

# **Marketing CoPilot<sup>®</sup>**

## **Learning Objectives & Content Overview**

Imparta Ltd.

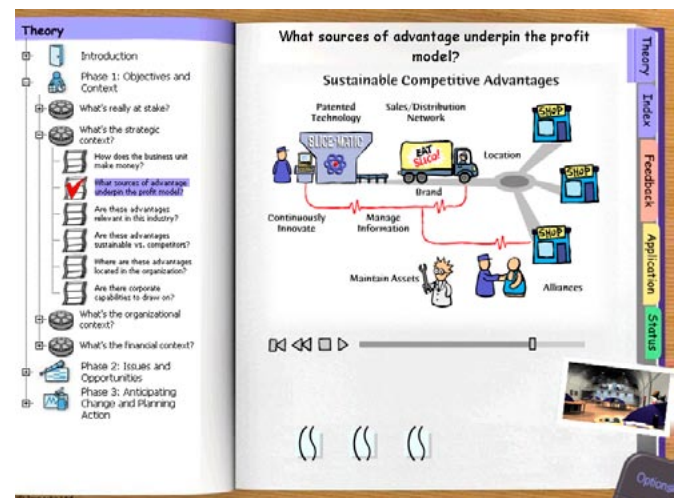
## Tutorials

The Marketing CoPilot™ tutorials provide you with the concepts and principles needed to complete the simulation. The tutorial should be studied as well as the simulation played to achieve the expected learning outcomes.

## Learning Objectives

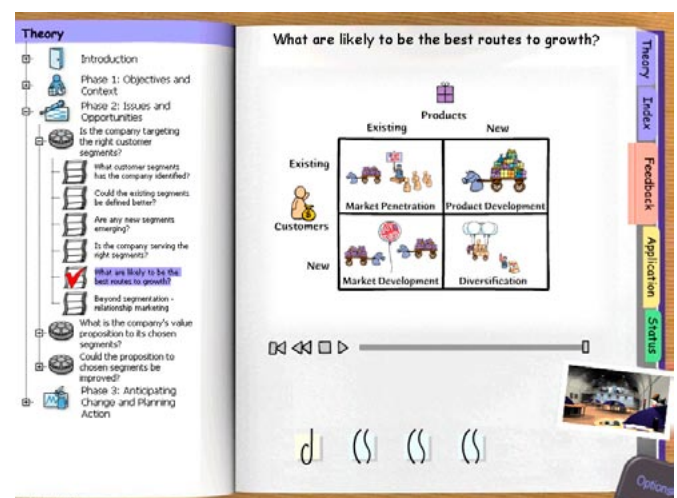
### Phase 1:

- Develop a structured approach to defining a problem and prioritising key issues.
- Relate specific marketing objectives and decisions to the wider context of the organisation's strategic and financial objectives.
- Identify your company's sources of advantage relevant to industry key success factors and be able to judge company's relative strengths vs. competitors.
- Use financial concepts to assess the profit impact of specific marketing decisions.
- Find indicators to support a basic assessment of a company's underlying financial situation and how this may impact on marketing objectives and decisions.
- Analyse an industry value chain to identify where value is being captured and by which types of companies.



### Phase 2

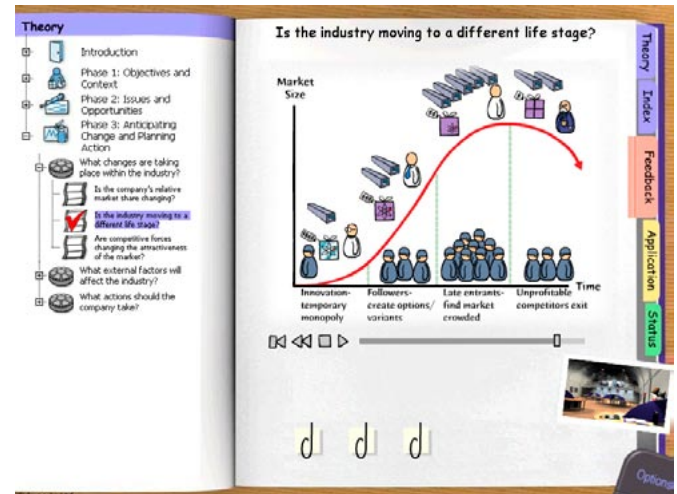
- Test the strength of your company's proposition with existing customer groups.
- Understand and apply the principles of segmentation and customer profiling.
- Improve the match of customer needs to company advantages.
- Identify new segments by scanning a product market for changes.
- Assess the role different channel intermediaries play in the value proposition.
- Identify the role of the brand in creating value and if research indicates the potential to leverage this value.



- Use research to check if there are 'perceptual gaps' between how the company and customers perceive the company's position and offering.

### Phase 3

- Analyse the strength of the five competitive forces in an industry/market segment, and to assess if its profitability is likely to increase or decrease.
- Identify which competitive advantages can be used to counter competitive forces to move to, or defend, a favourable position in a product market.
- Consider effect of macroenvironmental trends on overall market growth and segment viability; identify trends which will most impact on company plans.
- Prioritise which customer segments to target in terms of likely profitability.
- Develop a customer positioning concept that is aligned with company capabilities, and will support its future growth strategy.
- Demonstrate ability to align marketing actions to intended strategy and to build desired positioning.



### General transferable business skills which are coached and tested:

- Problem definition & approach to problem solving and analysis.
- Focusing work effort by developing 'first cut' solution and testing hypothesis.
- Interpersonal skills – interviewing, listening skills, team work.
- Synthesizing information and making conclusions.
- Support arguments with data to win support.

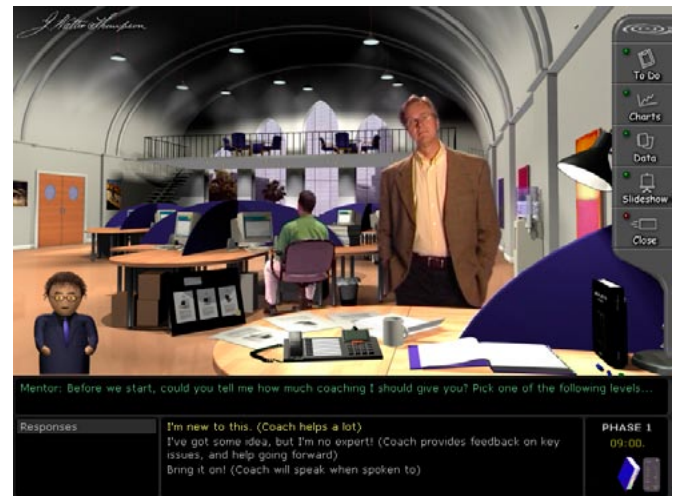
## Simulation Content Overview

### Phase 1

In the simulation you play the role of the newly arrived Marketing Director in Abatex - an established technology company. Rapid changes in its industry are driven by new technologies, business models and competitor types.

You are immediately challenged to assess the potential threat to your PC product line from a new entrant, BonVida, which boasts a big consumer following. To assess what's at stake for Abatex, you undertake a fast situational analysis to see how events may impact on Abatex's organizational and financial objectives - and its existing marketing strategy.

You consult peers in Sales, Finance, R&D and an industry commentator and uncover and analyse relevant data from varied sources. As well as assessing Abatex's internal environment, you must also assimilate the big picture of the industry's pressures and dynamics.

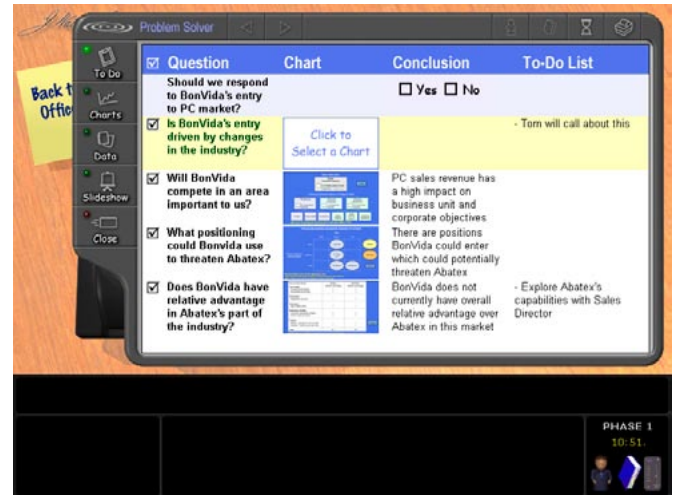


### Key tasks:

- Recognise links between strategic, financial, marketing and product objectives.
- By identifying and extracting key numerical and other data, assess a specific product's importance in the current product mix/portfolio; and company's longer-term strategic and financial objectives.
- Identify price/quality positions in a market.
- Identify industry success factors, and the capabilities and profit models used by different companies, decide which price/quality segments in a market different companies could occupy.
- Compare relative advantage in product market vs. specific competitor. From mixed data sources, identify various sources of competitive advantage and compare to competitor to assess overall relative advantage.
- Sensitivity analysis: Calculate the impact on profitability of changing profit levers.
- Use a spreadsheet analysis to interpret figures and make conclusions on how changing prices or costs would impact on profitability. Conclude if the impact of a price cut is likely to help meet objectives or not.
- Industry Value Chain - Strategic issues changing the industry.
- Interpret what the data on the emerging 'on line' industry value chain signifies for the 'traditional' technology companies.

### By the end of Phase 1 you will be able to:

- Find and use a mix of published sources to analyse a company/competitor's scope of business, objectives, strategy, and its performance over time and vs. competitors.
- Interpret key data on core financial concepts – e.g. capital structure, profitability, liquidity – to make a basic assessment of financial strength of a company and advantages or constraints that may affect its marketing flexibility.
- Identify profit models being used, and how marketing decisions relating to the profit levers impact 'the bottom line'.
- Make a systematic assessment of what sources of competitive advantage a company has and how they relate to key success factors and the ability to compete in a particular market position.
- Consider the perspectives of functions other than marketing when planning.
- Draw up an industry value chain to assess where most value is being captured, if this is changing and when assessing competitors' strategies or profit models.



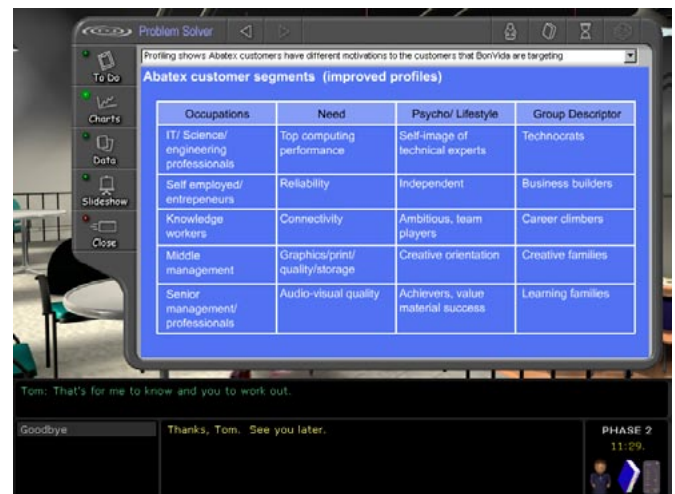
### Phase 2

You consider how directly BonVida may target your customers and their likely vulnerability to it. But this triggers more fundamental customer-related questions. Will the existing customer base deliver the profitability or growth needed for the future? How will their new product development create advantages?

By questioning the company's existing targeting and reviewing the overall market you also explore new opportunities as product use and customer expectations change. Through customer profiling, needs-based segmentation and challenging assumptions about channel roles you seek a better match of specific needs to company advantages.

With their leading agency, they look at research tracking perceptions of the company brand over time, and where your brand is strong or weak against key competitors. Preparing a perceptual map reveals how the perceptual positioning of your company brand with customers and non-customers may help or hinder future plans.

By now you have a 'rough cut' on where opportunities lie to find new customers, improve your value proposition to specific segments and strengthen your brand positioning.



### Key tasks:

- Given an existing segmentation, judge if it meets the basic criteria of a good segmentation.
- Select and combine data variables to create rich customer profiles useful for marketing activities.
- Assess a competitor's advertising appeals to analyse how targeting and positioning reveal its marketing strategy. Compare/contrast this to your own strategy to assess the level and nature of threat.
- Use multiple sources to research consumer needs and then summarise how they are met by elements of the company's product and service offering.
- Interpret brand research data. Use findings complete a perceptual map to compare customer and company's views on company brand's position.
- Make initial selection of segments not currently targeted that have needs company could meet with advantage.
- Suggest how value proposition could be strengthened with specific target groups.

A task tested by a character only is their evaluation of marketing communications in terms of their cohesion and use of brand identity.

### By end of Phase 2 you will be able to:

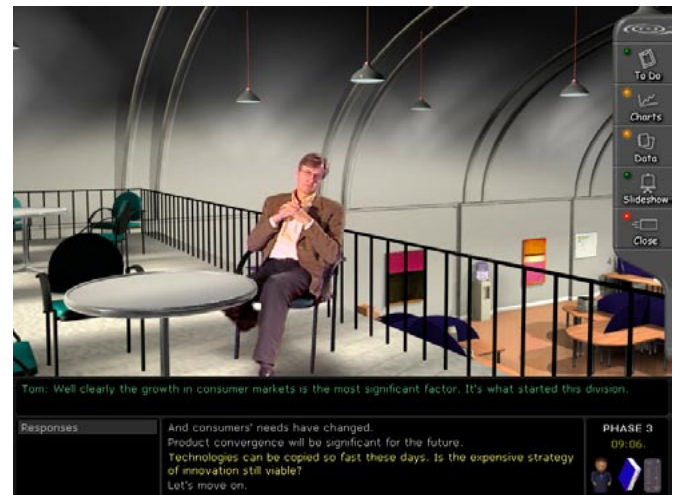
- Identify changing customer needs, profiles and buying behaviour – then make a 'rough cut' match of needs to company advantages to select potential opportunities from those that should be discarded.
- Consider how channel roles could be evolved or redirected to avoid conflict.
- Compare brand strength where various research data are available.
- Interpret research to identify areas for action to leverage brand strength or address weaknesses.
- Be alert for how tactical execution of brand communications may undermine strategic objectives.
- Identify how market offerings can be made more flexible to match needs.



## Phase 3

Before finalising recommendations, you return to 'macro' influences that may affect plans. Is the product market becoming more or less attractive, and can Abatex push against competitive forces to defend a favourable position? Which trends arising from political, economic, societal and technology spheres will have most impact on the company's decisions?

Synthesising previous findings you refine ideas on what action to take on segmenting, targeting and redefining a positioning to customers that will reflect Abatex's scope in consumer markets and desired market position. You must also recognise the implications – in broad terms – for the marketing mix if it is to build and support the chosen positioning.



## Key Tasks

- Conduct a '5 forces' analysis to assess a) longer term attractiveness of the product market overall by looking at underlying competitive rivalry due to changes in buyer power, supplier power, new entrants, and substitutes and b) how the company can push back against the forces to defend its position in favourable position.
- PEST analysis: Select from a range of political, economic, societal and technological trends, those that are most important to the future plans for your unit.
- Optimise targeting: Find relevant data and complete a comparative analysis on various customer segments to look at relative attractiveness in terms of profitability based on likely product needs, segment size and growth and any factors that decrease profits.
- Align positioning to support future objectives: From a set of alternatives, select the positioning concept that best matches the company's capabilities, product development strategy and customer targeting.
- Align the marketing mix to new positioning. From a selection of suggested marketing actions, select those that would be the best match to actively build the chosen positioning.

## At the end of Phase 3 you will be able to:

- Anticipate change by applying strategic tools for a systematic scan of the competitive and wider environment.
- Check assumptions on customer prioritisation by considering how different criteria may be factored into assessments.
- Check positioning communications to customers are relevant, credible, differentiated – and matched to forward objectives.
- Take a holistic view of the marketing mix and how its elements should integrate across the mix and to a positioning concept communicated to customers.