



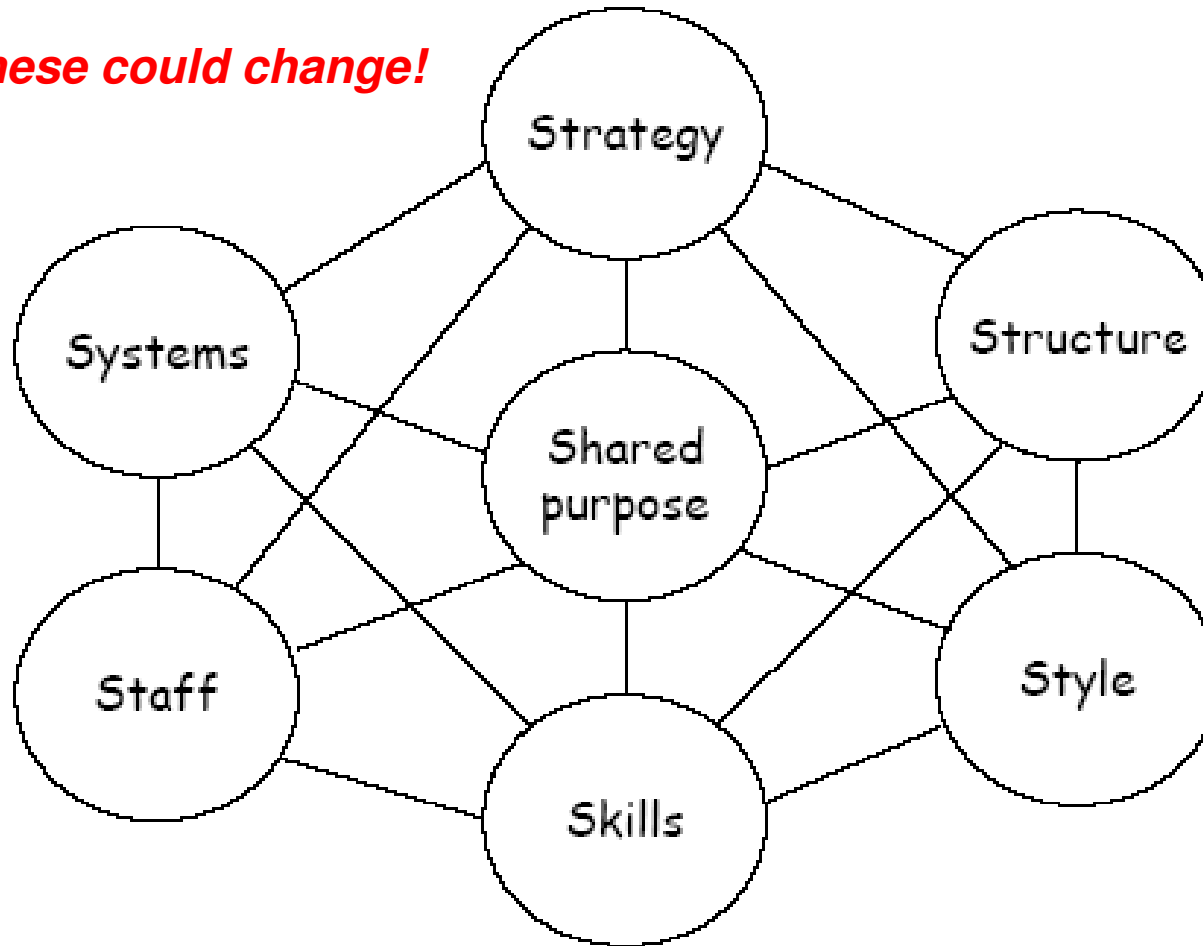
MARKETING MODELS

A selection of useful models

ORGANISATION & CHANGE MODEL



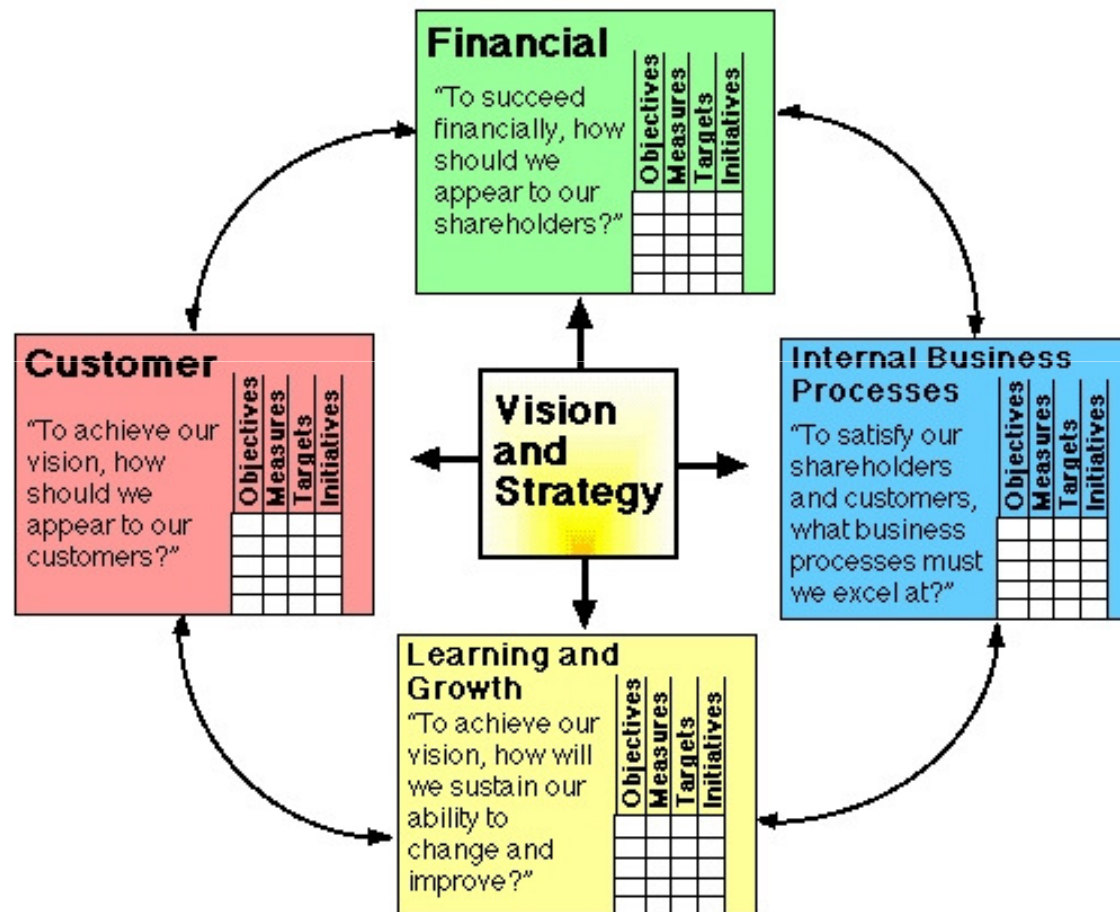
All of these could change!



McKinsey 7S model

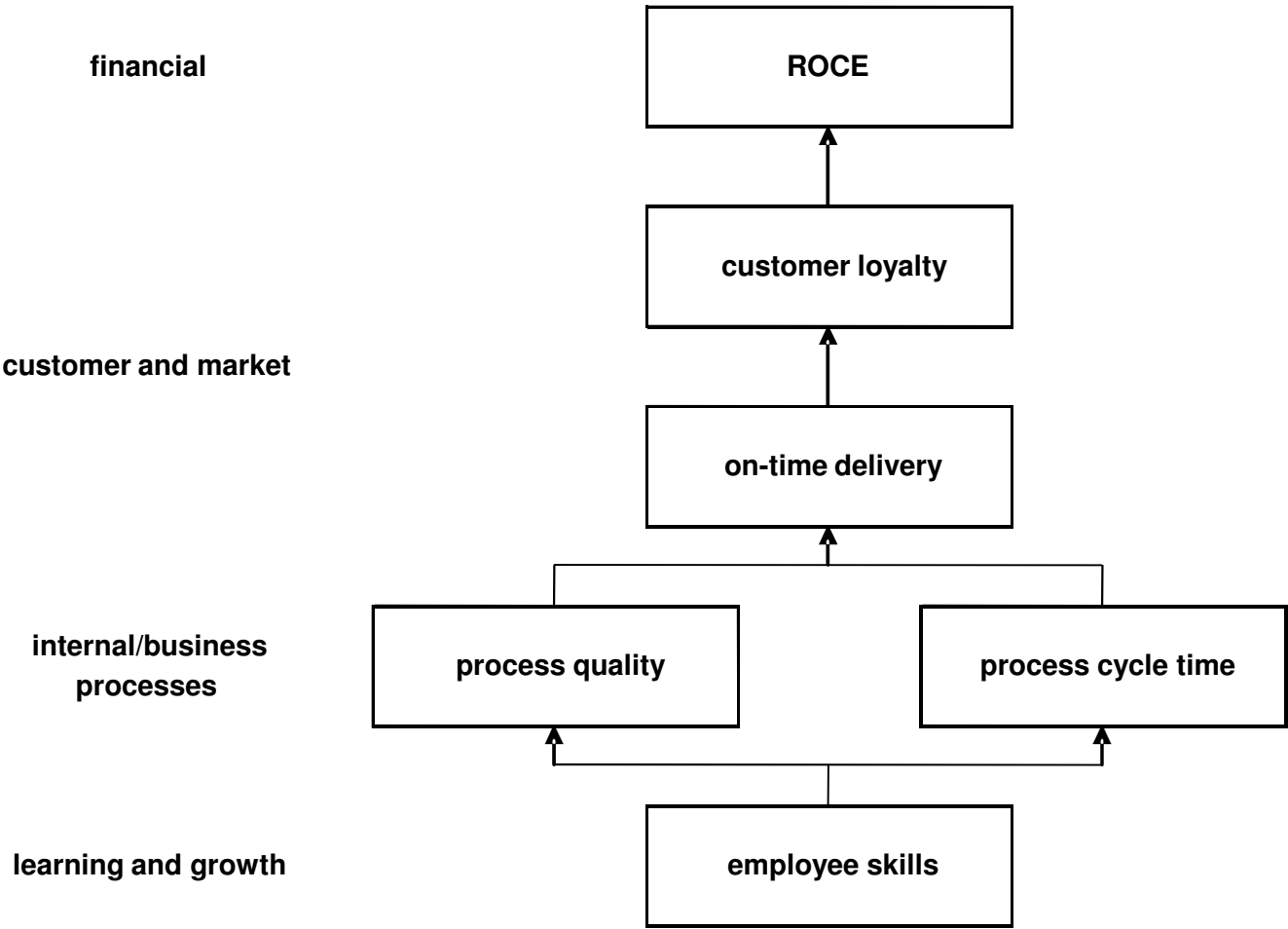
*Effective internal marketing
can help!*

KAPLAN AND NORTON (1992, 1993) THE BALANCED SCORECARD



"..gives managers a fast but comprehensive view of the business"

MEASURES WITHIN THE BALANCED SCORECARD SCORECARD HAVE A 'CAUSAL RELATIONSHIP'



Source: Kaplan and Norton 1992, 1993

THE BALANCED SCORE CARD TAKES A BROADER VIEW OF PERFORMANCE



- Single measures have a habit of encouraging counter strategic behaviour
- The balanced score card is a set of measures that gives managers a comprehensive view of the business
 - Customer related measures
 - Financial measures
 - Internal business measures
 - Innovation and learning measures

Service Balanced Scorecard

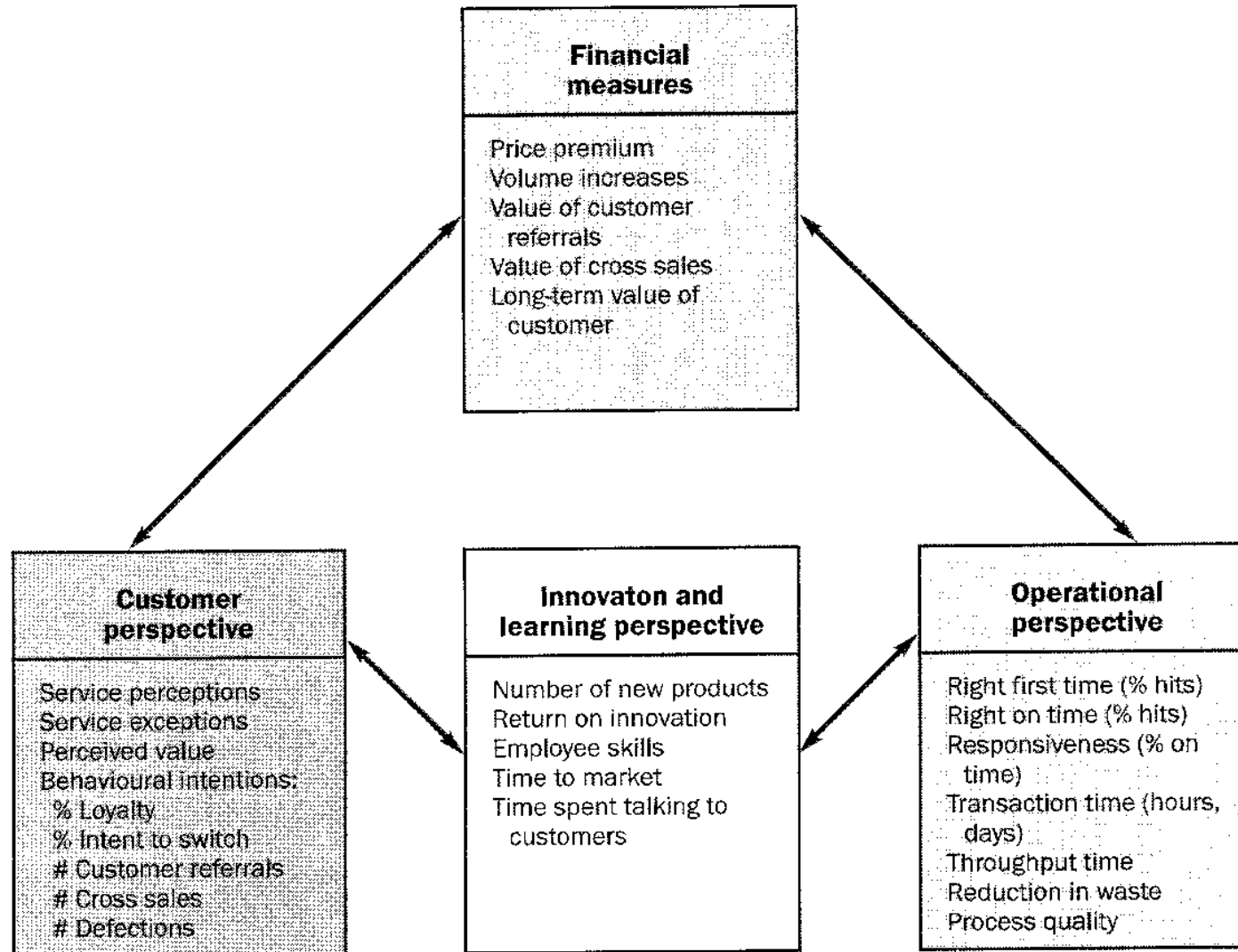
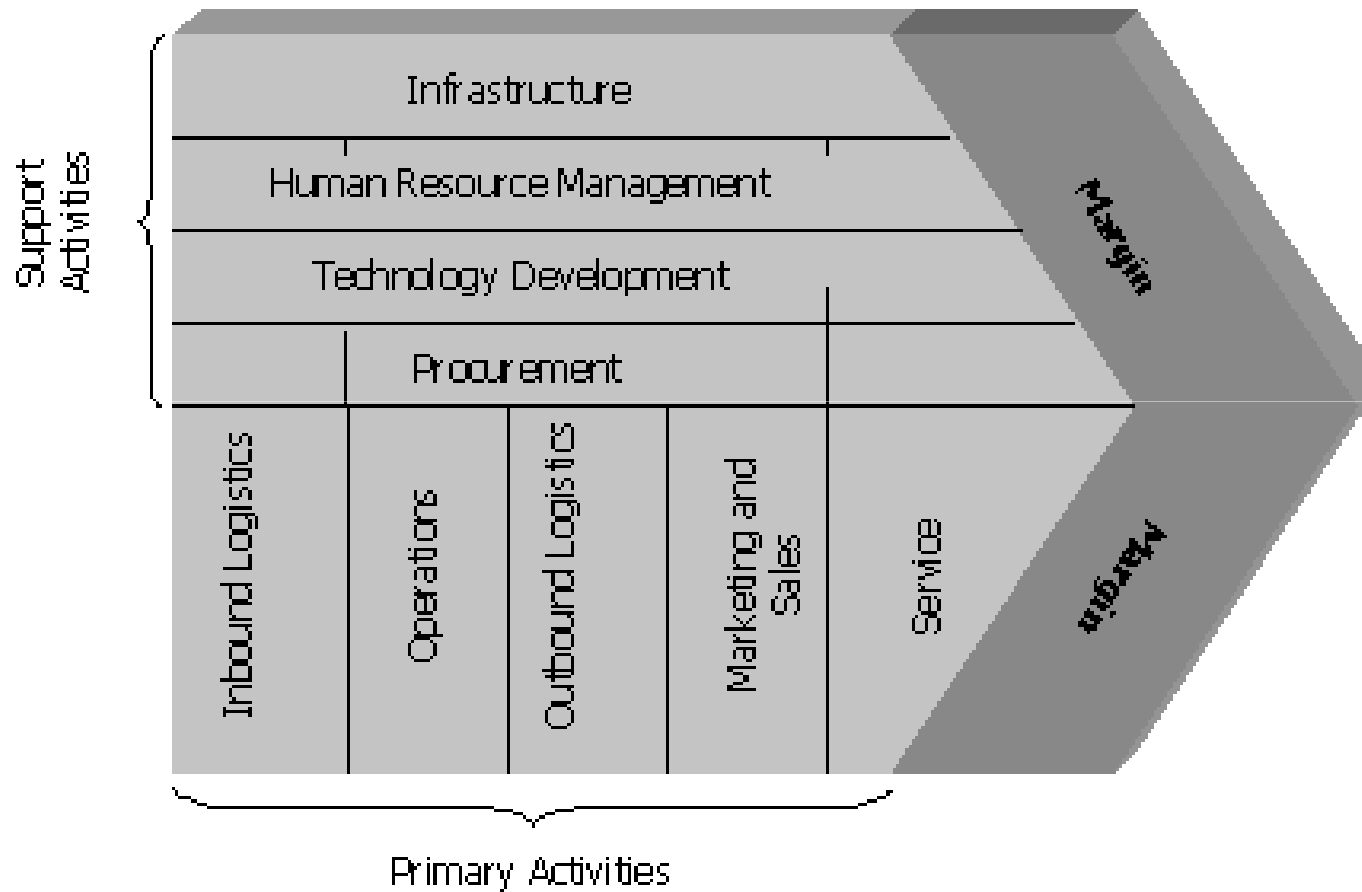


Figure 5.11 Service balanced scorecard

Source: Adapted by Zeithaml and Bitner (2003) from Kaplan, R.S. and Norton, D.P. (1992)

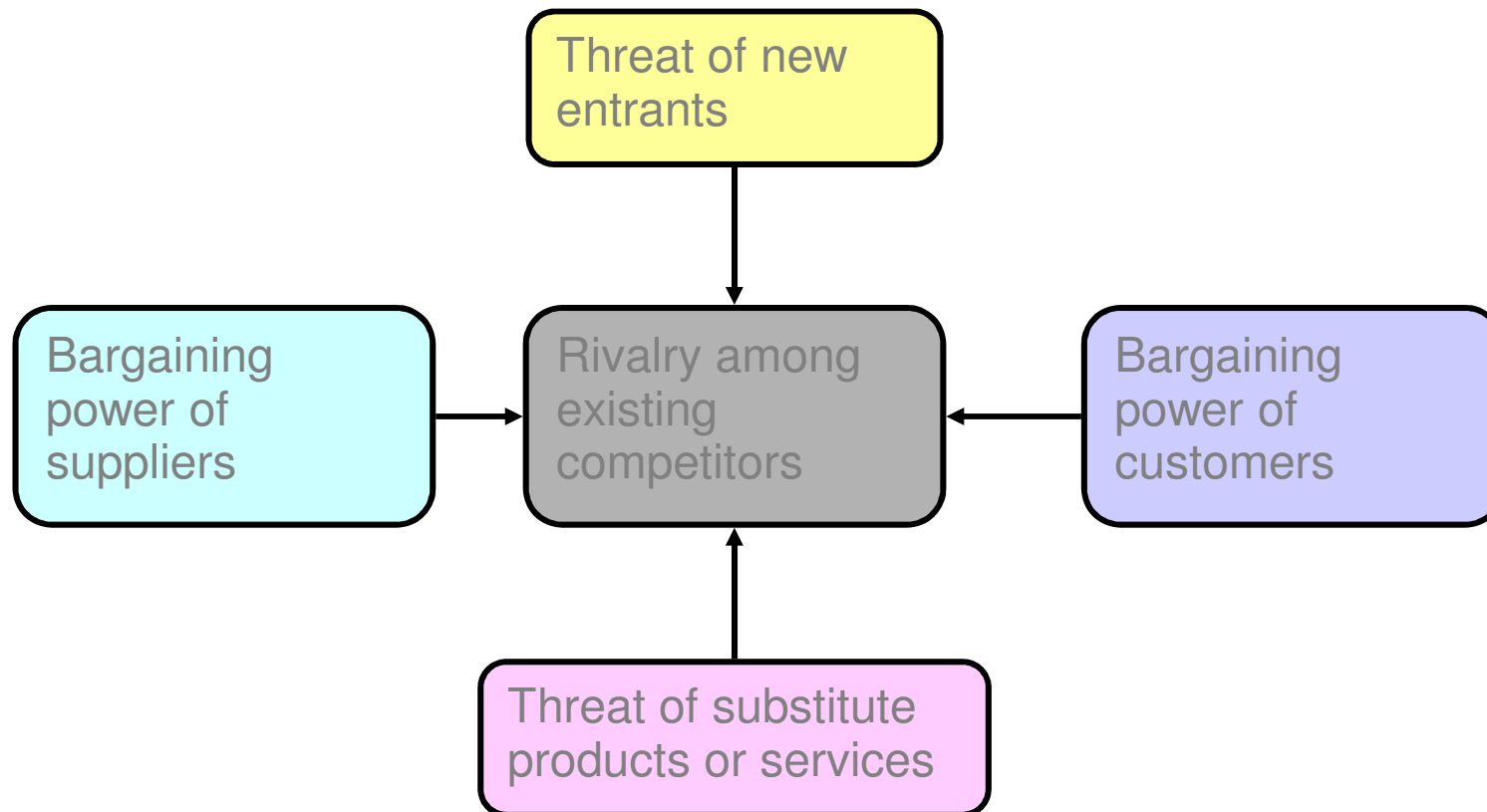
VALUE CHAIN ANALYSIS



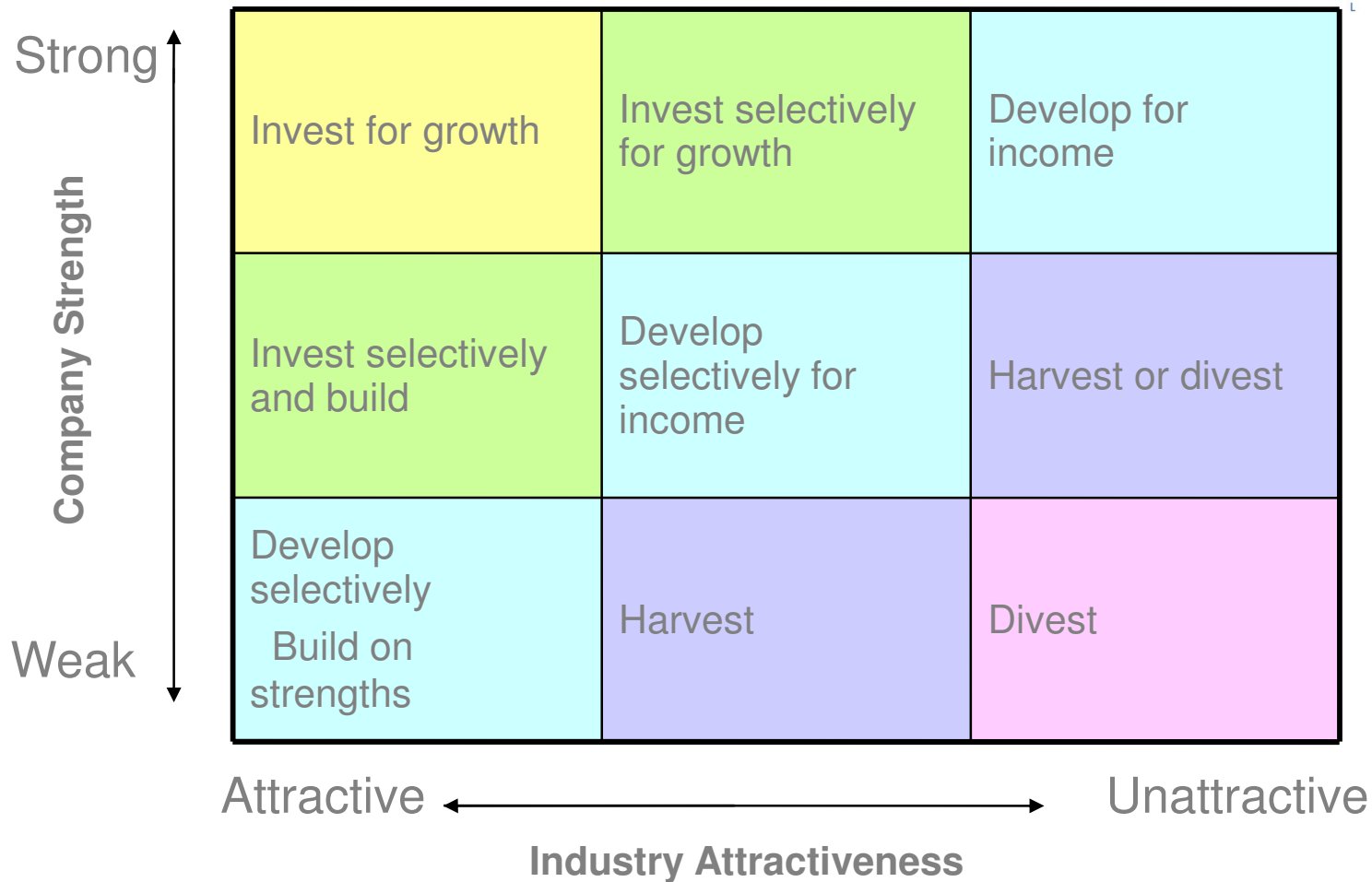
Porter 1985

MICRO ANALYSIS: COMPETITIVE LANDSCAPE

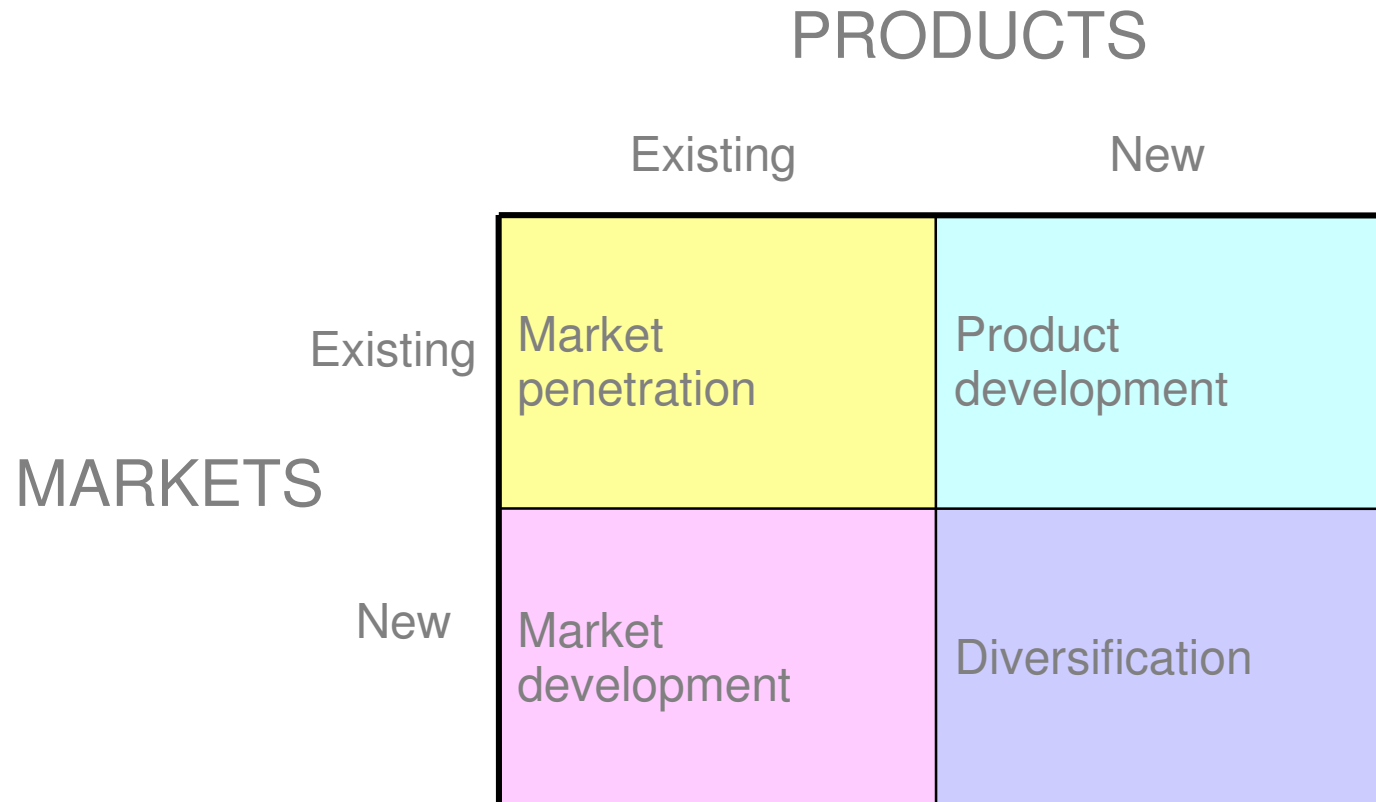
Porter's 5 competitive forces



GE BUSINESS SCREEN



ANSOFF'S COMPETITIVE STRATEGIES



STAKEHOLDERS

Mendelow's power/interest matrix



	<i>Low Interest</i>	<i>High Interest</i>
<i>Low Power</i>	Minimal Effort	Keep Informed
<i>High Power</i>	Keep Satisfied	Key Players

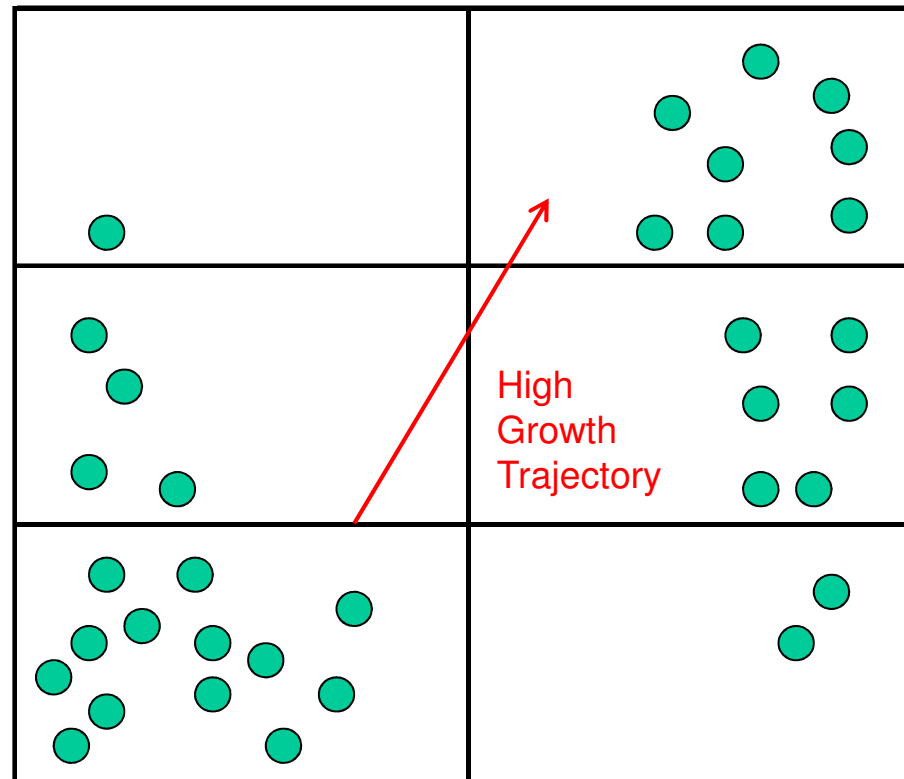
INNOVATION AUDIT



Pioneers
value
innovations

Migrators
value
improvements

Settlers
me-too
businesses



current portfolio

planned portfolio

the innovation/value matrix
Kim and Mauborgne (1998)

MARKETING ACTIVITY



		RETURN	
		LOW/ UNKNOWN	HIGH/ FULLY MEASURED
SPEND £	HIGH	REDUCE SPEND AND MEASURE <u>NOW</u> - EITHER STOP OR MOVE TO GREEN GRID	HONE ACTIVITY – ASSESS OPPORTUNITY TO MOVE TO LOWER RH BOX
	LOW	<u>MEASURE NOW</u> – EITHER STOP OR INVEST MORE DEPENDING ON FINDINGS	SEEK TO IMPROVE AND REPEAT ACTIVITY