

Vis. Mis. Strataegy >> Market analysis (Market, competitor, behavoir, journey, trend, 7p) >> Value!



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Marketing

Positioning

Analyze the market >> segmentation, Targeting, Position

there is a market, different needs, we can offer
Choose which segment we want to offer, and take
doing the offer, what is my position

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1. Positioning
2. Positioning tools
3. Re-positioning



- ♦ **Segmentation:** splitting the market into segments
- ♦ **Targeting:** selection of the segments to be approached

Let's start to built the offer!



Positioning



- ◆ Positioning deals with a **space dimension** (position)
consumers line
- ◆ Positioning is the phase through which a firm decides how it wants to be perceived by the market
- ◆ The space dimension is the **consumer's mind**



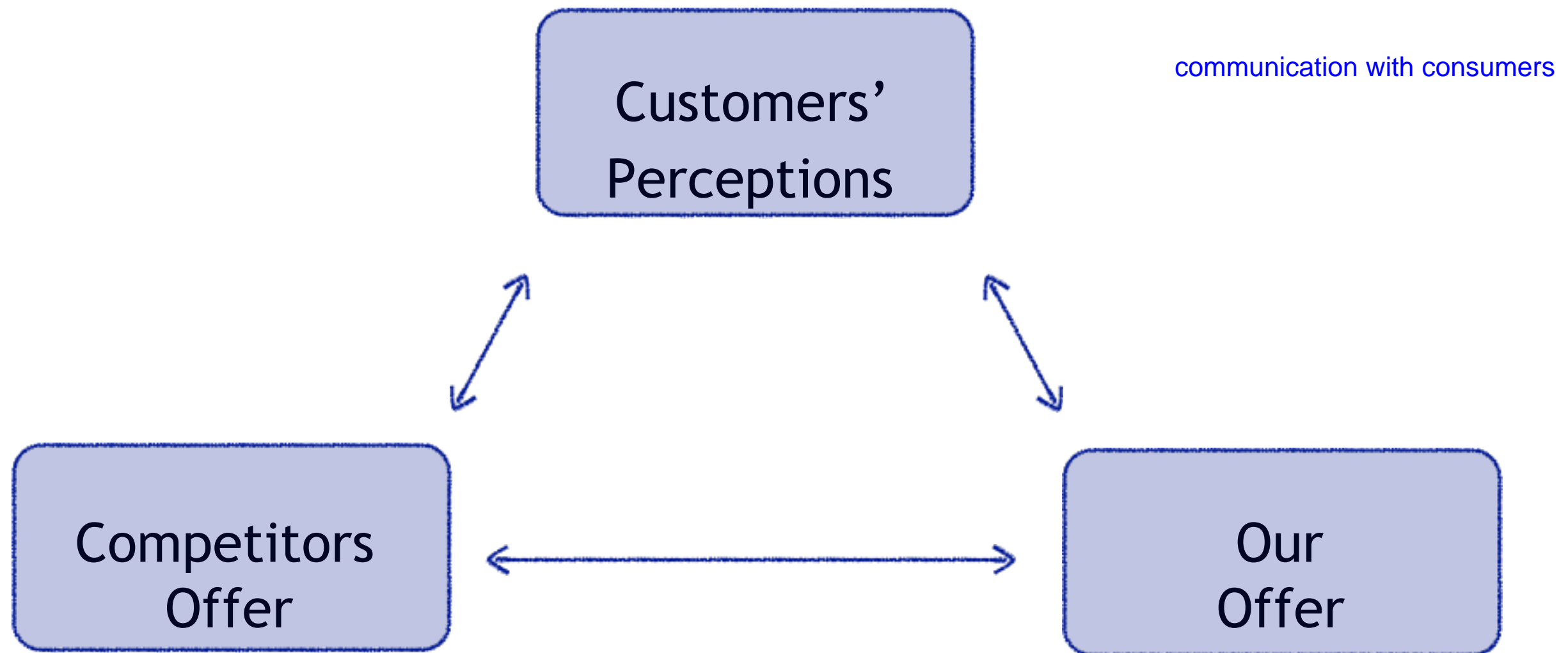
The act of “drawing” the firm’s offer and image in a way to be set in a precise position in the target consumers’ mind

Kotler 2000



Positioning → work on perception

Consumers automatically compare our offer with the competitors' one





Levels of positioning

- ♦ **Strategic product positioning** Fiat >> good price quality approach city car Italian design

Analyzing the strength of the product positioning into the customers' mind and its differential elements towards competitors

- ♦ **Strategic portfolio positioning** different position with different brand

Analyzing the products/brands mix in a portfolio strategy perspective



♦ Objectives

- To understand **which factors consumer mostly consider to choose**
- To understand the relative importance of each factor in the consumer's path to purchase
- To value how consumers **behave towards competitors' offers**
- To find **“free spaces”** for a distinctive positioning

market position matrix



♦ Positioning benefits

- It helps to create the right **marketing plan** (above all for pricing)
- It helps to find **new marketing niches**, or generally speaking new **opportunities**
- It helps to find a better product positioning through the right **marketing leverages**



Some wrong business myths about positioning



- ♦ To win against competitors, you must have the better product Not true it's not enough, communication is important
- ♦ You can't choose your competitors your market, who to compete with
- ♦ Innovation means better products and technology
better services,

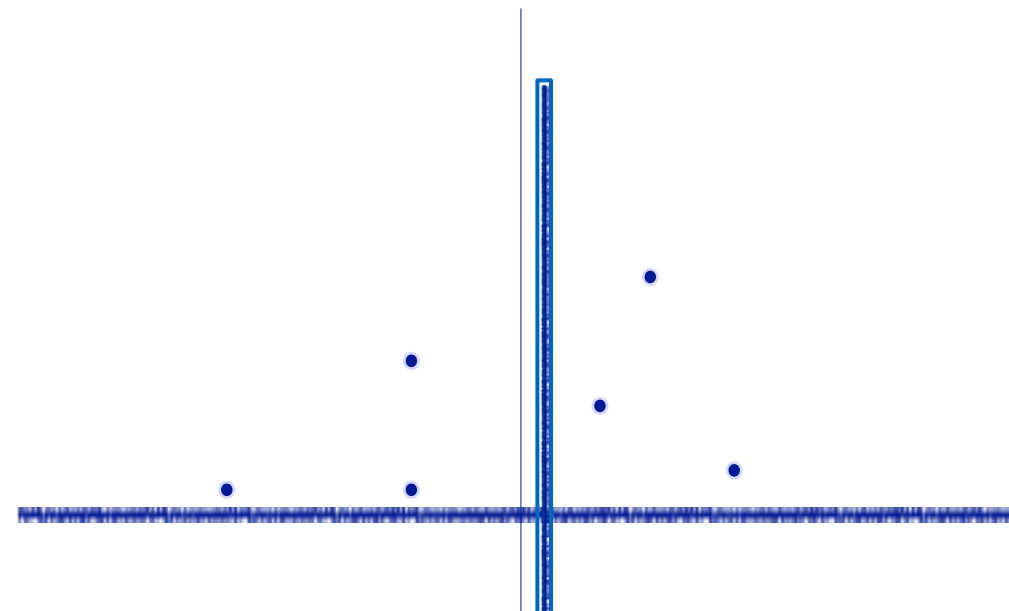


Positioning tools



Tools for positioning analysis

Perception map



Perception 1

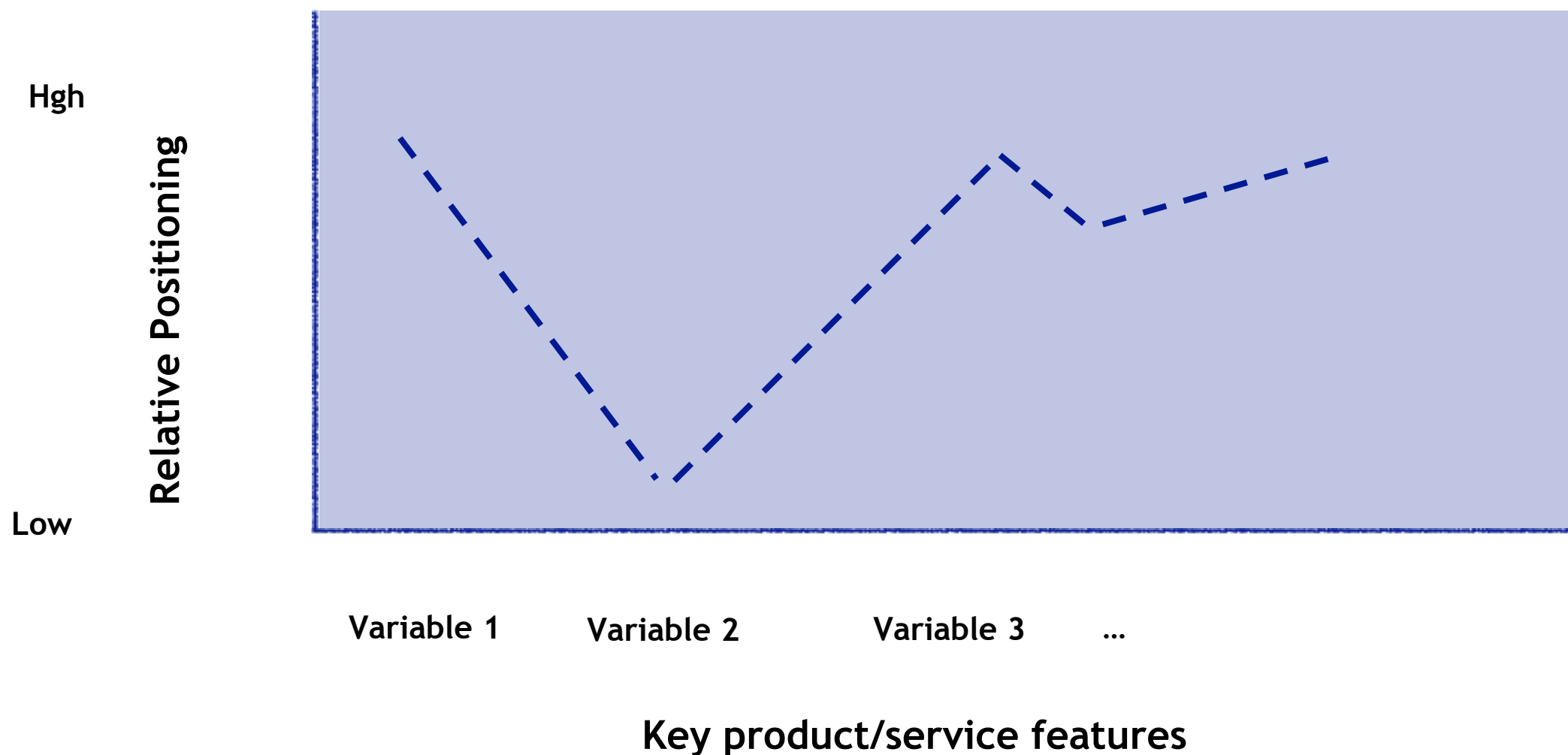
Perception Map/Positioning Map → the variables that are important from a customer pov must be considered: battery resistance, water resistance, camera resolution (if we consider an android smartphone buyer).

Perception 2



Tools for positioning analysis

Value curve like Blue Ocean

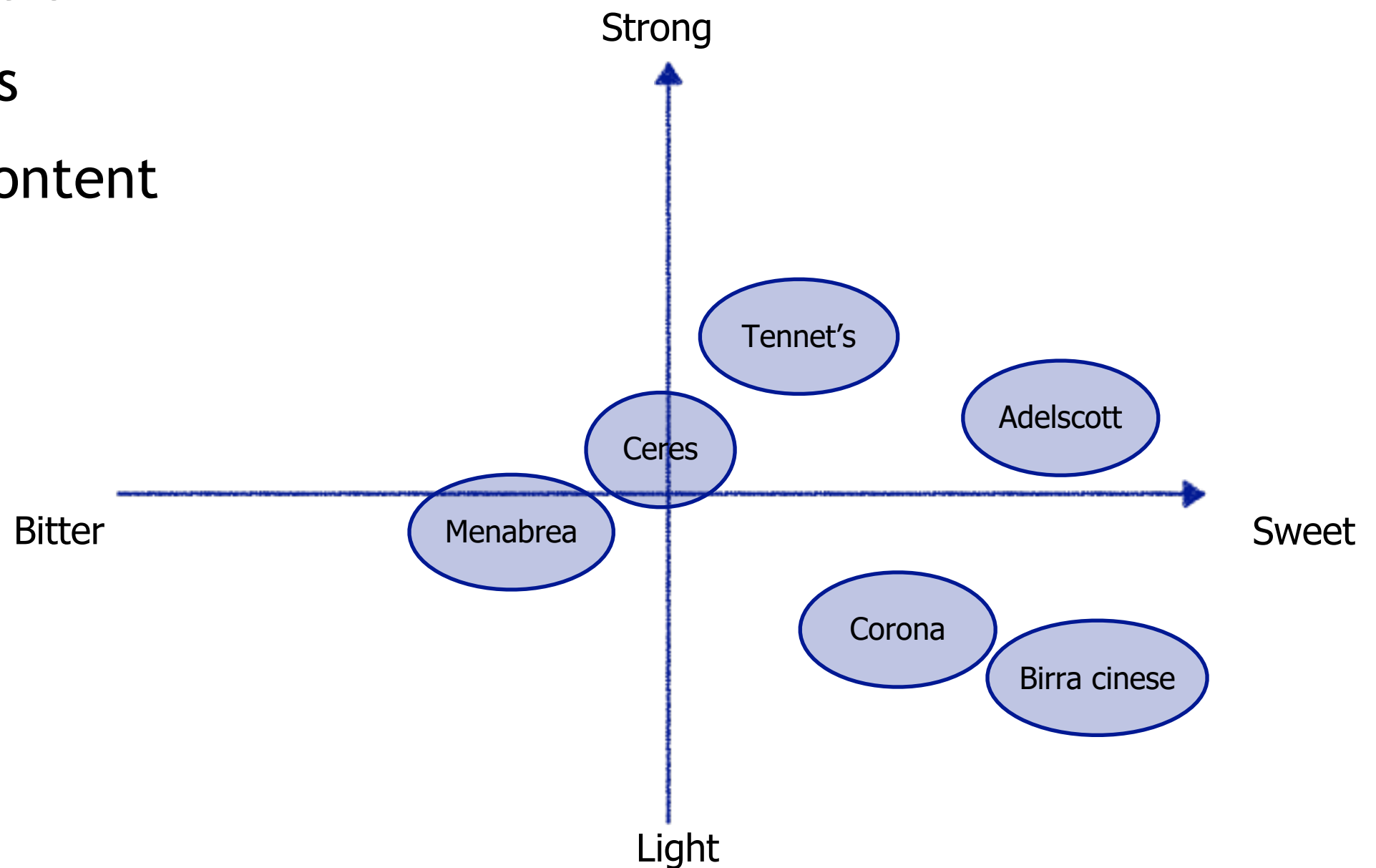




Example: beer

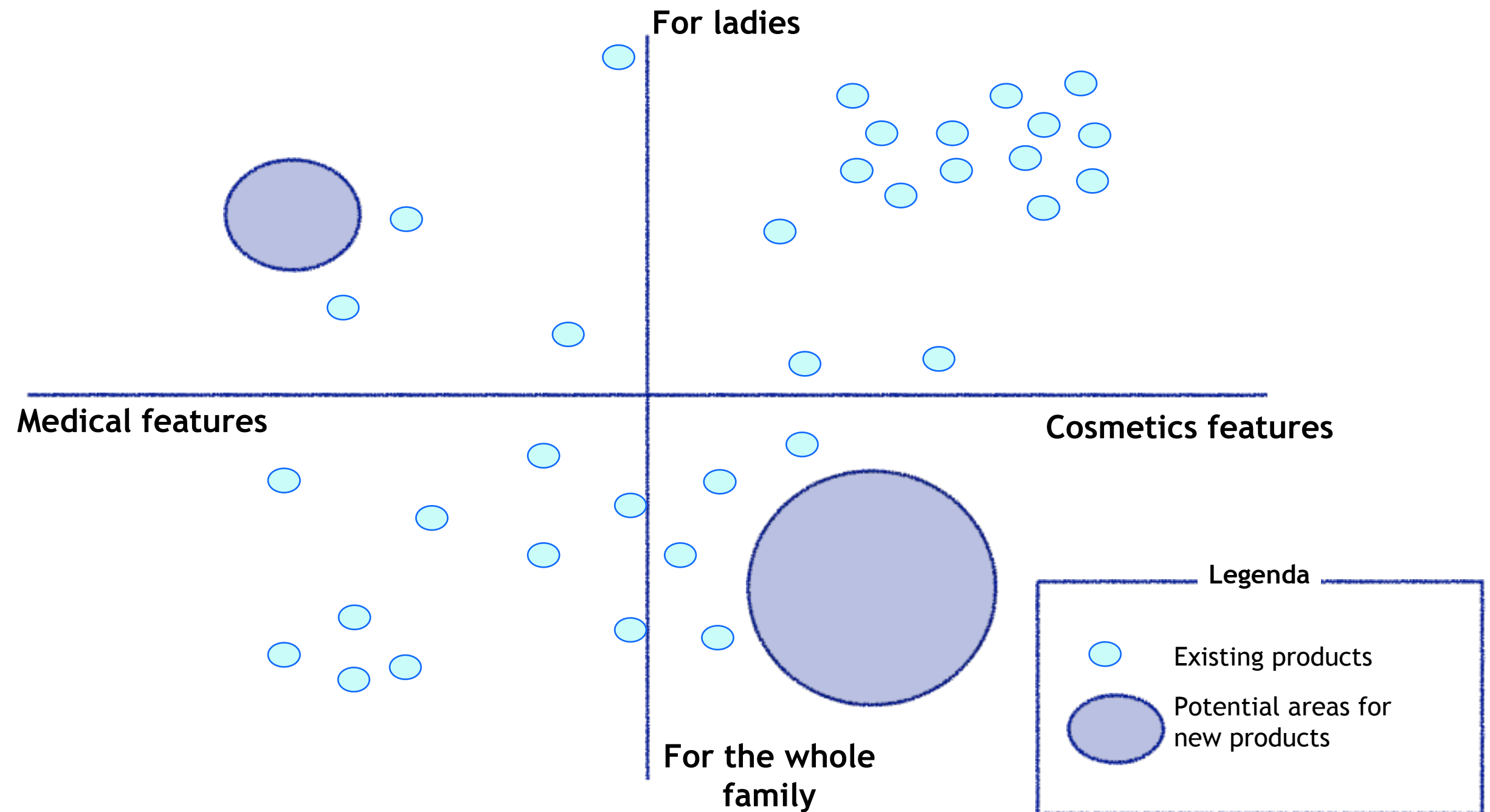
Key perception

- ♦ Sweetness
- ♦ Alcohol content





Example: perception map of the soap market





The attributes choice

- ♦ **Specific** for each product and sector
- ♦ There can be technical, functional, economic, emotional features

Cars

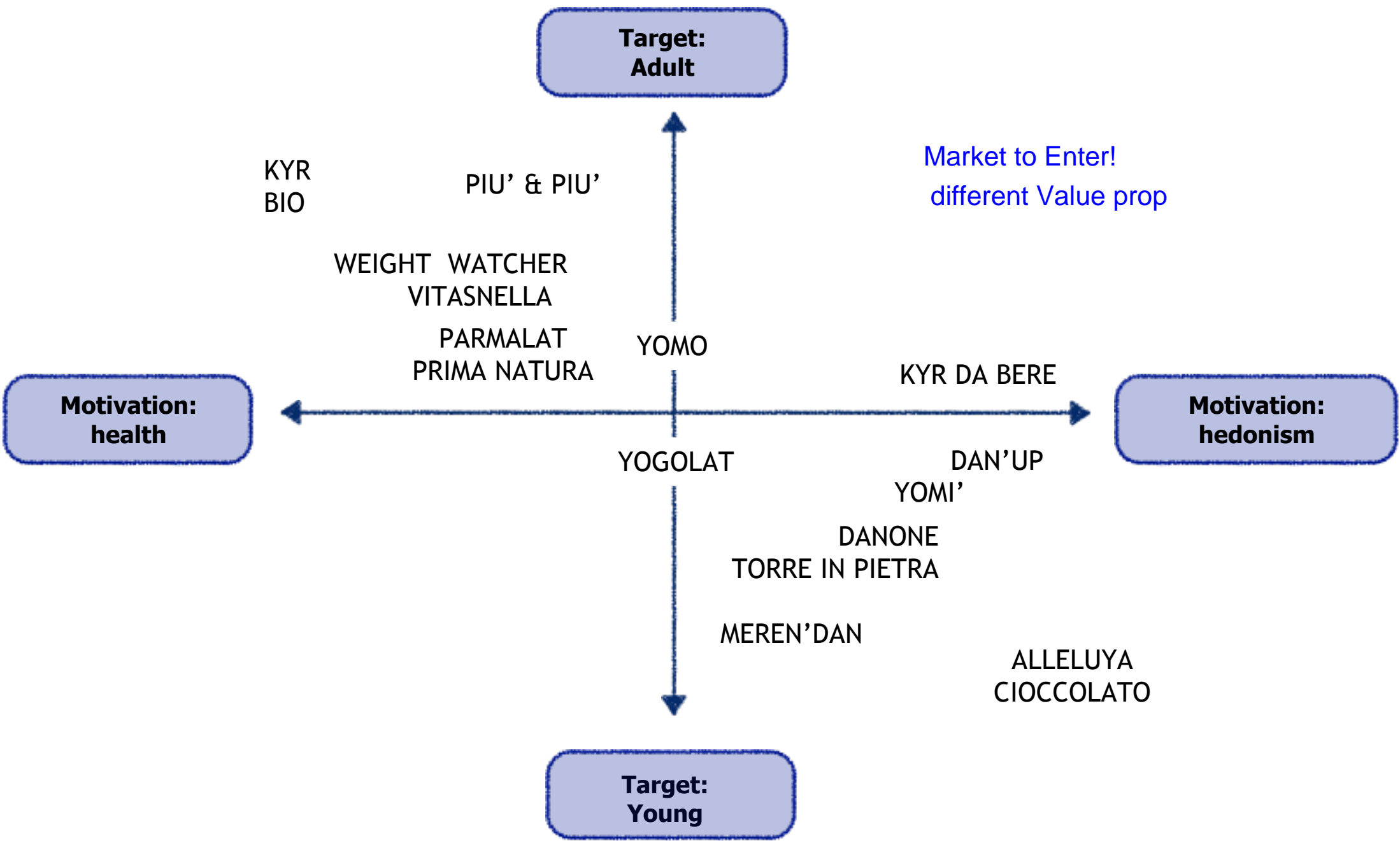
- ♦ Prestige
- ♦ Innovation
- ♦ Sportsmanship
- ♦ Comfort
- ♦ Safety
- ♦ Durability
- ♦ ...

Toothpastes

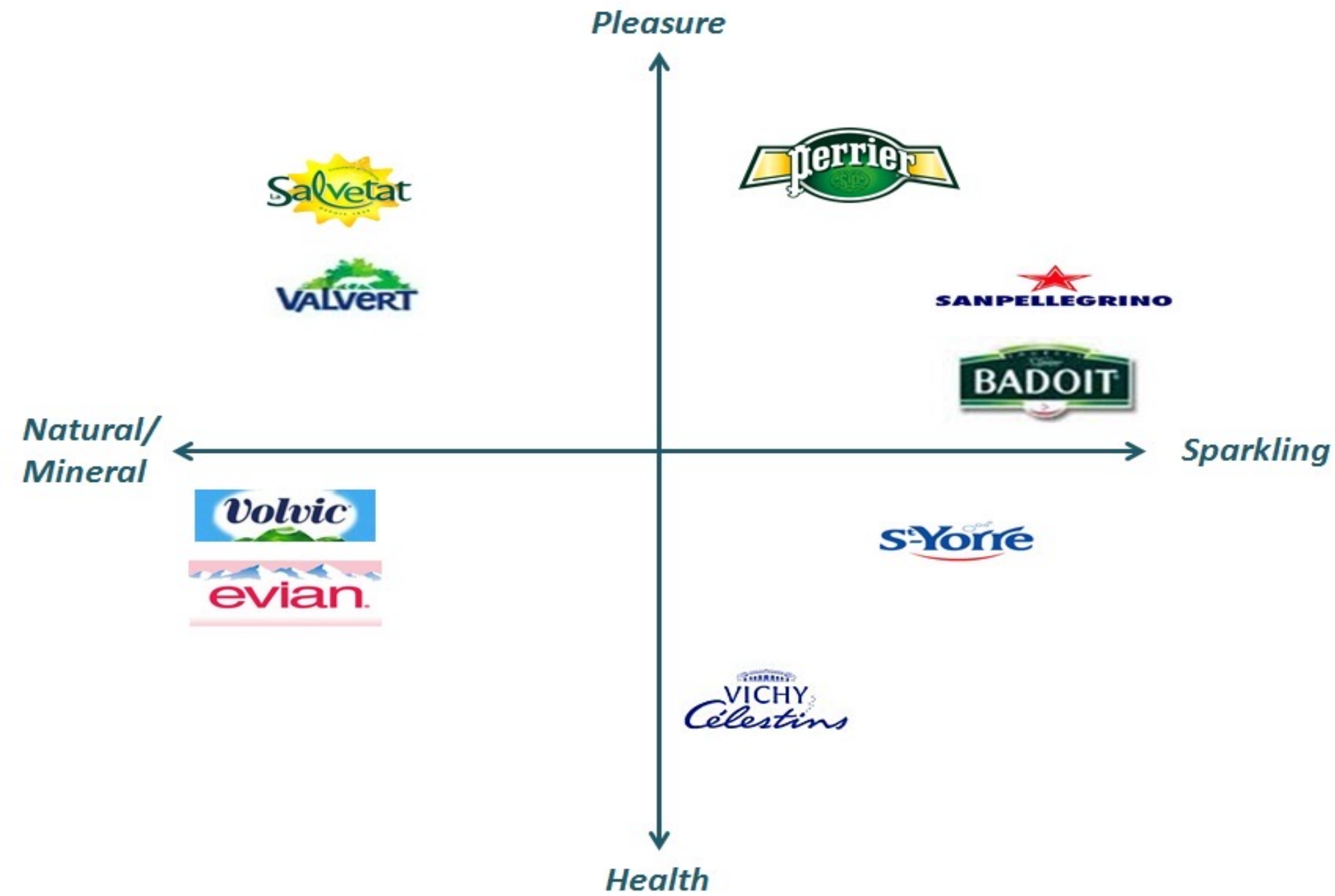
- ♦ Freshness
- ♦ Whiteness effect
- ♦ Hygiene
- ♦ Flavour
- ♦ Format
- ♦ ...



Example: the yogurt market in Italy



Examples



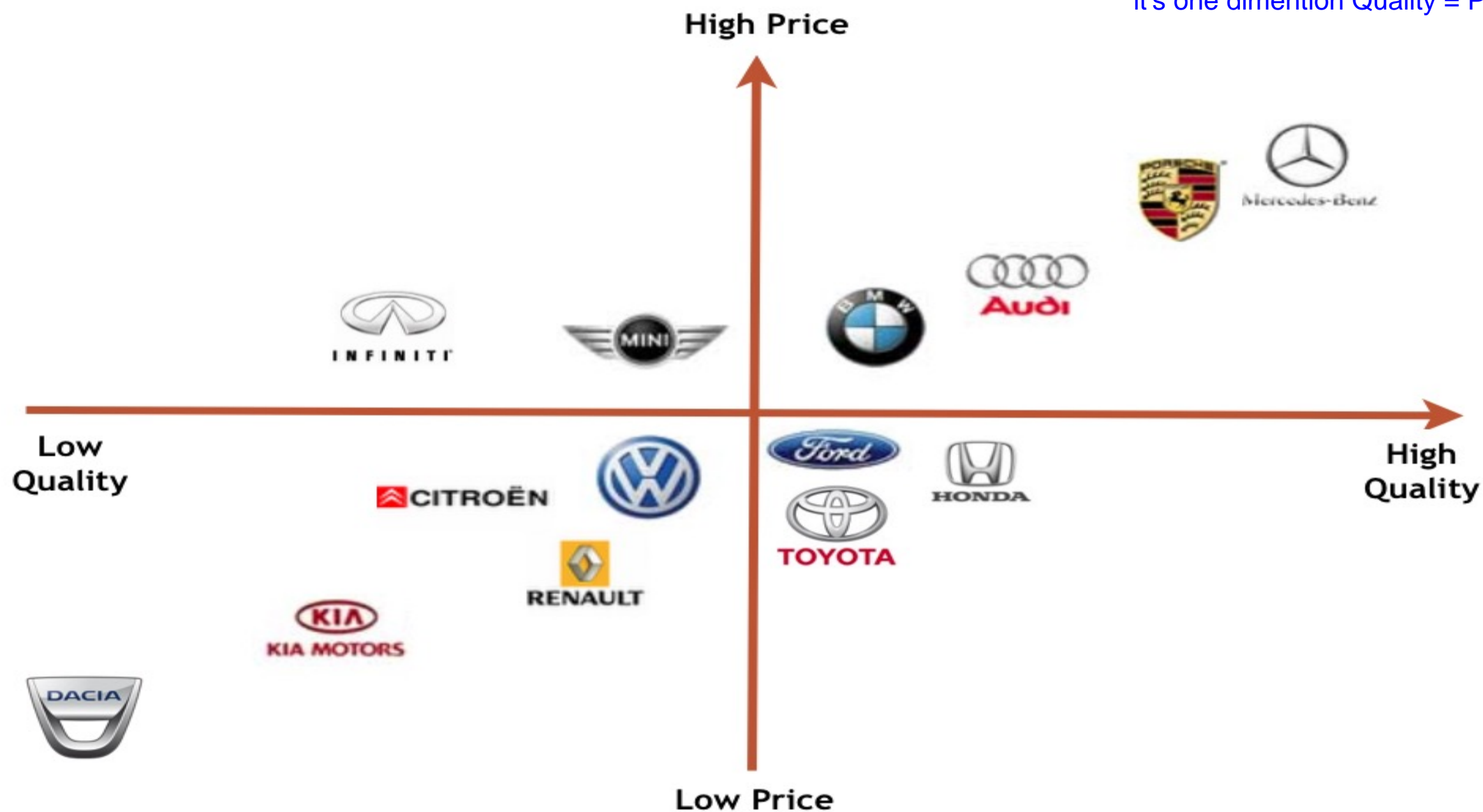


Example (map not really usefull)



Germany

this map isn't useful
it's one dimation Quality = Price

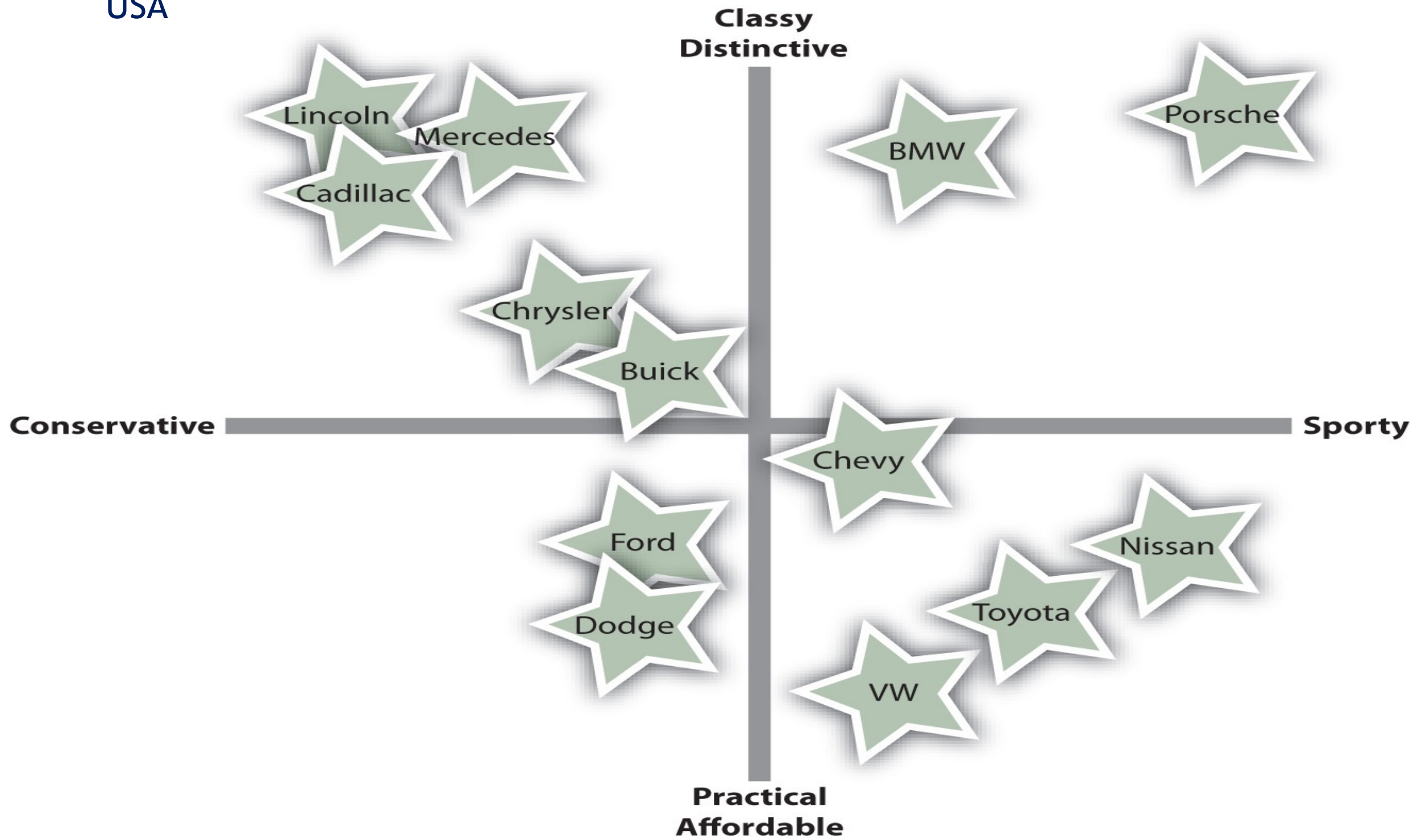




Example

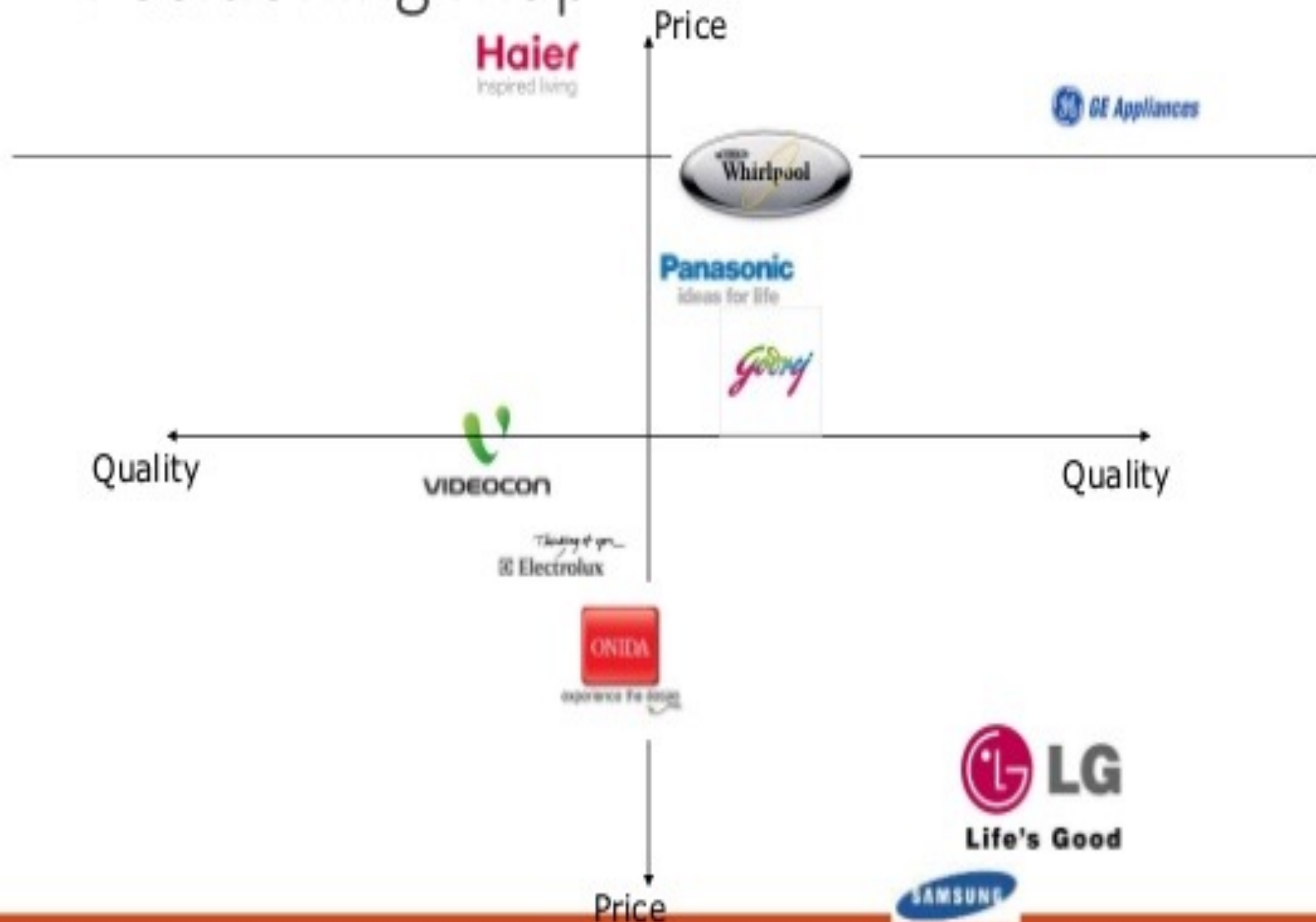


USA



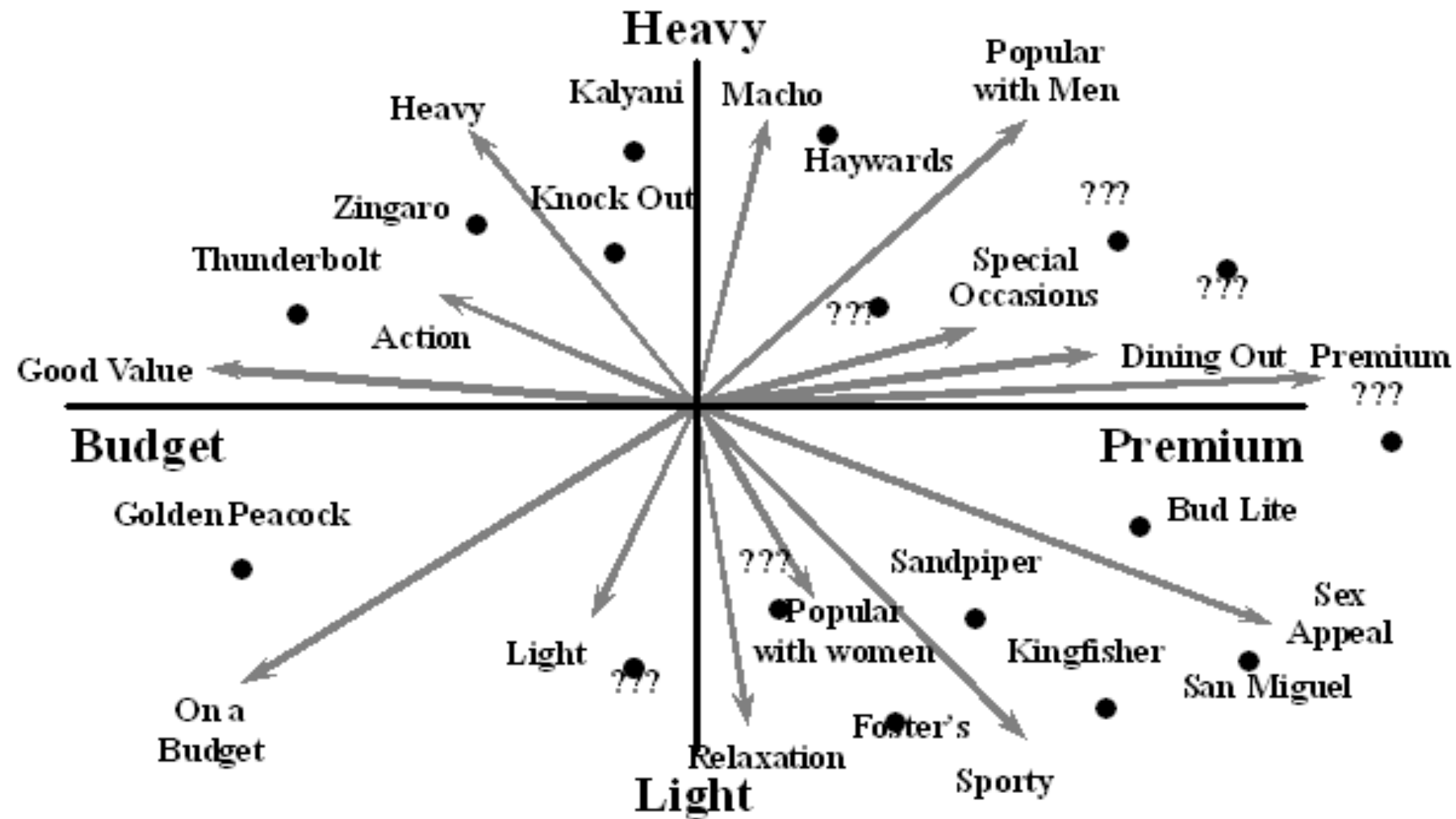
Examples Microwave oven Indian Market

Positioning Map



Other map : Perceptual Map (Indian Beer market)

Perceptual Map of Beer Market
(products & attributes)





Positioning critical success factors

Exam

1. Addressed to a **precise customers' segment**
2. **Linked to a “mental category”** that already exists in the mind of the target
3. **Delimited and defined**



Positioning critical success factors

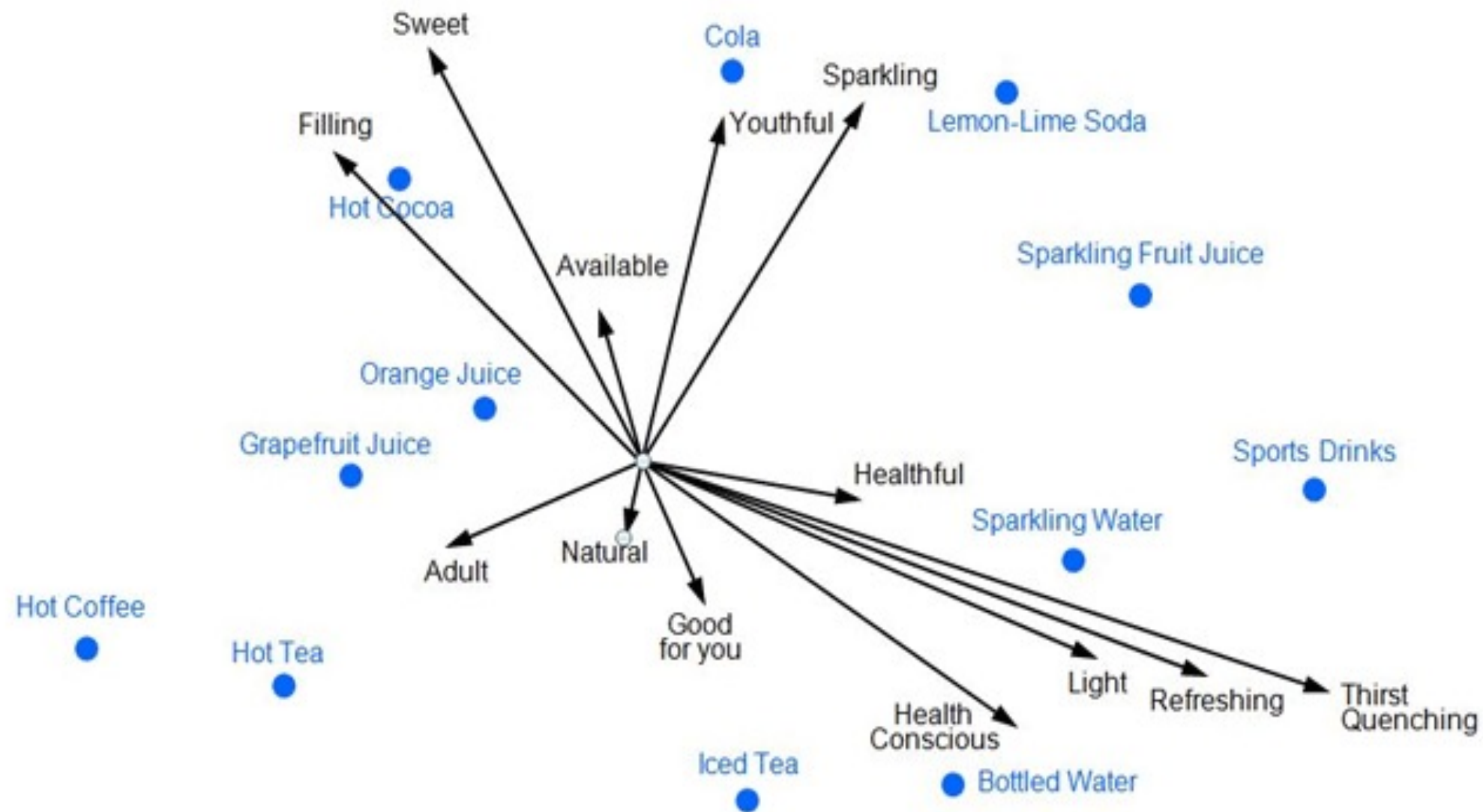
4.Simple and clear

5. With a clear competitive advantage

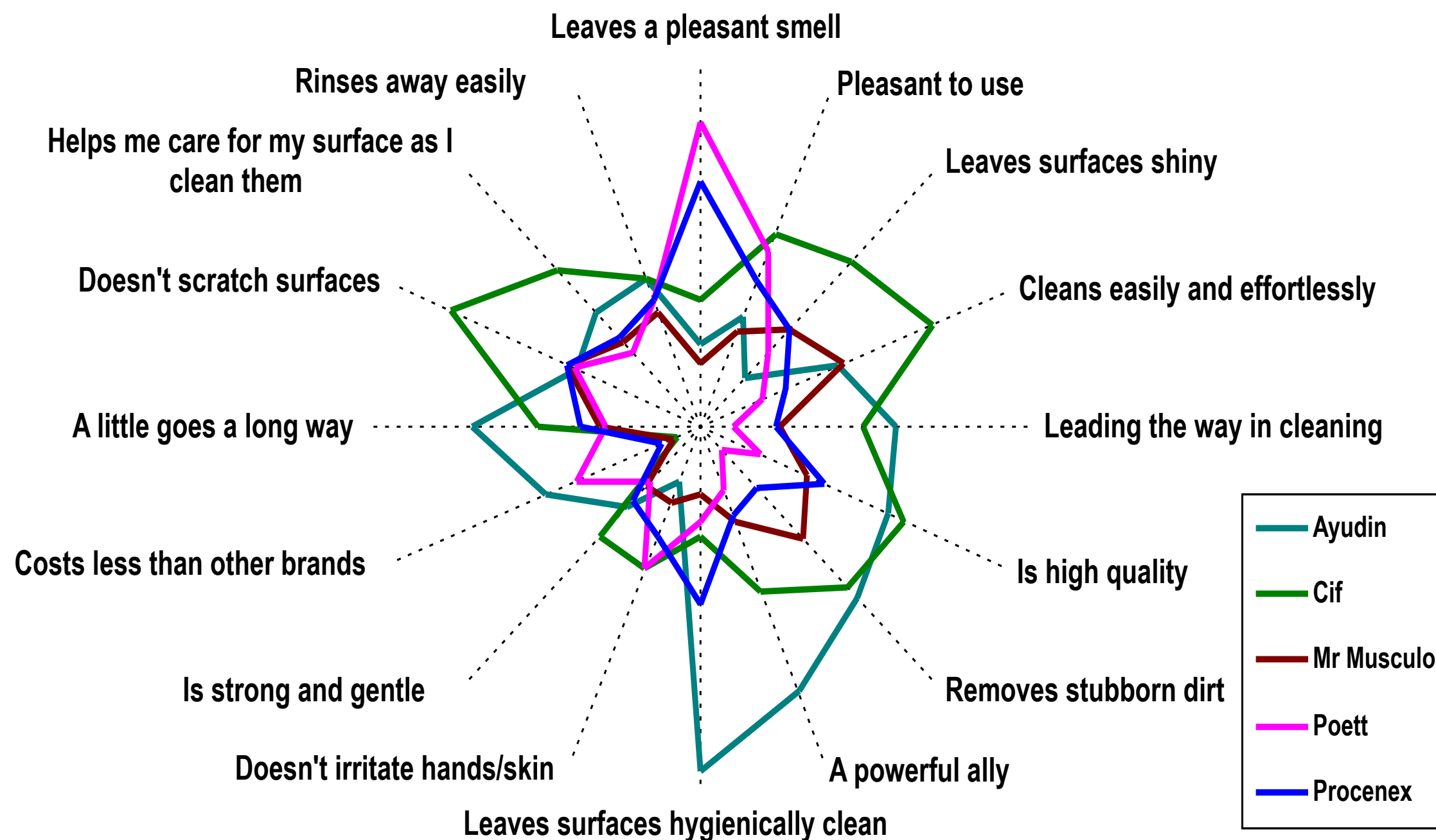
6.Long-lasting (in the limits of consumers' behavior changes)

7.Coherent

Other map : Perceptual Map



Perceptual Map example

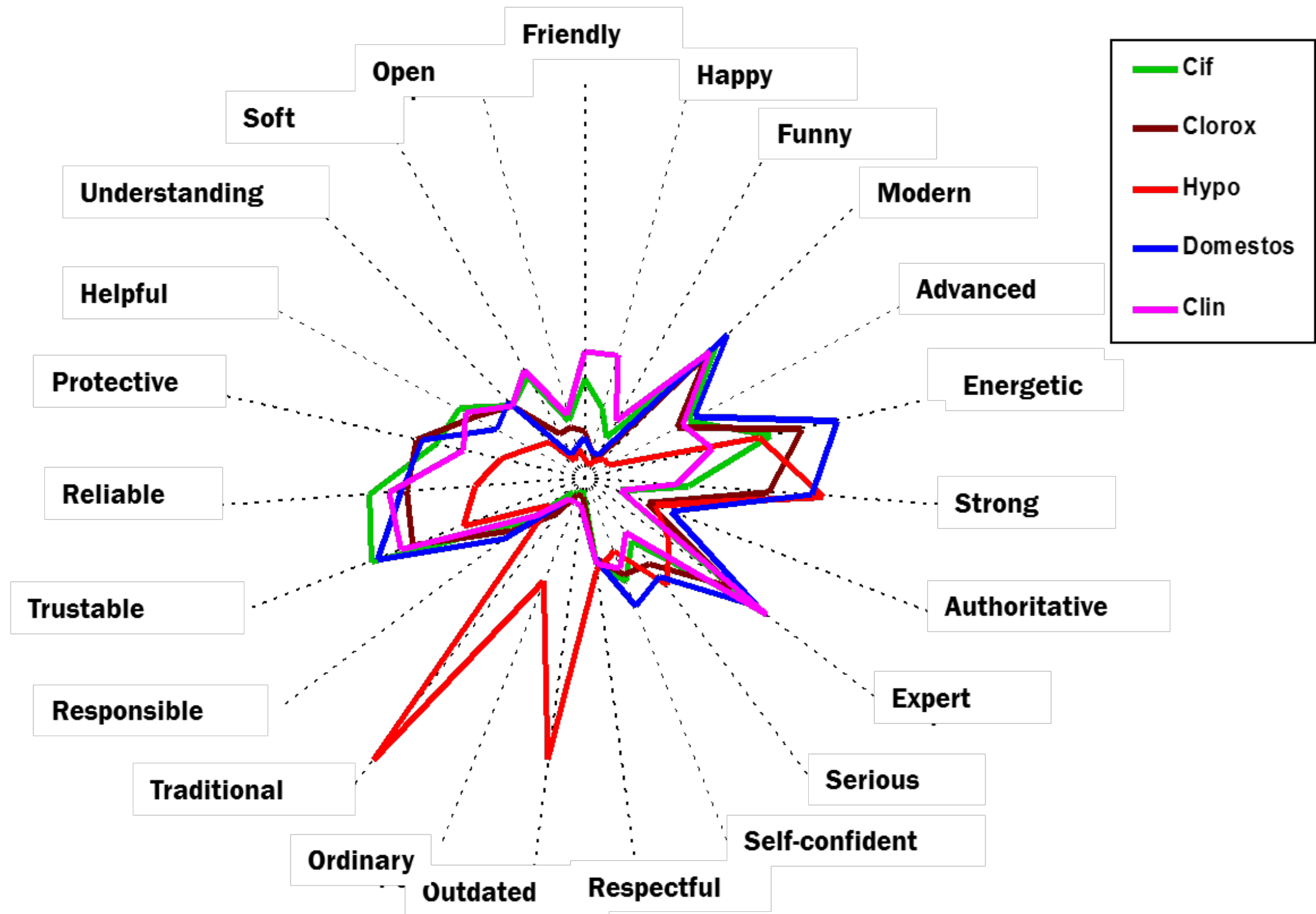




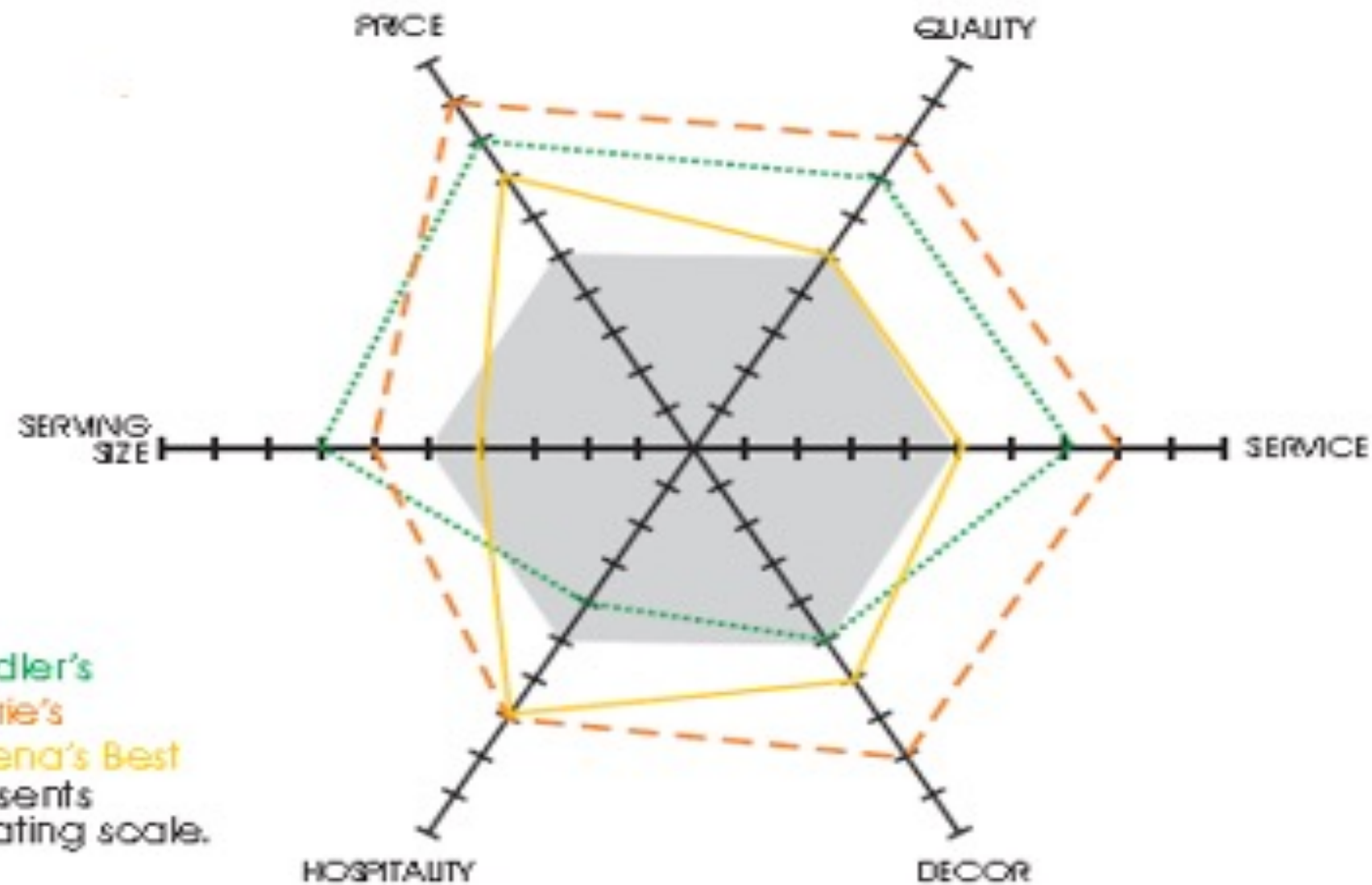
Emotional positioning



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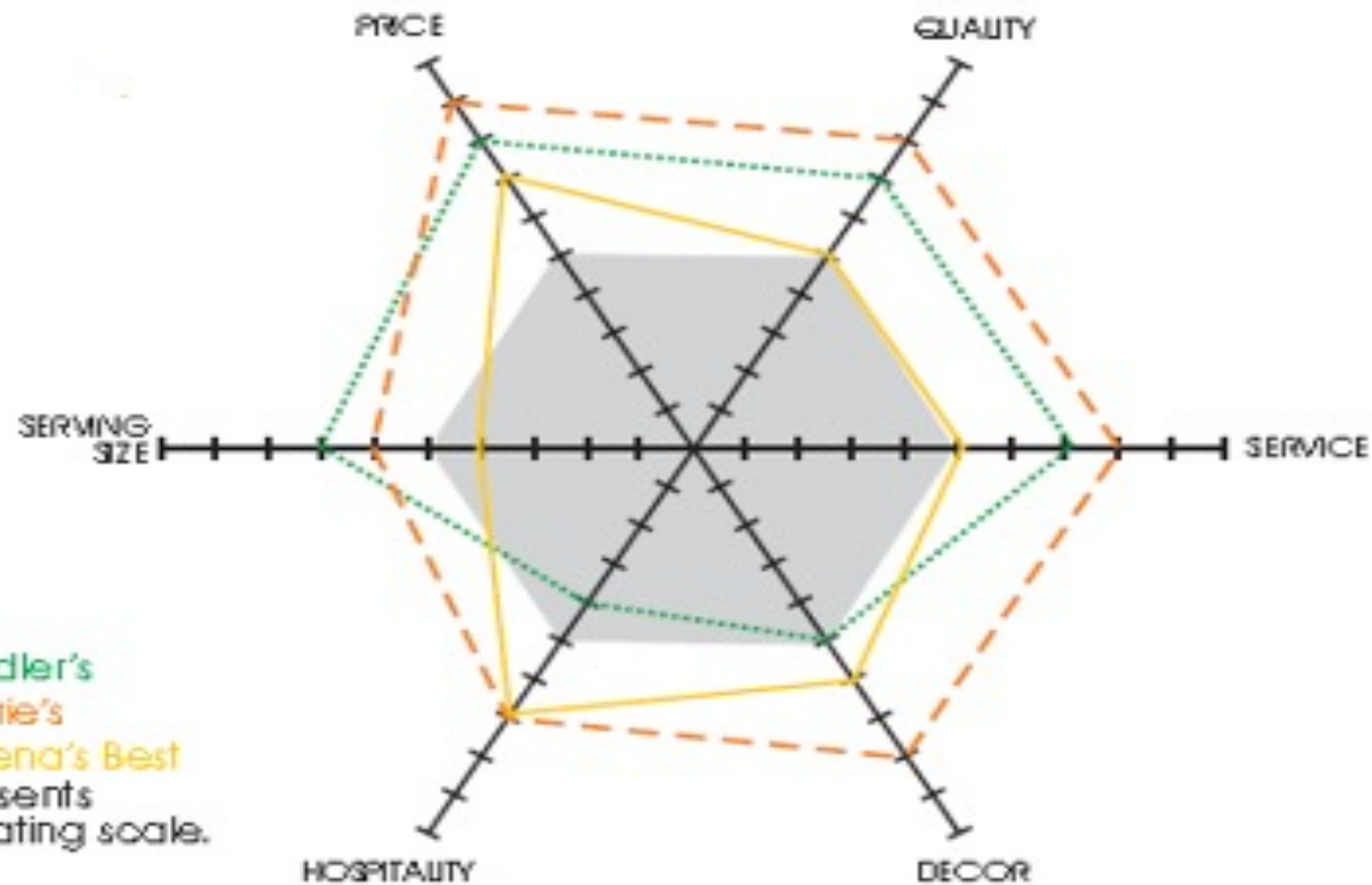


Other map : **Radar Chart** (exemple)



Positioning plot for three upscale American restaurants

Other map : Radar Chart (exemple)



Positioning plot for three upscale American restaurants



Re-positioning

Positioning changes can be influenced by:

- ♦ The environment
- ♦ The demand
- ♦ The competition



Re-positioning

When?

- Radical change of the consumer
- Competitors' strategic movement

How?

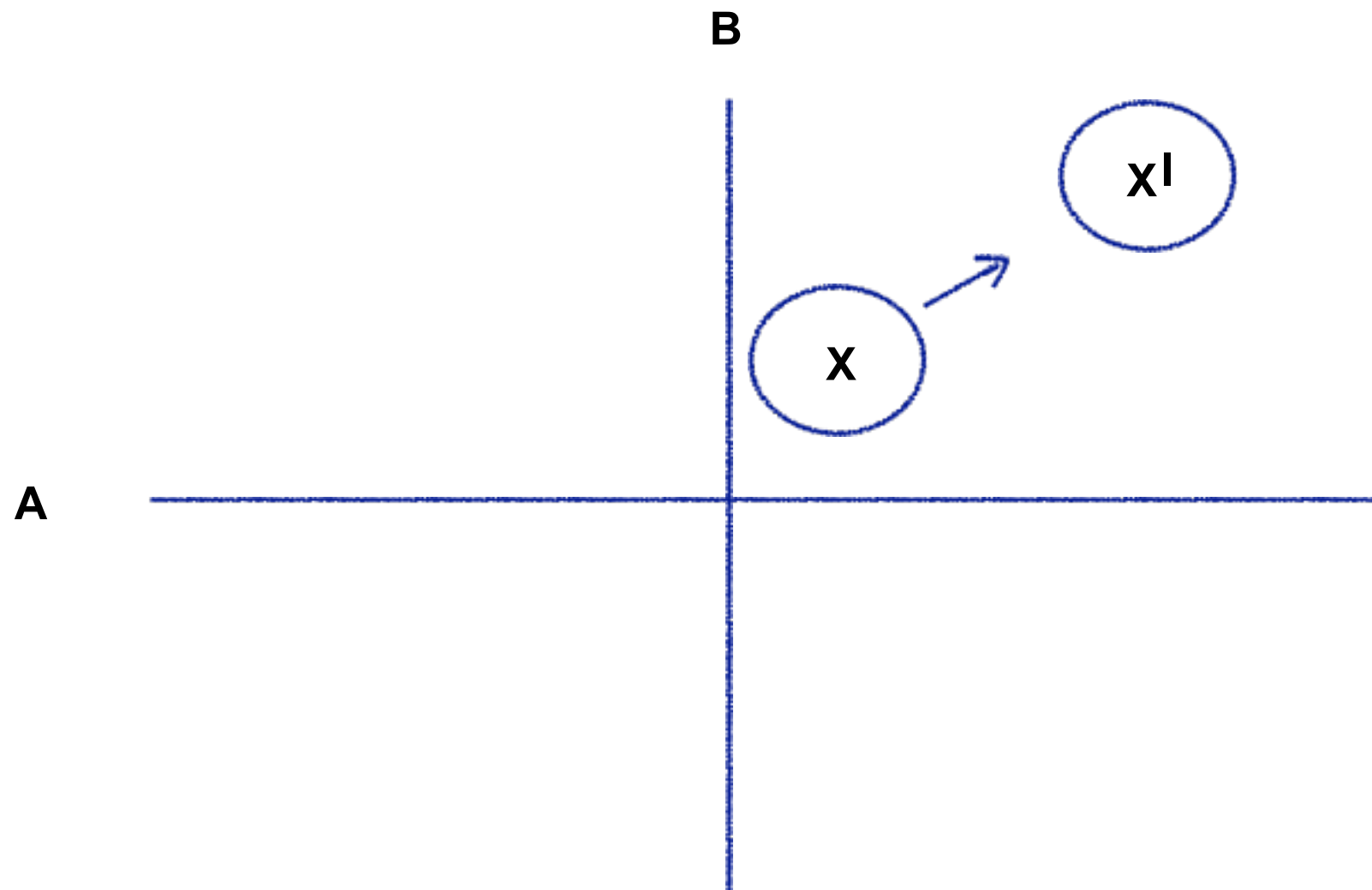
The brand image in the customers' mind is usually deep-seated

- keep a “fil rouge” with the past to facilitate the process of product identification



Re-positioning strategies

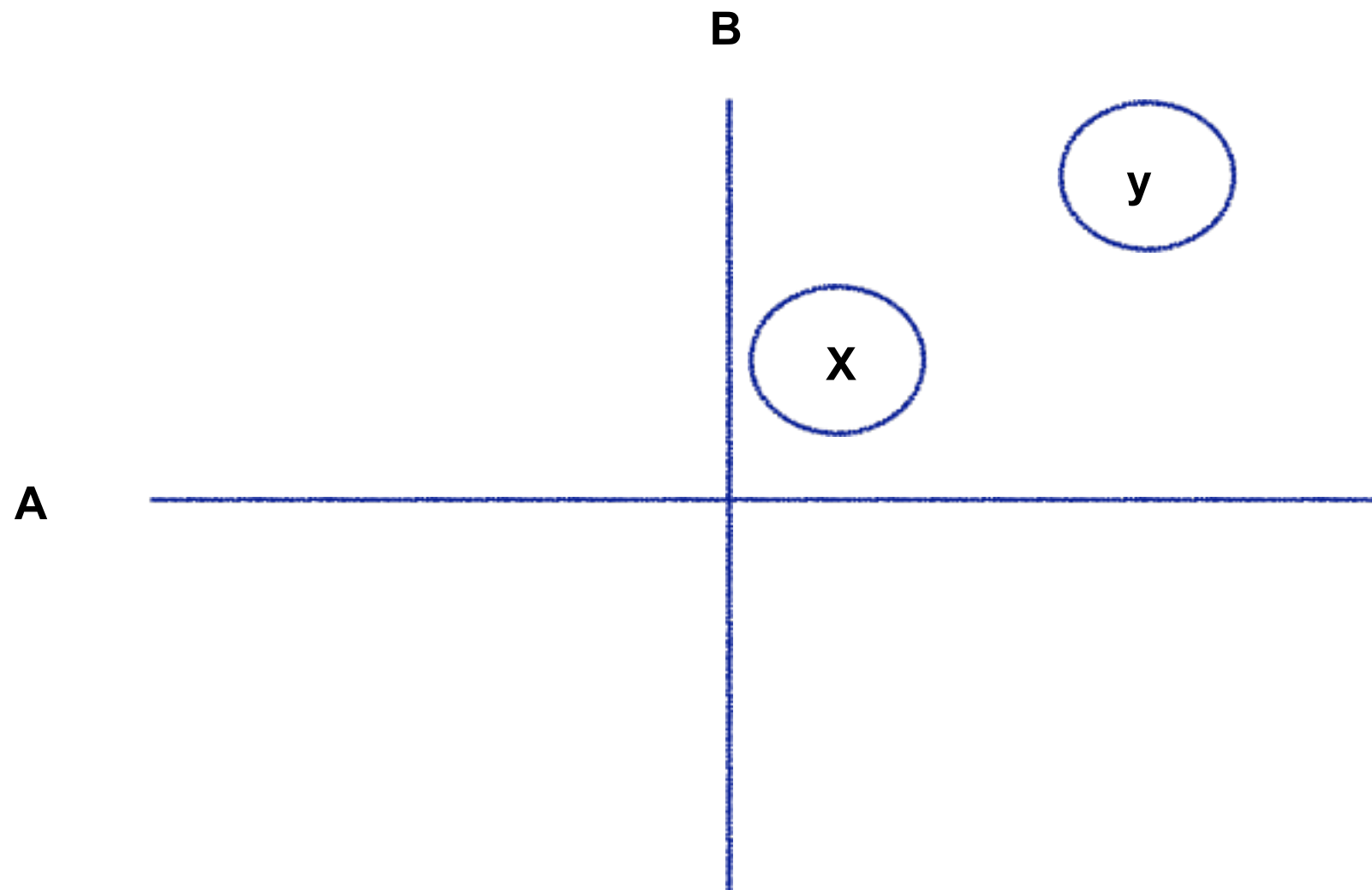
- ♦ Change the perception on one or more feature through one or more marketing leverage





Re-positioning strategies

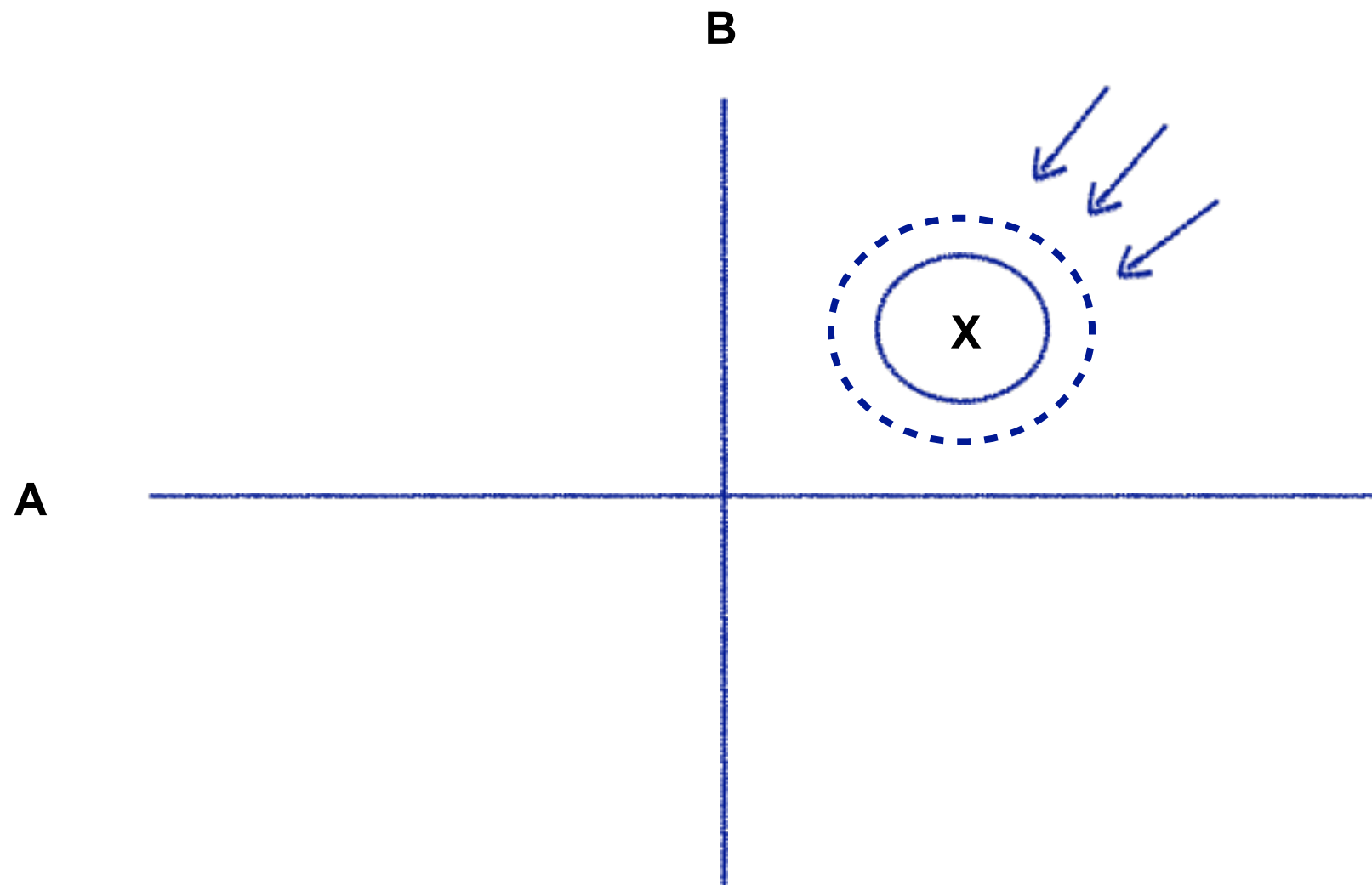
- ♦ New product launch on different segments (with different perceptions among customers)





Re-positioning

- ◆ Focus on the same product, extending the perceptions on the product





Example



USA

