



Key Questions on Product Management and Branding

- What **unique product benefits** does our product offer c.f. others ?
 - any advantages in warranty / availability of parts ?
 - superior installation / assistance - support /
 - superior after-sales service / maintenance agreement ?

- What unique shortfalls / **weaknesses** does our product / brand have ?
 - has any user-dissatisfaction been arrested or in decline ?
 - are we fixing problems quickly enough / better than the others ?
 - where could a competitor most easily attack us ?

- How **many customers** by Length - of - Use do we have ?
 - What % of them were connected (new) during the last year ?

- What is the biggest **substitute** product / service entering the market
i e a threat / possible replacement ?
 - the biggest threat is from (commencing on)
 - the second biggest threat is likely to be

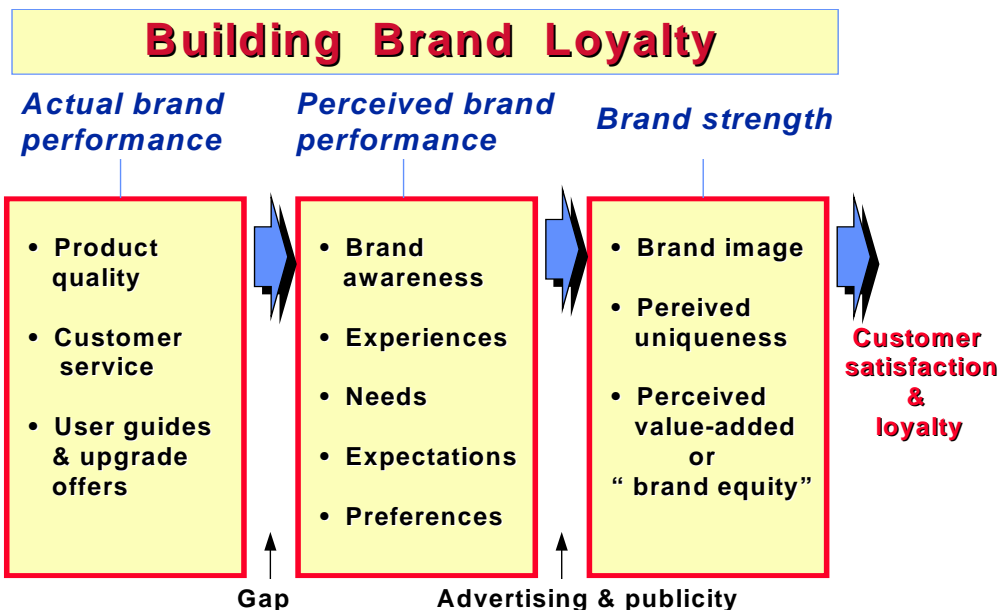
- What **complimentary products** / services can soon be offered ?
 - estimated revenue over next year ?
 - estimated unit sales over next year ?
 - how many additional staff needed for this ?

-
- Are we featuring the right attributes in the brand ?
 - How well are we conveying the brand to the market ?
 - How can we better conduct whole of company understanding and support of the desired brand ?
 - How can we better conduct internal brand management procedures and control processes ?
-

Comment on Brand loyalty

To build customer loyalty to the brand requires attention to measuring & rectifying the "gap " between actual and the customers' perceived performance of our brand; plus effort to manage the communications " gap" that may exist between real brand performance and customer perceptions of the brand image / reputation.

The next diagram helps to illustrate the potential gaps to assess and address:



brand1

What is our competitive position & market share

- What **market share** was achieved last 12 months ?
 - For the total category market / product group
 - was that above / below budget ?
 - For the true target sub-market / territory covered....
- What **UNIT sales** were achieved last 12 months ?
 - For the total category market / product group
 - was that above / below budget ?
 - For the true target sub-market / territory covered....
- What **A\$ sales** were achieved last 12 months ?
 - For the total category market / product group
 - was that above / below budget ?
 - For the true target sub-market / territory covered....
 - Average revenue per employee (or salesperson)....
- What % change forecast for our overall TOTAL **market share** ?
 - Key assumptions are ?
 - Who established those & how long ago ?
 - How many new competitors are there now , since target set ?



- Who are our **major competitors** ?
 - At upper end of the market ?
 - At lower end of market ?
 - by key territory they are; Territory A :(.....)
 - Territory B :(.....)
 - Territory C:(.....)

- What are our **competitor's strengths** & weaknesses ?
 - better / worse than us on providing product quality ?
 - better / worse than us on service ?
 - why ?
 - better / worse than us for overall price deals ?
 - why ?

- What market / customer **segments** is market SHARE best in now ?
 - "Corporates"
 - Medium (defined as
 - Small (defined as
 - Which ones should we focus on henceforth ?
 - Why ?

- What market / customer **segments** are \$ SALES best in now ?
 - "Corporates"
 - Medium (defined as
 - Small (defined as
 - Which ones should we focus on henceforth ?
 - Why ?

What market / customer **segments** should we target ?

Intensity of Need users	Price Sensitivity	Predisposition to substitute products / > functionality
High Low	High Low	High Low

Current users

.....

Potential users

.....

- What % change is forecast for our overall market **share** made up by our biggest single customer ?
 - Who set that , & how long ago ?
 - What steps have already been taken to minimise this ?
 - Has their ownership / management changed significantly ?

- What % change forecast for our overall market **share** of our second biggest customer ? Has ownership / management changed significantly?



-
- What customer **loyalty** programmes / offers have been the most successful for this organisation ?
 - Have they tried volume rebates to build customer loyalty ?
 - Have they tried competitions to build customer loyalty ?
 - Are product information seminars offered to train new customers

 - Are our key customers gaining added **confidence** / trust in our :
 - overall ability to meet their needs ?
 - short term service arrangements / maintenance delivery ?

How recently have we collated and reported on the key market information on our **competitors'** activities? eg:

- Their main product lines and current price strategies & offerings
- Description of Call Ctr and telemarketing direction
- Sales force structure, incentives and effectiveness
- Description of retail channels structure & incentives used
- Expenditure on P&A, and research
- Customer attitudes to the brand, quality & value added
- Policy on service and rebates / bill payment issues
- Planned direction on e-commerce initiatives