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MARKETING & BUSINESS PLANNING



Sharpening the axe



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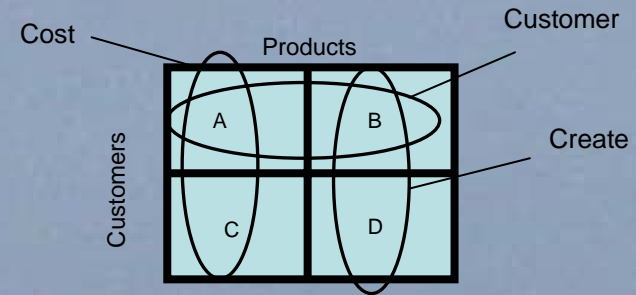
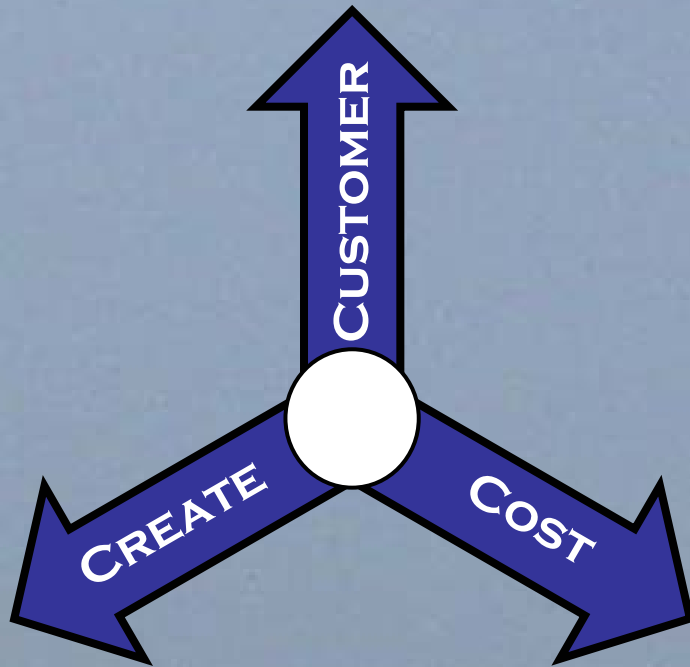
MARKETING & BUSINESS PLANNING

Helping
organisations
work smarter

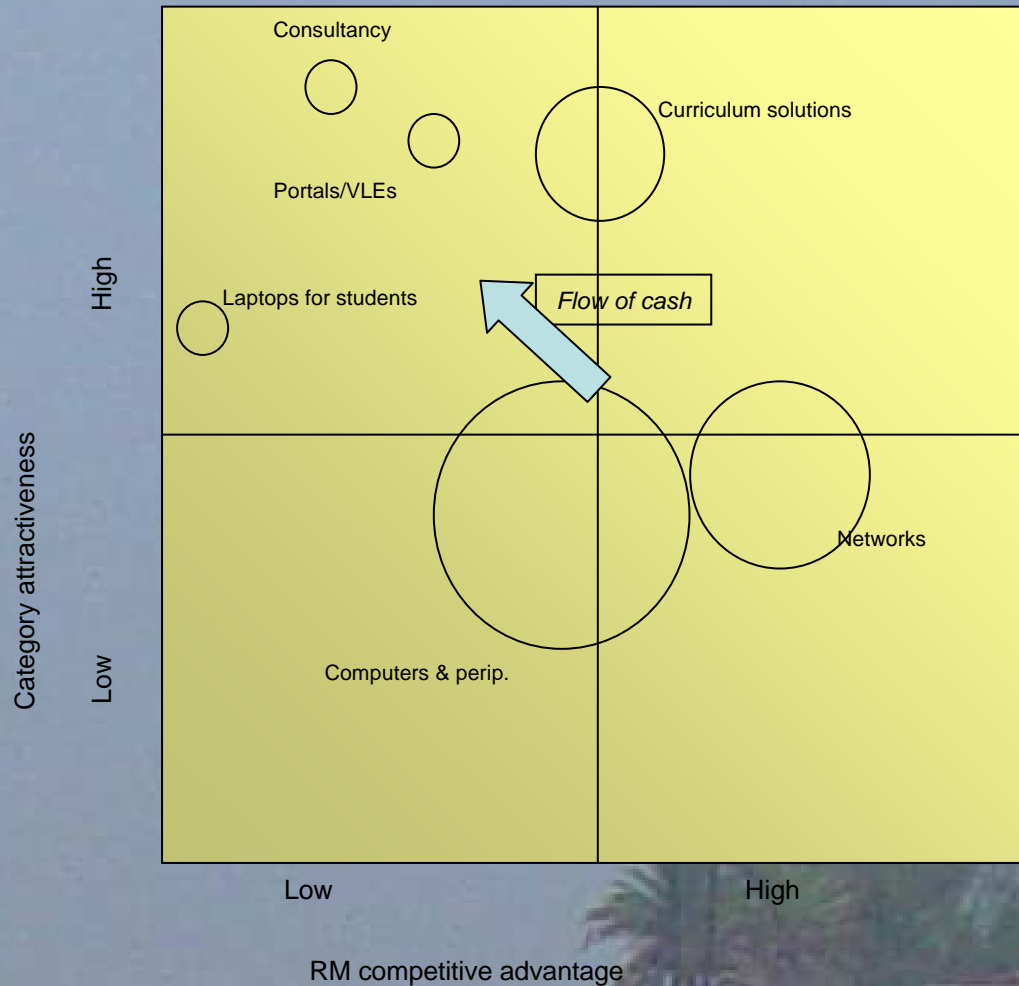


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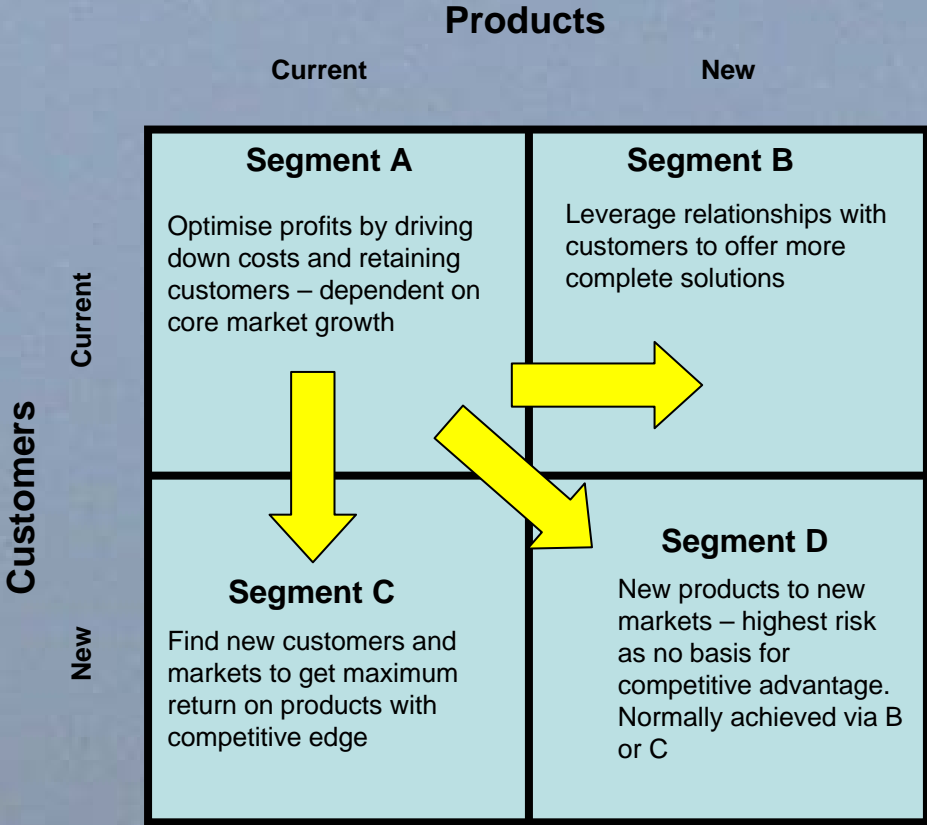
Selecting strategy



Portfolio assessment



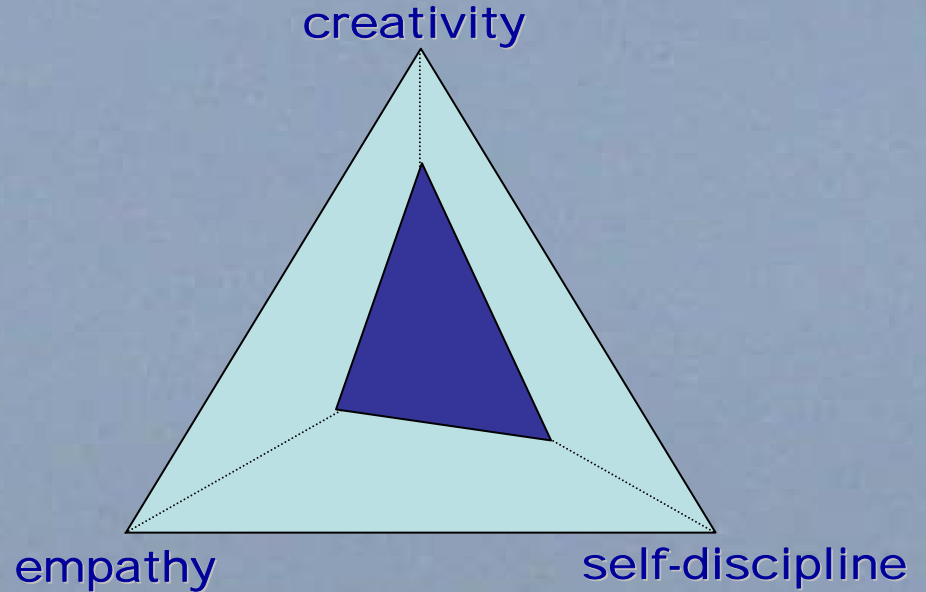
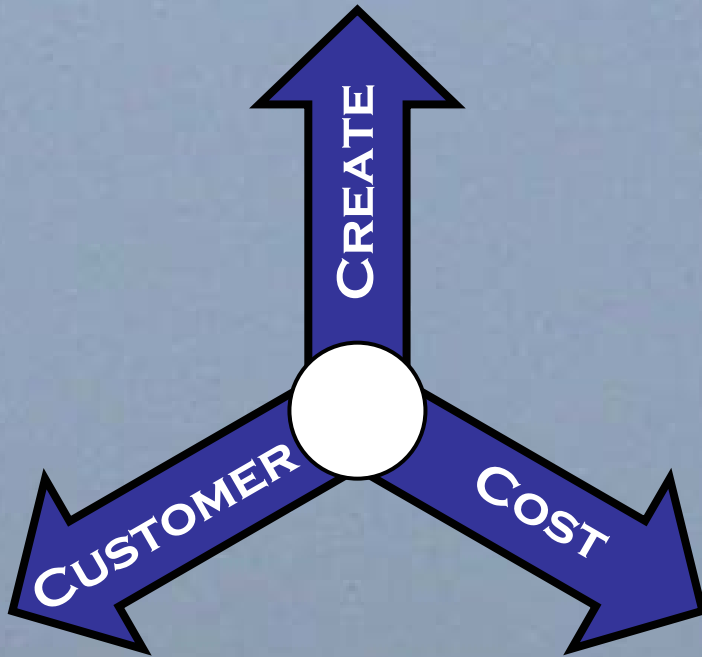
Product / Customers matrix



Seeking organisational coherence

| Dimension > | Create | Customer | Cost |
|---------------|---|--|--|
| Overview | Innovation leader - high % of bus from new products ✓ | Customer focused - full solutions to focused customer base ✓ | Cost leader - highest volume producer in core categories ✓ |
| Margins | High | Medium ✓ | Low |
| Sales per SKU | Medium ✓ | Low | High ✓ |
| Culture | Proactive. Informal. Risk takers. ✓ | Responsive. External focus. Risk averse ✓ | Formal. Internal focus. Risk averse ✓ |
| People skills | Innovators. Challengers. ✓ | Relaters. Flexible. ✓ | Disciplined. Numerate. ✓ |
| Key processes | NPD - innovate, develop, validate ✓ | Supply to order - quoting. ✓ | Order fulfilment - forecasting ✓ |
| Manufacturing | In-house. Medium runs. Make to forecast. ✓ | Sub-contract. Short runs. Make to order. ✓ | In-house. Long runs. Make to forecast. ✓ |
| Engineering | Pioneering. Patent generators. Big investments ✓ | Consultants. Design to spec. Minimal investment ✓ | Reverse engineer competitor products. Low investment ✓ |
| Sales | Field sales - system selling ✓ | Field sales - consultants ✓ | Call centre - on line ✓ |
| Marketing | Large budget. Strong product branding. ✓ | Smaller budget. Corporate branding. ✓ | Limited budget. Minimal branding ✓ |
| Service | High on core service features - sub-contract service. ✓ | High skilled and responsive service operation. ✓ | Service focus on efficient logistics ✓ |

Align strategy with personality profiles



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