



ZARA CONSULTING 1

Strategic Marketing Consulting

STRATEGIC AND OPERATIONAL MARKETING

The marketing technique, assumed to be an **organizational function**, is aimed at researching, realizing and **improving the positioning of the company on the market**, both in the sector of derivative (industrial) demand goods and in that of consumer products.

As a technique, marketing is thought and action, whose implementation phases are:

- Identification of the specific and generic needs and problems of the target customers ("target");
- Statistical research aimed at measuring the "targets";
- Creativity & design;
- Involvement, in the phases of conception of activities, product formation, distribution and exchange;
- Market development & target.

Marketing, therefore, is the technical function of choosing **who** to sell, **what** to sell and **how** to sell, as well as to **plan** the consequent actions, pursuing the realization of profit ".

"Selling" is the last activity of the "Marketing" process: the upstream activities facilitate the sale.

STRATEGIC AND OPERATIONAL MARKETING

Designing "sustainable" development

THE COMPANY IS "CONDEMNED" TO GROW.

The costs of the organizational structure, the investments necessary to compete, the tensions on profit margins ... all this means that the company is "condemned" to continue to grow, constantly seeking the best economic, financial and asset balances.

HOWEVER, THE EXPERIENCE TEACHES THAT "GROWING COSTA":

- The increase in turnover is not always accompanied by the "proportional" growth of economic results;
 - almost always the growth involves greater financial requirements which, if not managed correctly, inevitably lead the company to take on over-indebtedness;
 - Even finding new sources of financing today has become much more complicated;
- finally, mistakes and wrong choices today involve much higher risks than in the past.

IT'S THEREFORE ESSENTIAL TO PLAN **HOW TO CARRY OUT A "SUSTAINABLE" DEVELOPMENT**, SUCH AS TO OFFER YOU **BENEFITS THAN COMPETITION, WITHOUT PROVIDING SCIENCES TO THE FINANCIAL BALANCE.**

THE CONCEPT OF STRATEGY

Competing in the markets means "fighting" to steal space from the competitors, as if these were enemies to be won (concept of challenge).

As a result of the "segmentation" of the markets, obviously, not all companies that deal with similar products are among their competitors. This is because each company operates in its own "segment" (or "niche"), positioning itself at a certain price level, consistent with the characteristics of its product / service offer, as well as with its own marketing policy ("premium-price", alignment, aggression).

Therefore, the "real" competitors of a company are those that - operating in the same market segment - position themselves more or less on the same level of quality / price / performance. And it is against them that the company must compete.

FROM THEORY TO PRACTICE: ... IS THE COMPANY'S STRATEGY ADEQUATE?

The company is wrong when it tries to compete:

- in "business" for which the strengths of competitors are considerably greater.

The company should withdraw from these "businesses";

- on an extension (products / customers) not proportionate to the resources available to it.

In such situations, it would be convenient for the company to modify the objective (selective development, rather than generalized, for example); or, concentrate on one segment, rather than compete in many;

- with inadequate tactics, ie: offering competitive advantages that are not adequate to the expectations of actual and potential customers; or, aiming to compete with low prices, without having the appropriate technology to sustain the comparison with competitors.

CONSULTANCY IN SUPPORT OF STRATEGIC REPOSITIONING

The **strategic decisions** - first of all - are mainly connected to the external problems of the company:

- potential customers / markets (**who buys**);
- requested products / services (**what do you buy**).

Therefore, strategic decisions - especially those aimed at "**differentiation**" from the **competition** - aim to ensure:

- that products and markets are carefully chosen and positioned correctly;
- that the demand is sufficient;
- that the organization is able to seize the opportunities offered by the markets.

The strategy, therefore, imposes operational needs:

- sensitivity to changes (of demand, competition, technologies, legislation, etc.);
- ability to innovate;
- adjustment of costs / prices;
- product availability.
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CONSULTANCY IN SUPPORT OF STRATEGIC REPOSITIONING 2/2

The **organizational component** must know how to provide adequate and sufficient resources to satisfy customers.

The trouble is that companies study too little the external environment: generally they stop at the observation: "I sell / don't sell ... enough".

Companies are very similar to human beings: people cannot do everything well, even if someone does everything to succeed. In the same way, companies are successful, reach and sometimes exceed their potential, when they **focus their attention on what the organization does best (core business), taking full advantage of the specific skills available (know how) , without wasting energy and resources**

ANALYSIS OF BUSINESS AREAS

The **Marketing repositioning consultancy** aims to help find the "focus or strategic focus" of the company, in order to direct its energies towards further growth or rebalancing.

The goal is to clearly identify the "**business areas**" in which the company operates.

This requires:

- ❖ analysis of the types of customers served and **identification / clarification of the needs met by the products offered**;
- ❖ the identification of the **possibilities of "differentiation" of the company's offer** (product / services) with respect to the competition, thus identifying its strengths and weaknesses;
- ❖ the **evaluation of future prospects**, wondering if the types of current customers will be those that the company will be able or will serve in the future.

If, instead, we expect that the needs expressed by the market will undergo a modification, we need to hypothesize in which direction they will evolve.

This, to be able to reflect on the possibility of the company to follow such evolutions or on the convenience to place different strategic objectives, in terms of markets / customers / products

For more information about Zaraconsulting1 visit
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