



ZARA CONSULTING1

The main areas of our consultancy

BUSINESS CONSULTANTS IN ALL PHASES OF THE "LIFE CYCLE" OF THE COMPANY

3 areas of intervention for our consultancy:

Business creation and start up

Having a great idea is not enough, because the idea is valid only when it is realized, with a positive outcome. Today, it is increasingly risky to improvise and it is no longer possible to enter a market, trusting only in the possibility of learning from mistakes and correcting the shot, along the way. However, new opportunities exist (and will continue to exist in the future), especially for those who are willing to face a specific preparation and research path, with the aim of planning and keeping under control the risk that affects the possibility of surviving.

Learn more about this by downloading our presentation [here](#)

Consolidation and business development

Growing up is the physiological condition of the company. 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 and financial balance, as well as defending its competitive position. However, growth "costs". In the face of this awareness, it is essential to ask ourselves how to direct indispensable growth, to continue ensuring adequate profitability for the company.

Learn more about this by downloading our presentation [here](#)

Reorganization and repositioning

In companies too little is studied in the external environment: in general we stop at the observation: "I sell / I don't sell ... enough". Companies are very similar to human beings: people cannot know how to do everything well, even if someone does everything they can to do it. In the same way, companies are successful, they reach and sometimes exceed their potential, when they focus their attention on what the organization does best (core business), making full use of the specific skills available (know how), without wasting energy and resources.

Learn more about this by downloading our presentation [here](#)

THE IMPORTANCE OF THE METHOD

A strategic Marketing project (verification and positioning choices) from which every aspect of operational Marketing derives, must start from some fundamental analyzes of the company's strengths and weaknesses.

It is a complex and delicate operation. For this, the method and the experience assume fundamental importance, as they allow to gather all the information necessary to support a good diagnosis, from which "creative" solutions can arise.

SWOT ANALYSIS

ALSO CALLED "SWOT MATRIX" IS A STRATEGIC PLANNING TOOL USED TO EVALUATE THE STRENGTHS (STRENGTHS) AND WEAKNESSES (WEAKNESSES) OF A COMPANY OR PROJECT, AS WELL AS OPPORTUNITIES (OPPORTUNITIES) AND THREATS (THREATS) WHICH CAN FACILITATE / HINDER A DEVELOPMENT PROJECT, CONSIDERING BOTH THE INTERNAL AND EXTERNAL POINT OF VIEW OF THE COMPANY (ENVIRONMENT, MARKET AND COMPETITION). THE MODEL IS USED TO CRITICALLY EVALUATE THE POSSIBILITY OF ACHIEVING AN IDENTIFIED GOAL. TYPICALLY, THE COLLECTION OF INFORMATION, TO BUILD THE SWOT MATRIX, INVOLVES A "WORKING GROUP" THAT EXPRESSES DIFFERENT POSSIBLE POINTS OF VIEW ON THE COMPANY AND THE EXTERNAL ENVIRONMENT.

	Helpful (to achieving the objective)	Harmful (to achieving the objective)
Internal Origin (attributi of the organization)	Strenghts	Weaknesses
ExternalOrigin (attributes of the environment)	Opportunities	Threats

SWOT ANALYSIS

THE NEXT PHASE OF USING THE SWOT ANALYSIS
REQUIRES THAT THE INFORMATION COLLECTED IS
USED TO GIVE EFFECTIVE ANSWERS TO THE
QUESTIONS:

HOW TO EXPLOIT EACH STRENGTH?

HOW TO MINIMIZE THE EFFECTS OF EACH
WEAKNESS?

HOW TO TAKE ADVANTAGE OF EVERY
OPPORTUNITY?

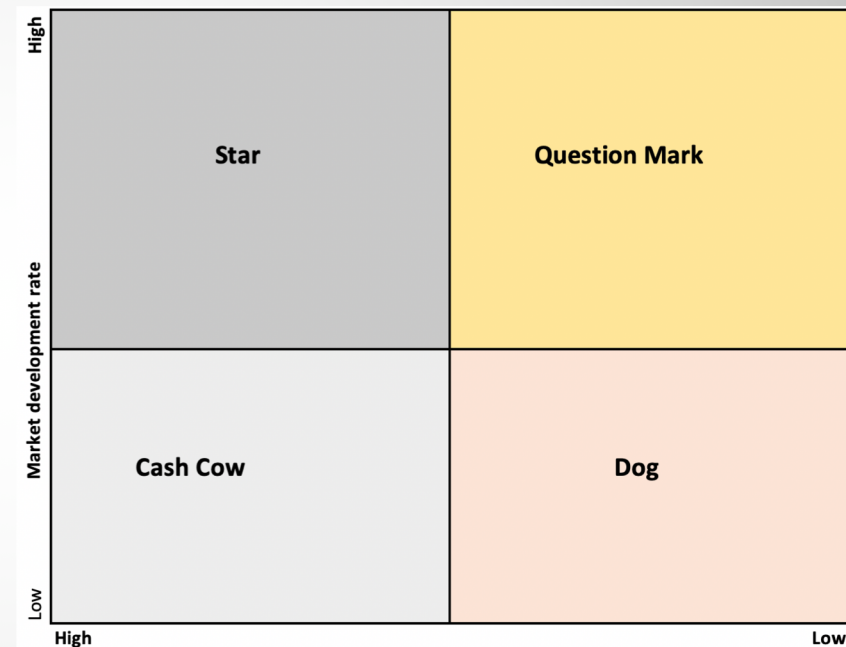
HOW TO MINIMIZE THE EFFECTS OF EACH
THREAT?

	Helpful (to achieving the objective)	Harmful (to achieving the objective)
Internal Origin (attributi of the organization)	Strenghts	Weaknesses
External Origin (attributes of the environment)	Opportunities	Threats

THE BUSINESS PORTFOLIO

VARIOUS MATRIX METHODS HAVE BEEN DEVELOPED IN WHICH INDICATORS MEASURE THE ATTRACTIVENESS OF A BUSINESS AND THE RELATIVE COMPETITIVENESS OF THE BUSINESS. ONE OF THEM IS THE "GROWTH / MARKET SHARE BCG" MATRIX (OF THE BOSTON CONSULTING GROUP).

- * THIS MATRIX IS BUILT ON THE BASIS OF TWO CRITERIA:
- * THE GROWTH RATE OF THE REFERENCE MARKET, WHICH ACTS AS AN INDICATOR OF ATTRACTIVENESS;
- THE MARKET SHARE OF THE MOST DANGEROUS COMPETITOR, USED AS AN INDICATOR OF THE FIRM'S COMPETITIVENESS.



NEW MATRIX ANALISYS

Star

expanding products / services that require resources to grow. They generate margins and are destined to become "cash cow".

Question mark

quantitatively modest products / services that produce high margins; however, they require significant resources to grow. If they grow up they become "stars"; if they don't grow they become "dog".

Cash cow

quantitatively interesting products / services although the reference market is not perky. They produce liquidity and consume little. Therefore, they represent a source of funding for businesses that need it ("star" and "question mark")

Dog

quantitatively modest products / services in a mature market that does not grow or grow negligibly. To continue to make them, we need resources that would be more useful if they were donated to "stars" and, perhaps, to "question marks". The goal is to divest.

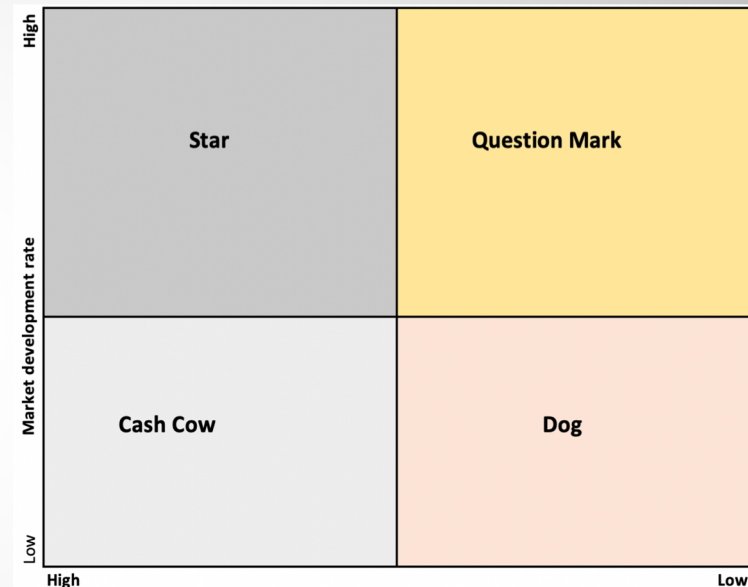
The BCG matrix can also be usefully used to conceptually retrace the four phases of a business life cycle:

New entry in the market (Start up) = Question mark

Growth = Star

Maturity = Cash cow

Decline = Dog



DEVELOPMENT STRATEGIES 1/2

The expansion decisions that have strategic value for the company are essentially contained in the product / market matrix proposed by Ansoff:

Market penetration

Penetration of the current market (types of customers), with current products / services.

It is about acquiring new customers in those sectors in which the company is already present.

It is clear that the success of the penetration strategy requires that the company can exhibit significant references and differentiating skills that allow it to capture the attention and ignite the interest of new customers. This therefore requires identification of potential customers, optimization of the sales network and marketing policies.

Market development

Opening of new markets with current products / services.

Also in this case, it is a question of acquiring new customers, but expanding the reference markets (new customer segments, geographic areas, application sectors, etc.).

This requires the identification of new potential markets, the adaptation of the sales network and marketing policies.

	CURRENT PRODUCTS	NEW PRODUCTS
CURRENT MARKETS / CUSTOMERS	MARKET PENETRETION	PRODUCT DEVELOPMENT
NEW MARKETS / CUSTOMERS	MARKET DEVELOPMENT	DIVERSIFICATION

DEVELOPMENT STRATEGIES 2/2

Product development

Development of new products / services to offer to current customers. Developing the product / service portfolio often requires the allocation of investments, in particular, for the acquisition of "know how" which the Company does not yet have or which it has to develop, to support innovation.

Product innovation also requires careful evaluations to prevent new solutions from "cannibalizing" sales of the company's current products. Often it is also necessary to change the commercial approaches, if not the creation of a new sales organization specific for new products.

Diversification

Development through the introduction of new products / services to be proposed to new markets.

The diversification strategy is the most complex one to pursue. In fact, it requires that the Company invests to introduce new products / services to be proposed to new markets.

As is the case with any investment, the economic return of a diversification strategy depends on the belief with which the path of the new is taken, and on the resources that are dedicated to it.

The diversification strategy produces results only in the medium to long term. In fact, it requires both new skills and visibility and credibility in markets where the company is not yet present. This does not mean that every company must have long-term development options in its business portfolio. Therefore, the possibility of investing in completely new sectors (customers and products / services) should also be considered.

	CURRENT PRODUCTS	NEW PRODUCTS
CURRENT MARKETS / CUSTOMERS	MARKET PENETRETION	PRODUCT DEVELOPMENT
NEW MARKETS / CUSTOMERS	MARKET DEVELOPMENT	DIVERSIFICATION

For more information about Zaraconsulting1 visit
our website www.Zaraconsulting1.com

For this advice, please contact
zaraconsulting1@gmail.com without obligation

