Buzz group: Draw a market map of your customers

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EXERCISE: Now try to unpack the value in one of YOUR products / services / solutions

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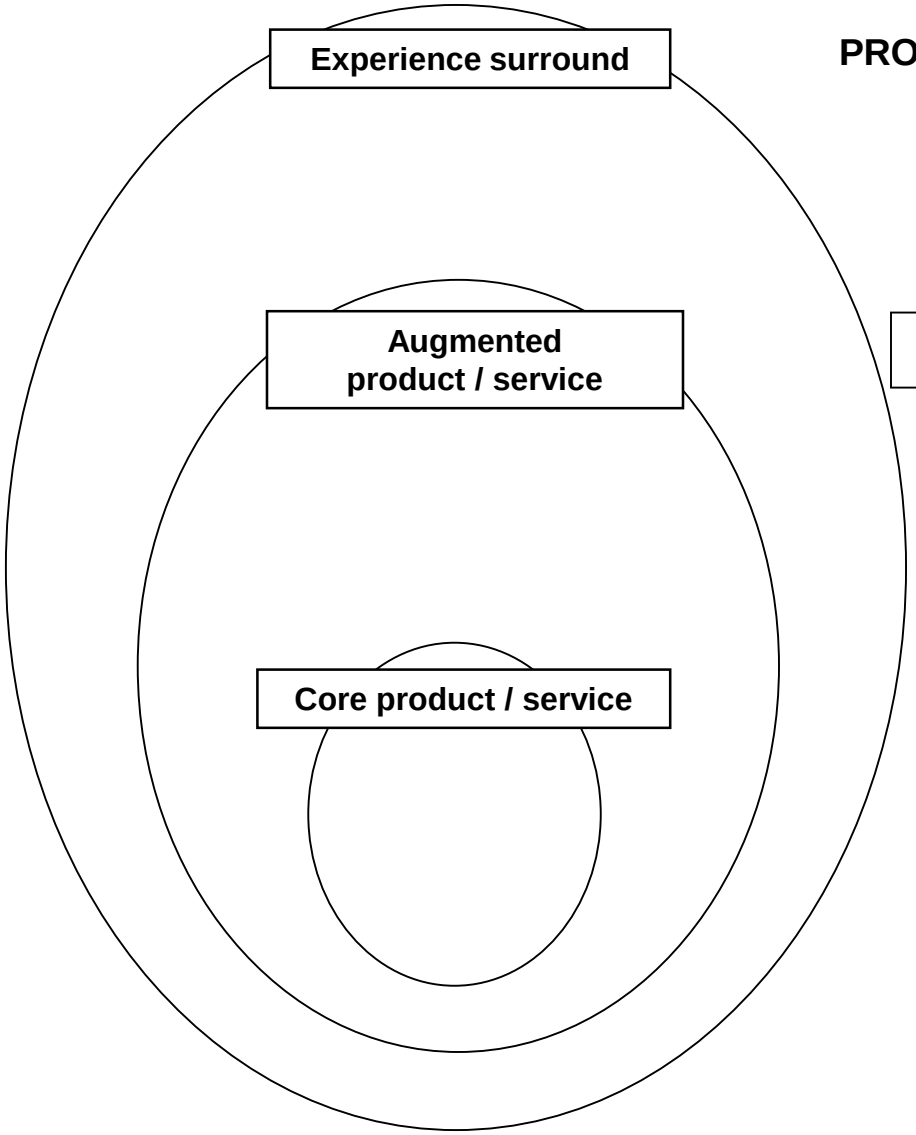

PRODUCT-MARKET: _____

Value-in-use

EXERCISE: Now try to unpack the value in one of YOUR products / services / solutions

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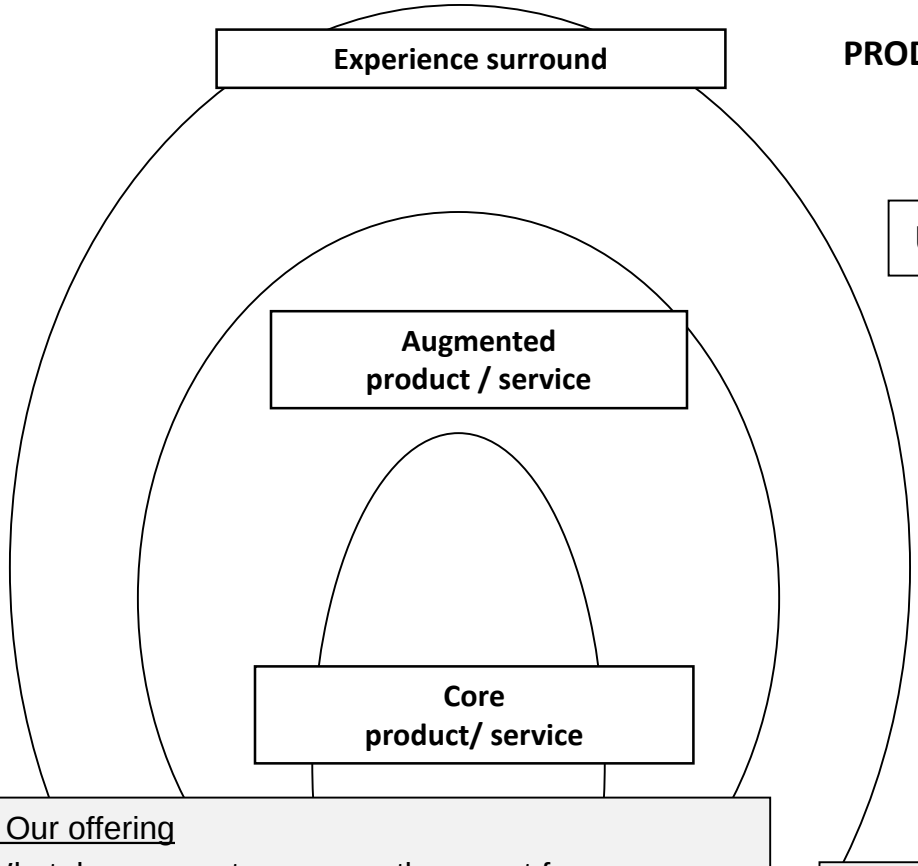
PRODUCT-MARKET: _____



Usage Processes

Value-in-use

1. Our offering

What do your customers say they want from:

a) Your core product/service (tangible or intangible, e.g. engine, bank account)?
b) Any surrounding product/service (e.g. customer support, training, replacement parts)?
c) Any wider 'experience surround' (e.g. relationship, peer-to-peer interactions, making use of your network of contacts etc)?

3. Customer use process

What does the *customer* have to do when using your products/services, in order to achieve the goals listed in step 2?

2. Value-in-use

What are the *goals* that customers are really trying to achieve when they ask for the things that you have listed in step 1?

EXERCISE. Create a perceptual map for your customers

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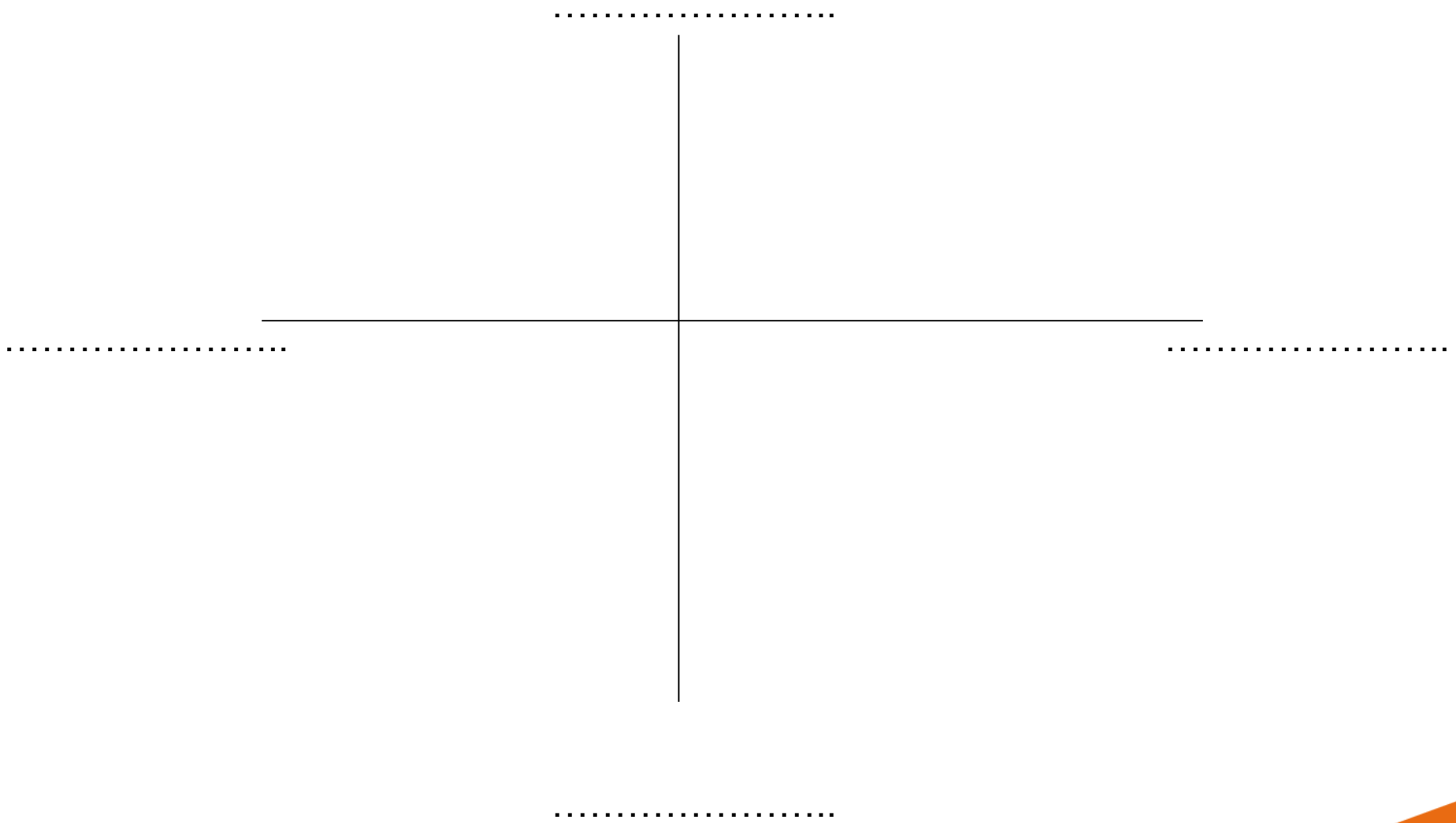

Product-market table

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1. Select a business unit, or part of the business, for which you wish to develop a partial plan.
Business unit: _____
2. Along the top of the table below, list the principal products, product groups or services sold by the business unit, ignoring unimportant ones.

Products: Markets:	1:	2:	3:	4:	5:	6:	7:
1:							
2:							
3:							
4:							
5:							
6:							
7:							

3. Down the left of the table, list the principal markets, or market segments, you sell into, ignoring unimportant ones
4. Now choose 4 to 6 product-markets (cells) to concentrate on during the course. For each, estimate your current revenue in the box.

Market Attractiveness Factors

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Attractiveness	Weight (%)	Product-market:		Product-market:		Product-market:	
		Score	Score x weight	Score	Score x weight	Score	Score x weight
Total	100%						

Critical Success Factors

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Product-market: _____

C.S.F.'s	Weights	Score/weighting Above the diagonal line: Score out of 10 Below the diagonal line: Multiply score x weight			
		You	Compet. A	Compet B	Compet C
1.					
2.					
3,					
4.					
5.					
6.					
Totals	**100**				

Relative Business Strength: _____ (Our score minus best competitor score)

Critical Success Factors

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Directional Policy Matrix

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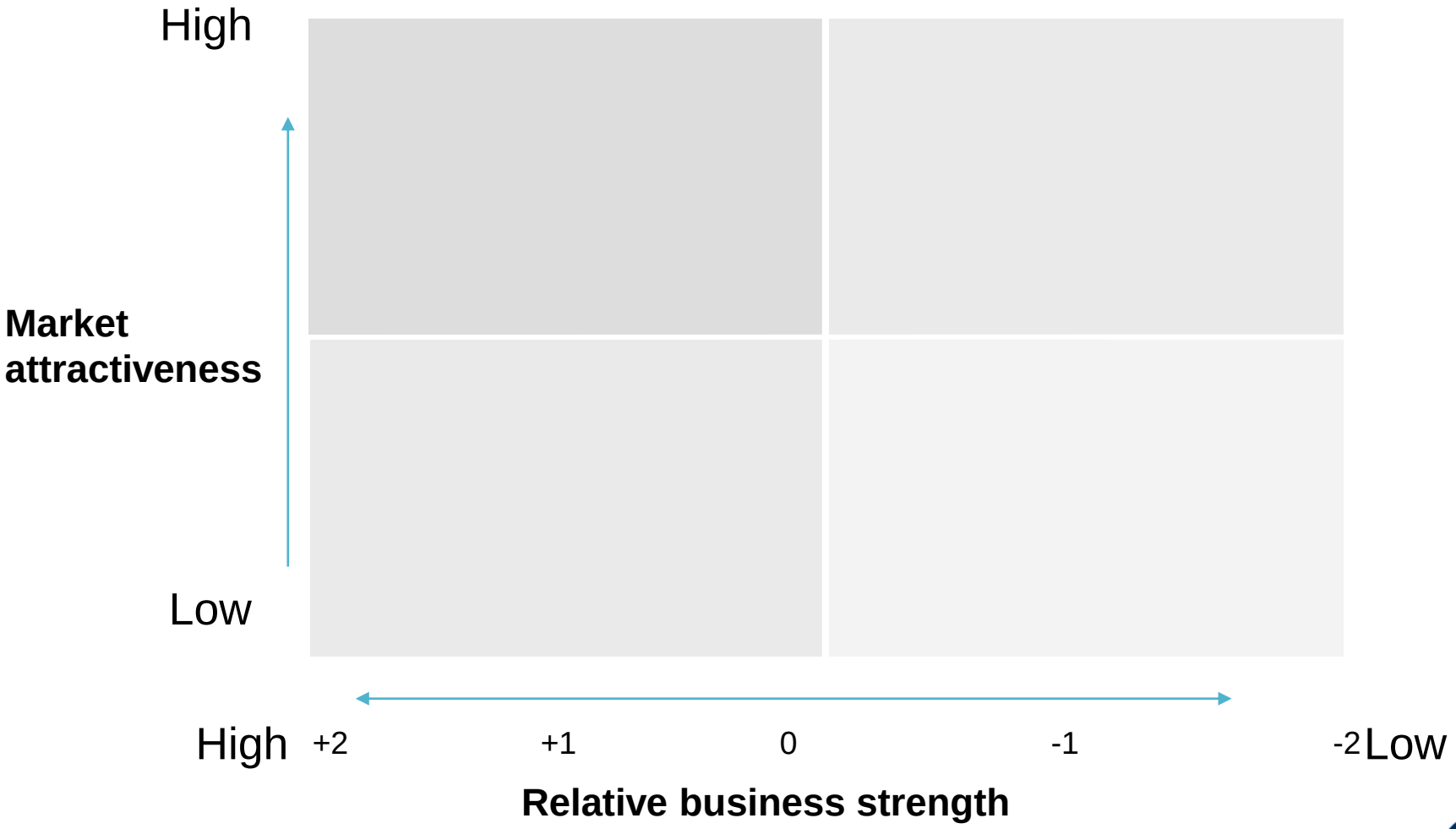

Directional Policy Matrix

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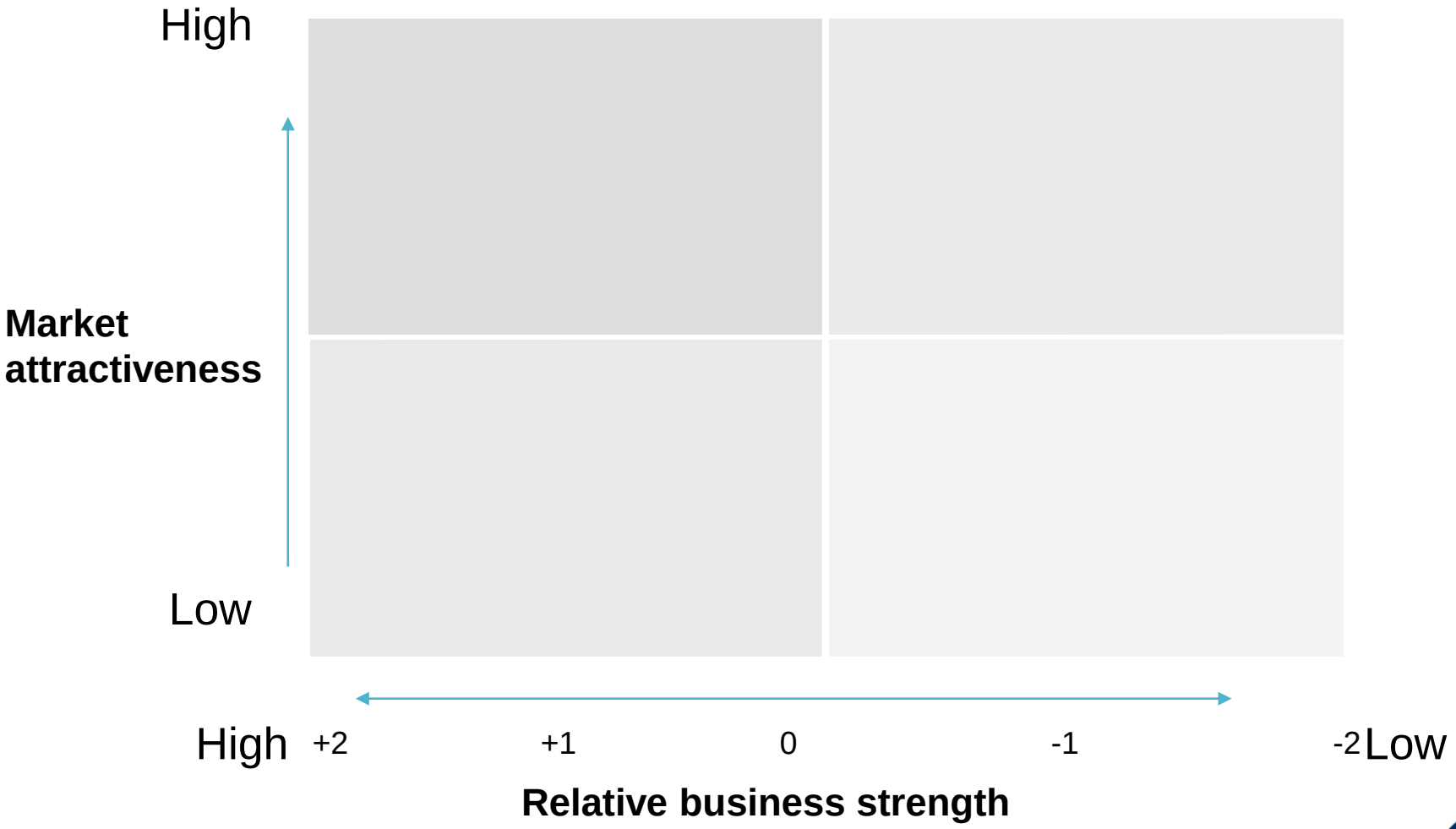

Strategy details

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Product-market: _____	
CSF: _____ Scores: _____ (current) _____ (objective)	
Description of strategy	
Actions to achieve strategy	
Responsibility	
Approximate cost	

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