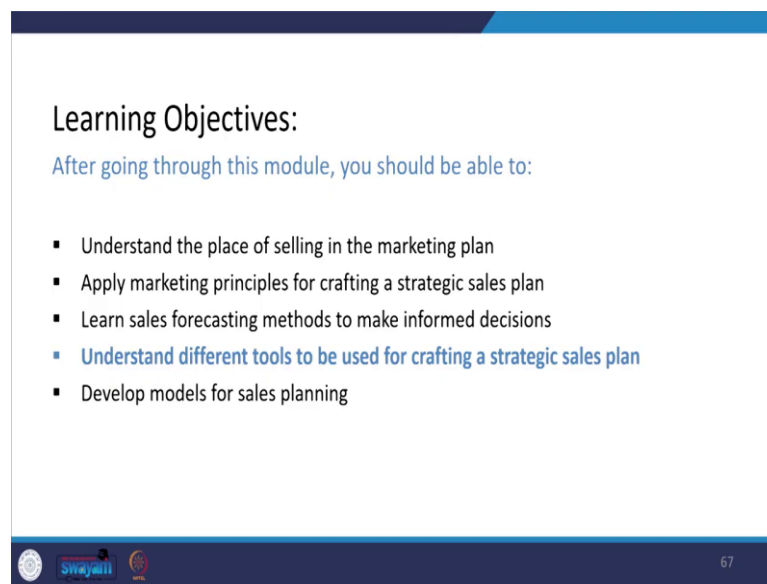


Strategic Sales Management
Prof. Kalpak Kulkarni
Department of Management Studies
Indian Institute of Technology, Roorkee

Lecture - 10
Tools to Assess Market While Developing Strategic Sales Plan

So, as we have now learnt about the different sales forecasting methods to make informed decisions when it comes to selling.

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Learning Objectives:

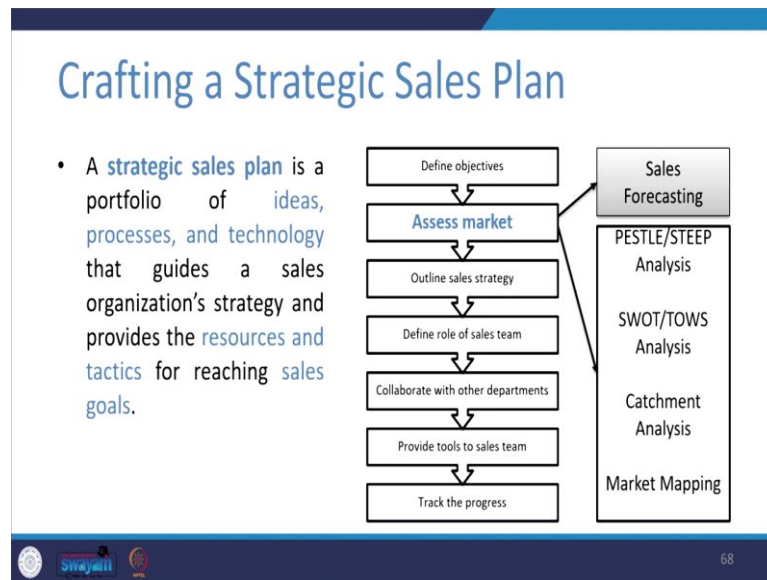
After going through this module, you should be able to:

- Understand the place of selling in the marketing plan
- Apply marketing principles for crafting a strategic sales plan
- Learn sales forecasting methods to make informed decisions
- **Understand different tools to be used for crafting a strategic sales plan**
- Develop models for sales planning

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Now let us understand some more tools that can be used for crafting a strategic sales plan. Before that just quickly revise the definition of strategic sales plan.

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Strategic sales plan is a portfolio of ideas, processes, and technologies that guides a sales organization strategy and provides the resources and tactics for reaching sales goals and we also discussed this process in detail the various steps involved in designing a strategic sales plan.

So, after defining the objectives, we were looking at how to assess market and in this we have already covered different sales forecasting methods. Beyond that there are more methods and tools available to exactly gauge the market so, that we can take some more informed decisions and we can devise the sales strategy with more accuracy which is more beneficial and which is more kind of you know rewarding for a company.

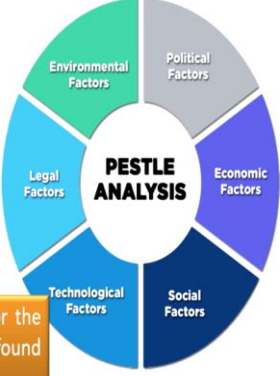
So, here we can make use of some tools like PESTLE or STEEP analysis, SWOT and TOWS analysis, Catchment analysis and Market mapping. So, let us deep dive into these tools further and see what they exactly offer towards the benefit of a sales organization.

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PESTLE/STEEP Analysis

- ✓ The **STEEP** analysis, also called **PESTLE** analysis, is a strategy of *external environmental* analysis for companies.
- ✓ It lists the factors of the individual categories that may influence the unit under investigation.
- ✓ A kind of *external audit*

A PESTLE analysis is used to analyze and monitor the macro-environmental factors that may have a profound impact on an organization's performance.



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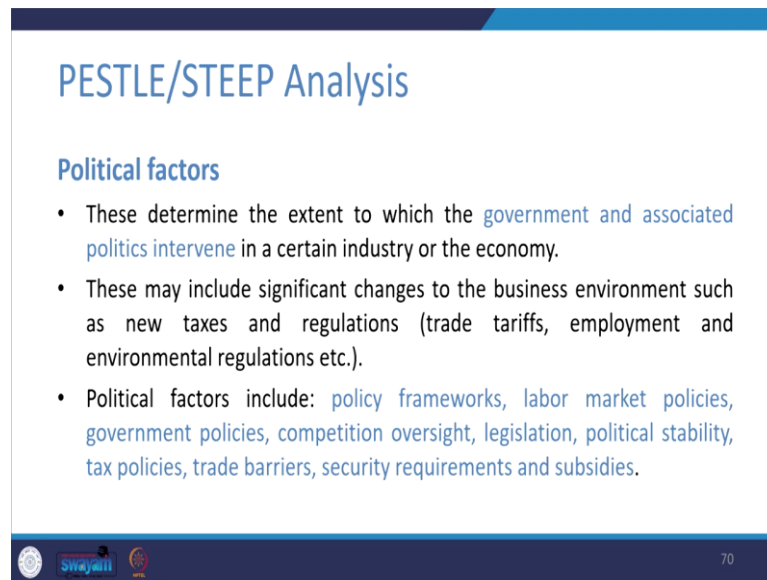
First is PESTLE or STEEP analysis. So, this STEEP analysis is also called as PESTLE analysis it is a strategy of external environmental analysis for companies.

So, it lists the factors of the individual categories that may influence the unit under investigation. The unit can be a particular sales group a unit can be a particular strategic business unit or the unit can be an entire company as well and it is termed as one of a kind of an external audit where we are actually kind of you know sensing what external factors which are beyond control of an organization or that particular unit are affecting our efforts when it comes to selling and all.

So, PESTLE analysis is actually an acronym for different factors like P for political factors, E for economic factors, S for social, T for technological factors, legal factors and then lastly environmental factors. A PESTLE analysis is used to analyze and monitor the macro environment factors that may have a profound impact on an organizations performance. So, there is something called as an internal factors right an internal factors which are termed as micro environmental factors that includes our suppliers our customers or our even retail partners as well.

But when it comes to macroeconomic factors these are the PESTLE factors that has one has to consider now let us look at each of them.

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PESTLE/STEEP Analysis

Political factors

- These determine the extent to which the **government and associated politics intervene** in a certain industry or the economy.
- These may include significant changes to the business environment such as **new taxes and regulations** (trade tariffs, employment and environmental regulations etc.).
- Political factors include: **policy frameworks, labor market policies, government policies, competition oversight, legislation, political stability, tax policies, trade barriers, security requirements and subsidies.**

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Political factors, so, this factors determine the extent to which the government and associated politics intervene in a certain industry or the economy as well. So, these may include significant changes to the business environment such as new taxes and regulations that involves different trade traffic tariffs employment and even government regulations etcetera.

On a large scale whatever comes under these factors like policy frameworks, labour market policies, government policies, competition oversight, legislation, political stability of the country or even an economy tax policies, that are available there trade barriers, security requirements and subsidies also. So, all these factors can be put under the umbrella of political factors that can affect any operations of any business or unit. Coming to the economic factors.

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The slide features a blue header with the title 'PESTLE/STEEP Analysis' in white. Below the title, the sub-section 'Economic Factors' is highlighted in blue. The main content consists of three bullet points. The footer includes a logo on the left, the text 'Swajati' in the center, and the number '71' on the right.

PESTLE/STEEP Analysis

Economic Factors

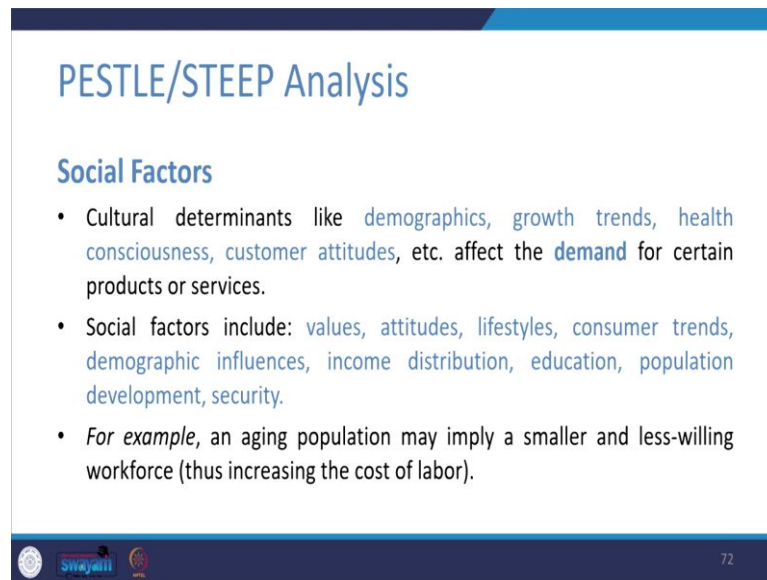
- When making important strategic marketing decisions the business needs to consider the influence the economy may have on the firm's ability to sell its products or services.
- Economic factors include **economic growth, interest rates, exchange rates and the inflation rate**. These factors have major impacts on how businesses operate and make decisions.
- *For example*, interest rates affect a firm's cost of capital and therefore to what extent a business grows and expands. Exchange rates affect the costs of exporting goods and the supply and price of imported goods in an economy.

When making important strategic marketing decisions, the business needs to consider the influence of the economy may have on the firm's ability to sell its products and services. Economic factors include economic growth that we usually talk about GDP and all interest rates, exchange rates and the inflation rate as well.

These factors have major impact on how businesses operate and make decision. For example, if you want to make an more investment in your kind of you know product innovation and even research and development a company needs funds. So, from which are the sources from where the company can source those funds? That is again you know kind of affected by the rate of interest that is available in that particular economy.

For example, interest rates affect a firms cost of capital and therefore, to what extent a business grows and expands exchange rate have its kind of you know influence on these. So, exchange rate affect the cost of exporting goods and the supply and price of imported goods in an economy as well.

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The slide is titled "PESTLE/STEEP Analysis" in a large blue font. Below the title, the sub-section "Social Factors" is highlighted in blue. It contains three bullet points: 1. Cultural determinants like demographics, growth trends, health consciousness, customer attitudes, etc. affect the demand for certain products or services. 2. Social factors include: values, attitudes, lifestyles, consumer trends, demographic influences, income distribution, education, population development, security. 3. For example, an aging population may imply a smaller and less-willing workforce (thus increasing the cost of labor). The slide footer includes a Swajati logo and the number 72.

Going further, there are again social factors one need to consider even when you are going for a selling. So, cultural determinants like demographics, growth trends, health consciousness of customers customer attitudes etcetera affect the demand for certain product or services.

For example, in recent pandemic the customer attitude towards insurance product has largely changed right. So, these are the cultural determinants, but as well as this is something which is coming from external. So, the covid pandemic has fundamentally changed the way consumer looks at products and services. Social factors along with these above listed factors include the social values, attitudes of customers lifestyles, consumer trends, demographic that influences income distribution as well as education of the population as well as other things like security as well.

So, for example, an aging population may imply a smaller and less willing workforce right. So, thus increasing the cost of labor to operate into that particular territory or economy.

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PESTLE/STEEP Analysis

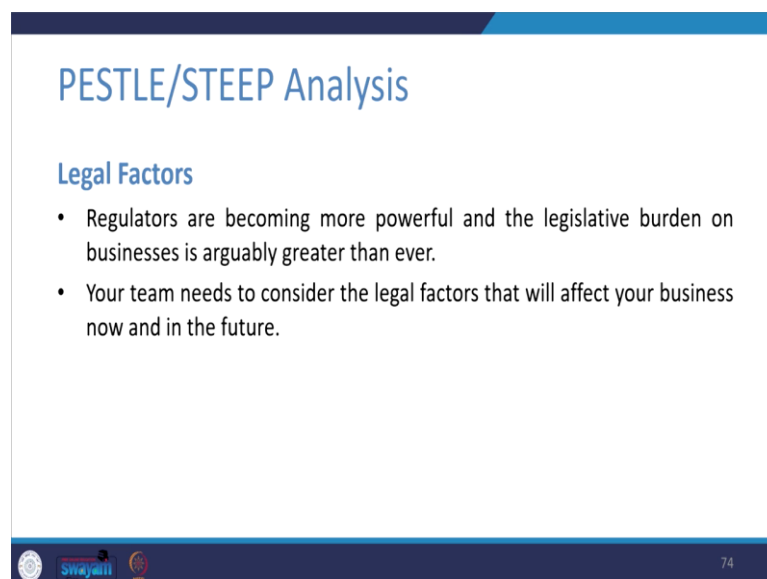
Technological Factors

- Innovations in technology can affect the company's operations and the market in which it operates.
- Technological factors include: new technologies, technology effects, research, development speed, new products and processes, product lifecycles, technology investments, and government research expenditure.
- Furthermore, technological shifts can affect costs, quality, and lead to innovation.

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Coming to the technological factors innovations in technology can affect the company's operations and the market in which it operates. So, technological factors include new technologies, technology effects, research development spend, new products and processes, product life cycles, technology investments and even government research expenditure as well. So, furthermore technological shifts can affect cost quality and even it leads to innovation as well.

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PESTLE/STEEP Analysis

Legal Factors

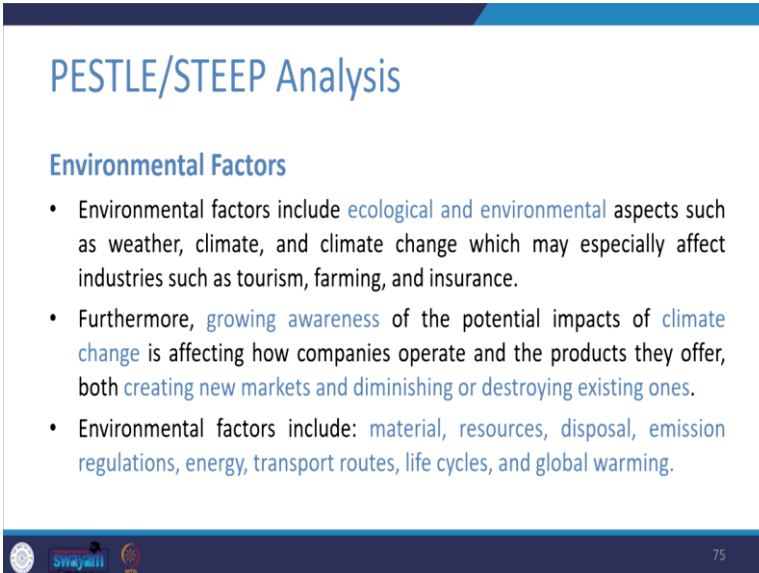
- Regulators are becoming more powerful and the legislative burden on businesses is arguably greater than ever.
- Your team needs to consider the legal factors that will affect your business now and in the future.

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Coming to the legal factors regulators are becoming more powerful and the legislative burden on businesses is arguably greater than ever you your team needs to consider the legal factors that will affect your business now and in the future.

For example, if you are selling products where it needs a large amount of kind of you know human resources to be employed. You need to abide by the laws of the land related to employment as well as labor policies. This could be anything from data protection regulations through to employment legislations as well. Coming to the last that is environmental factors that affect business activities.

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The slide is titled "PESTLE/STEEP Analysis" in a large blue font. Below the title, there is a sub-section titled "Environmental Factors" in a smaller blue font. This section contains three bullet points, each starting with a blue dot. The first bullet point discusses ecological and environmental aspects like weather, climate, and climate change, noting their impact on industries like tourism, farming, and insurance. The second bullet point mentions growing awareness of climate change's impact on company operations and products, both creating and destroying markets. The third bullet point lists various environmental factors such as material, resources, disposal, emission regulations, energy, transport routes, life cycles, and global warming. At the bottom of the slide, there are logos for "Swajini" and "75" on the right side.

Environmental factors include ecological and environmental aspects such as weather, climate and climate change which may especially affect industries such as tourism, farming and insurance. Furthermore, growing awareness of the potential impact of climate change is affecting how companies operate and the products they offer, both creating new markets and as well as diminishing the destroying existing markets as well.

Environmental factors include materials, resources, access to those resources, disposal, emission norms and regulations, energy policies, transport routes available, life cycle and global warming also.

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Now here are some examples how to do how to apply this PESTLE or STEEP analysis for this see.

These are some examples for NIKE it is one of the international brand in sports category. If you look at the political factor it must consider the taxation laws and manage the rules of each country where it is operating and it must follow import export law as well. Coming to economic factors that affect NIKES businesses, NIKE must target customers with good purchasing power right and developing countries may be good opportunity for NIKE because there is a continuous growth that is happening across customer segments in those developing countries

Social factor: NIKE needs to target health conscious people or athlete for that say. Shoes and apparel must be for health conscious people along with sporty people as well. So, they need to target the different sentiments that are happening or arising within the particular customer population. Technological factors: NIKE uses finest technology and it should continue to do that.

It constantly changes technology whenever there is a new opportunity or threat arises from those kind of technological innovations. Coming to legal factor it must consider the copyrights and designs of shoes and appeal apparel it produces as well it must obey health and safety rules as well as they are coming up with product that are targeted to those health conscious people. And environmental factor: NIKE need to come up with

environment friendly products as well that has a long sustainable value for customers who are using it.

Change the brand, look at UBER which provides kind of you know ride sharing kind of an app. A political factor for UBER might be is to need its need to make it stand clear about drivers insurance policies have to follow minimum wages rules which are prescribed by the particular political kind of you know stability and the concerning laws that are coming from that particular ruling party have to have deal with bans in many countries as well. So, that is again a different political factor.

Economic factors for UBER includes easily accessible services affordable fair charges and it is continuously should offer job opportunities, but pay may not be convincing as well. So, these are some economic factors that might hamper operations of UBER. Coming to social factors, UBER has to have a user friendly app it has to offer a quick pickups and also gives better ride experience than taxis which are available in most of the developing countries.

Coming to technological factor, excellent mobile app for users is something which is very much important for UBER. Using social media and other electronic media well for promotion is another technological factor that drives engagement with UBER services. Legal factor here includes need to prevent ban in many countries owing to some allegations related to kind of you know different cases that have been filed, need to follow labor and employee safety laws as well and copyright laws need to be looked at as well.

And coming to the final one that is environmental factors that might affect UBERs operations is fuel usage may increase in future right. So, they need to identify alternative sources of fuel or kind of you know renewable sources of energy that can run their cars and taxes and then traffic congestion is a concern as well right. So, these are the environmental factors for which UBER needs to take a call by helping you. So, why this PESTLE analysis is important?

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PESTLE/STEEP Analysis

By helping you to understand how *external factors* affect your businesses, **PESTLE** can help you:

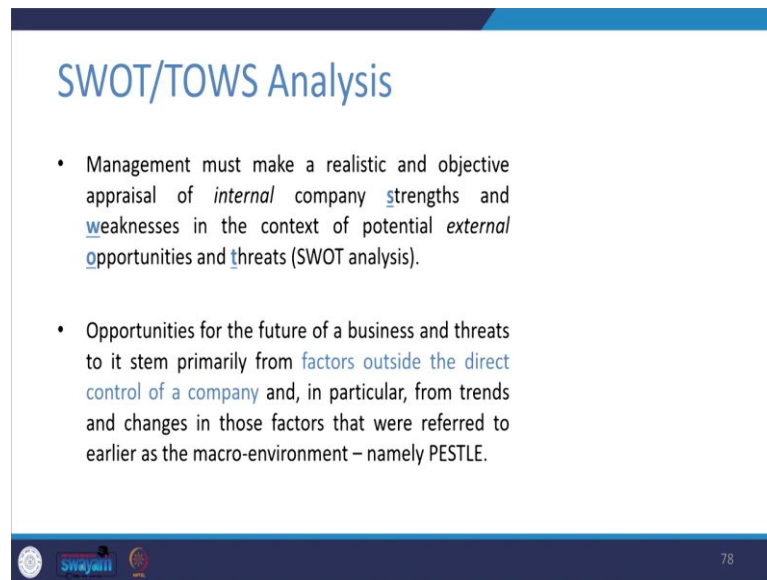
- ✓ Determine their long-term effect on the performance and activities of your business
- ✓ Review any strategies you have in place
- ✓ Work out a new direction, product or plan for your business
- ✓ Identify solutions to problems
- ✓ Gain strategic advantage on competitors
- ✓ Evaluate the risks associated with markets you're interested in

Swajati 77

The PESTLE analysis helps you to understand how external factors affect businesses right. They can help you in multiple ways. First they help you determine the long term effect on the performance and activities of your business.

So, that you can you can plan very well for your future, then they can this pastel analysis can help you review any strategies you have in place that whether it will be ok to go ahead with the same strategies in future. It helps you this analysis helps you to work out a new direction product or plan for your business it can also help you identify solutions to problems that you are facing and then gain strategic advantage on competitors as well and finally, it helps you to evaluate the risks associated with markets you are interested in. So, that is all about the PESTLE analysis.

(Refer Slide Time: 12:55)



The slide is titled "SWOT/TOWS Analysis" in a blue font. It contains two bullet points. The first bullet point states that management must make a realistic and objective appraisal of internal company strengths and weaknesses in the context of potential external opportunities and threats (SWOT analysis). The second bullet point states that opportunities for the future of a business and threats to it stem primarily from factors outside the direct control of a company and, in particular, from trends and changes in those factors that were referred to earlier as the macro-environment – namely PESTLE. At the bottom of the slide, there is a dark blue footer bar containing a logo on the left, the word "Swajati" in the center, and the number "78" on the right.

SWOT/TOWS Analysis

- Management must make a realistic and objective appraisal of *internal* company **s**trengths and **w**eaknesses in the context of potential *external* **o**pportunities and **t**hreats (SWOT analysis).
- Opportunities for the future of a business and threats to it stem primarily from **f**actors **o**utside the **d**irect **c**ontrol of a company and, in particular, from trends and changes in those factors that were referred to earlier as the macro-environment – namely PESTLE.

Swajati 78

Coming to SWOT or TOWS analysis. So, SWOT is an acronym for four words strength, weakness, opportunities and threats. Management must make a realistic and objective approval of internal company strength and weaknesses in the context of potential external opportunities and threats. Opportunities for the future of a business and threats to it stem primarily from factors outside the direct control of a company.

So, whatever the external factors that may affect your business or even sales operations? Are something which is where you do not have a control on it. In particular like from you know trends and changes in those factors in those external factors were referred to the earlier as a macro environment namely PESTLE. So, we know all the external factors that may affect or influence business practices that is PESTLE factors and with relation to that what kind of strength and weaknesses your business unit have. So, that is where we use SWOT analysis.

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SWOT/TOWS Analysis

- Management must make a realistic and objective appraisal of *internal* company **s**trengths and **w**eaknesses in the context of potential *external* **o**pportunities and **t**hreats (SWOT analysis).
- Opportunities for the future of a business and threats to it stem primarily from **factors outside the direct control of a company** and, in particular, from trends and changes in those factors that were referred to earlier as the macro-environment – namely PESTLE.

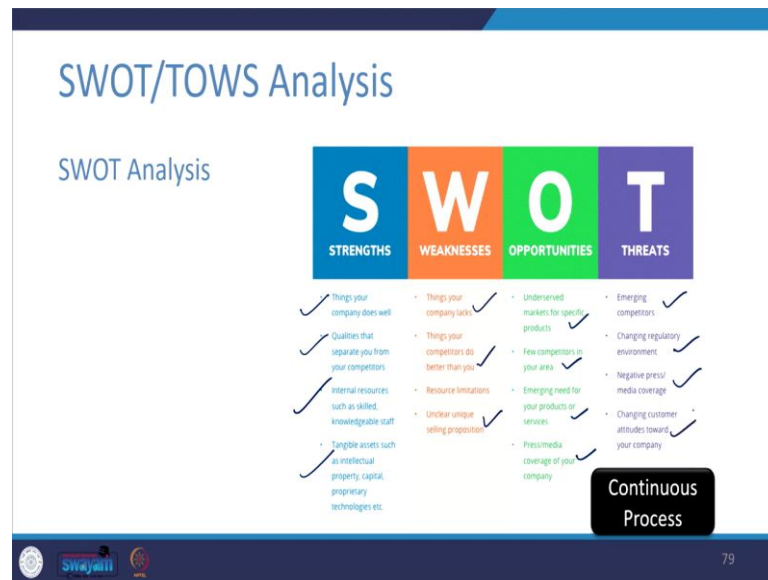
Within the organization	
S Strengths What do you do better than your competitors?	W Weaknesses Where do you need to improve?
O Opportunities What are your chances in the future?	T Threats What obstacles do you face?
Outside the organization	

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So, here strength and weaknesses are within organization factors whereas, opportunities and threats are outside the organization. Strength usually talks about, what do you do better than your competitors. What are you good at right with compared to your competitors. What are the strengths you have. Weaknesses is where do you need to improve the improvement areas for your business.

Opportunities are what are your chances in the future you know what chances you look in the future that your business can embark upon and then threats is something which is you know what obstacles do you face to achieve those opportunities in future.

(Refer Slide Time: 14:51)



So, strength these are the things your company does well as compared to your competitors these are the qualities that separate you from your competitors, these are something which is very internal to your organization or unit which is called as these are internal resources.

For example, you might have a skilled professional sales professional with you. So, that skilled sales professional or sales person is nothing but your strength and then tangible assets such as intellectual property, capital proper capital proprietary technologies and all that also sometimes gives you a strength in terms of how you compare with your competitors.

Things weaknesses are things your company lacks you know you need to build on these weaknesses. Things your competitors do better than you and these are some things sometimes these are sometimes are the resource limitations whereas, sometimes having an unclear unique selling proposition becomes a weakness as well. Coming to opportunities for example, undeserved markets for specific products can be an opportunity right you have not yet explored that market for your product.

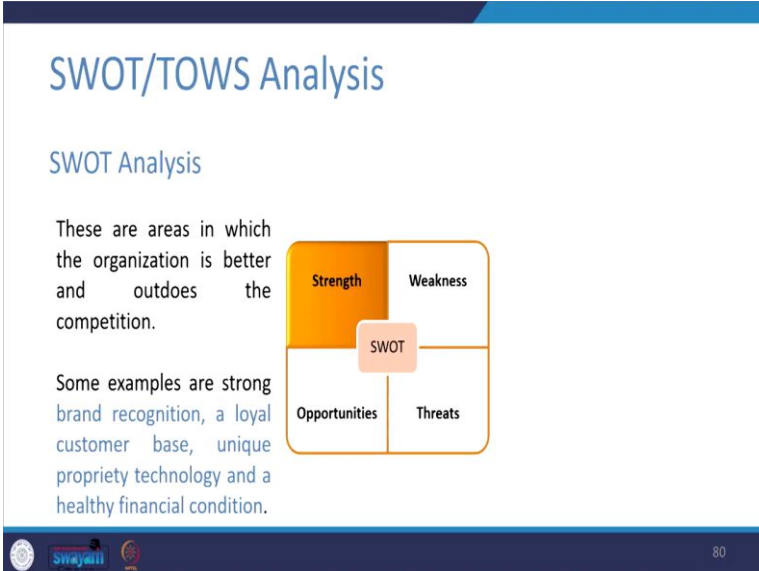
But yes your product has that potential to appeal to those kind of customer basis, then that becomes your opportunity. Sometimes a company may have few competitors in your area. So, that becomes one of the opportunity for company to capitalize on. Emerging need for your products or services that is again one of the opportunity one can go for and

even press media coverage of your company can again give you an opportunity to reach out to larger audience you know reaching out to masses take your products and services to them and explore that market potential as well.

Coming to threats these are like might be sometimes these are emerging competitors for your company, there might be some changing regulatory environment that can be a threat for you or your company, negative press or media coverage sometimes hampers company image and brand value. So, that sometimes becomes a threat and even changing customer attitudes towards your company. If something goes bad you know the incident that kind of you know raised eyeballs of all the customers across the globe or country that is not something which you aspires for.

So, it becomes a threat for you if something goes wrong and it is not manageable. So, and the SWOT analysis actually list down all these things that you can do with respect to a particular business unit or business operations and this has to be a continuous process. Now let us look at each of these factors or ingredients in detail first is strength.

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The slide is titled "SWOT/TOWS Analysis" in blue text. Below the title, it says "SWOT Analysis". The main text describes Strength as areas where the organization is better than competitors, with examples like strong brand recognition and a loyal customer base. To the right is a 2x2 matrix with "Strength" (orange), "Weakness", "Opportunities", and "Threats" in white boxes, and a central "SWOT" box. The footer contains logos for Swajathi and a page number "80".

SWOT/TOWS Analysis

SWOT Analysis

These are areas in which the organization is better and outdoes the competition.

Some examples are strong brand recognition, a loyal customer base, unique propriety technology and a healthy financial condition.

Strength	Weakness
Opportunities	Threats

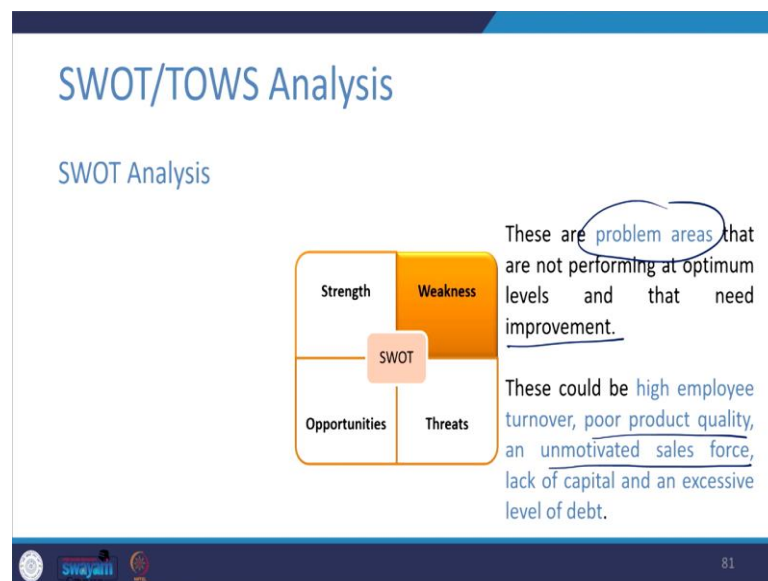
SWOT

80

So, these are areas in which the organization is better and outdoes the competitors some examples we can say here are like a brand recognition, your brand has a more brand recall when it is placed with a with your competitors brand.

A loyal customer base is again one of the strength any company can has or have, unique proprietary technology you have patented particular technology that no one can enter in that market for the next 20 years so, that becomes a strength for that particular business or that particular company. And a health or you know healthy financial condition that again can be a good strength so, that you can very well play out with all the four P's of your marketing because you have that kind of know financial support to run those campaigns and get you know assist your sales team in a better way.

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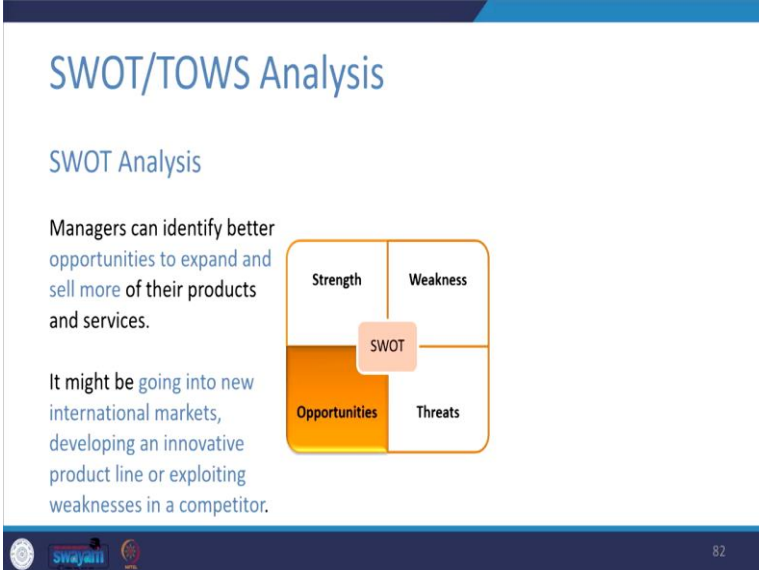
Coming to weaknesses, these are problem areas that are not performing at optimum levels and that need improvement. So, here examples can be your high employee turnover if there is so, much attrition let us say for an example of IT firms there is so, much attrition. So, that becomes a weakness for any industry or any business firm operating in IT technology and area. Poor product quality can be one of the problem areas and may become a kind of threat in long term as well.

And unmotivated sales force as we are talking about strategic selling plan. If your sales persons are not kind of you know enough motivated to push your products to your customers, it becomes a weakness. You might have a strong product having a strong benefits for customers a good solution or a very good service that you are offering.

But your field executives are not able to pass on those benefits to your customers are not able to communicate persuade your customers in the field, then it becomes a weakness

and even lack of capital can also be sometimes become a weakness. So, you have to have everything is at place, you have a motivated sales people you have good product quality, but you do not have resources or finance to fund those kind of you know sales promotions and help your sales team in a better way. So, in those cases even lack of capital becomes a weakness.

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The slide is titled "SWOT/TOWS Analysis" and "SWOT Analysis". It contains two paragraphs of text and a 2x2 matrix diagram. The first paragraph states: "Managers can identify better opportunities to expand and sell more of their products and services." The second paragraph states: "It might be going into new international markets, developing an innovative product line or exploiting weaknesses in a competitor." The diagram is a 2x2 matrix with "Strength" in the top-left, "Weakness" in the top-right, "Opportunities" in the bottom-left, and "Threats" in the bottom-right. A central box labeled "SWOT" overlaps the four quadrants. The slide footer includes a logo, the text "Swayam", and the number "82".

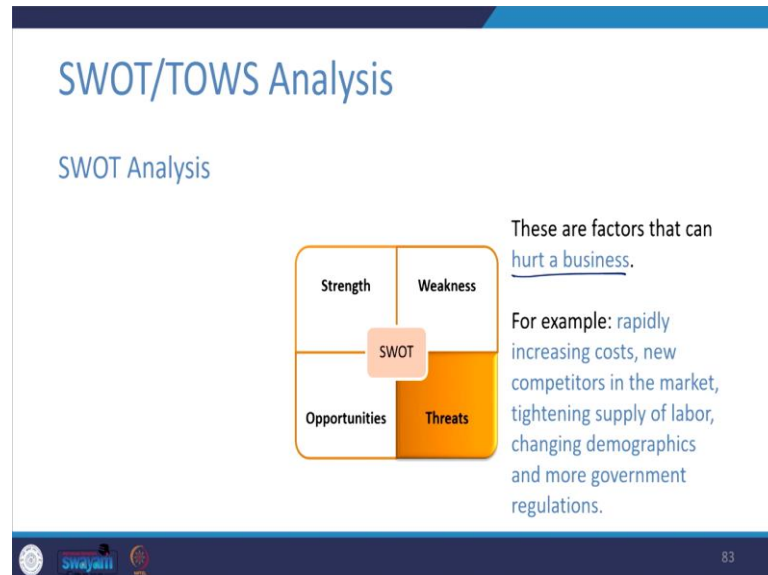
Coming to opportunities, managers can identify better opportunities to expand and sell more of their products and services. Now what are the different kind of opportunities might be might be? So, it might be going into new international markets where you want to go for a market development right. So, you are taking the same product to the new market we call it market development right.

May be developing an developing an innovative product line itself. So, we called as kind of you know product extensions, you are modifying your product making it better day by day so, that it can take care of all the needs of the customers that are looking for it or even exploiting weaknesses in a competitor can be an opportunity.

Now, you have realized that you have done some analysis and all you did PESTLE analysis and you find that some of your competitors are very kind of you know legally not able to handle some of kind of services that can be provided and you own those kind of expertises in those cases you can build on the weaknesses of your competitor and

creative space for you. So, that becomes an opportunity for your business or your selling sales team as well.

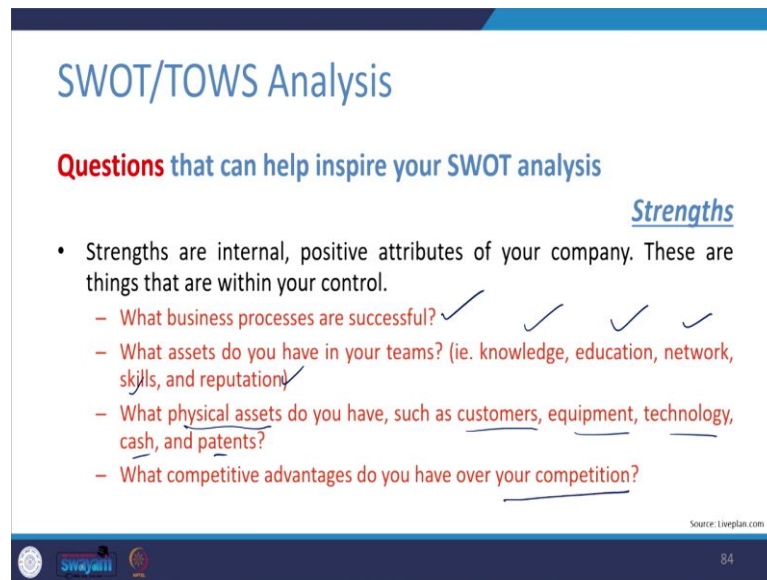
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Coming to threats, these are the factors that can hurt a business right. So, for example, rapidly increasing cost, new competitors in the market, tightening supply of labor, changing demographics and even more government regulations can sometimes becomes a threat in some cases even companies has to have to wind up their kind of you know business from a particular economy as well.

So, how to go ahead with doing the SWOT TOWS analysis? So, there are different questions one needs to ask to get kind of you know right kind of you know framework of SWOT analysis. So, if you want to determine strengths your business have, there are some questions you should ask yourself like.

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The slide is titled "SWOT/TOWS Analysis" in a large blue font. Below the title, it says "Questions that can help inspire your SWOT analysis" in red and blue. Underneath, the word "Strengths" is written in blue and underlined. A bulleted list follows, with the first item stating that strengths are internal, positive attributes within a company's control. The next three items are questions, each followed by a checkmark: "What business processes are successful?", "What assets do you have in your teams? (ie. knowledge, education, network, skills, and reputation)", "What physical assets do you have, such as customers, equipment, technology, cash, and patents?", and "What competitive advantages do you have over your competition?". The slide footer includes a logo for "Swajati" and the number "84".

SWOT/TOWS Analysis

Questions that can help inspire your SWOT analysis

Strengths

- Strengths are internal, positive attributes of your company. These are things that are within your control.
 - What business processes are successful? ✓
 - What assets do you have in your teams? (ie. knowledge, education, network, skills, and reputation) ✓
 - What physical assets do you have, such as customers, equipment, technology, cash, and patents? ✓
 - What competitive advantages do you have over your competition? ✓

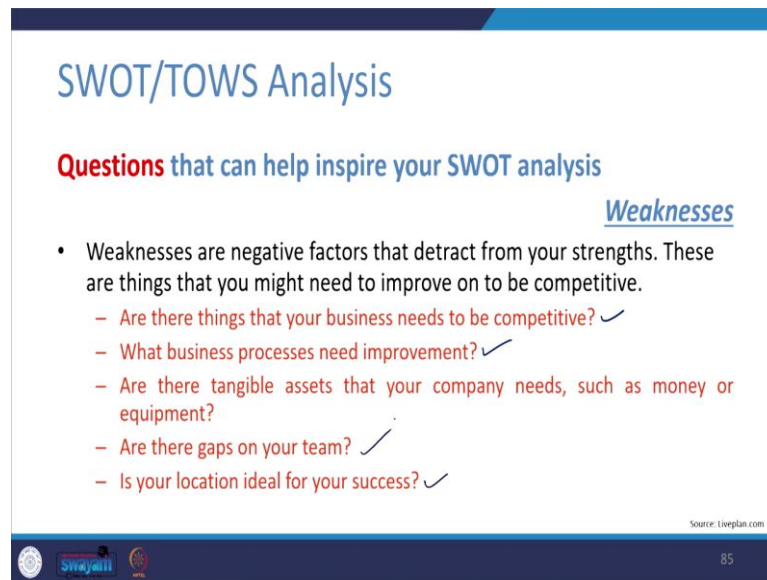
Source: Liveplan.com

84

What business processes are successful in this industry, in this domain or in this product category?

What assets do you have in your team? Is it knowledge, is it education of the workforce, is it network is it skills or is it reputation that you hold. What physical assets do you have such as customers, equipment, technology, cash and even patents as well. What competitive advantage do you have over your competition? The most fundamental thing that gives you edge over your competitors is to know that what is unique selling proposition that you are going to you know connect with your customers Knowing weaknesses is again very important.

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A presentation slide titled "SWOT/TOWS Analysis". The main heading is "SWOT/TOWS Analysis" in blue. Below it, a sub-heading reads "Questions that can help inspire your SWOT analysis" in red and blue. To the right, the word "Weaknesses" is written in blue and underlined. A bulleted list follows, starting with a definition of weaknesses and then five red questions, each with a checkmark. The slide footer includes a logo for "Swajati" and the number "85".

SWOT/TOWS Analysis

Questions that can help inspire your SWOT analysis

Weaknesses

- Weaknesses are negative factors that detract from your strengths. These are things that you might need to improve on to be competitive.
 - Are there things that your business needs to be competitive? ✓
 - What business processes need improvement? ✓
 - Are there tangible assets that your company needs, such as money or equipment?
 - Are there gaps on your team? ✓
 - Is your location ideal for your success? ✓

Source: Liveplan.com

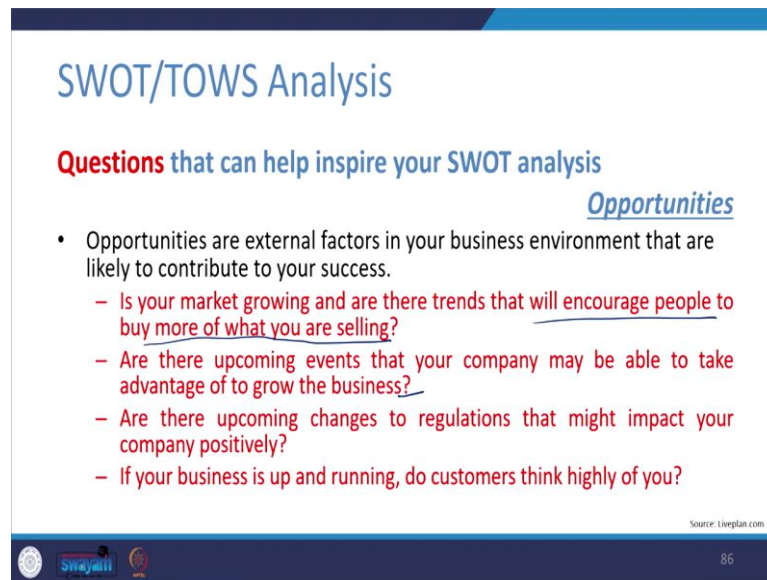
Swajati 85

So, weaknesses are negative factors that detract from your strength. These are things that you might need to improve on as compared to your nearest competitor right. So, you can ask questions like are there things that your business needs to be competitive? What business processes needs improvement?

Are there tangible assets that your company needs such as maybe money or maybe some new equipments? Are there gaps on your team right or is your location ideal for your success where you are currently standing are you are you satisfied whether you are or is there some more potential for your company or your sales to grow?

So, finding these answers to these questions gives us more information about our weaknesses coming to opportunities how to look at opportunities?

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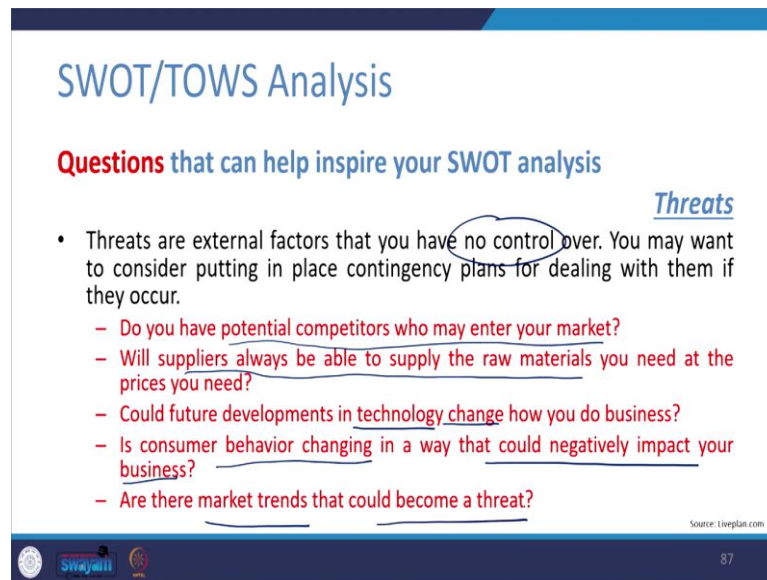
The slide is titled "SWOT/TOWS Analysis" in a large blue font. Below the title, it says "Questions that can help inspire your SWOT analysis" in a smaller blue font. Underneath, the word "Opportunities" is written in a blue, italicized font. A bulleted list follows, starting with "Opportunities are external factors in your business environment that are likely to contribute to your success." This is followed by four red bullet points, each with a red dash: "Is your market growing and are there trends that will encourage people to buy more of what you are selling?", "Are there upcoming events that your company may be able to take advantage of to grow the business?", "Are there upcoming changes to regulations that might impact your company positively?", and "If your business is up and running, do customers think highly of you?". At the bottom right of the slide, it says "Source: Liveplan.com". The slide also features a dark blue footer with a logo on the left and the number "86" on the right.

So, opportunities are the external factors in your business environment that are likely to contribute to your success. So, you can ask several questions to know what opportunities exist for your business or your unit? Is your market growing and are these trends are there trends that will encourage people to buy more of what you are selling. So, here you are talking about market growth rate?

Are there upcoming events that your company may be able to take advantage of to grow the business right you may plan for a seasons and something like that? Are there upcoming changes to regulations that might impact your company positively right or if your business is up and running do customers think highly of you. Are you at the kind of you know top of the mind when it comes to your customers, when they are thinking about certain products and services.

So, if answer to these questions is yes; that means, you have lot of opportunities exist for your business to grow.

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The slide is titled "SWOT/TOWS Analysis" in blue text. Below the title, it says "Questions that can help inspire your SWOT analysis" in red and blue. On the right side, the word "Threats" is written in blue and underlined. A list of five bullet points follows, each with a red minus sign and underlined text. The first bullet point is a main point, and the others are sub-points. At the bottom right, there is a small source attribution: "Source: Liveplan.com".

SWOT/TOWS Analysis

Questions that can help inspire your SWOT analysis

Threats

- Threats are external factors that you have no control over. You may want to consider putting in place contingency plans for dealing with them if they occur.
 - Do you have potential competitors who may enter your market?
 - Will suppliers always be able to supply the raw materials you need at the prices you need?
 - Could future developments in technology change how you do business?
 - Is consumer behavior changing in a way that could negatively impact your business?
 - Are there market trends that could become a threat?

Source: Liveplan.com


Coming to evaluation of threats. So, threats are external factors that you have no control over. So, there is no control it will happen externally and it will impact your business and operations.

You may want to consider putting in place contingency plans. So, you want to be ready if something goes wrong for dealing with such out of control scenarios. So, you can ask different questions like do you have potential competitors who may enter your market? Will suppliers always be able to supply the raw materials you need at the prices which you want? Could future developments in technology change how you do business? Is consumer behavior changing the most fundamental part in a way that could negatively impact your businesses and are there market trends that could become a threat?

So, you need to continuously analyze the threats in the environment whether it is legal environmental or anything to know more about what potential threat exist in near future. So, this is an example of a Boots company. So, Boots is a kind of you know drug and beauty products company in US and this is how they can you know analyze their strength weakness opportunities and threats in detail.

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SWOT/TOWS Analysis

• **Example:** SWOT analysis of the health and beauty company 

Strengths	Weaknesses
<ol style="list-style-type: none">1 The company is well established in the national market-place in health and beauty products2 The locations on high streets offer easy accessibility to existing and potential customers3 The company has a good reputation as a supplier of prescriptions4 It has well-trained employees on the shop floor5 Boots Advantage Card offers one of the most generous loyalty schemes within the UK market-place	<ol style="list-style-type: none">1 Not all the staff have the same level of experience and training so that there is inconsistent customer service2 Not all stores carry the same range and the layout of stores can be confusing3 Employees are sometimes unable to be fully knowledgeable about the wide array of products and services offered by the company4 Registration for the Advantage Card is not consistently encouraged within the stores
Opportunities	Threats
<ol style="list-style-type: none">1 The markets for over-the-counter medication and health supplements are growing2 Consumers are becoming increasingly more inclined to self-medicate3 The pharmacists employed within the stores can offer advice on such ailments as flu or even allergic reactions4 In some areas, it is less time consuming and more convenient to consult a pharmacist at Boots than to get an appointment to see a doctor or visit a hospital	<ol style="list-style-type: none">1 Supermarkets also sell over-the-counter medicines such as headache tablets and some vitamins (e.g. Vitamin C dissolvable fizzy tablets)2 Many of Boots' products are more costly than when sold in cheaper retail outlets (e.g. supermarket pharmacies)3 Many of its more expensive beauty products (e.g. hair driers) can be purchased more cheaply online

Source: Jobber et. Al (2018)

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So, for example, for a Boots they have different strength in terms of the companies well established in the national marketplace in health and beauty products. The locations on high streets offer easy accessibility to existing and potential customers. The company has a good reputation also it has well trained employees and Boots advantage card offers one of the most generous loyalty schemes also. So, they are again kind of you know ahead in terms of retaining their loyal customers as well. So, these are something more like a strength for Boots company.

Coming to weaknesses at Boots not all the staff have the same level of experience and training so, that there is inconsistent customer service. So, customer service has to be unique and it has to be consistent across the locations you hold across kind of you know countries that you serve or across the markets where you are present. Not all stores carry the same range and the layout of stores can be confusing to customers.

So, when you walk into any MacDonaldd store in any part of the country, you will find a similar kind of processes even employees following the same kind of rules right from order taking to delivery everything is very much standardized so, as to just to not to cause any confusion to your customers.

Employees are sometimes unable to be fully knowledgeable about the wide array of products and that is another weakness when it comes to Boots operations. Registration for the advantage card is not consistently encouraged within stores. See you have a

strength that you have a best kind of you know advantage card offer across UK, but still across stores it is not kind of you know consistently promoted to the customer. So, that is a weakness. So, there is a strength that you have the best kind of you know loyalty scheme, but the weakness is that your employees are not knowledgeable enough to promote the same offer across the stores.

Now, coming to opportunities, the markets for OTC medicine medications like over the counter medications and health supplements are growing, consumers are becoming increasingly more inclined to self medicate; that means, Boots has a large potential to grow into this particular segment of OTC that is over the counter medications.

The pharmacist employed within the stores can offer advice on such elements as flu or even allergic reactions where there is no requirement initially to see to a physician which are the over the counter medications can be you know easily subscribed or can be easily accessed based on the advice received from the local pharmacist.

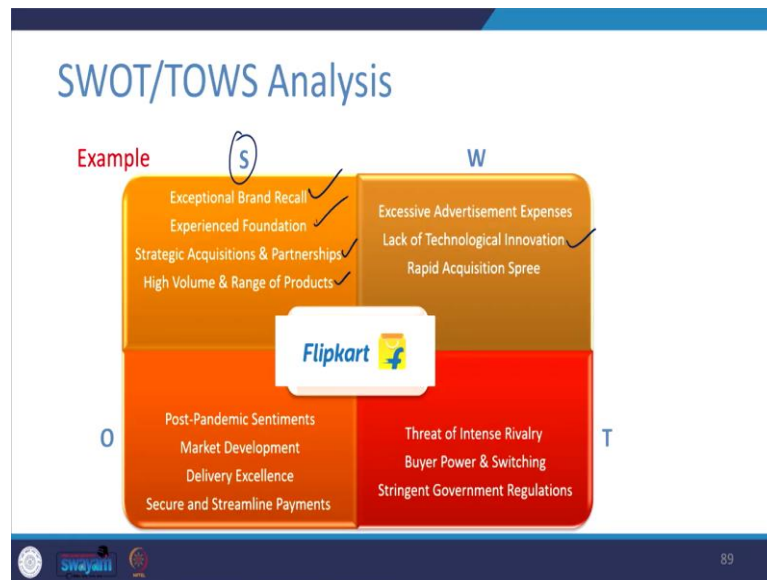
In some areas it is less time consuming and more convenient to consult a pharmacist at Boots than to get an appointment to a particular doctor or visiting a hospital. So, these are the opportunities exist for Boots to grow into OTC market. Now coming to the threats that are there for Boots company.

For example, supermarkets also sell OTC medicines right. So, such as for medicines which are prescribed for vitamins or something like that many of Boots products are more costly than when in sold in cheaper retail outlets that is another threat right. So, and many of its more expensive beauty products like for example, hair dryers can be purchased more cheaply online.

So, how you are going to manage your intermediaries your distributors and retailers so, as to not avoid any conflicts between them because the products are cheaply available online and customers might not want to visit a particular nearest retailer or offline store to get those products; that means, you are kind of hampering the growth of your partners your distributing partners in the process and then in future that becomes a great kind of you know conflict and that might gives a threat to your business operations as well

Now, coming to an Indian example let us take Flipkart post pandemic how things has changed.

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For example, Flipkart has a strength in terms of exceptional brand recall. It has experienced foundation strategic acquisitions and partnerships for example, it also holds kind of you know measure shareholding in terms of Ekart a logistic partner that it operates under it its own and it has high volume and range of products. So, kind of you know product volume variety offered to customer is really huge. So, these are some kinds of strength the Flipkart enjoys.

Coming to weaknesses there is excessive advertisement expenses that are hampering because there is growing competition in terms of Amazon and other online retailers lack of technological innovation is something is again another weakness and rapid acquisition spree. So, they are trying to buy everyone who kind of you know gives some strength to them, but that is again you have to have your weaknesses for that.

Then post pandemic sentiments is another kind of an opportunity for Flipkart because people want to shop more online they do not want to go out of their homes. Market development is something which again an opportunity for Flipkart they can go into new markets for their existing products. Delivery excellence is something which they can aspired for secure and streamline payments is another opportunity for them where they are still having some issues.

Coming to the threats there is a threat of intense rivalry with the kind of you know when Amazon came to India now it is more kind of intense competition that is happening in

online space with respect to eCommerce and then buyer power is also switching right and the stringent government regulations that might comes into the form of law that or policies that regulate online eCommerce industry.

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SWOT/TOWS Analysis

TOWS Analysis

- A TOWS analysis is very similar to SWOT, however there is a key difference between the two, other than a reshuffling of a few letters!
- While SWOT analysis, puts the emphasis on the **internal** environment (your strengths and weaknesses), TOWS forces you to look at your **external** environment first (your threats and opportunities).
- Doing this allows you to gain better understanding of the strategic choices that you face.
- *Remember that "strategy" is the art of determining how you'll "win" in business*

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Coming to TOWS analysis a TOWS analysis is very similar to SWOT it just the it is not just the reshuffling of words, but it is more than that while SWOT analysis puts the emphasis on the internal environment like you know strength and weakness first TOWS forces you to look at your external environment first your threats and opportunities.

So, doing this allow you to gain better understanding of the strategic choices that you face remember that strategy is the art of determining how you will win in business and that is why you need to have these kind of analysis as well. So, TOWS is again kind of you know offers you four different strategies.


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SWOT/TOWS Analysis

TOWS Analysis

	External Opportunities (O)	External Threats (T)
Internal Strengths (S)	SO <i>"Maxi-Maxi Strategy"</i> Strategies that use strengths to maximize opportunities.	ST <i>"Maxi-Mini Strategy"</i> Strategies that use strengths to minimize threats.
Internal Weaknesses (W)	WO <i>"Mini-Maxi Strategy"</i> Strategies that minimize weaknesses by taking advantage of opportunities.	WT <i>"Mini-Mini Strategy"</i> Strategies that minimize weaknesses and avoid threats.

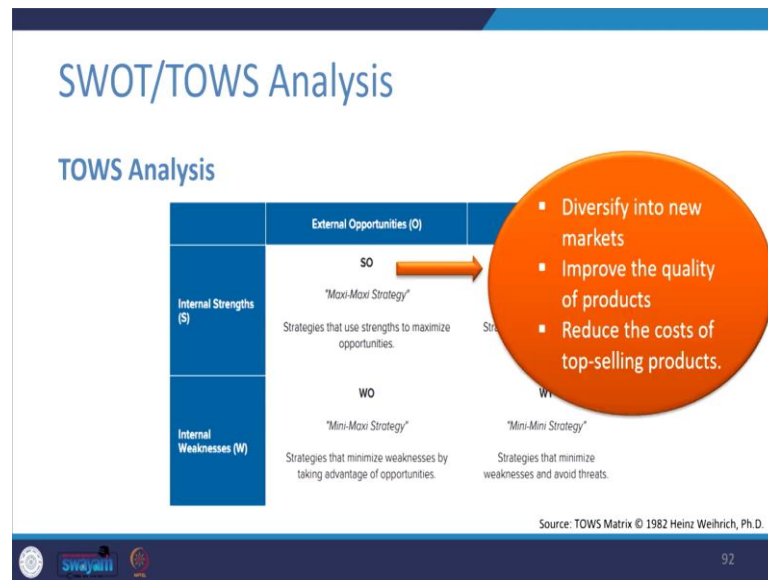
Source: TOWS Matrix © 1982 Heinz Wehrich, Ph.D.



So, to combining your external opportunities matching it with your internal strengths, we called as a Maxi-Maxi strategy where you your strategies you employ strategies that use strength to maximize opportunities.

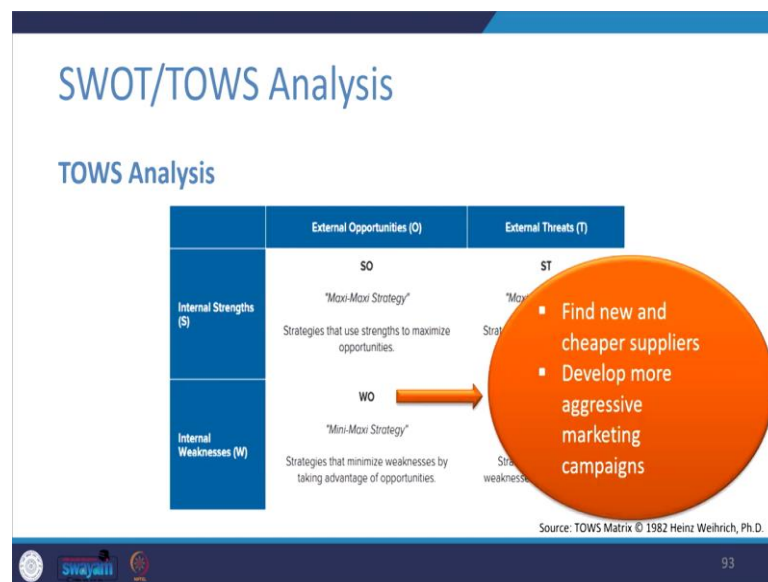
Then there is a Maxi-Mini strategy where you want to use strengths to minimize your threats then there is a Mini-Max strategy which combines internal weaknesses and external opportunities where you develop strategies that minimize weaknesses by taking advantage of opportunities and there is a Mini-Mini strategy as well where the strategies are employed in objective to minimize weaknesses and avoid threats.

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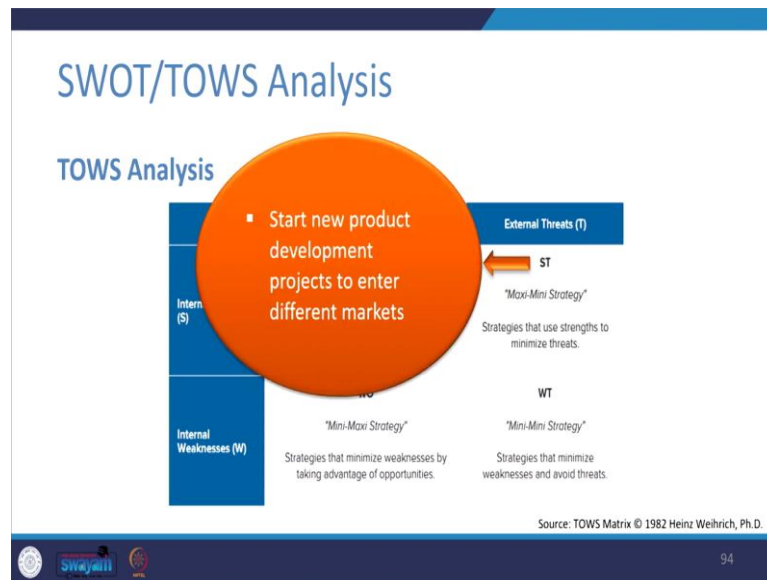
For example, the Maxi-Maxi strategy here what options you have as a strategic options you can diversify into new markets improve the quality of products or reduce the cost of top selling products as well.

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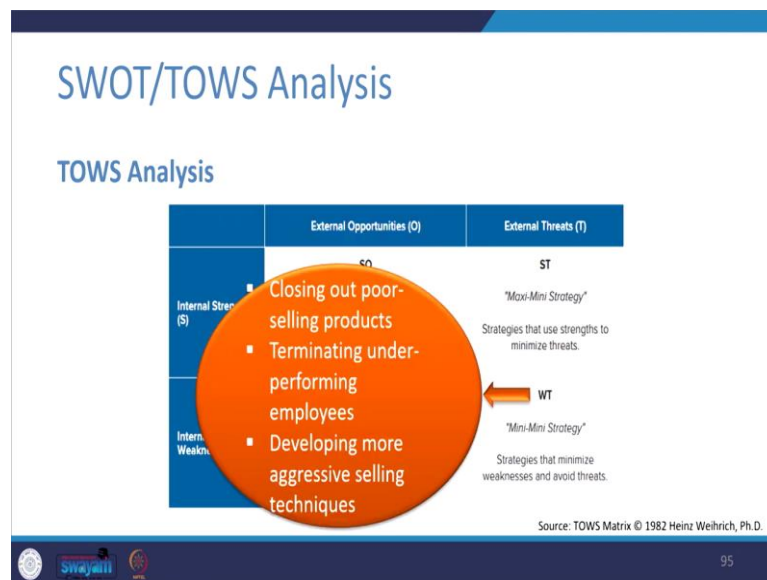
Coming to your Mini-Maxi strategy, where the objective is to minimize weaknesses by taking advantage of opportunities for example, you can find new and cheaper suppliers right or you can develop more aggressive marketing campaigns as well.

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Coming to the Maxi-Mini strategy you can start new product development projects to enter different markets that helps you to use your strength to minimize the threats.

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And then the lastly the Mini-Mini strategy where the objective is to minimize weaknesses and avoid threats. Here you can just close out poor selling products you can terminate underperforming employees or sales persons as well, developing more aggressive selling technique is another way to implement this Mini-Mini strategy. Now, coming to the next concept which is Catchment analysis.

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Catchment Analysis

- To grow your business, improve the customer experience, and retain and engage your customers, you need to understand who they are and where they come from.
- Catchment areas, or trade areas, allow businesses to understand where their visitors are coming from, and gain deeper insights into who they are and their behavior.




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To grow your business improve the customer experience and retain and engage your customers you need to understand who they are and where they come from. So, catchment areas or trade areas allow businesses to understand where their visitors are coming from and gain deeper insight into who they are and their behavior as well.


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Catchment Analysis

What is a catchment area?



- A catchment area, or trade area, is the geographic area that a business, service, or organization attracts its customers from.
- Catchment areas can be defined by distance, by travel time, and by mobility patterns, allowing you to analyze where foot traffic comes from in a variety of ways.
- Catchment areas are often used to better analyze foot traffic and store visit rates.

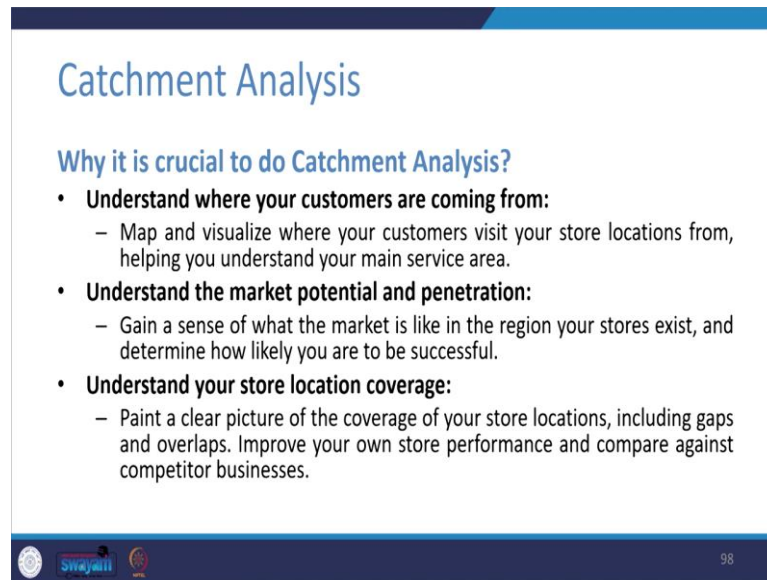


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So, what is catchment area? A catchment area or a trade area is the geographic area that a business service or organization attracts its customers from.

Catchment areas can be defined by distance, by travel time and by mobility patterns as well allowing you to analyze where foot traffic comes from in a variety of ways. So, catchment areas are often used to better analyze foot traffic and store visit rates as well.

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Catchment Analysis

Why it is crucial to do Catchment Analysis?

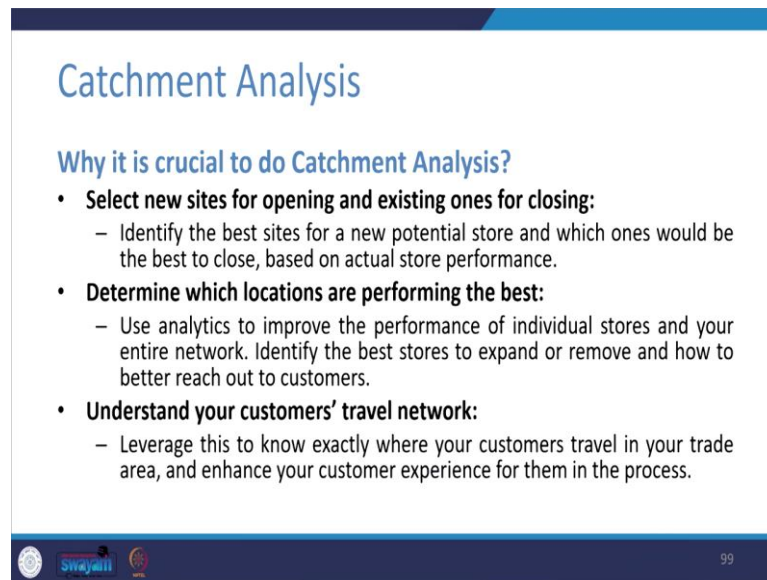
- **Understand where your customers are coming from:**
 - Map and visualize where your customers visit your store locations from, helping you understand your main service area.
- **Understand the market potential and penetration:**
 - Gain a sense of what the market is like in the region your stores exist, and determine how likely you are to be successful.
- **Understand your store location coverage:**
 - Paint a clear picture of the coverage of your store locations, including gaps and overlaps. Improve your own store performance and compare against competitor businesses.

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Why it is crucial to do catchment analysis? First is to understand where your customers are coming from. So, you can use catchment analysis to map and visualize where your customers visit your store locations from helping you understand your main service areas.

Second benefit of catchment analysis is to understand the market potential and penetration. It helps you to gain a sense of what the market is like in the region you stores exist and determine how likely you are to be a successful business in that particular territory. Third benefit is to understand your store location coverage. It paint a clear picture of the coverage of your store locations including gaps and overlaps improve your own store performance and compare against your competitors business as well.

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Catchment Analysis

Why it is crucial to do Catchment Analysis?

- **Select new sites for opening and existing ones for closing:**
 - Identify the best sites for a new potential store and which ones would be the best to close, based on actual store performance.
- **Determine which locations are performing the best:**
 - Use analytics to improve the performance of individual stores and your entire network. Identify the best stores to expand or remove and how to better reach out to customers.
- **Understand your customers' travel network:**
 - Leverage this to know exactly where your customers travel in your trade area, and enhance your customer experience for them in the process.

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Why it is crucial to do catchment analysis? Select new sites for opening and existing ones for closing. So, you can also determine or find out which of your stores are performing very well and which stores are not kind of you know giving any kind of revenue to you and that can be closed in the near future. So, catchment analysis helps you identify the best sites for a new potential store that you want to open and which one would you be the best to close based on the actual store performance.

It also helps you to determine which locations are performing the best. So, you can use analytics to improve the performance of individual store and your entire network identify the best stores to expand or remove and how to better reach out to your target customers.

It also helps you to understand your consumer travel network. So, you can leverage this to know exactly where your customers travel in your trade area and enhance your customer experience for them in the process.

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Catchment Analysis

Why it is crucial to do Catchment Analysis?

- **Improve marketing outreach and customer targeting campaigns:**
 - The more you know about your customers, the better you can market to customers, increasing your conversion rate.
- **Analyze competitor locations:**
 - Learn how you perform against your competitors, develop strategies to better serve competitor customers, and gain their business for yourself.
- **Map customer behaviour and mobility patterns:**
 - Catchment area enables you to create extremely useful catchment maps, helping you perform faster, more effective catchment analysis.

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This will also help you to improve marketing outreach and customer targeting campaigns the more you know about your customers the better you can market to your customers and increasing that increases your conversion rate as well.

Catchment analysis also helps you to analyze competitor locations learn, how you perform against your competitors you can develop strategies to better serve your competing customers and even gain their business for yourself and finally, you can map your customer behavior and mobility patterns which enables you to create extremely useful catchment maps helping you perform faster more effective catchment analysis as well. So, there are different factors that influences catchment area size.

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The slide is titled "Catchment Analysis" in a large blue font. Below the title is a sub-heading "Factor Influencing Catchment Area Size" in a smaller blue font. There are four bullet points listed below the sub-heading. The first bullet point states that the size of a business's catchment area can be influenced by the format and size of a store, or the nature of the service. The second bullet point states that the number of businesses in the location can provide an additional pull for consumers such as shopping retail centres, which due to their size and number of stores can become 'destinations' for consumers. The third bullet point states that consumers will be prepared to travel over an hour away for a shopping centre in comparison to their local high street or grocery store. The fourth bullet point states that similarly, if you are looking to purchase high ticket priced items such as a new kitchen or sofa, you will often be happy to travel further to visit showrooms. At the bottom of the slide, there is a dark blue footer bar containing a small logo on the left, the word "Swajali" in the center, and the number "101" on the right.

Catchment Analysis

Factor Influencing Catchment Area Size

- The size of a business's catchment area can be influenced by the **format and size of a store**, or the **nature of the service**.
- The **number of businesses in the location** can provide an additional pull for consumers such as shopping retail centres, which due to their size and number of stores can become 'destinations' for consumers.
- Consumers will be prepared to travel over an hour away for a shopping centre in comparison to their local high street or grocery store.
- Similarly, if you are looking to purchase **high ticket priced items** such as a new kitchen or sofa, you will often be **happy to travel further** to visit showrooms.

The size of the business catchment area can be influenced by the format and size of the store or the nature of the service itself.


The number of businesses in the location can provide an additional pull for consumers such as shopping retail outlets and all whereas, consumers will be prepared to travel over an hour away for a shopping centre in comparison to their local high street or grocery stores you can identify these kind of different behavior of customers based on what exactly they are looking for.

Similarly, if you are looking to purchase high ticket price items such as a new kitchen or a sofa, a customer will often be happy to travel further to visit the more showroom that are available nearby. So, that is why catchment area store analysis is affected by the kind of format your store operates in and also the nature of service that you provide to your customers. So, how to calculate catchment area? So, there are different methods, but there are largely three methods that can be employed. One is Buffer analysis, Drive time analysis and then Mobility data analysis.

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Catchment Analysis

Methods to Calculate Catchment Areas



- 1.0 - Buffers** - Trade areas defined by a distance around the location(s) under analysis.
- 2.0 - Drive Times** - Trade areas defined by the walk or drive time to the location(s) under analysis.
- 3.0 - Mobility Data** - Trade areas defined by the mobility patterns of the location(s) under analysis. This is made possible by pairing point of interest (POI) and mobility pattern data appended to your store locations.

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So, Buffer trade areas are trade areas defined by a distance around the location under analysis say like for example, you have a store x retail store x and you are serving people who are in the vicinity of radius 3 kilometres. So, that is that is become your kind of you know Buffer trade area. Second is walk or drive time trade areas trade areas defined by the walk or drive time to the location under analysis the amount of time taken by consumers to reach.

So, maybe you want to serve all the customers which are you know located across maybe 15 kind of minutes or half an hour across the particular geographic region. Coming to the third method that is mobility trade areas these are the areas defined by the mobility patterns of the location and the analysis and all these things makes you it is possible for you to pairing point of interest and mobility pattern data. So, that you can append to your store and see from where which area your customers are coming from.

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Catchment Analysis

Methods to Calculate Catchment Areas

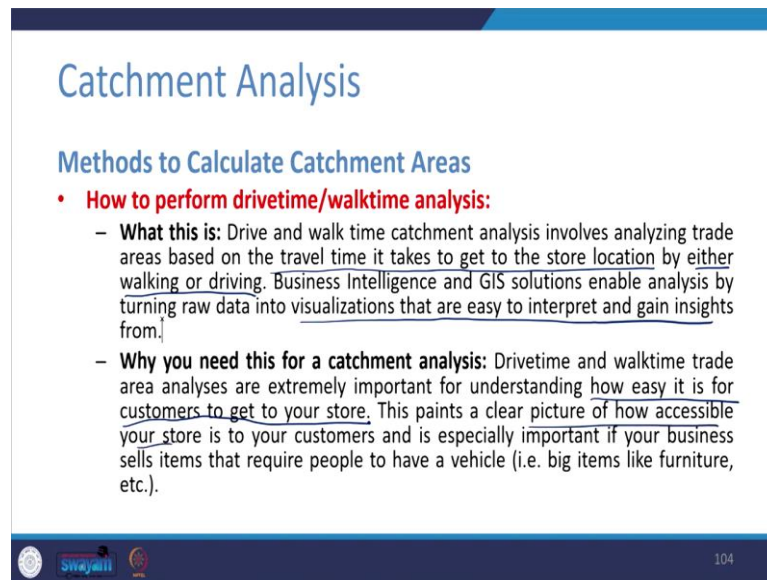
- **How to perform a buffer analysis:**
 - **What this is:** Buffer trade analysis involves creating a buffer zone (by distance) around your store locations, indicating the area for analysis. GIS and BI tools such as CARTO, Esri, Tableau, Domo, and AWS all facilitate this type of analysis, making it easy to define buffer trade areas for your store locations.
 - **Why you need this for a catchment analysis:** Buffer trade areas are a simple way of determining where your customers are coming from, and initiating this analysis. Based entirely on distance from your store locations, these buffer zones are the most basic form of catchment area analysis.

Swajati 103

So, how to perform a buffer analysis the first method? So, what this is? So, buffer trade analysis involves creating a buffer zone by distance as I said around your store locations indicating the area for analysis. GIS and BI tools such as CARTO, Esri, Tableau, Domo. So, these are the tools that facilitate these type of analysis and making it easy for you to define buffer trade areas for your store locations.

Why you need this for a catchment analysis? So, buffer trade areas are a simple way of determining where your customers are coming from. So, that is the simplest way to know where your customers are exactly located are and initiating this analysis based on entirely a distance from your store location these buffer zones are the most basic form of catchment area analysis. Now, you want to go one step ahead you talk about walk time or drive time analysis.

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Catchment Analysis

Methods to Calculate Catchment Areas

- **How to perform drivetime/walktime analysis:**
 - **What this is:** Drive and walk time catchment analysis involves analyzing trade areas based on the travel time it takes to get to the store location by either walking or driving. Business Intelligence and GIS solutions enable analysis by turning raw data into visualizations that are easy to interpret and gain insights from.
 - **Why you need this for a catchment analysis:** Drivetime and walktime trade area analyses are extremely important for understanding how easy it is for customers to get to your store. This paints a clear picture of how accessible your store is to your customers and is especially important if your business sells items that require people to have a vehicle (i.e. big items like furniture, etc.).

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So, drive and walk time catchment analysis involves analyzing trade areas based on the travel time it takes to get to the store location by either walking or driving. Business intelligence and GIS solutions enable analysis by turning raw data into visualization that are easy to interpret and gain insights from.

Why you need this for catchment analysis? Drive time and work time trade area analysis are extremely important for understanding how easy it is for your customer to get to your store. So, in buffer analysis we are talking about how easy to locate your customers from where they are coming, drive time helps you to analyze how easy for it is for your customers to get to your store first. This paints a clear picture of how accessible your store is as compared to your competitors.

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Catchment Analysis

Methods to Calculate Catchment Areas

- **How to perform mobility analysis:**
 - **What this is:** Mobility catchment area analysis involves analyzing trade areas based on mobility patterns data. This allows you to see your trade area based on the mobility patterns of customers - and potential customers - in the areas around your business. You can leverage this data to better understand your customers, their demographics, and their behavior. Data visualization is made possible by using BI and GIS solutions.
 - **Why you need this for a catchment analysis:** Mobility trade analysis gives you deeper analytics than a standard buffer analysis, as it shows where people are actually going. By using mobility data, you can also derive demographics data such as age, income, education levels, and more. All of this gives you deeper insights to draw from for your decision-making process.

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Coming to the third method that is mobility analysis. Mobility catchment area analysis involves analyzing trade areas based on mobility patterns of data this allows you to see a trade area based on the mobility patterns of customers and potential customers as well in the areas around your businesses. So, why you need this? Mobility trade analysis gives you deeper analytics than a standard buffer analytics.

And it shows where people are actually going it is not about where it will come from, it shows a dynamic real time insights for your businesses as well. You can also derive demographics data such as age, income, education level and etcetera from this type of analysis all of this gives you a deeper insight to draw to draw from you know draw form for your decision making process.

So, it helps you to make an informed decision about who else is visiting your store from, where they are coming to, how easy it is for them to visit your store and how likely they are going to you know travel around your stores and you know visit your store as well.

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Market Mapping

What is market mapping?

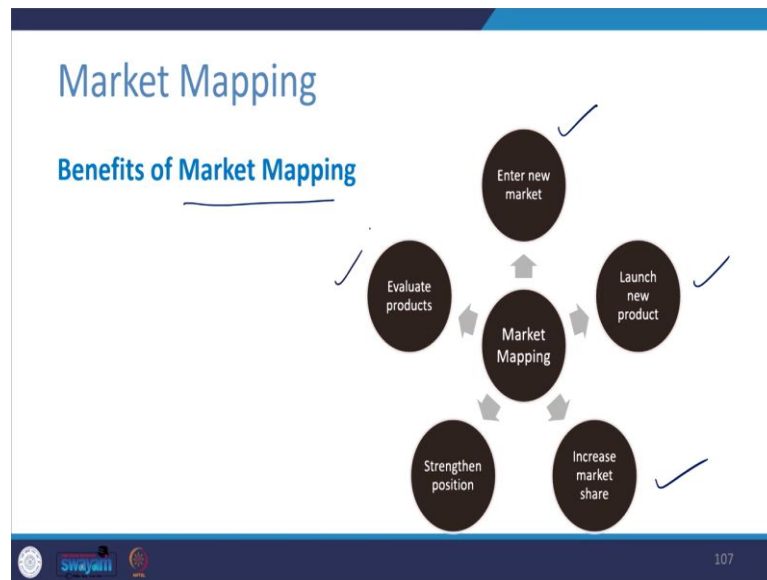
- Market mapping is a method of visualizing your position or product within a specified market. You create different market segments to measure and benchmark against.
- It's a positioning map that takes into account the forces in your market, such as supply, demand, and saturation, and where you fit into the puzzle.
- Market mapping gives you a complete picture of your competitive landscape, including customer segments, product comparison, and market forecasting.

swajati 106

Now coming to the last tool that we have in our basket is market mapping. What is market mapping? So, market mapping is a method of visualizing your position it is a visualization method you can either visualize your position or product within a specified market you create different market segments to measure and benchmark against them.

So, it is a positioning map that takes into account the forces in your market such as supply, demand saturation etcetera and where you fit into that particular kind of you know scenario or map. So, market mapping gives you a complete picture of your competitive landscape including customer segments, product comparisons as well as market forecasting.

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So, there are different avenues where we can use market mapping for our benefit. First one is to enter the new market you have a product and there is there are market that are existing which are still not served by your sub company or your kind of you know sales operations. So, you can enter those new markets based on the insight that you derive from market mapping.

Next benefit when you are launching a new product right again market mapping helps you to position where you want to position your products where you want to have it along with your competitors. It also gives insights so, that you can plan of increasing market share again it will market mapping helps you to strengthen your position in the market vis a vis your competitors and it is also a tool to evaluate product your products along with your competitors products.

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Market Mapping

Mapping Competitors

- *Start-up company - create your go-to-market strategy*
- *Existing company - defending your rank against the competition*
- **Crucial - To understand who the strongest players in the market are.**

• **How:** Position companies on a graph representing relevant measures such as yearly revenue and reach, or product range and price level.

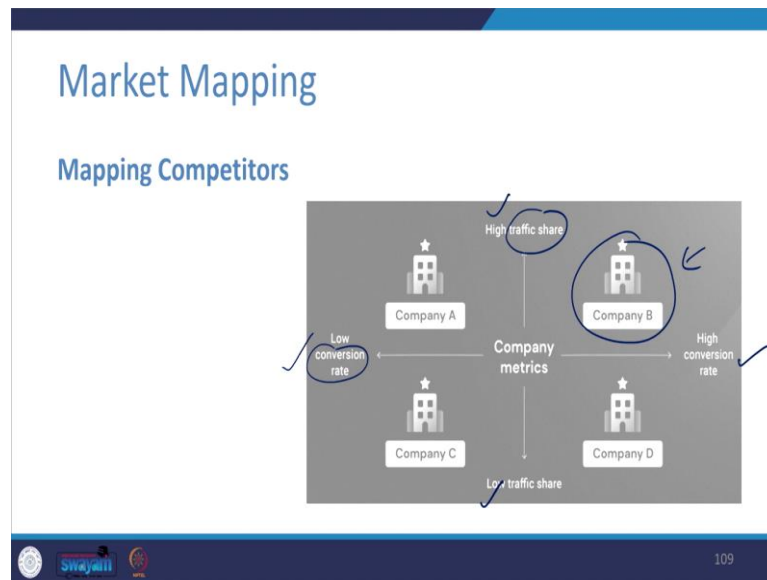
• When you view the various companies on the competitive map, you can detect gaps or weak points in the market that present an opportunity for you.

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So, imagine if you are starting company or you are starting up a new company you want to create your go to market strategy or let say you are an existing company who wants to defend the rank against the competition. So, it is important or crucial for you to understand who the strongest player in the market are, who are the strongest players that are currently playing in that particular product category or market.

So, how you are going to do the market mapping? So, you are going to position companies on a graph representing level relevant measures such as yearly revenue and reach or even product range and price level as well. So, when you view the various companies on the competitive map, you can detect gaps or weak points in the market that present an opportunity for you.

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For example, here is the two you have to choose two matrices or kind of you know variables let say traffic share can be high or low and there is a different component that you identified like conversion rate. So, there can be low conversion rate, there can be a high conversion rate from that particular market and then you can put your competitors on the place like company A, company B, company C, company D and then based on your strategic objectives or your selling objectives you can identify where you want to grow right or where your current product lies.

Whether your company is in a section where you have high traffic share as well as there is a high conversion rate which are the companies present there. If you have that strength and opportunities within you to take along those particular competitive B which is already operating in this sector where there is a high traffic share and high conversion rate that is ok then you can take a call and then you can go ahead and straight away introduce your products into this kind of segment and compete directly with company B.

So, based on what resources an organization has even in terms of having a best sales person can be one strength, then you can take on you can take on a call to see whether you want to take on which competitor in which segment.

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Market Mapping

Mapping Products

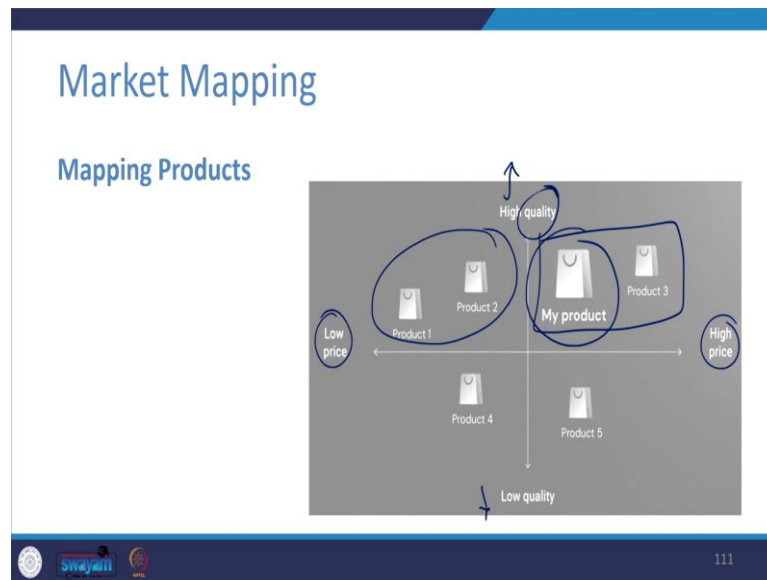
- *Want to launch a new product - need to figure out the best way to introduce it into the market.*
- *You think it's time to innovate - need to present your audience with something new.*
- **Crucial** - to determine how different products are positioned in terms of features, quality, and price
- **How:** Plot products on a graph with product-related parameters

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Now mapping products; market mapping can also involve mapping products. So, remember like you know you want to launch a new product. So, then you need to figure out the best way to introduce it to the market and if you think it is time to innovate then you are required to identify the needs to present your audience with something new.

So, the crucial decision here is to determine how different products are positioned in terms of features quality and price. So, we call this as a positioning brand positioning where the particular brand enjoys what position in consumers mind. So, that is a crucial decision to know it. So, how you can do this? You can plot products on a graph with product related parameters.

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So, you here now in this example we have taken two product parameters like quality, it can be high, it can be low and then we have price it can be low price, it can be high price that is two parameters of the same quality and then you identify where are the existing products which are available in that market where are they lying.

So, whether product 1 and 2 is you know kind of playing in this segment where there is a high quality, but they are offering low at low prices and there is another segment high price again providing high quality products this segment. And then you can choose that ok I am going ahead with this segment to target this particular kind of you know customer base.

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Market Mapping

Mapping the Audience

- Another type of market mapping focuses on the **customer**.
- For example, an eCommerce marketer may focus on the **frequency of purchases** or **website demographics** such as age, gender, or location.
- You'll create a map to identify **which type of people are your best customers**. This lets you target the prospects with the highest potential of buying from you.

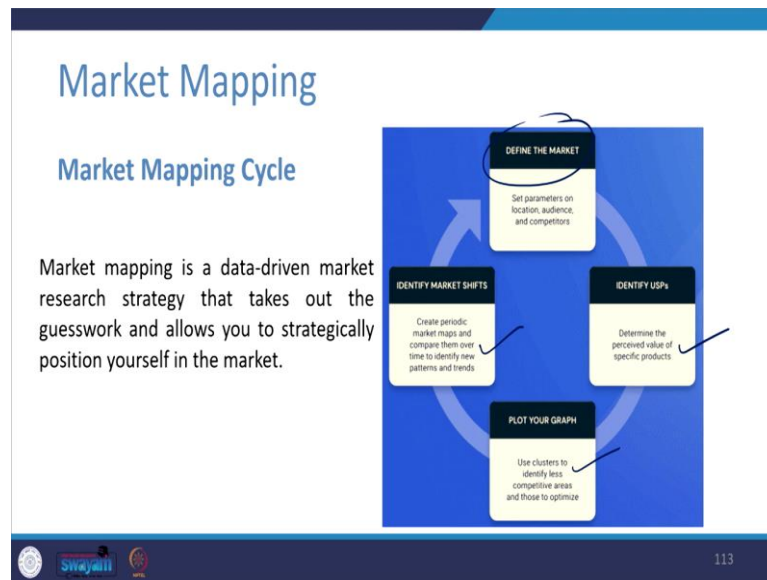
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And there is a third way of applying market mapping where you are mapping the audience itself.

So, another type of market planning market mapping this is where you are focusing on your customer's right. So, customer is kind of you know unit that you are focusing on for example, an eCommerce marketer may focus on the frequency of purchases or website demographics such as age, gender, location to map their audiences like you know someone who is frequently visiting a website again and again and someone who is like you know once in a week or once in a month.

So, you can kind of you know map those audience on different kind of you know parameters and you will create a map to identify which type of people are your best customers this let us you target the prospect with the highest potential of buying from you and this is kind of a marketing market mapping cycle runs around its a cyclic process how to do go ahead with this like we first define the market right.

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We set parameters on location, audience and competitors. So, exactly what kind of parameters you want to kind of you know define the particular market into then identify USPs that is unique selling propositions. So, determine the perceived value of specific product that the second stage.

Once you know the kind of USPs that are there available in that particular market you can go ahead and plot your graph. So, you can use clusters to identify less competitive areas and those to optimize as well and then ultimately you will identify market shifts like you know you create periodic market maps and compare them over time to identify new patterns and trends. So, it is a cyclic process of market mapping that helps business organizations and even sales units or departments as well to kind of you know map their audience, map their products or even map their customers accordingly.

So, market mapping is a data driven market research strategy that takes out the guesswork. So, you are just not relying on your instinct and gut feeling and allows you to strategically position yourself in the market which are which your competitors. So, that comes to an end of this concept where we are we looked at various different tools to be used for crafting a strategic sales plan.

Thank you.