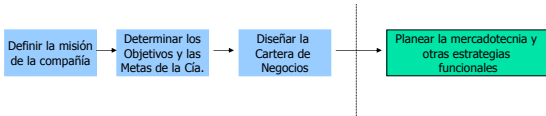


Planeación estratégica de mercadotecnia

Septiembre - Diciembre - 2007

Planeación Estratégica

Proceso de desarrollar y mantener una adecuación estratégica entre las metas y capacidades de una organización y los cambios en sus oportunidades de mercadotecnia.



Misión

Es una declaración del propósito de una organización, esto es, de lo que se propone realizar en el medio a nivel amplio.

- ¿Qué es nuestro negocio?
- Quién es nuestro cliente?
- ¿A qué le dan valor los consumidores?
- ¿Cuál será nuestro negocio?
- ¿Cuál debería ser?

Evite que esta sea demasiado estrecha o amplia.

Mission



■ Examples:

■ Otis Elevator

- To provide any consumer a means of moving people and things up, down, and sideways over short distances with higher reliability than any similar enterprise in the world.

Mission Statements



Co.	Key Market	Contribution	Distinction
Otis	To provide any consumer	a means of moving people and things up, down, and sideways over short distances	with higher reliability than any similar enterprise in the world

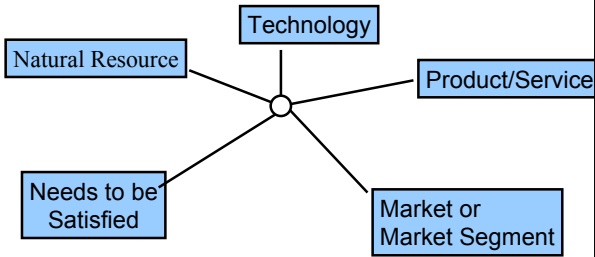
Mission Statements



Co.	Key Market	Contribution	Distinction
???	To offer the fast food customer	food prepared in the same high quality manner world-wide, tasty and reasonably priced	delivered in a consistent low-key decor and friendly atmosphere

Mission

Alternative bases



Choosing Among Market Opportunities

■ Financial Analysis

- Payback
- ROI (Return on Investment)
- ROE (Return on Equity)
- IRR (Internal Rate of Return)
- NPV (Net Present Value)
- Risk Analysis

Choosing Among Market Opportunities

■ Strategic Analysis

- Growth Path
- Portfolio Approaches
 - Growth Share Matrix (BCG)
 - Multiple Criteria (GE/McKinsey Screen)

Strategic Analysis

- Considerations for analysis: multi-level
 - Business
 - Product/Market Segment
- Portfolio Analysis: key dimensions
 - Market Attractiveness
 - Business Strengths

Three Intensive Growth Strategies: Ansoff's Product/Market Expansion Grid

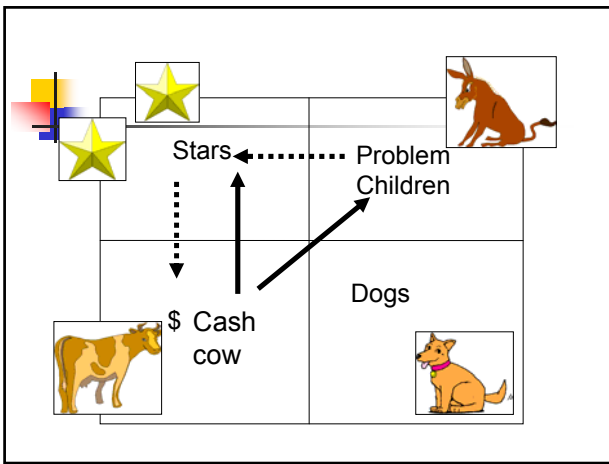
	Existing products	New products
Existing markets	1. Market penetration	3. Product development
New markets	2. Market development	4. Diversification

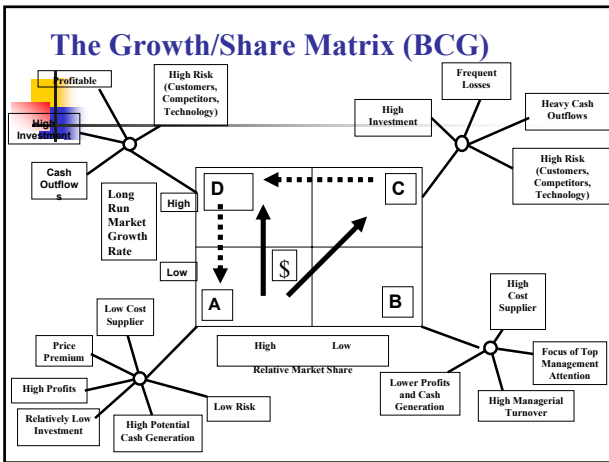
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Growth Path Analysis

Existing	Market Penetration	Product Extension	Product Expansion
Related	Market Extension	Business Extension	Business Expansion
New	Market Expansion	Business Expansion	Conglomeration Diversification
	Existing	Related	New

↓
Risk





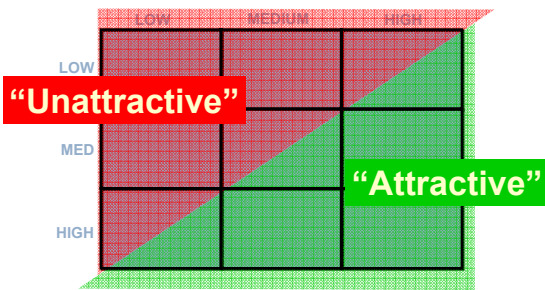
Problems with BCG Matrix

1. A dog in one market can be a star in another
2. Too much focus on *internal* cash generation
3. Ignores synergy between products/services in a portfolio
4. Just 2 factors to determine quality of a business!

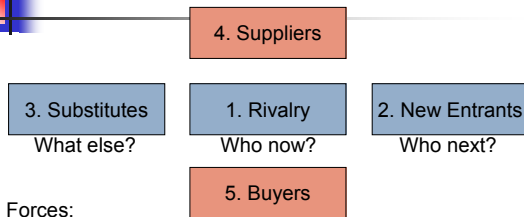
G.E.–McKinsey Grid

Drawbacks

- Selection of factors and weights was subjective—
- “Gamesmanship” by Managers



Five Forces Model (Porter)



Forces:

- | | | |
|-------|---|------------------|
| 1,2,3 | Horizontal Game
(Competition) | “Less is Better” |
| 4,5 | Vertical Game
(Supplier-Buyer
Dependence) | “More is Better” |

Horizontal Game

- Rivalry: Key Influences
 - Concentration
 - Capital intensity = $\frac{\text{Fixed Cost}}{\text{Total Cost}}$
 - Growth Rate



Horizontal Game

2. New Entrants = Key Influences

1. Entry Barriers

- Capital
- Regulation
- Know-How
- Distribution
- Cost Advantage (Scale)
- Brand Name



Horizontal Game

3. Substitutes

- Performance/Price



Vertical Game

$$\text{Power} = \text{Customer Necessity} \times \text{Supplier Scarcity}$$

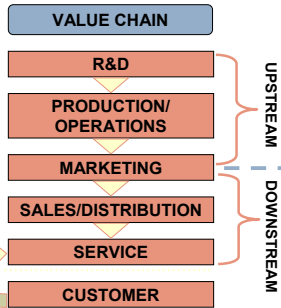
Five Forces Model

- A good "snapshot" of the industry today, i.e., STATIC model, but does not predict the future
- Does not separate "Distributors" from "End Users"
- Still doesn't tell us why the customer pays

Customer Value

Created by a discrete set of activities a firm performs (design/production/marketing/delivery/support)

5 Primary Activities Which Create Value



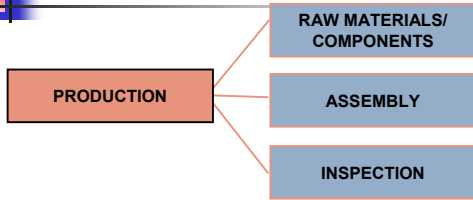
- Why is marketing in the middle?
- Need to be good in all, exceptional in one or two
- Activities in one part of the chain can impact another, e.g., Interactive Order Entry

- => Setting Time
- => Service

Secondary Activities

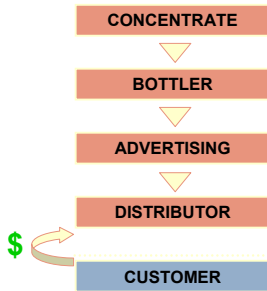
- Procurement
 - IT
 - HR (People)
 - Accounting/Legal
- } Products vs. Services

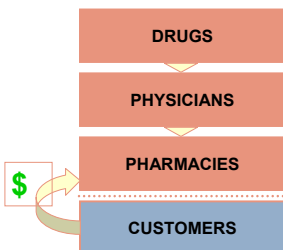
Can Be Disaggregated Further

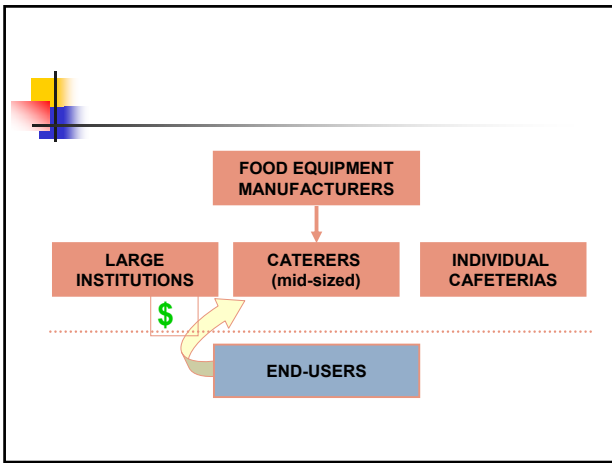


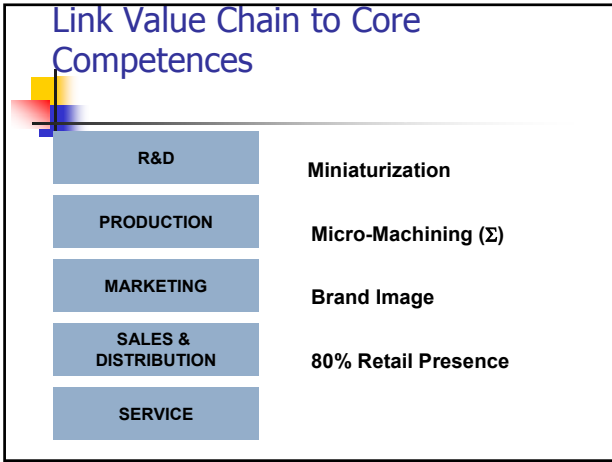
- Which activities have the most costs?
- Which activities can create differentiation?
- Do *you* add value, wherever you are in the chain?

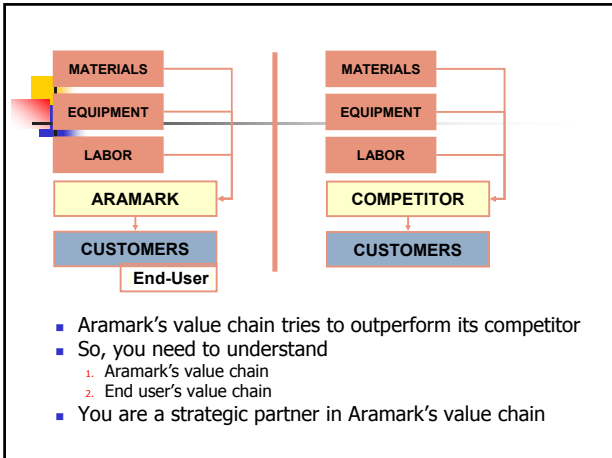
Value Chain at Industry Levels











Competition Is a Judged Game

- Consumers judge you on the basis of *five* characteristics:
 - Performance
 - Price
 - Proximity
 - Perception
 - Personal Service

Mercadotecnia por Internet

Complemento capítulo III

La revolución del marketing electrónico integrado

La relación directa resulta rentable porque las relaciones creadas con los clientes pueden utilizarse una y otra vez

¿Y ahora qué?

Las recesiones que han afectado a las empresas de nivel mundial las ha obligado a investigar nuevas formas que pueden resultar más efectivas que la publicidad masiva.



¿Por qué no se usa todo el tiempo?

Para las ventas lo que realmente importa son los impactos que llegan al público que tratamos de vender.

Las empresas experimentan un grado diferente de respuesta con la aplicación de determinados medios dependiendo del producto que están tratando de promocionar o si se trata de diferentes s



El marketing electrónico

Implica el uso de medios electrónicos como: fax, Internet, los cd-roms para crear conciencia del producto en el usuario final.

Las posibilidades generadas por su uso son mayores que el correo directo ya que no solo sirve para plantear una oferta específica.



La cadena de valor

Es un conjunto de procesos que realiza una empresa o individuo para lograr una determinada actividad generadora de valor.



Problemas

Uno de los grandes problemas de los negocios electrónicos es que los encargados de construirlos, se olvidan que se abren posibilidades que no están disponibles fácilmente en sus negocios "reales".



Como conclusión

Una correcta utilización del marketing electrónico integrado, le dará suficiente ventaja competitiva para tener posibilidades de éxito en la economía del nuevo milenio.



Gracias por su atención

Fin de curso
