



# Tutorial 4

## Critical Success Factors + Internal Capabilities + Objectives

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# Today's Agenda

Critical Success  
Factors

SWOT

Assignment 2

# Critical Success Factors



Are the skills and resources which are necessary for the company to compete successfully now and three years into the future. Critical Success Factors (CSF's) are about positional advantages, **maintaining them** (Internal Capabilities), **leveraging them** (Utopia in the External Environment), and **reducing the effect on the business** (Catastrophe in the External Environment).



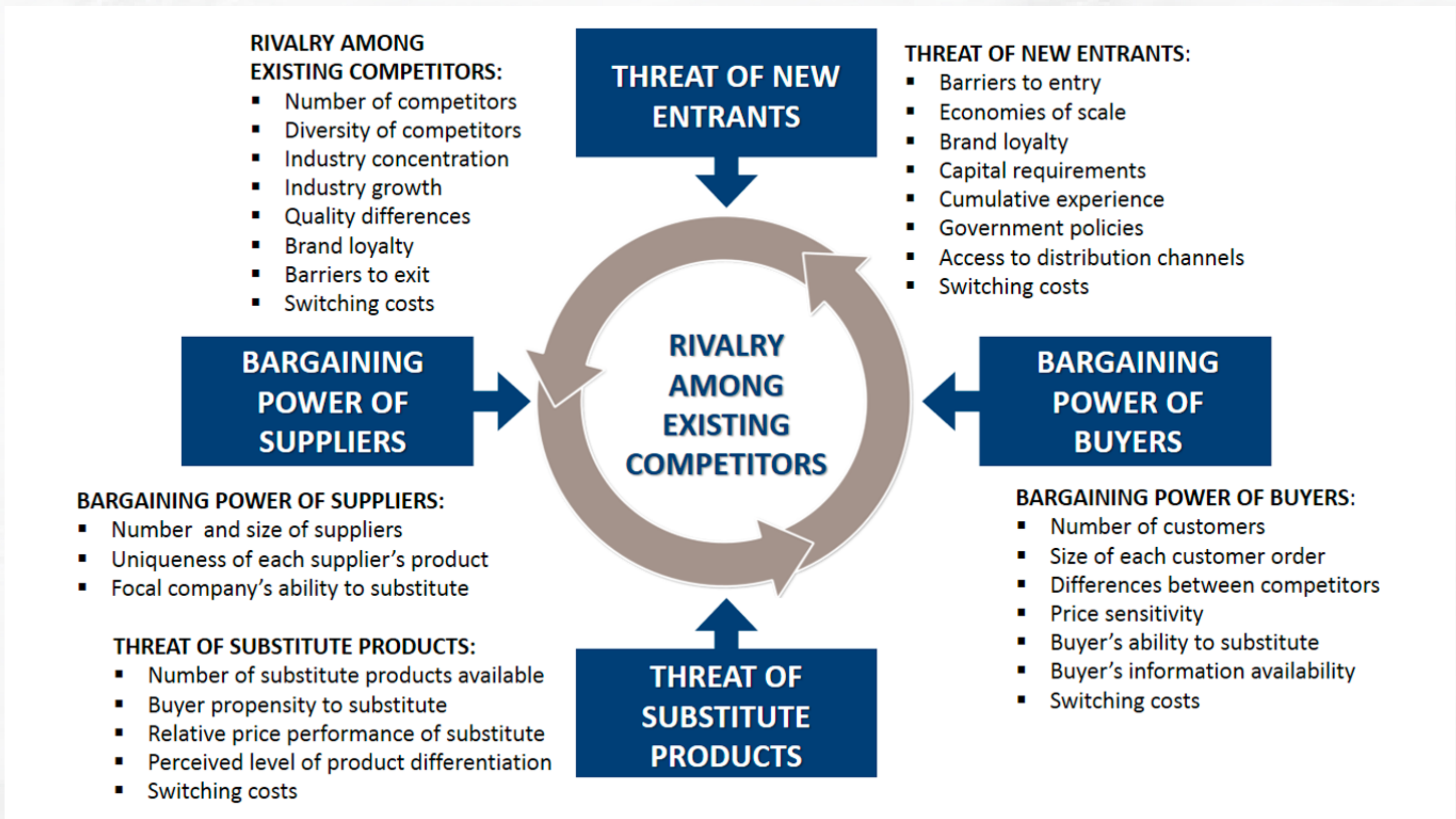
# Critical Success Factors



4 - 5 bullet points recommended

You **can** use Porter's 5 Forces (p.78-79 of the textbook), if you do I'd recommend making it on Canva or another platform and adding it as a screenshot to support your 4-5 bullet points.

# Critical Success Factors





# Critical Success Factors



Using the environmental scanning tool to create critical success factors

Utopia = CSF's based on leveraging the changing external environment

Catastrophe = CSF's based on minimising the impact of an event

		EFFECT OF EVENTS ON OUR BUSINESS						
		Excellent		Indifferent		Disastrous		
		1	2	3	4	5	6	7
PROBABILITY OF EVENTS OCCURRING	High	UTOPIA				CATASTROPHE		
	Medium			NEUTRAL				
	Low	DISAPPOINTMENTS					TO BE WATCHED	
		100						
		70						
		40						
		30						
		0						

# Critical Success Factors



## Internal Capabilities

If you have done the McKinsey 7-S Model, which of these skills are the most important for Be Happy Chocolate?



# Critical Success Factors



As a group, if you haven't completed your Internal Capabilities keep going with that section.

Otherwise identify the most crucial events from the external environment and write a short statement on what Be Happy Chocolate needs to do to ensure success over the next 3 years.



# SWOT



Strengths and Weaknesses are directly linked to the Internal Capabilities

Problems (Threats) and Opportunities are directly linked to the External Environment and have their own section in the report, Catastrophe = Problems, Utopia = Opportunities

These are closely related to your CSF's

# Statement of Problems and OPPortunities ✨

Match your critical success factors to the internal capabilities of the company, issues and challenges facing the company should be identified and prioritised.

These statements form the basis of the individual assignment.

The following questions to be answered in this statement follows:



# Statement of Problems and Opportunities ✨

What will be the (sustainable) competitive advantage of this organisation? (Strengths)

What areas are there opportunities in which the company has capabilities or strengths? (What they do well + Utopia)

What opportunities are predicted for the future? (Utopia)

Can the company improve on areas of weakness in order to realise an opportunity? (Weaknesses + Utopia)

What are the most significant threats how can they be considered or addressed? (Catastrophe + Strengths/Weaknesses)

# Assignment 2



Presentation Slides are due 19th of December, 9:30

With a focus on Problems and Opportunities, Internal Capabilities, Market Segmentation, and the marketing mix (your recommendations)



# Assignment 2



Marketing Mix still focuses on Product, Price, Place and Promotion etc, but will be set up differently both in the presentation and in the assignment.

The marketing mix is made up of 3 parts, Creating Value, Communicating Value and Delivering Value, within these 3 parts you will discuss the 4 - 8 p's.

# Assignment 2



**Slides 1-2:** Background – Start with most vital problems and opportunities for the company that have arisen from the analyses of the remote and near environment and internal capability review

**Slide 2 or 3:** Who will you target? Describe the segments and the brand strategy and positioning for them



# ASSignment 2



**Slides 3, 4 and 5:** Describe the value mix for the targeted segments including what will be similar/the same and what will differ? How will you communicate and deliver value to each segment?

# What to do next + next weeks tutorial ✨

What to do next:

Finish the group assignment, only team leader to upload.

IF you have had significant contribution issues (team members not contributing or showing up) fill in the MARK303 Peer Assessment Form under Assignment 1 and email form to Janine

Start looking ahead to higher level marketing strategies

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