

Tutorial 3

NEAR ENVIRONMENT + INTERNAL CAPABILITIES

kiriana.welsh-phillips@vuw.ac.nz
marketingatvic.rocketspark.co.nz

Tutorial Research

Due this Friday at midnight

By now you should have completed your interview and you should be close to finishing your coding/themes

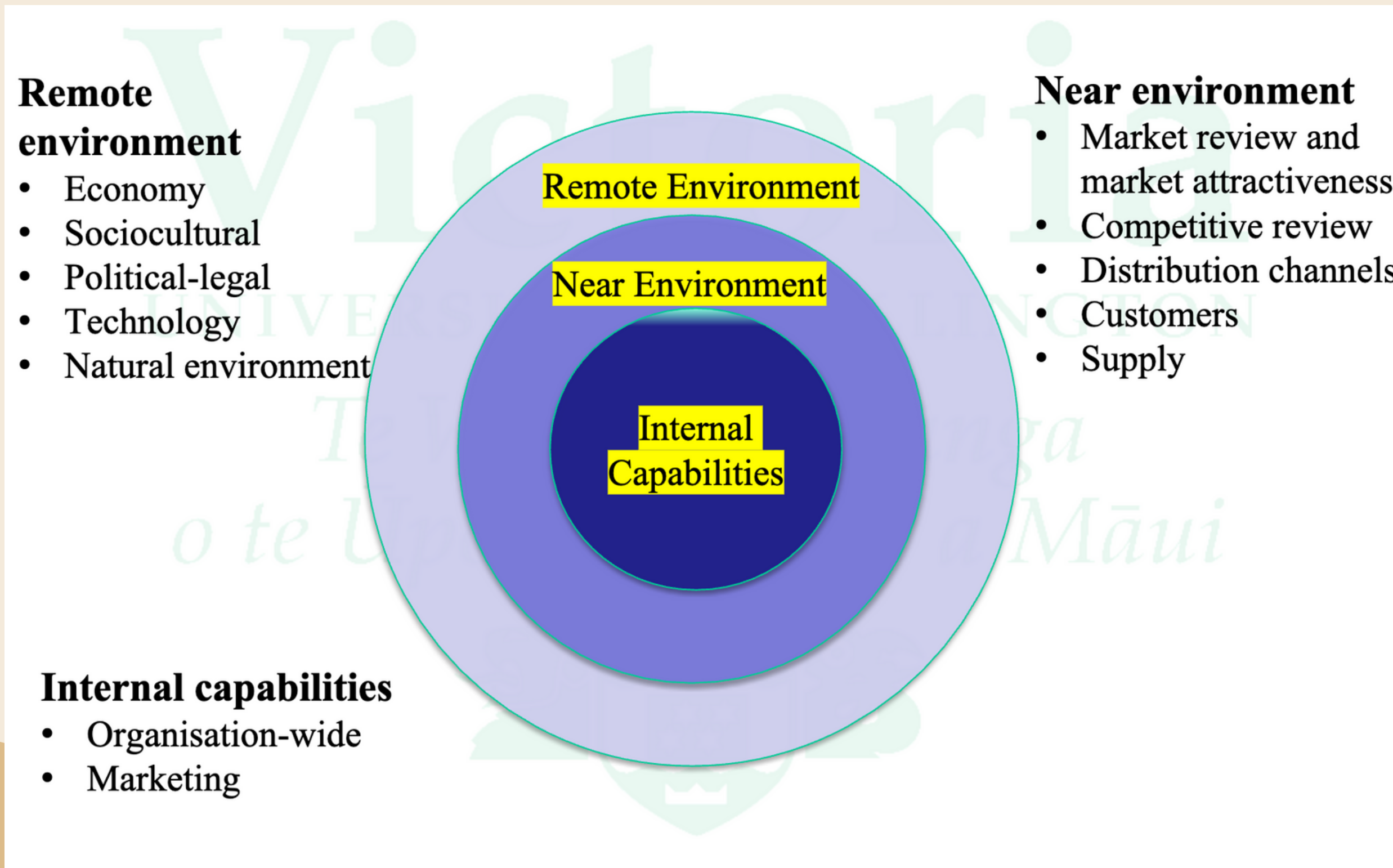
Any Questions?

Situational Analysis

Macro environment (Remote) → Outside-In → Opportunities
Micro environment (Near) → and Threats

Critical Success Factors → Inside-Out → Strengths and
Internal Capabilities → Weaknesses

Review of the external environment



Near Market

- Market Review and Market Attractiveness
 - Choose the most appropriate approach to forecast future market demand for this product - secondary resources and data
 - How will this market change?
- Competitive Review
 - Go back to MARK 202, evoked/inert/inept sets, symbolic/functional and determinant attributes
- Distribution Channels / Intermediaries
 - Go back to MARK 301, as well as how they physically distribute their products. eg. Circular Economy, E-Commerce
- Customers - Who is buying? Who could be influenced easily?
- Supply Chain

Internal Capabilities (Marketing Focused)

- Financial Position
- Organisational Effectiveness
 - Marketing Capabilities of the organisation - consider a marketing audit
- Marketing Management
- Marketing Strategies

Think back to MARK323 Brand Management, what are some factors a business has to get right?

- Brand Image; Name, logo etc
- Quality of Product
- After Sales Service/Communication

How does Be Happy Chocolate manage these compared to competitors?

Internal Capabilities (Marketing Focused)

Tools to help with analysis:

McKinsey 7-S Model

(Mind Tools Checklist)

MCKINSEY 7-S FRAMEWORK

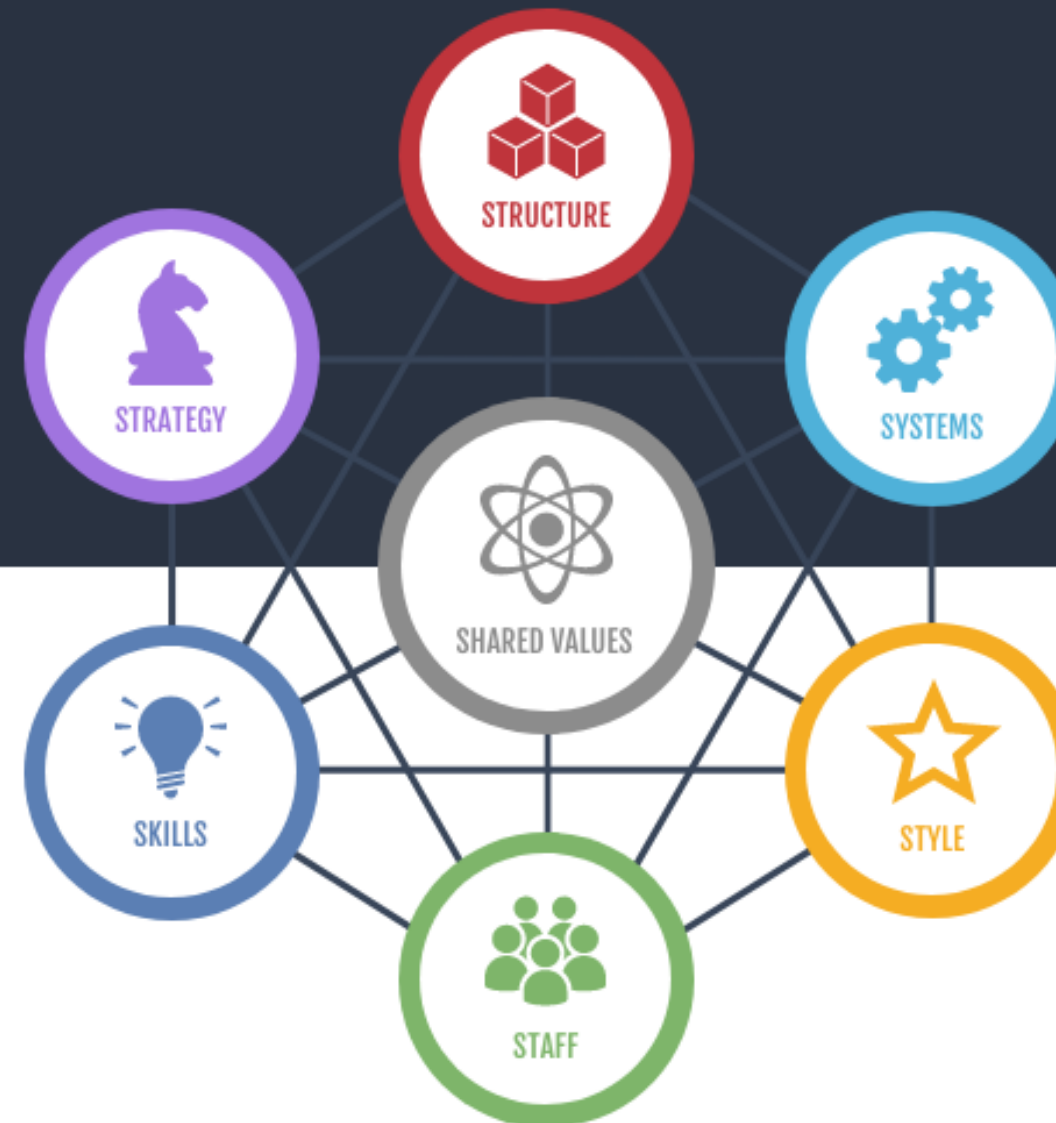
The 7-S Framework is a model that uses a network of related factors that can be used to assess the nature of change in an organization. These seven areas are seen as having equal importance with no hierarchy, and that changing one area will affect all others too. However, Shared Values are placed in the middle, as a company's core values are central to everything that they do.

HARD S

Hard S's are considered easier to define, where management has more ability to control, influence, and apply change to these areas.

SOFT S

Soft S's are considered to be harder to define, and a company's culture will have a strong influence in how these areas are shaped.



STRATEGY

Involves an organization's approach to the market, including its plans and actions to create growth and profits.

STRUCTURE

Pertains to how a company organizes and structures its resources, from capital, budgets, workforce, equipment, etc.

SYSTEMS

The processes and workflows carried out as a part of work responsibilities and the tools used to accomplish the work.

SHARED VALUES

The organization's core values ties everything together, where all aspects of the organization operate under the same set of values.

STYLE

The informal rules of an organization, essentially the culture of a company and how it does things.

STAFF

The employees of the company, and how each employee develops and grows in their roles.

SKILLS

The skills of individual employees as well as the skills of the organization as a whole. The organization would have its core competency but can also outsource when needed.



Source: expertprogrammanagement.com/2018/11/mckinsey-7s-framework/

Tutorial Research

- Share common themes and ideas from your interviews with each other
- Highlight anything related to the external environment (factors that affect the interviewee from knowing/purchasing the product) and internal capabilities (What Be Happy did well)
- Highlight any criticism for future feedback

Next Week's Tutorial

- Before next week
 - Write up the external environment section of the report
 - Complete a SWOT analysis, SW=Internal Capabilities and OT = External Environment
 - Hand in your tutorial research assignment on time
- Critical Success Factors (CSFs)
- Matching CSFs to Internal Capabilities

Next weeks tutorial will be the last tutorial for the group assignment