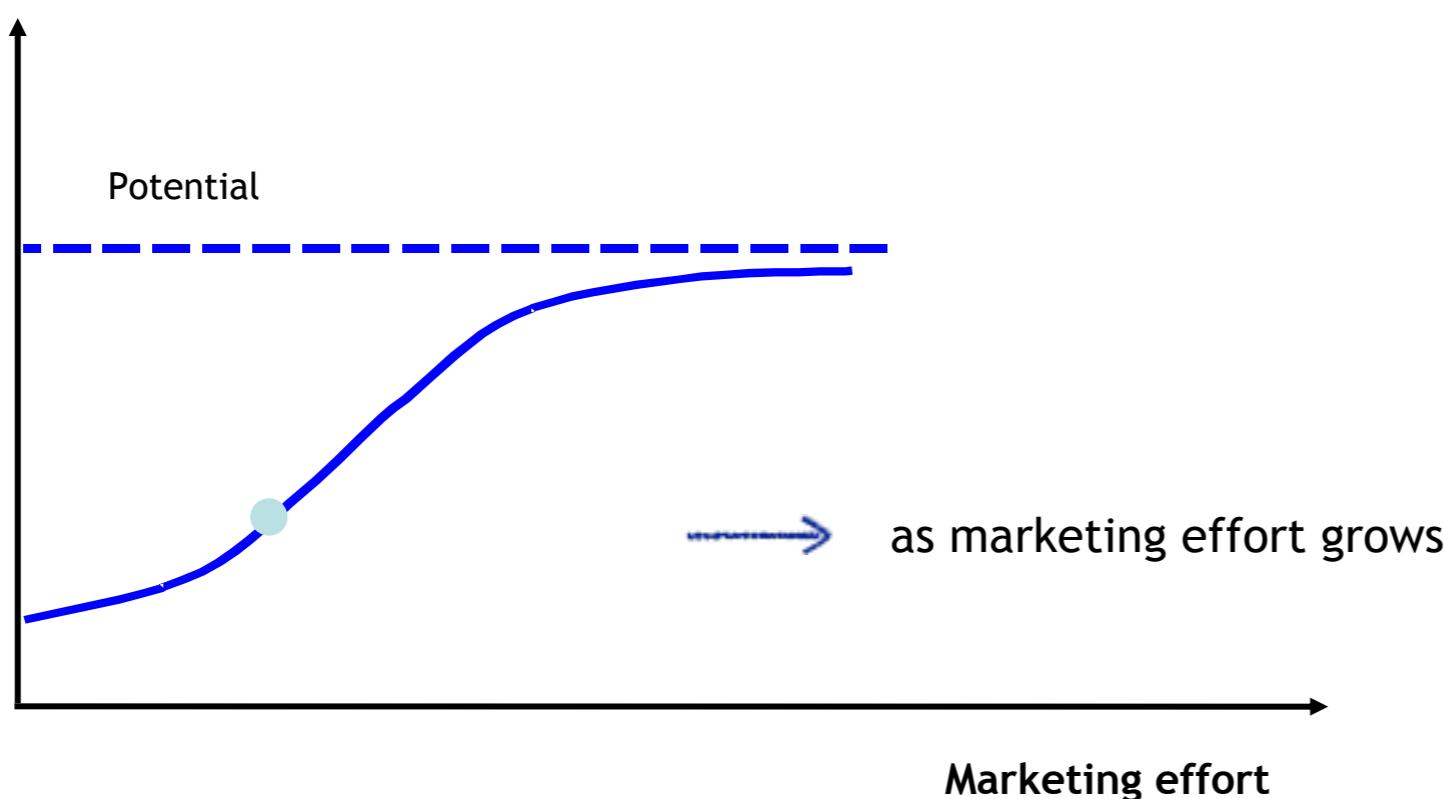


# Market demand

Relationship between demand and influencing variables

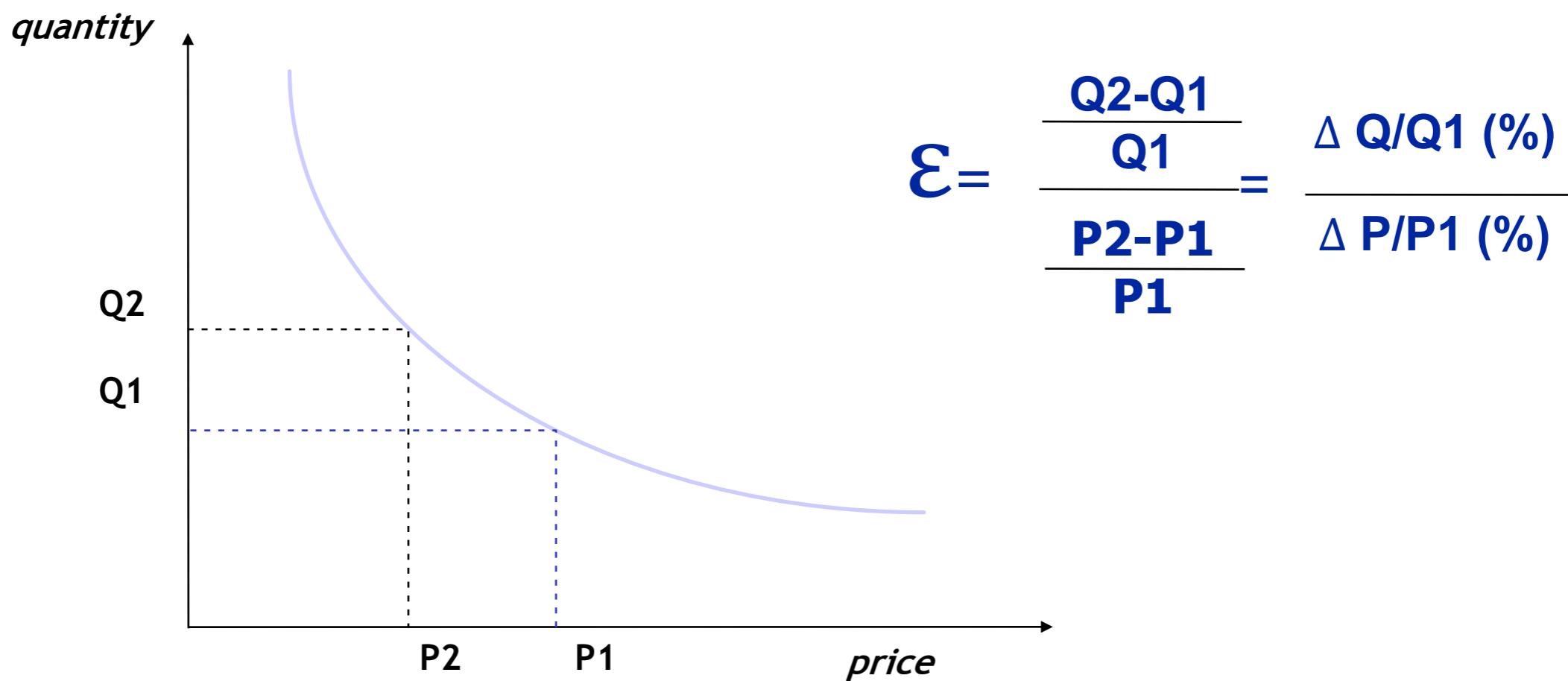
**Decisional variables effect (marketing effort)**

**Demand**



# Market demand: an example

Decisional variable “price” effect upon demand





# Demand estimate and forecast

Processes and methods for obtaining a qualitative and quantitative valuation of demand

The choice of the right model depends on the specific objectives and on the availability of quantitative data to base the esteem



# Choice of the market forecasting method

1. Based on **available data**
  - A. Quantitative data available? → **Quantitative methods**
  - B. Quantitative data not available? → **Qualitative methods**
2. Based on the **objective**. Three main objectives:
  - A. Estimating **market size** of an existing product?
  - B. Estimating the **market demand after a new product launch?**
  - C. Estimating the **market demand precisely in a time-lapse?**

# Forecasting methods

Objective	Estimate market size	Estimate demand for new products	Estimate demand for established products
Quantitative	<ul style="list-style-type: none"> <li>Coefficient method</li> </ul>	<ul style="list-style-type: none"> <li>Diffusion models</li> <li>Analytical / epidemiological</li> </ul>	<ul style="list-style-type: none"> <li>Time series</li> <li>Linear Regression</li> </ul>
Qualitative	<ul style="list-style-type: none"> <li>“Desk” methods</li> </ul>	<ul style="list-style-type: none"> <li>Gaussian</li> <li>Adoption models</li> </ul>	<ul style="list-style-type: none"> <li>Market tests</li> <li>Market research</li> </ul>

# Estimate market size

## Coefficient method

یک ضریب میذاره انگار

What are coefficients?

Parameters representing a past experience or a future expectation on the evolution of a phenomenon

Coefficient models vary according to:

- Product type

- Consuming good
- Industrial good
- Investment good

- Repurchase rate

# Estimate market size

Fast moving consumer goods and services, not tied to the use of equipment (e.g. preserves, personal or home care products, etc.)

$$Q = N \times \frac{n}{N} \% \times Cu$$

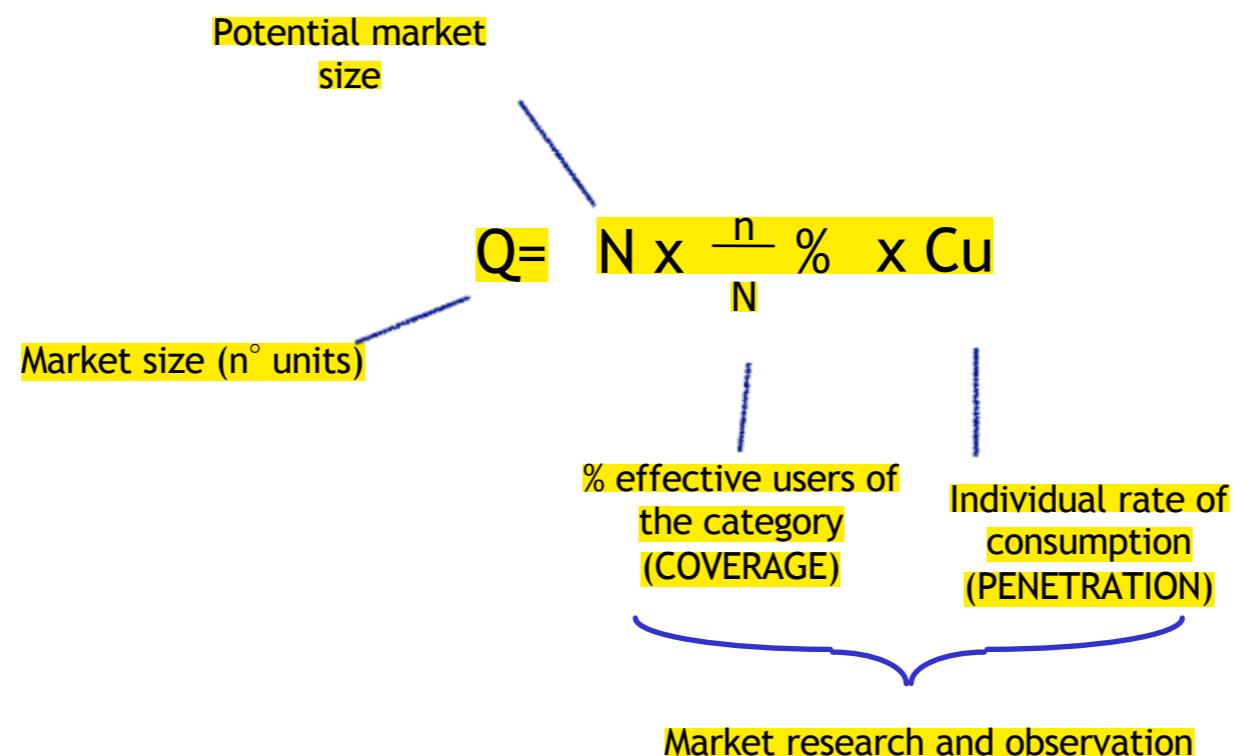
Potential market size

Market size (n° units)

% effective users of the category (COVERAGE)

Individual rate of consumption (PENETRATION)

Market research and observation



# Estimate market size: an example

Quarterly demand of throw-away **razor blades** in the Italian market

$$Q = 25.107.509 \times 15\% \times 4 = 15.064.505$$

Number of Italian males over 14 y.o.

Market size (n° units)

% of throw-away razor blades users

Number of blades used quarterly on average

# Estimate market size

Consuming goods tied to the use of **specific equipment**

$$Q = N \times \frac{\frac{na}{N} \%}{\text{Use rate of the equipment}} \times Ta \times ct$$

Potential market size (n° units)

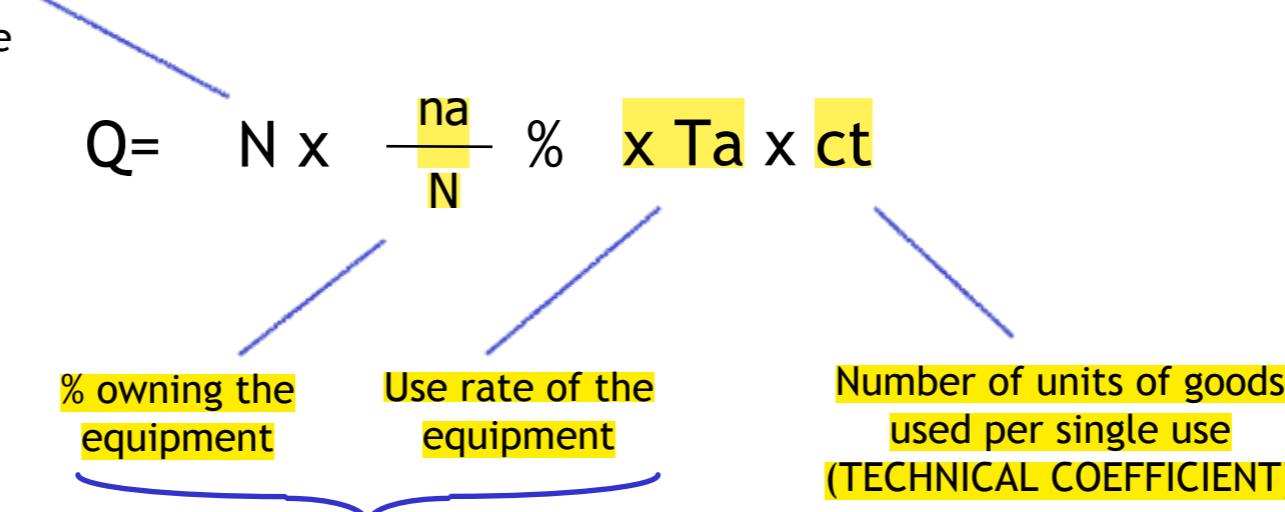
$Q = N \times \frac{\frac{na}{N} \%}{\text{Use rate of the equipment}} \times Ta \times ct$

% owning the equipment      Use rate of the equipment

Market research and observation

Number of units of goods used per single use (TECHNICAL COEFFICIENT)

Product characteristic



# Estimate market size: an example

Monthly demand for **dishwashing tabs**

Number of Italian  
**households**

$$Q = 20\text{mln} \times 35,4 \% \times 25 \times 1 = 177.000.000$$

Penetration of  
dishwashing  
machines

**Monthly # of**  
**washing**

Number of **tabs** per washing  
cycle

# Desk Research

Desk Research is the research technique which is mainly acquired by sitting at a desk. Desk research is basically involved in **collecting data from existing resources** hence it is often considered a low cost technique as compared to **field research**, as the main cost is involved in executive's time, telephone charges and directories.

- Internal Desk Research
- External Desk Research
- Online Desk Research
- Government/Institution published data
- Customer desk research
- Analyst published data (free or paid)

## Market tests

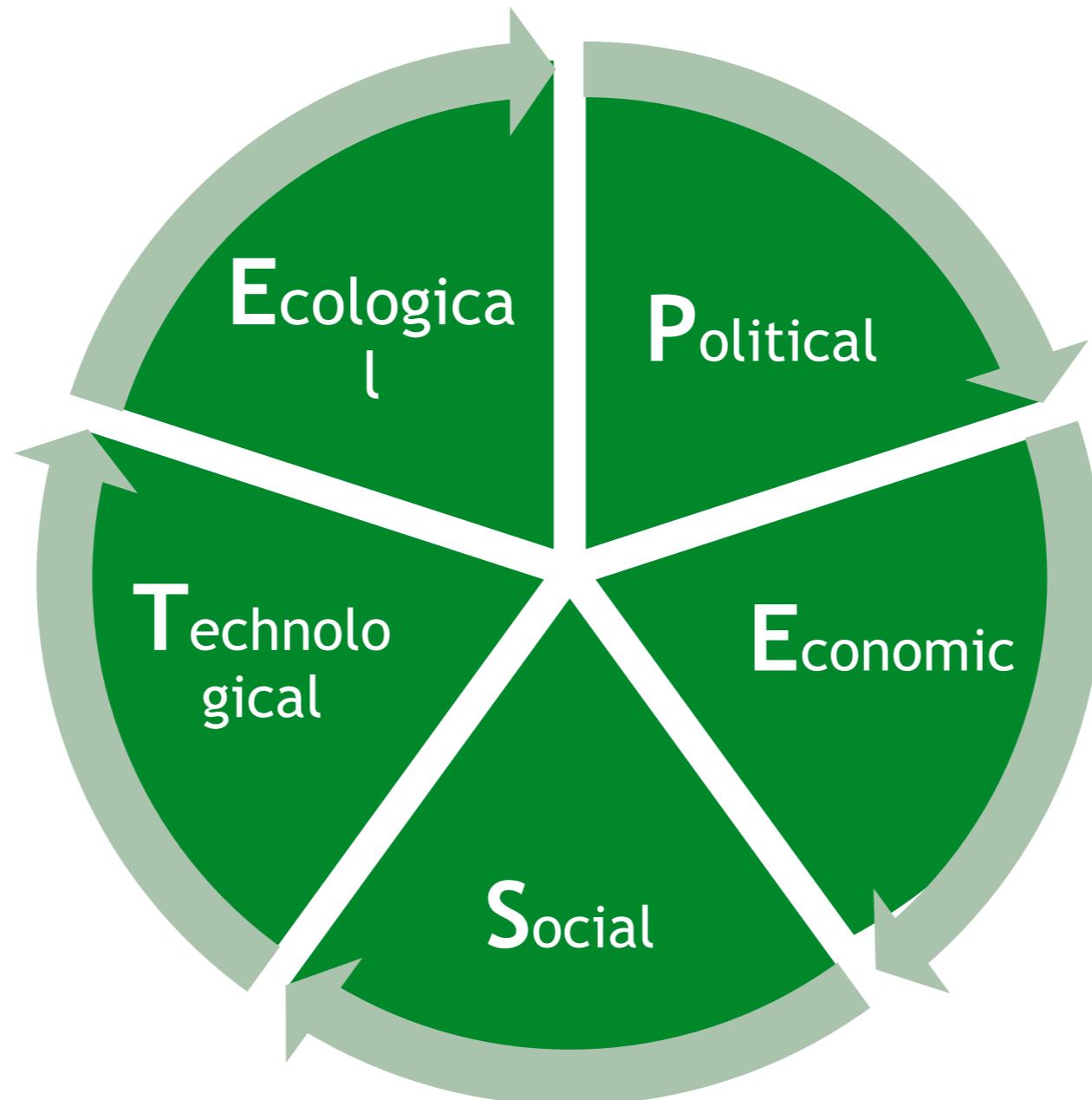
- Experimental design
- Testing with customers
- Observation and registration
- In case, what-if analysis

## C. Trends

**Which scenario's factors can influence company's success?**

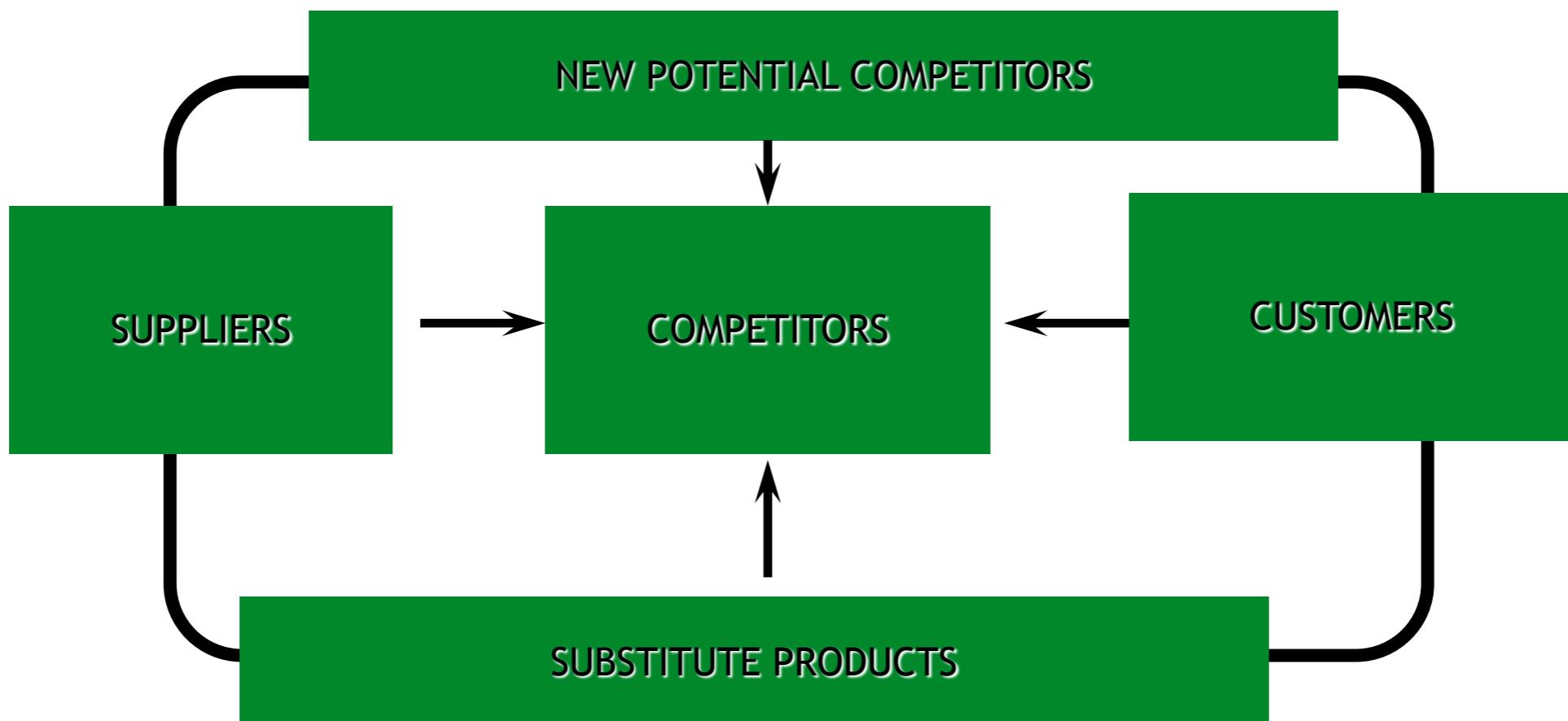
- ❖ **Variables** are affecting:
  - Supply levels (capital, labor)
  - Demand levels (consumption, investment, climate, export, imports)
  - Cost structures (price based in the equilibrium of supply and demand)

# A reference framework: PESTE analysis

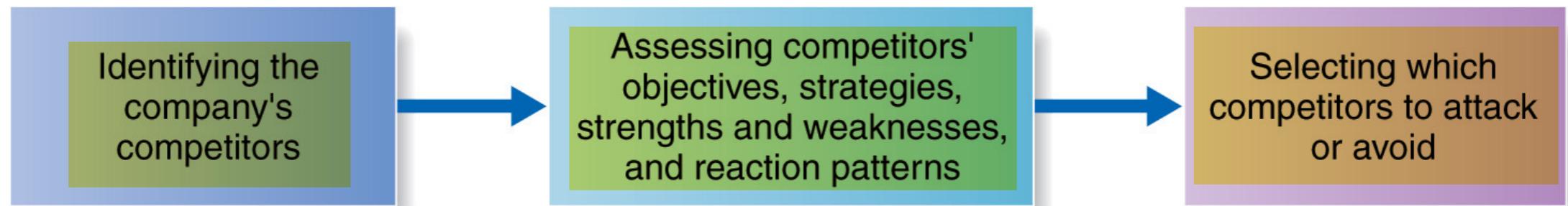


## D. Competitor analysis

### Porter's model of 5 forces



# Steps in analyzing competitors



- Firms face a wide range of competition
- Be careful to avoid “competitor myopia”
- Methods of identifying competitors:
  - Industry point-of-view
  - Market point-of-view
  - Competitor maps can help
- Determining competitors’ objectives
- Identifying competitors’ strategies
- Strategic groups
- Assessing competitors’ strengths and weaknesses
- Benchmarking
- Estimating competitors’ reactions
- Strong or weak competitors
- Customer value analysis
- Close or distant competitors
- Most companies compete against close competitors
- “Good” or “Bad” competitors
- The existence of competitors offers several strategic benefits

# Competitor Analysis in marketing terms

- Competitor Analysis in marketing terms means analysing the competitors in all the items regarding the **strategic and operational marketing**.
- So it is important to analyse (and define related KPI) a lot of items in what competitors are doing, how much they are investing in marketing activities, what are the results and the quality of the marketing activities
- You'll see all this aspects during the year, but here we stress some examples...

# Competitor Analysis in marketing terms (just some examples)

**Product** (quality, feature, range, new product and innovation rate, weight of new products, bcg, ...)

**Service** (condition, delivery, flexibility, reliability, call center,..)

**Price** (per product and channel, list price and discounts, structure, pricing policies,...)

**Place** (strategy of distribution, Number of channels, relationship with channels, salesman, points of sales,..)

**Promotion** (what media- tv, internet,...- public relation, publicity, fairs,...)

**People**

**Processes**

.....

# Competitor Analysis in marketing terms (just some examples)

Market share (in value, quantity, channel, ...) and penetration rate in Key account...

Sales per products, Area, Markets, ....

Brand Value, Brand Awareness, Image, Customer Satisfaction, Loyalty...

Positioning in mind of the people

Competitor's target

Internal and external Organization

.....



# Competitor Analysis in marketing terms

- Who is spending more or in the best way?
- Who are their **partners?**
- Are all this initiatives coherent with the market position and their image?
- Are those expenses linked to the market share?
- ....

define the market >> market size forecast >> Trend >> Competition >> Customer behaviour

# E.“Micro” level analysis of demand -Customer behavior analysis and decisions (BTC)

- ◆ “Macro” analysis: customer as a number to qualify and estimate the market of reference (previous slides )
- ◆ “Micro” analysis: customer as an individual/organization, with his/her own objectives, wants, behavior
- ◆ Distinction between:
  - ◆ consumer clients
  - ◆ business clients

- ◆ Providing a deep **customer analysis!**

- ◆ “Consumer” customers

- Characteristics
    - “Stimulus-response” Model
    - Buying decision process
    - Roles involved in the buying process

B2C

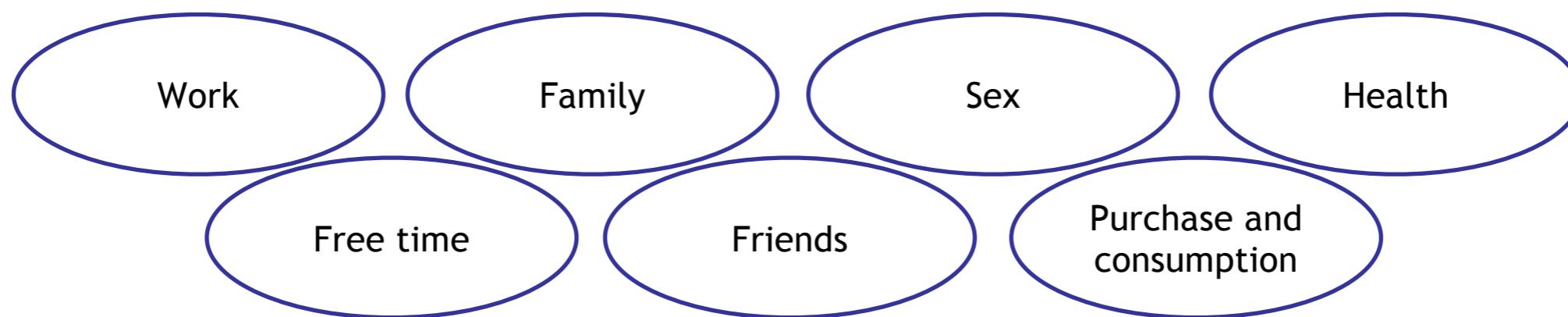
- ◆ “Business” customers

- Characteristics
    - “Stimulus-response” Model
    - Buying decision process
    - Roles involved in the buying process

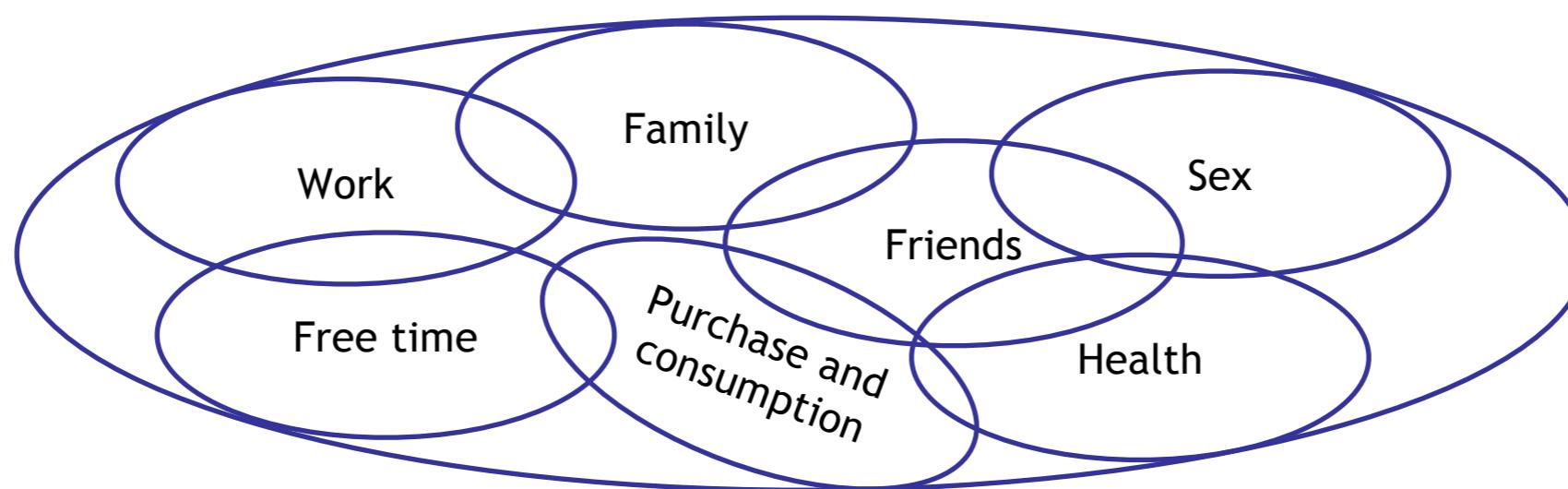
B2B

# The consumer customer

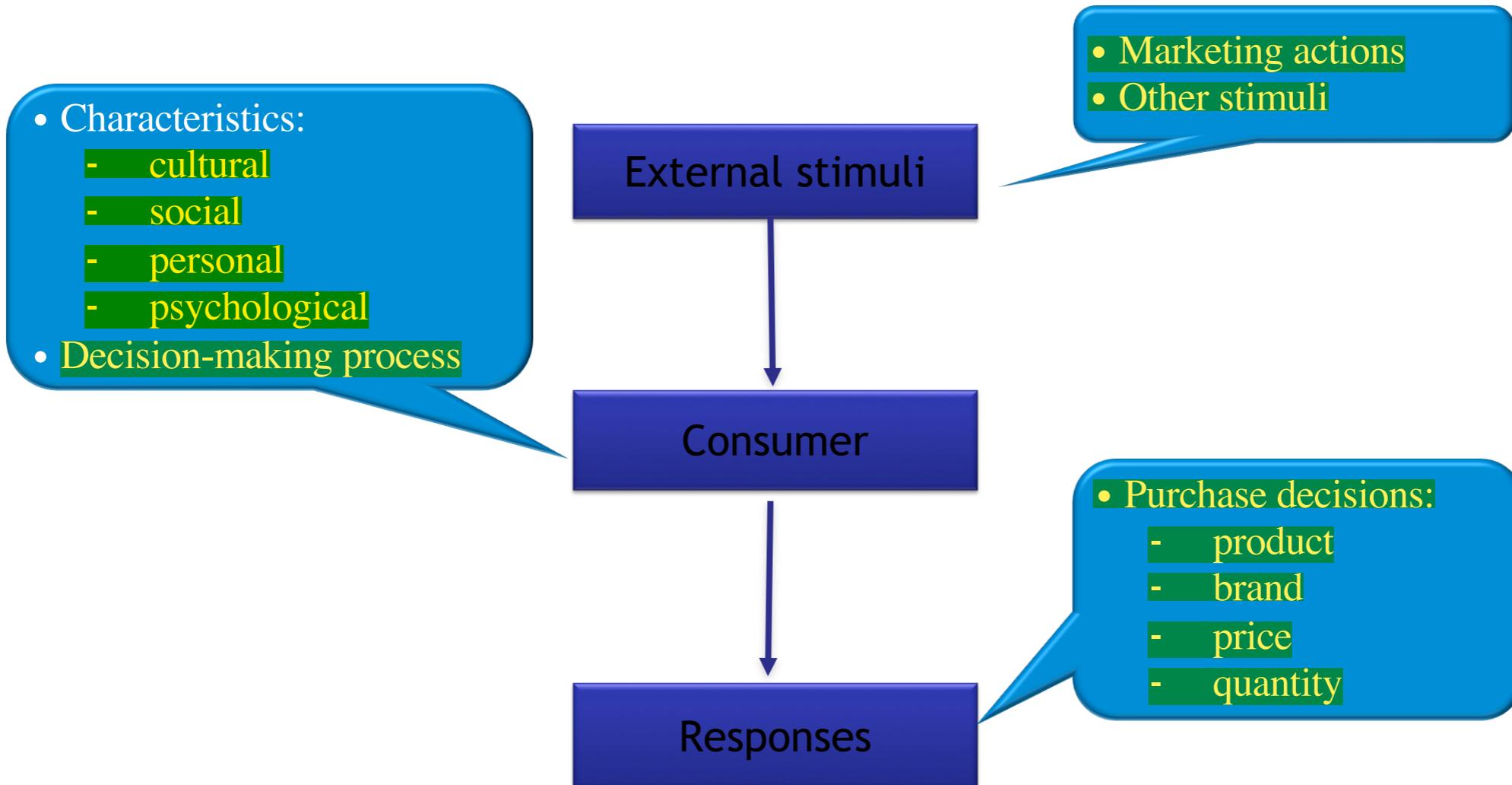
**Customer** is a person with multiple interests



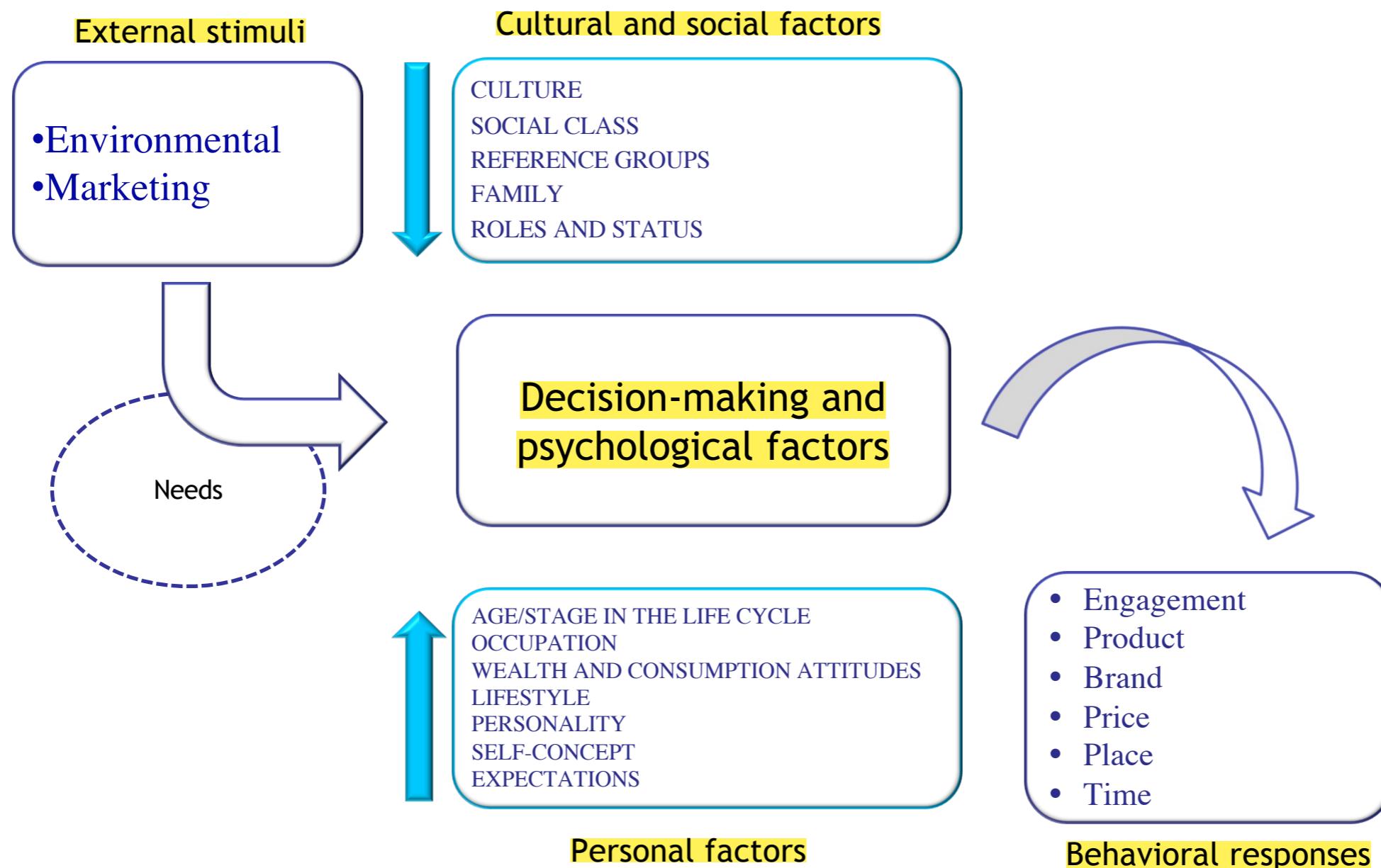
These interests have some areas in which there are overlaps and influences



# The stimuli-response model



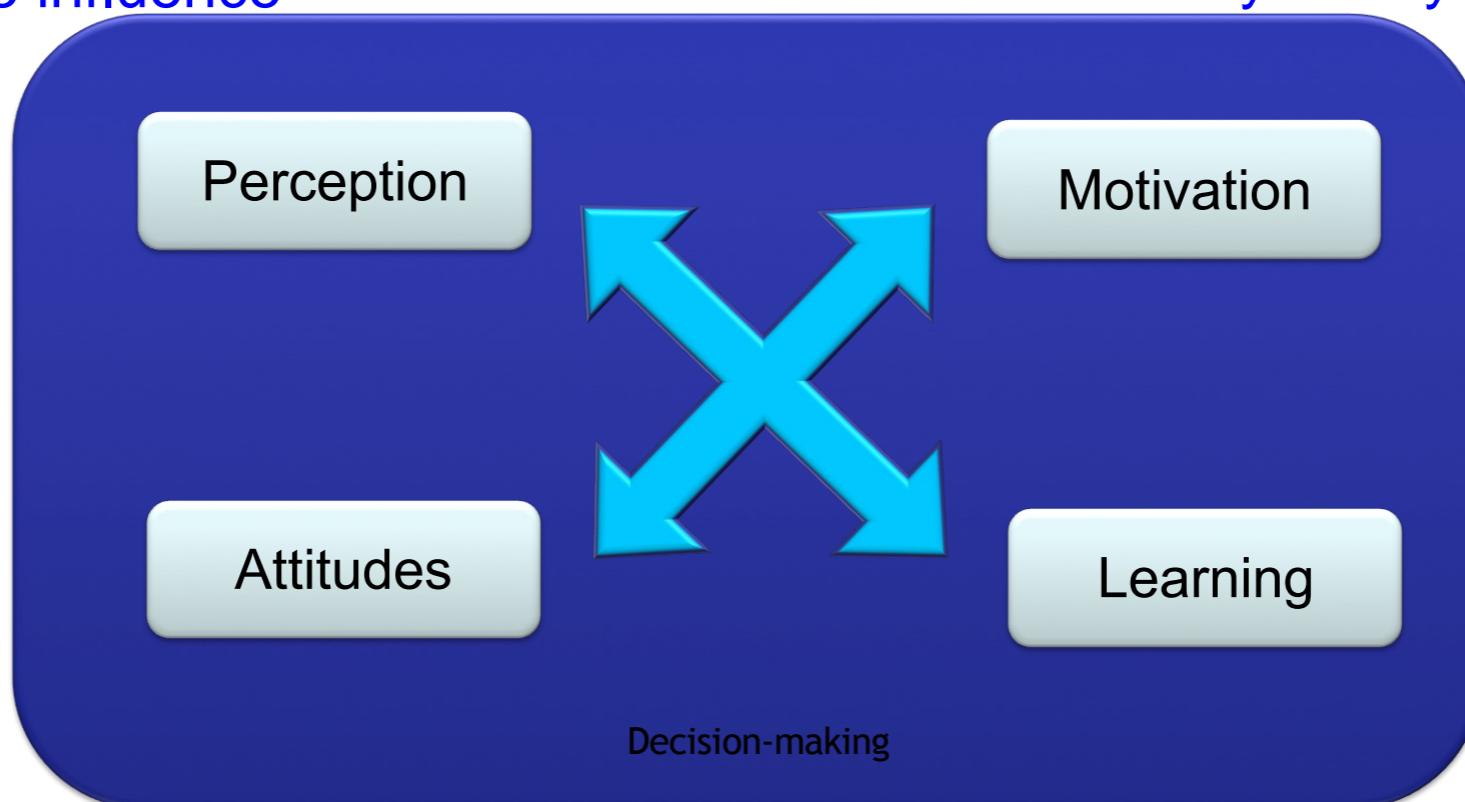
# “Exploding” the model



# Decision-making and psychological factors

how can we influence

why to buy

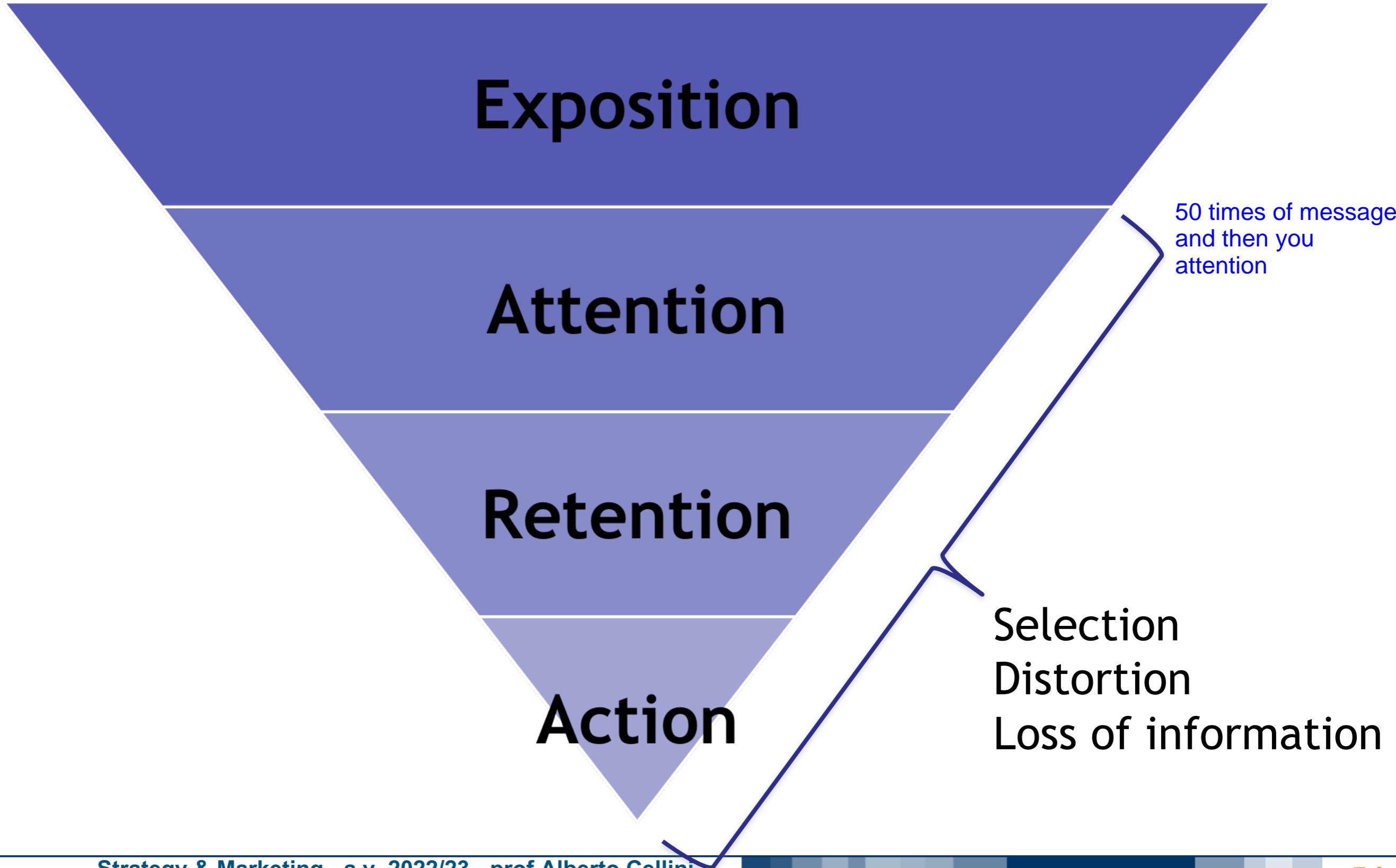


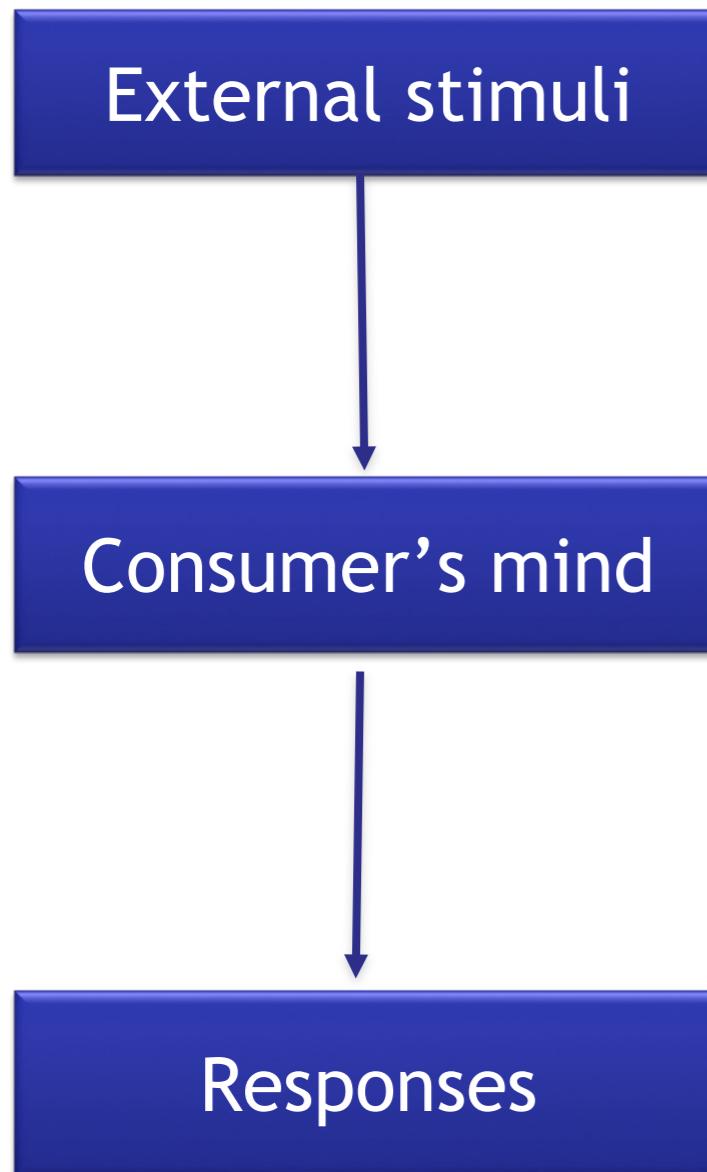
learning process of  
using product

comfort zone  
hard to change the thinking way

300 ads per day

# Perception as a selective process



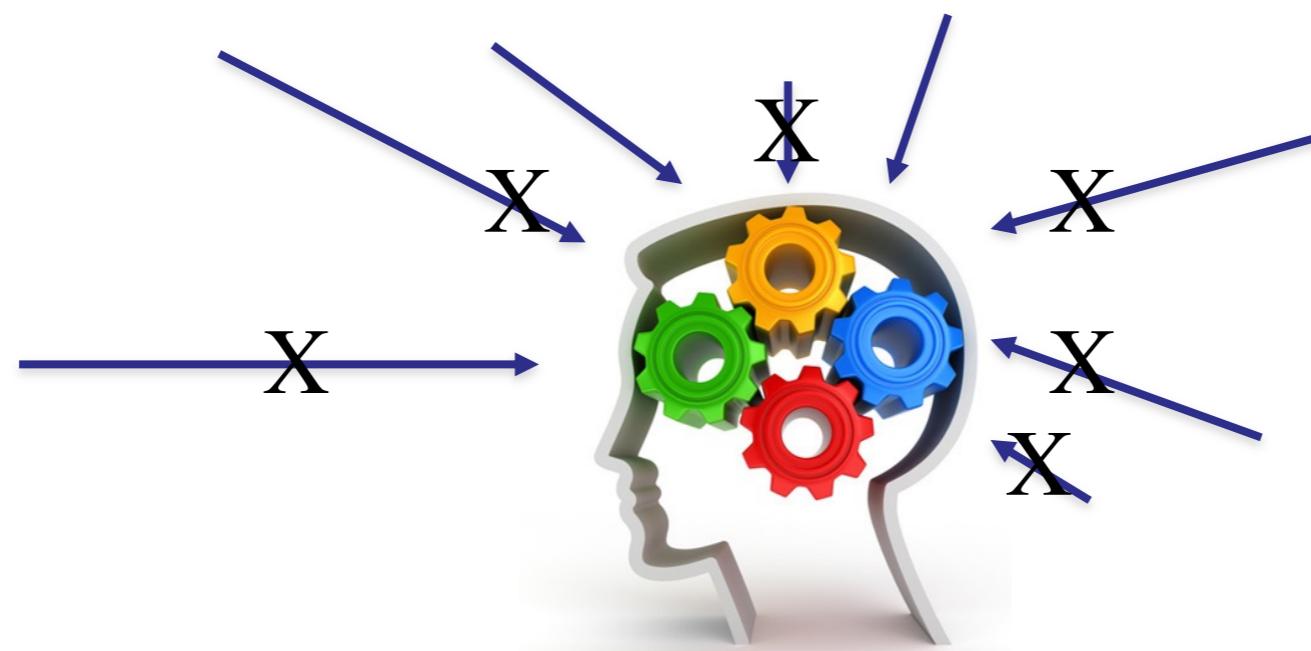


The strategic advantage that marketing (**external stimuli**) is ultimately trying to capture is a piece of **customer's mind** in order to obtain from her good **responses** (e.g. product purchase)



# Selectivity & the principle of cognitive economy

No customer's mind can absorb, interpret, store, recall and use all the external stimuli coming from the market



This imbalance between available information and available mental processing and store capacity gives rise to a necessary **principle of scarcity**

mind can't absorb everything

marketing people try to find best media, best message , ...

# Phases of the buying process

Same phases as consumer “clients”

## 1. Recognition or anticipation of the problem/need:

- obsolescence of plants
- productive capacity
- development of new products
- dissatisfaction
- cost
- etc.

## 2. Definition of the functional and/or technical specifications:

compilation of a purchase specification

## 3. Search for information:

Through institutional or personal sources, qualification lists, vendor lists, etc.

## 4. Requests for an offer

Offers are marketing document thus they must also inspire confidence and position the company

## 5. Evaluation of alternatives

## 6. Decision

## 7. Post-purchase

Very important in a product lifecycle cost approach (assistance, maintenance, spare parts, etc.)

## BUYING DECISION PROCESS

## MARKETING

BEFORE

*PROBLEM RECOGNITION*

Publicity, advertising;

*INFORMATION GATHERING*

Direct marketing  
Provide information

*EVALUATION OF ALTERNATIVES*

Publicity, personal customer contact  
Provide instructions and evaluation criteria

DURING

*PURCHASE*

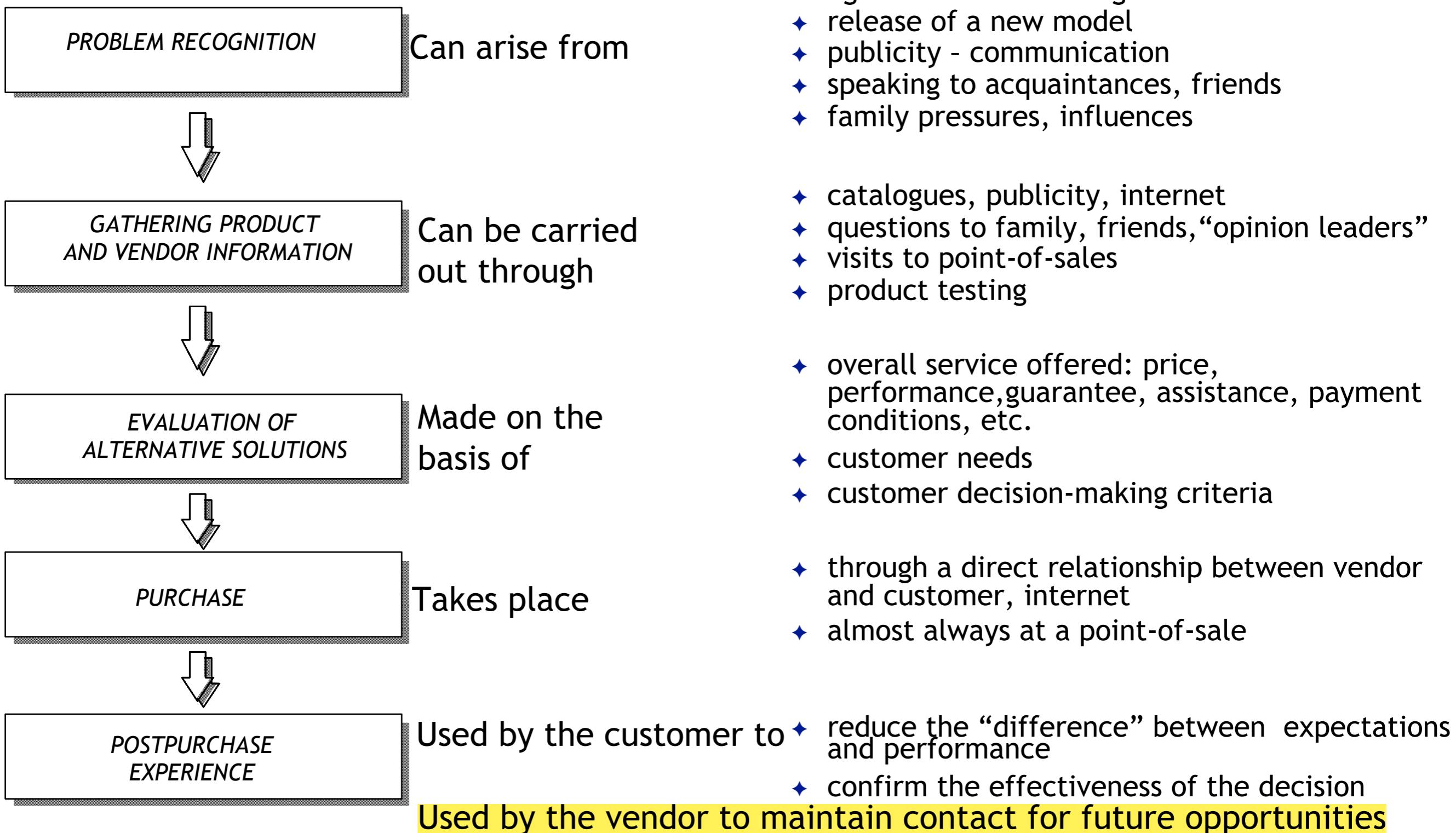
Publicity, personal customer contact  
Establish a relationship:

AFTER

*POSTPURCHASE EXPERIENCE*

Exploit the place and personal selling  
Provide assurances:  
Assistance, service, look after and ensure customer loyalty

# Example: purchase of a new washing-machine



# Roles

- INITIATOR** → WHO IDENTIFIES THE NEED
- INFLUENCER** → WHO INFLUENCES THE DECISION
- DECIDER** → WHO MAKES THE BUYING DECISION
- BUYER** → WHO MAKES THE PURCHASE
- USER** → WHO USES THE PRODUCT/SERVICE

# F.“Micro” level analysis of demand -Customer behavior analysis and decisions (BTB)

explanation  
1:47:00 => 3

- ◆ Demand
  - Often “derived” (cyclicality, multiple effects)
  - Particular dynamics
- ◆ Structure
  - Concentrated (reduced number of clients)
  - Stable/interdependent
- ◆ Relationships with customers
  - “Balanced” negotiating power
    - Reciprocally active
    - "Complex" – between groups
    - Professional/proceduralized buying process
- ◆ Characterizations of industrial markets
  - ◆ Industrial market (companies producing goods and services)
  - ◆ Re-sellers market
  - ◆ Public administration market (central and local entities and institutions)
  - ◆ No-profit companies market

# Importance of “business” purchases

The purchase of raw materials and semi-finished products is a key item in the profit and loss account

MANUFACTURING COMPANY	
TURNOVER	100
RAW MATERIALS/COMPONENTS	50
LABOUR	10
TRANSPORT	4
ELECTRICITY	1
GENERAL PRODUCTION EXPENSES	2
DEPRECIATION	3
GROSS INCOME	30
GENERAL EXPENSES AND ADMIN.	20
EBIT	10
TAXES	4,2
NET INCOME	5,8

→ Emergence of “Purchase marketing”

# Factors influencing the business buying process

what and why buying?



# Looking for the factors influencing organizational buying behaviour



## Task models:

Economic-managerial variables (costs, performance, etc.) tied to buying

## Non-Task models:

Soft variables (organisational, social and psychological) tied to buying



## Complex models: Task and non-Task aspects

# Task and Non Task models

Factors	Models	Task	Non-task
Individual		Desire to obtain the lowest price	Needs and set of client's personal values
Interpersonal		Periodic meetings to define specifics	Informal contacts, even outside of work interaction
Organizational		Company policy regarding preference for local suppliers	Methods and instruments for personnel evaluation
Environmental		Anticipated changes in prices	Political climate in an electoral period

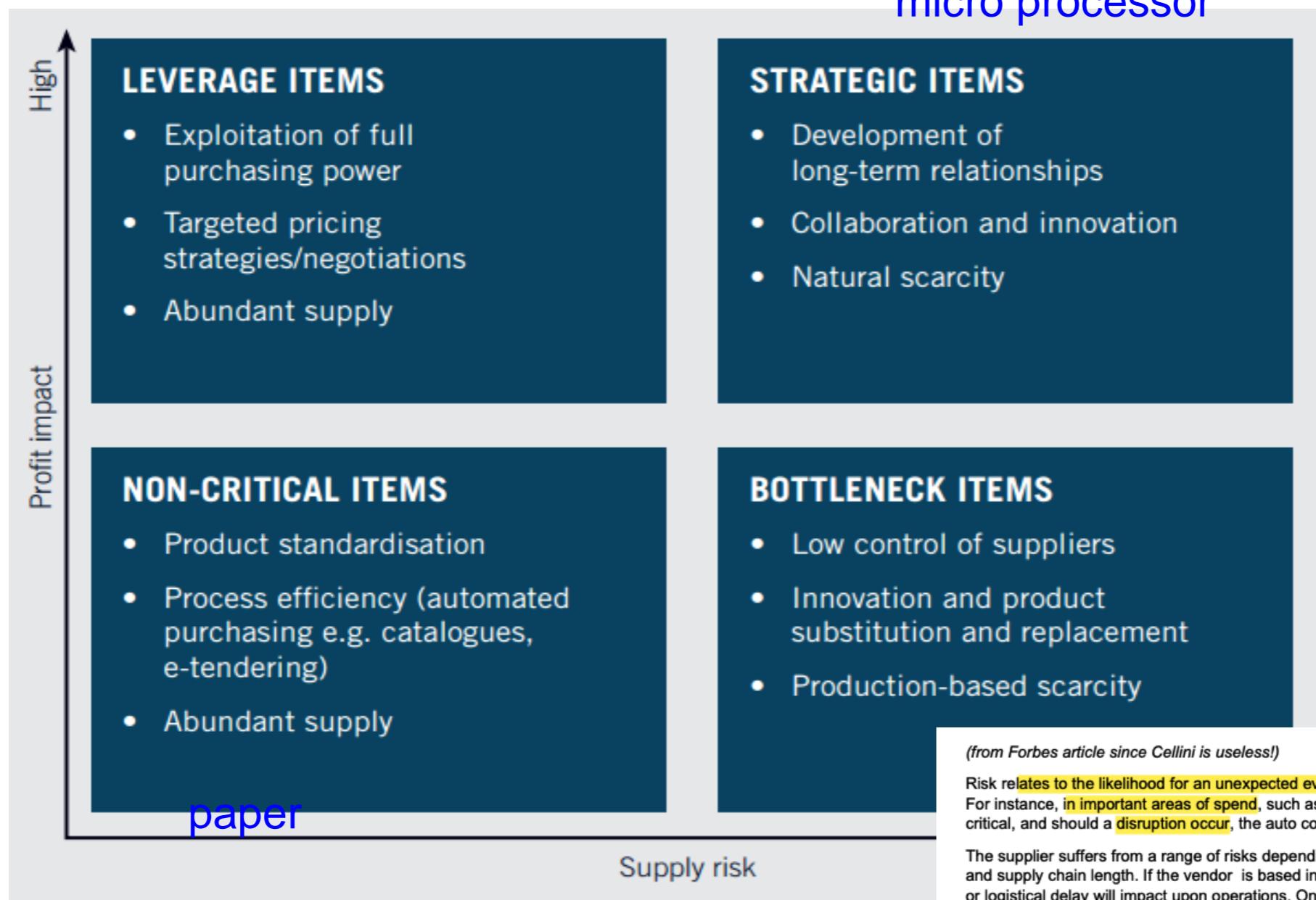


# Purchase types and impact on customer behaviour

- ❖ Purchase types are characterized in terms of :
  - ❖ Novelty
  - ❖ Complexity
  - ❖ Uncertainty
  - ❖ Importance
  - ❖ Specificity and personalization

# Kraljic matrix

not ask in exam



(from Forbes article since Cellini is useless!)

Risk relates to the likelihood for an unexpected event in the supply chains to disrupt operations. For instance, in important areas of spend, such as tire suppliers for an automotive are business critical, and should a disruption occur, the auto company is likely itself to face substantial problems.

The supplier suffers from a range of risks depending on its geographic location, business model and supply chain length. If the vendor is based in Switzerland, it is unlikely that political uncertainty or logistical delay will impact upon operations. On the other hand, facilities based in the developing world may be subject to legislative risk, political upheaval and unreliable transportation routes. All such risk factors have a bearing upon the buying company.

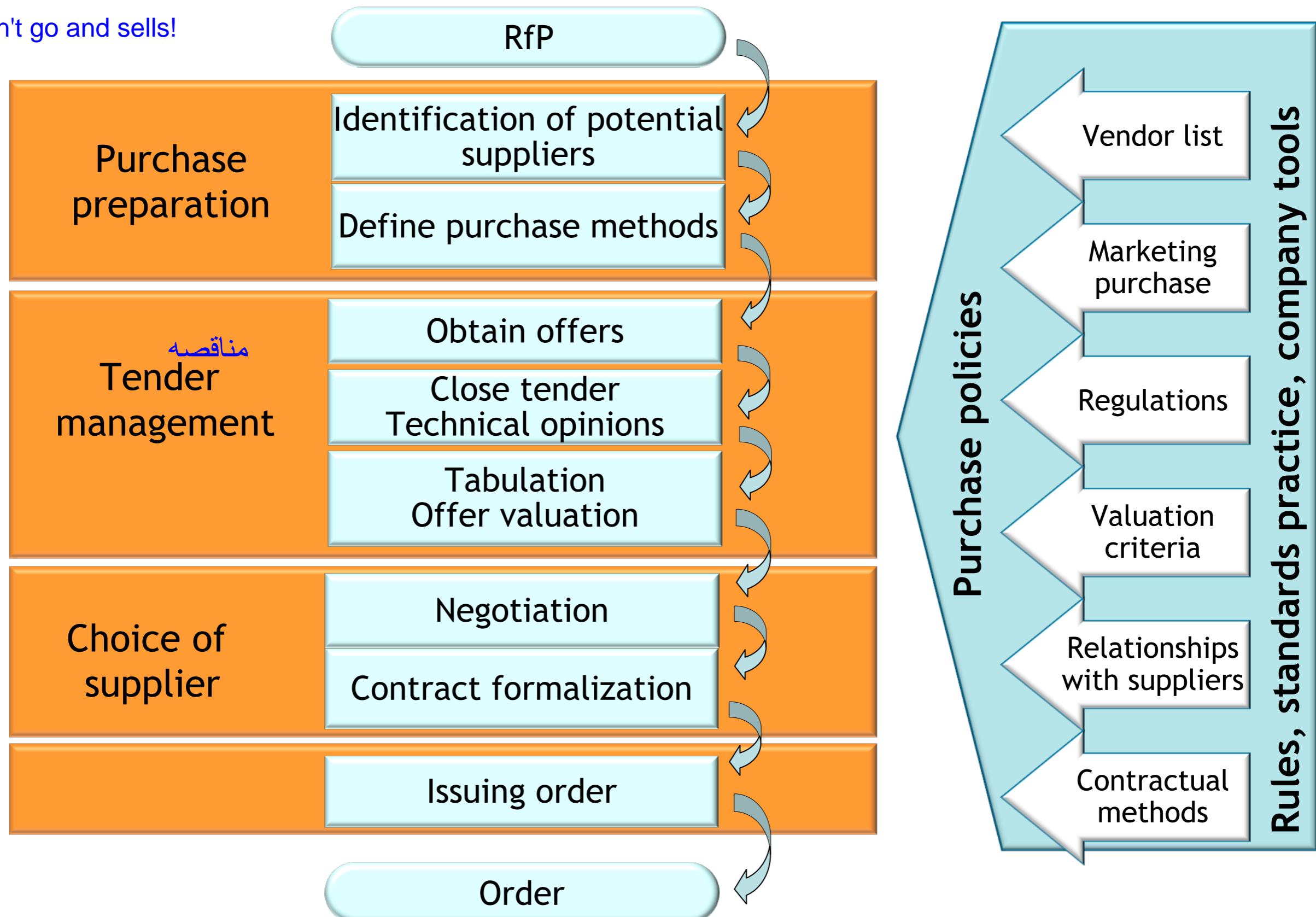
Profitability describes the impact of a supply item upon the bottom line. For certain areas of spend, such as stationery, supplies have only a negligible effect on profits. In other categories, a single source of supply can make or break a business. For Apple, a large proportion of its profits are determined by Foxconn's ability to manufacture the scale of products required to a precise specification.

Putting these two dimensions together yields a classic two-by-two matrix. Each of these boxes represent a different buyer-supplier relationship type and suggests a set of distinct sourcing strategies.

# The buying process: from order request to order issuing

not exam, oral!

you can't go and sells!



# Roles in the buying process

Not a single buyer, but a “Purchase centre” with various people and functions involved in the buying process

Actors in the buying process :

- **Initiator:** identifies a need and believes it can be satisfied by buying a good or service; activates the process.
- **User:** uses the product or service purchased; may be the activator of the buying process and plays an important role in defining specifications.
- **Buyer:** has the formal authority and the power to negotiate with the supplier.
- **Influencer:** directly or indirectly influences the decision process, providing information and evaluation criteria for the alternatives.
- **Decider:** has the authority to choose between the existing alternatives/proposals and formally approves the decision.

- ◆ Each actor has his own role and therefore his own objectives and constraints
- ◆ **The marketing manager's task is to:**
  - ◆ Identify the roles in relation to the buying situation.
  - ◆ Keep separate the distinct roles.
  - ◆ Identify the decision variables and the services of the purchase that each role “sees” or has the authority to “see”.
  - ◆ Approach each role on the basis of the objectives it maximises.

- ❖ **Technical needs**

- adjusting the product to the required **function, quality and duration**

- ❖ **Economic-financial needs**

- purchase **cost**, payment terms and conditions

- ❖ **Assistance needs**

- post-purchase service, help in setting up and use

- ❖ **Information needs**

- priority access to innovation, security and stability of purchases, market information
  - dependence relationships, coherence of organizational methods with company orientation

# Objectives and constraints of purchase center actors

Function	Principal concerns in the buying decision process
Production	<ul style="list-style-type: none"><li>Reliability of the product and punctuality of delivery</li><li>Collaboration of the supplier in emergency situations</li><li>Efficiency/Effect on production costs</li></ul>
Marketing and Sales	<ul style="list-style-type: none"><li>Effects on the marketability of company products</li></ul>
Planning/Engineering	<ul style="list-style-type: none"><li>Supplier reputation/references</li><li>Ability to meet specifications</li><li>Reliability</li></ul>
Administration	<ul style="list-style-type: none"><li>Effect of the purchase on cash flow, profit and loss account and balance sheet; on cost structure</li><li>Alternatives to the purchase, such as make v buy and leasing</li></ul>
Purchases	<ul style="list-style-type: none"><li>Most economical price together with acceptable quality</li><li>Maintenance of good relations</li></ul>

# Actor behaviour in buying process phases

buy grid  
relationship map (who contact who)

	Composition of the purchase centre				
Buying process phase	Initiator	User	Influencer	Buyer	Decider
Recognition of a problem	X	X			
Determination of characteristics		X	X		
Search for potential suppliers				X	
Evaluation of proposals		X	X	X	X
Choice of suppliers		X		X	X
Evaluation of service					

Controller: the person who controls the buying process

# 3. Assessing the market position

## Business Intelligence Analysis

Innovative tools for market intelligence  
(examples)

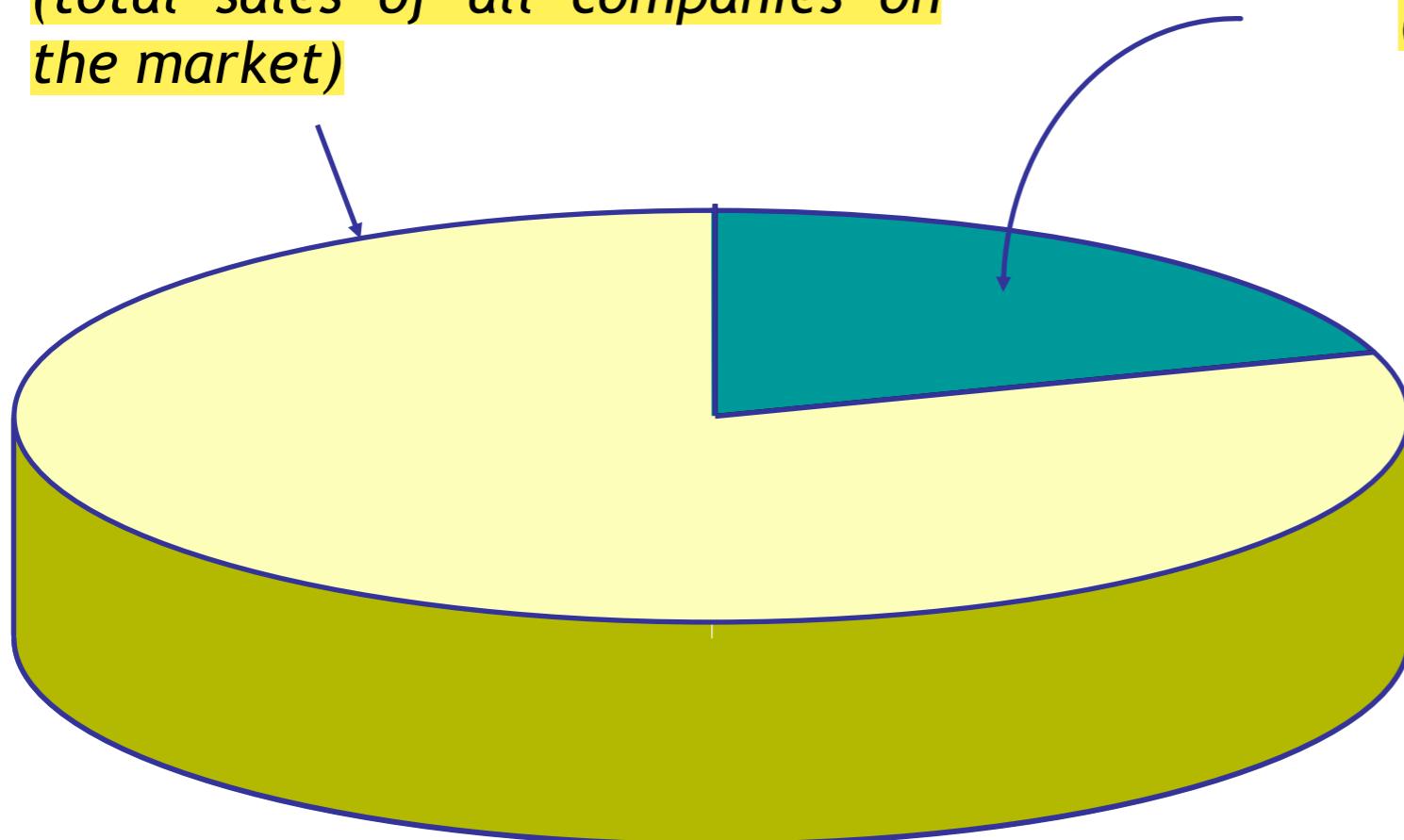


- Product Portfolio
- Customer Portfolio
- Sales Segment analysis
- Sales Distribution (and policy)
- Pricing analysis and policy
- New product development situation
- Services
- ....

# Market share

Indicator of the competitive capacity of a company, product or brand.

**MARKET DEMAND (DM)**  
*(total sales of all companies on the market)*



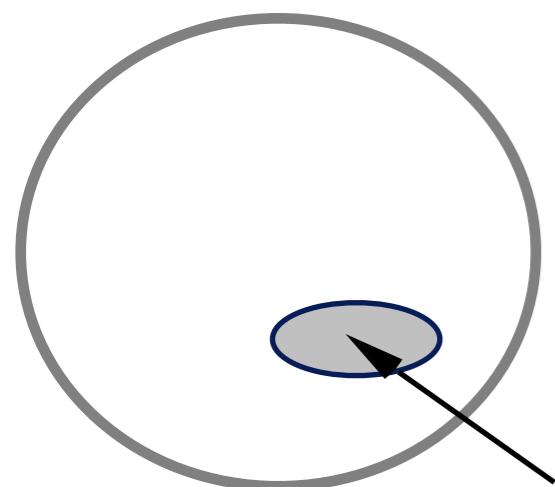
**DEMAND FROM COMPANY A (SA)**  
*(SALES of company A)*

in terms of unit  
in terms of value

**MARKET  
SHARE**

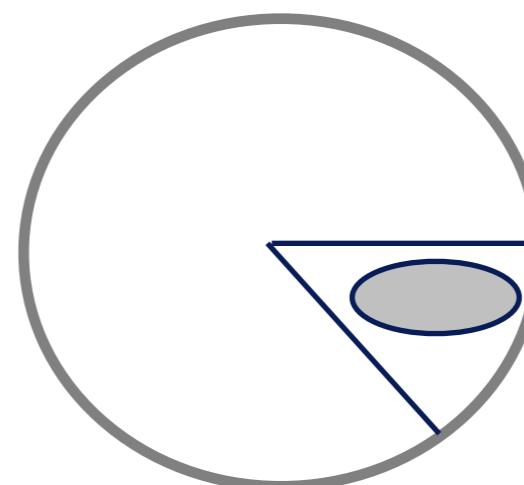
$$= \frac{SA}{DM}$$

# Market share: choice of a system of reference



**General market** 100  
**Us** 5

***Our MS = 5%  
(we are one of many)***

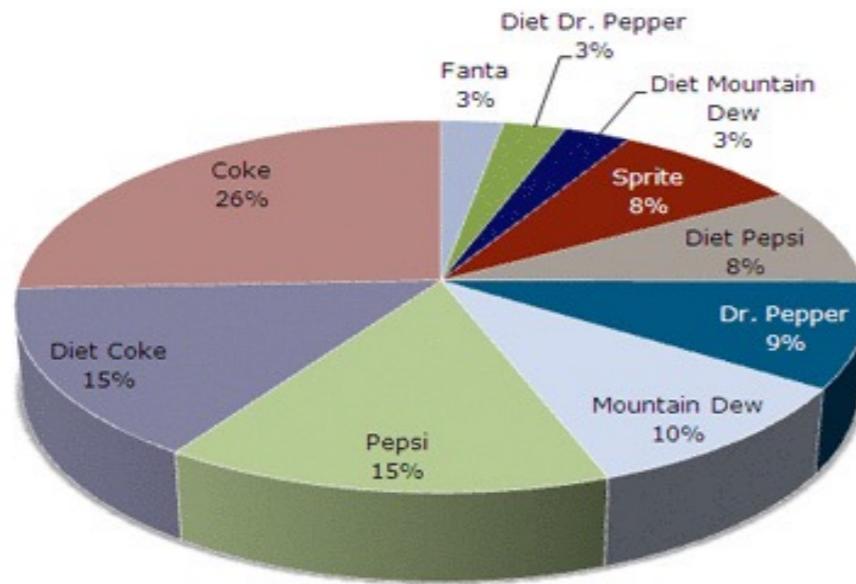


**General Market** 100  
**Market of reference** 10  
**Us** 5

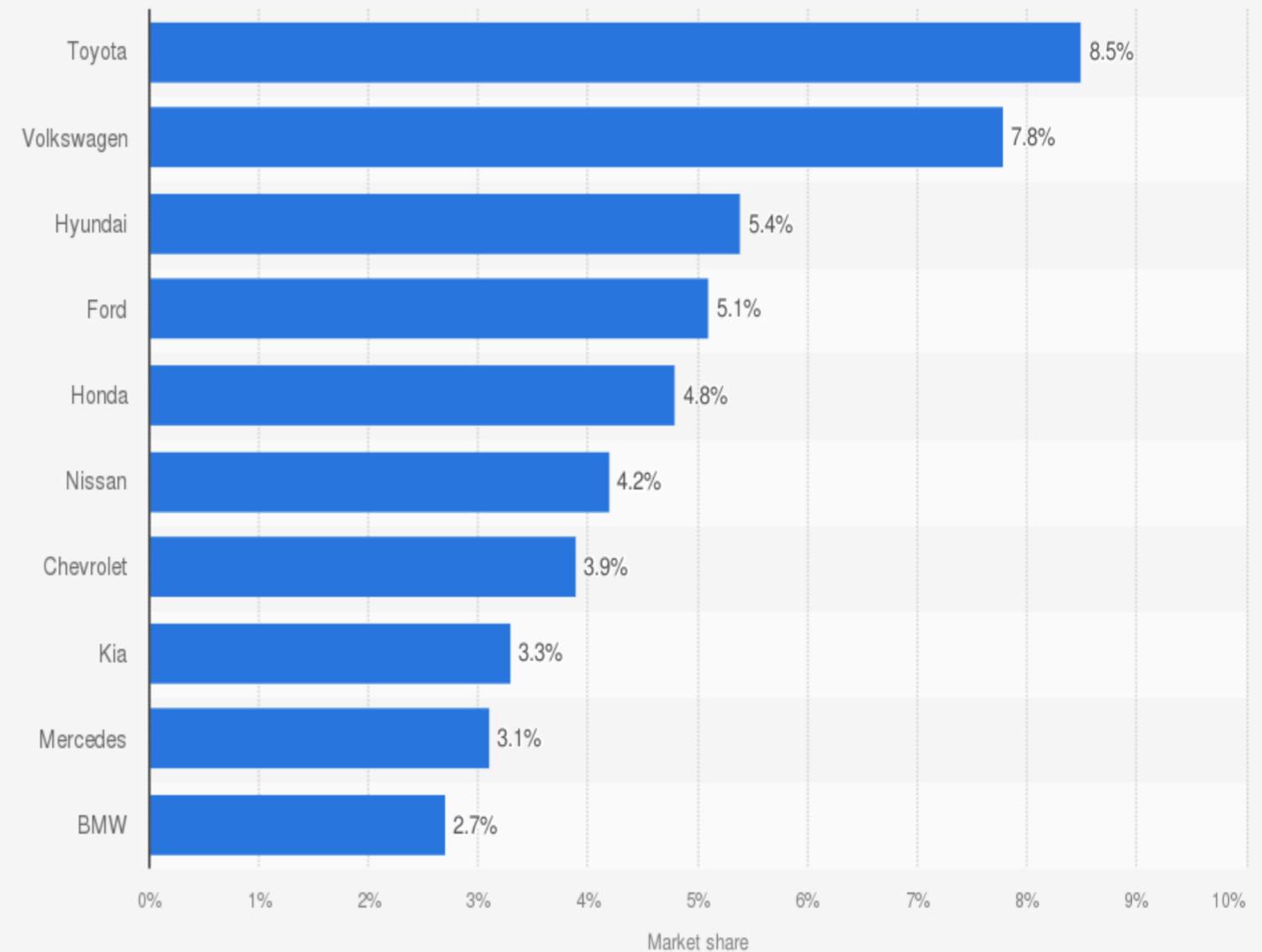
***Our MS = 50%  
(we are the niche leader)***

# Market share (Examples)

**Soft Drink Brands Market Share**



**Global automotive market share in 2020, by brand**



Source  
Focus2move  
© Statista 2021

Additional Information:  
Worldwide; 2020

# Relative market share

*Relative market share (compared with the market leader)* = 
$$\frac{\text{Market share of the company}}{\text{Market share of leading company}}$$

Brand	Unit Sales	Unit Market Share	Relative Unit Market Share	Relative Unit Market Share
A	4,000	40%	1.33	
B	3,000	30%	0.75	
C	2,000	20%	0.50	
D	600	6%	0.15	1.50
E	400	4%	0.10	0.67
<b>TOTAL</b>	<b>10,000</b>	<b>100%</b>	Against the Market Leader	Brands D and E

# Some Brand KPI

1. **share of awareness**-brand awareness measures how familiar people are with your brand or product.

- Top of mind -The first brand that comes to mind when a customer is asked an unprompted question about a category. The percentage of customers for whom a given brand is top of mind can be measured → x sports car Ferrari n Lamborghini !
- Unaided awareness -A measure of the number of people who express knowledge of a brand or product without prompting (brand recall).
- Aided awareness -A measure of the number of people who express knowledge of a brand or product when prompted (brand recognition).

2. share of marketing pressure

Share of marketing pressure

- Share of voice

$$SV_{iK} = \frac{mktginv_{iK}}{\sum_{j \in K} mktginv_j}$$

Meaning: marketing investment by brand i in the category K as a percentage of the total marketing investment in the category

- it's common in the food market.

# Customer's index

Customer retention (attrition or churn)  
Customer satisfaction  
Customer quality

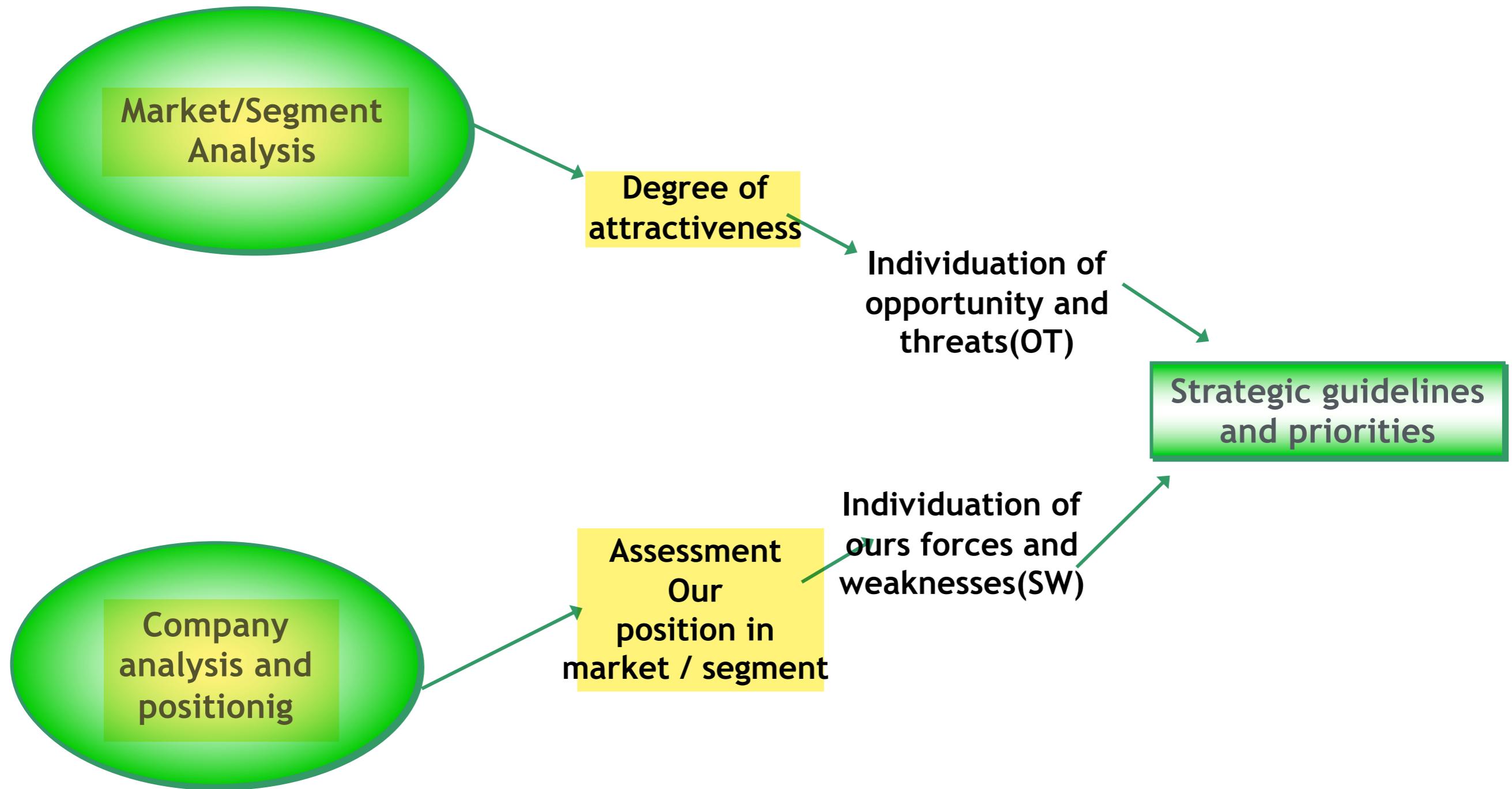
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# Possible **main objectives** in marketing

- Increase market share?
- Increase revenues?
- Increase sales?
- Increase the profitability of sales?
- Improve corporate image?
- Enhance customer retention?
- Upgrade market performance?
- Identify actions addressing customers/segments?
- ...more...

# 4.The logic of the "Swot" analysis process





# Swot analysis slide (example)



Some companies want "weighed" swots, others may ask for TOWS

evaluation/probability/ ...

# Tows matrix (example)

	<b>strengths</b>	<b>weaknesses</b>
<b>opportunities</b>	S3 – use social media to promote new products (stronger advertising campaigns) S1 – international coverage to exploit many markets -> o1/o3 – wider target audience on product range as well as potential customers, more markets to offer golf products to.	W3 – open shops specifically for <u>Animo</u> , help to promote new products (o2) W1/2 – cheaper offers/ sales. Offer products to those taking up <u>sj</u> -> o4 – amateur riders
<b>threats</b>	S2 – T1 -> constantly upgrading stock and products on offer. Makes them more desirable than other competitive brands, gives them a 'competitive edge'. S1-T1 -> global coverage, reach more than competitors S3- T1 -> good reviews (through strong advertising campaigns), strong advertising makes them most desirable brand.	W1 – T2 – bring out new, cheaper collection aimed at lower end competitors (leisure riders) – T1, Kingsland as a competitive brand do not offer this so would create competitive advantage. W2 – Create wider target market to also address w2 and combat t1.