

Copenhagen
Business School

Earnings =
Management x Competence²
[E=mc² of business]

BMP

Center for Business Marketing & Purchasing

Sådan bygges meningsfulde og operationelle segmenter

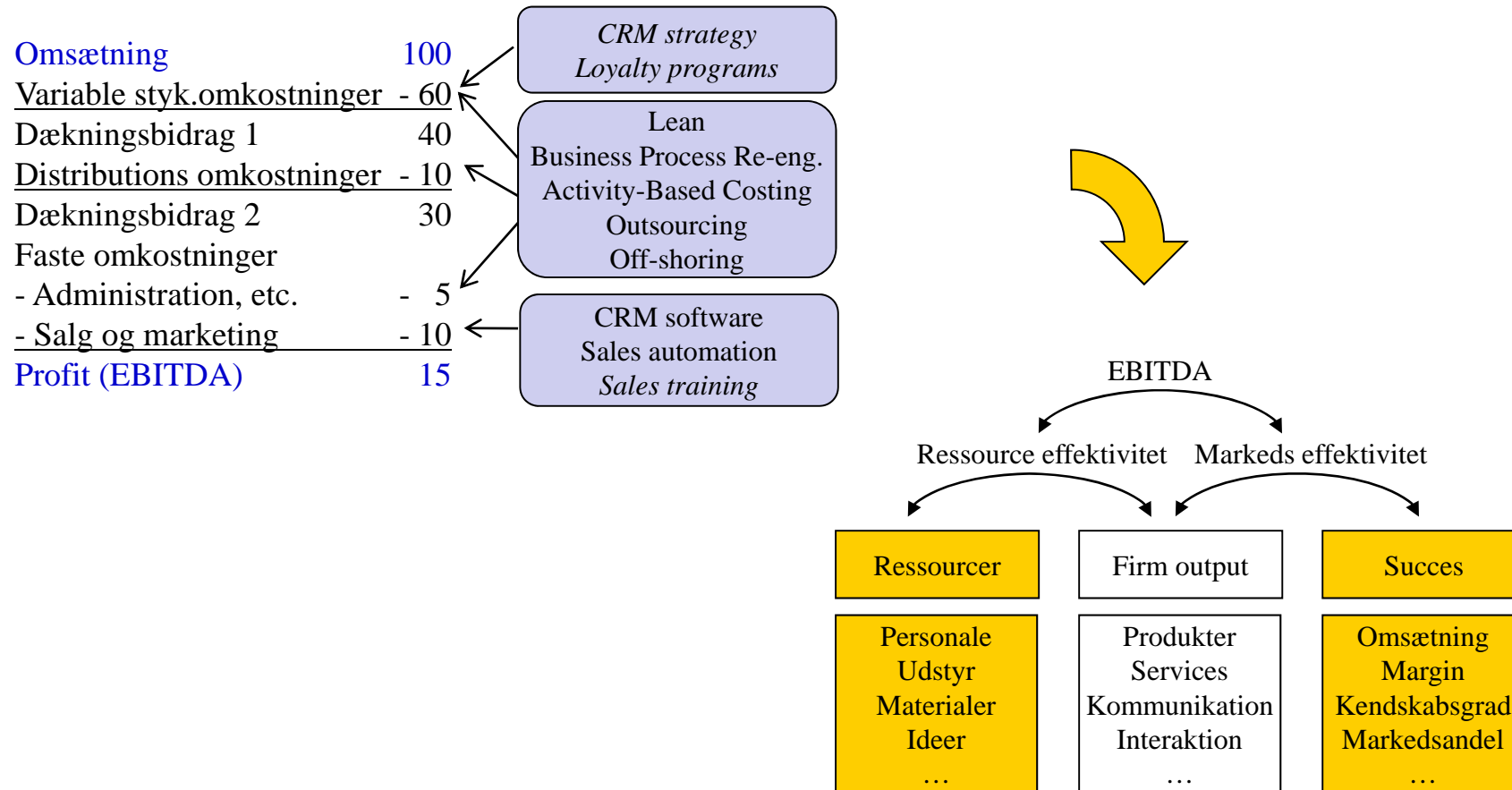
25. maj 2009

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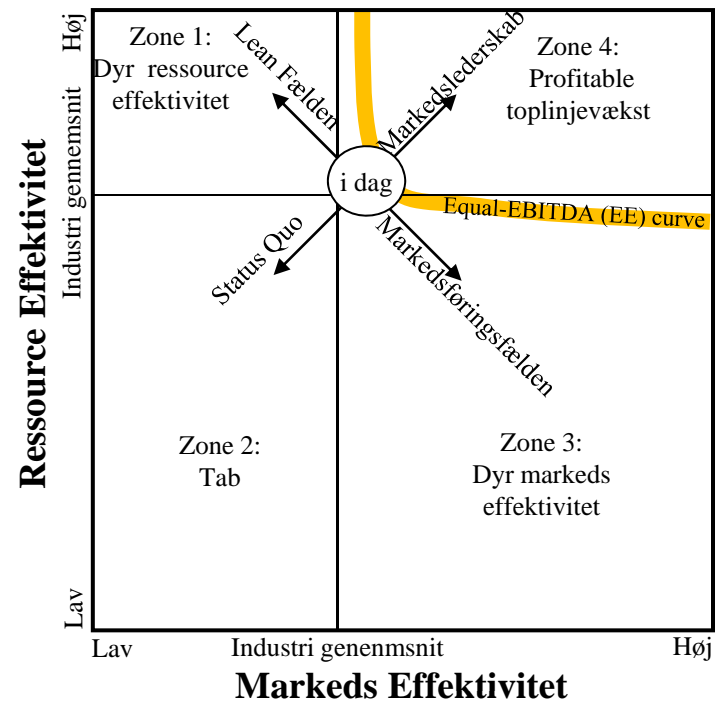
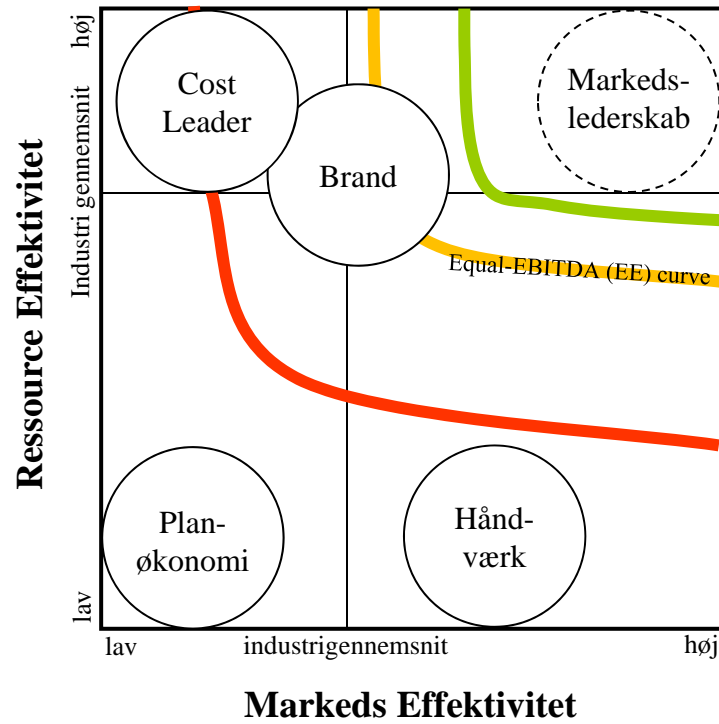


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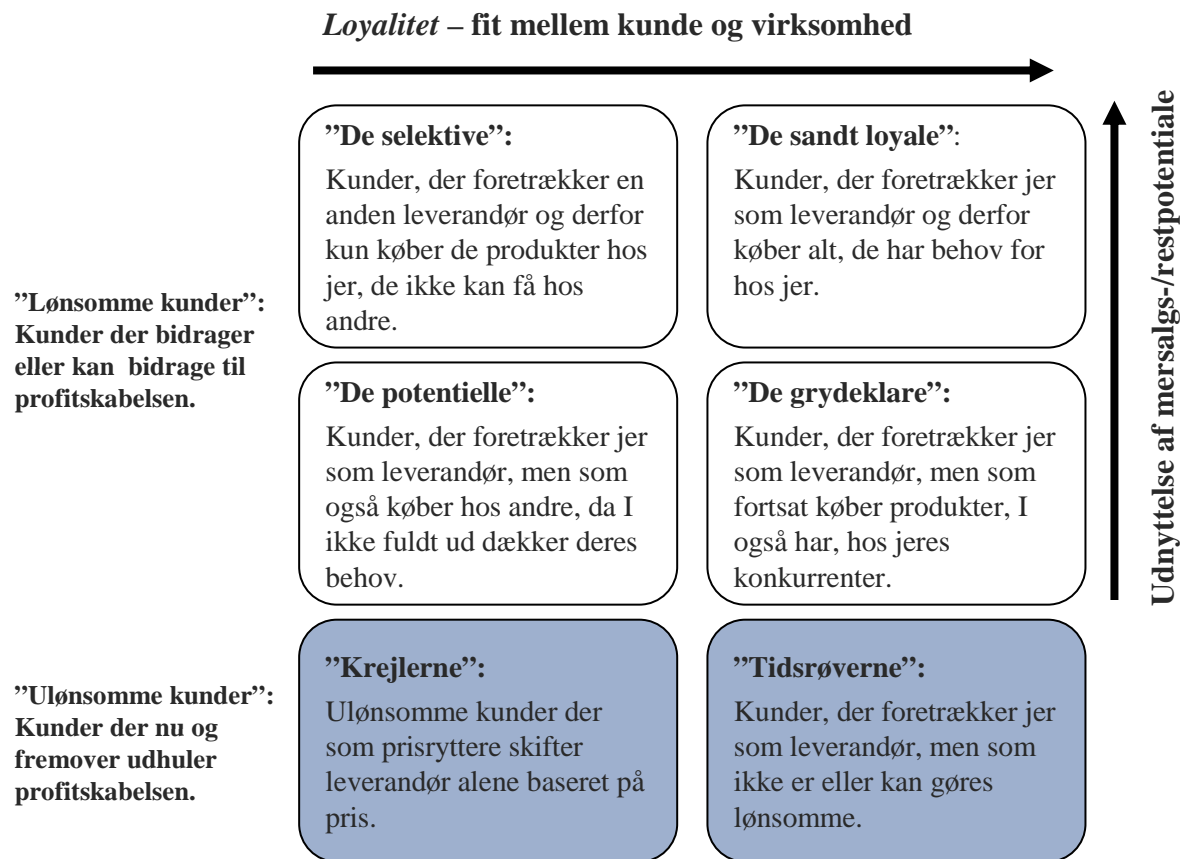
EBITDA udfordringen – Hvad er vejen frem, når top- og bundlinjen er under pres?



EBITDA udviklingsstrategier

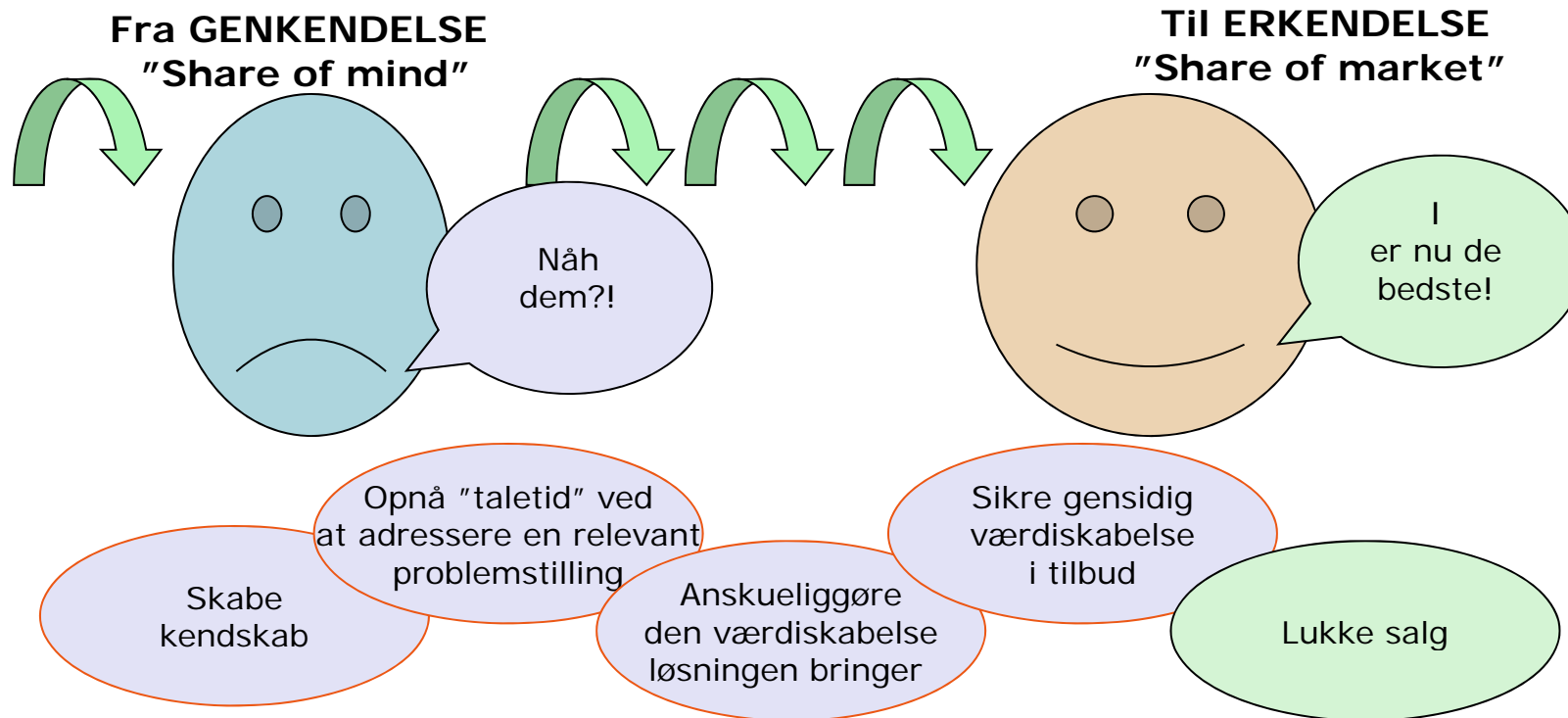


Ressource effektivitet – frigørelse og alternativ anvendelse af knappe ressourcer



Markeds effektivitet – evnen til baseret på differentierede kundestrategier konsekvent at kunne føre målrettede, relevante kundedialoger

AIDA Modellen

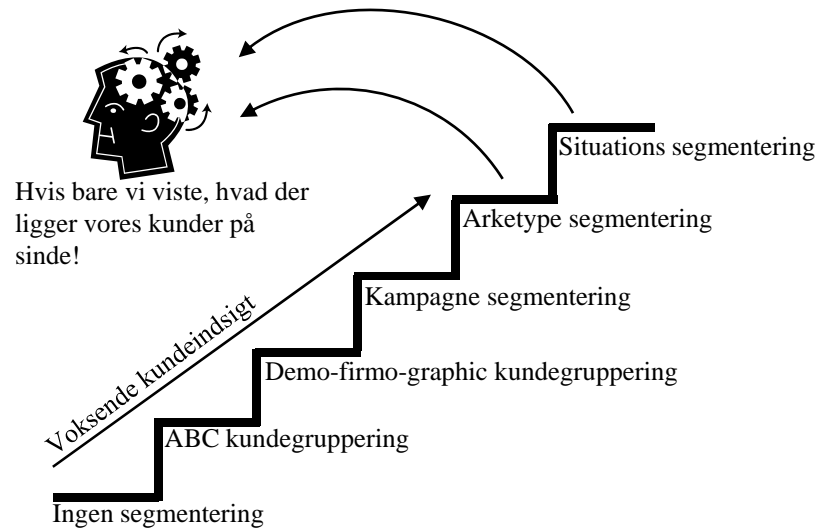


Et fælles kundesprog på tværs af organisationen er forudsætningen for markeds effektivitet



Markeds effektivitet og kundesegmentering

CUBEical Segmentering



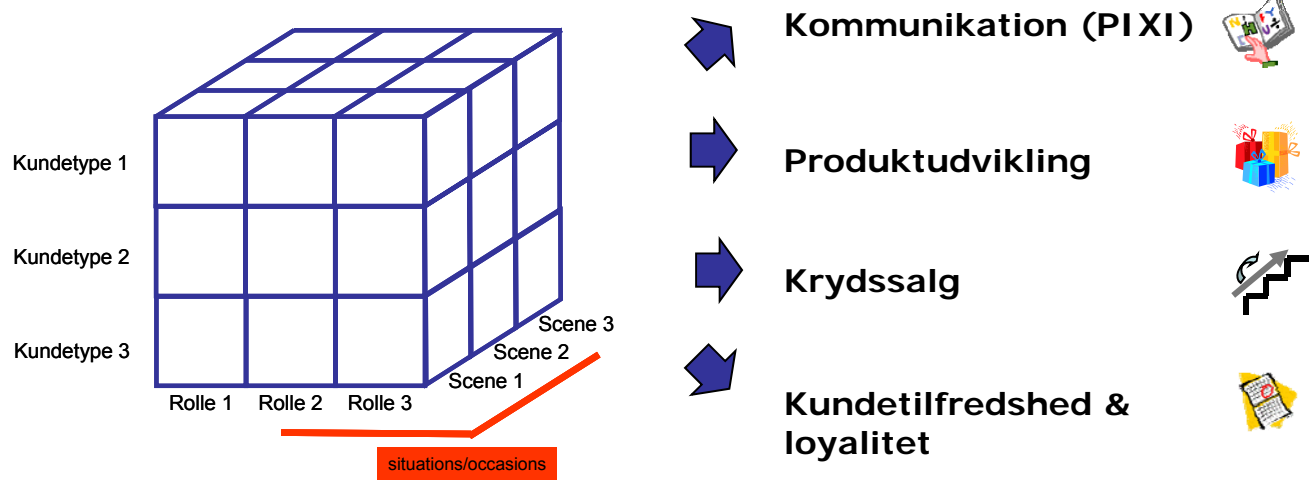
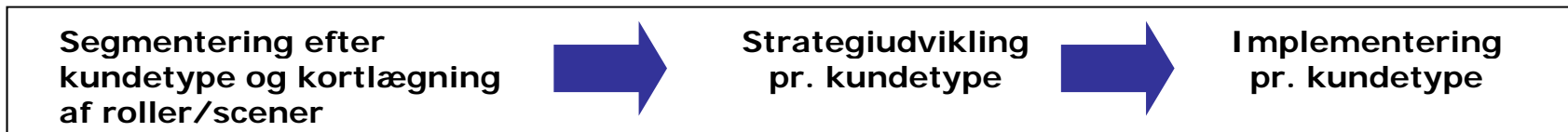
For at bibringe forretningsmæssig værdi må segmenter være:

- **Intuitivt genkendelige**
- **Stabile**
- **Markedseffektive**

God kundesegmentering er forudsætning for at sikre profitabel toplinevækst

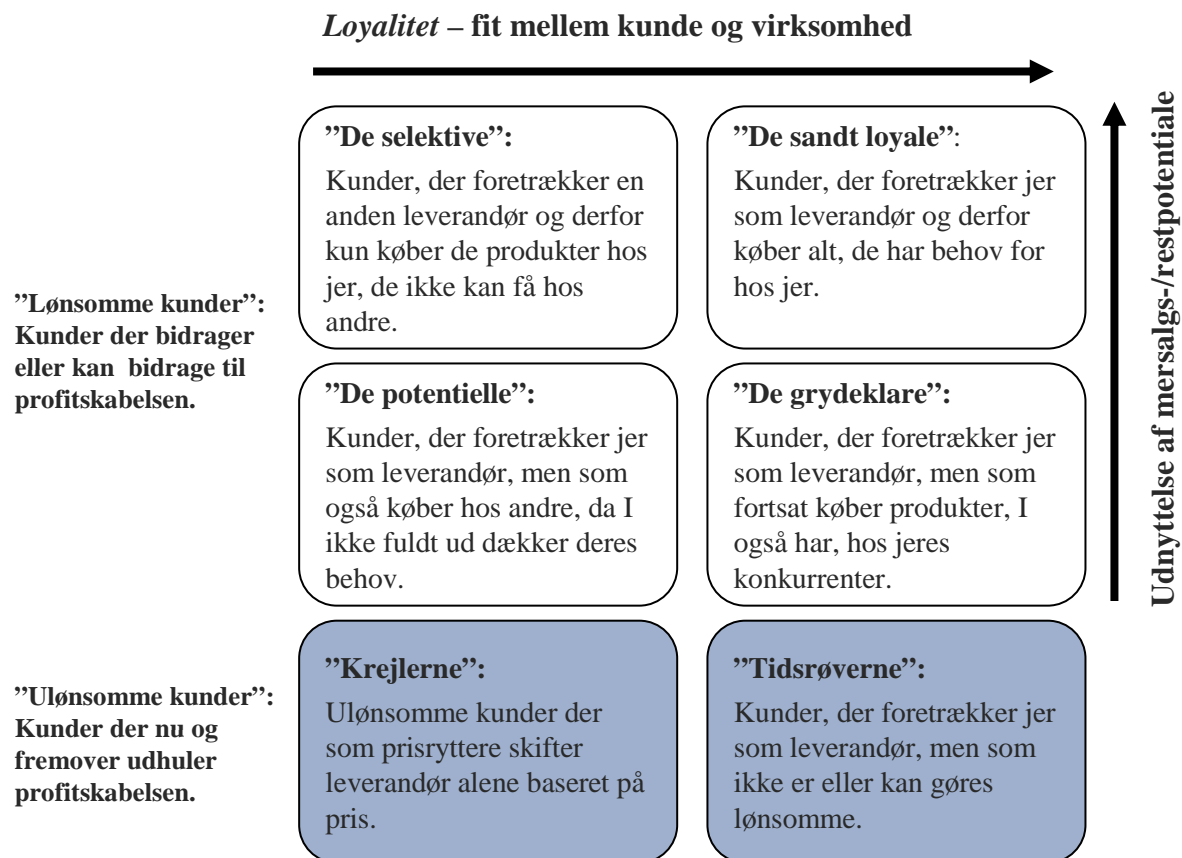


Definition af kundetyper, roller og scener – 3 stabile dimensioner udspænder kundernes universer og fastlægger de competitive arenas, hvor markedslederskab skal manifesteres



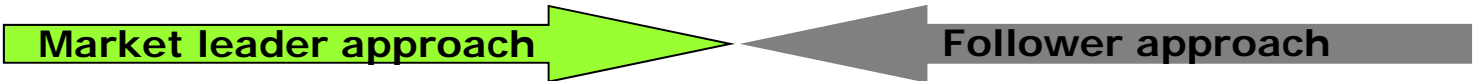
Kundetyper beskriver kundernes adfærd, - hvad der ligger dem på sinde.
Roller defineres i relation til andre mennesker. Roller beskrivelser aktiviteten, der udføres, hvilket ærinde personen/personerne er i.
Scener definerer stederne, hvor aktiviteterne foregår.

Ressource & markeds effektivitet – frigørelse og alternativ anvendelse af knappe ressourcer til målrettet relevant kundedialog



Market Leadership through CUBEical™ Thinking: Customer Universe Based Execution

Customers	<p>Type</p> 	<p>Roller</p> 	<p>Scener</p> 	<p>Behov</p> 	<p>Forventninger</p> 	<p>Oplevelser</p> 	<p>Tilfredshed</p> 
	 <p>CUBEical goes beyond needs and develops an understanding of the competitive arenas of the firm. CUBEical Segmentation helps firms predict needs, set expectations, offer great experiences and, thus, gain true customer loyalty.</p>		 <p>There is a general belief that needs cannot be unlocked via market research – no approach has been developed.</p>	 <p>Outcome based research points to what customers want – but cannot explain why they have expectations.</p>	 <p>Experience tracking offers great insights towards where things go wrong. But they do not explain why customers do what they do.</p>	 <p>Satisfaction and loyalty questions are important result measures. They provide a burning platform but no innovation potential.</p>	



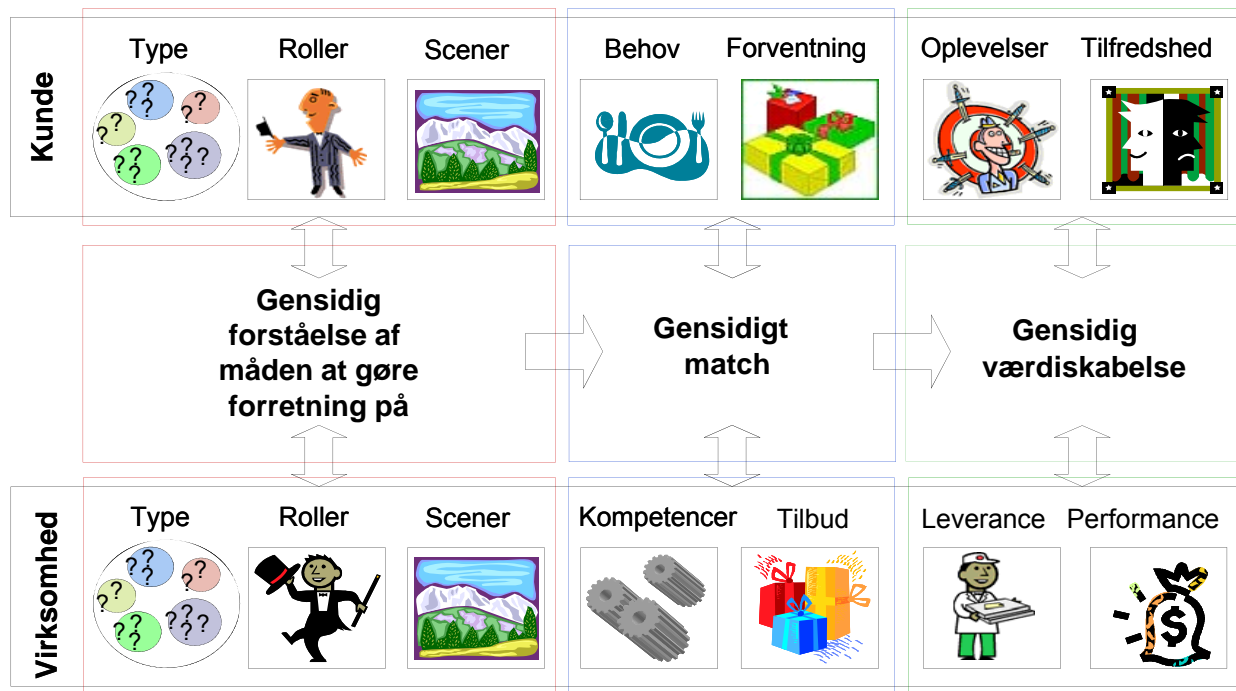
De tre forudsætninger for kundeloyalitetsloyalitet

Husk ikke alle kunder er eller kan gøres loyale

1) At I og jeres kunder har et fælles syn på måden at drive forretning på.

2) At I har kompetencerne og ressourcerne til at forstå jeres kunders behov, og til at sætte deres forventninger hinsides jeres konkurrenters formåen.

3) At I er til stede i alle situationer af betydning for kunden, og at I leverer varen til kundens fulde tilfredshed.



Implementeringserfaringer

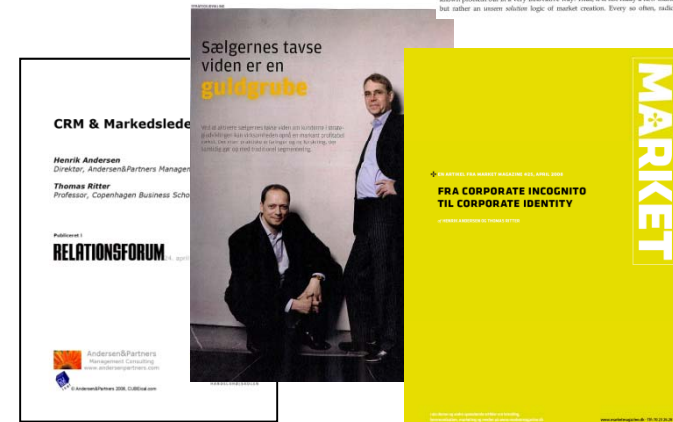
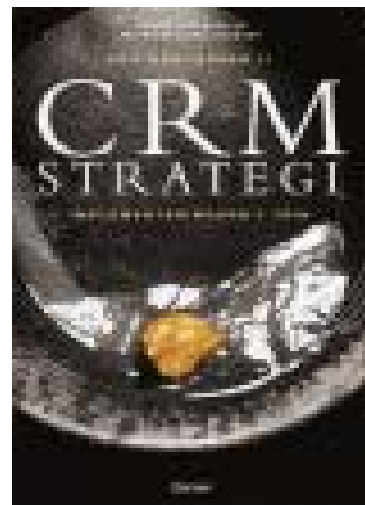
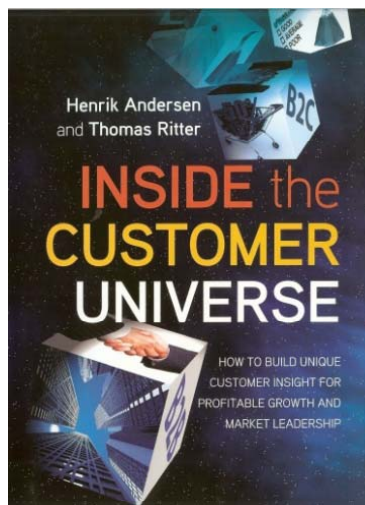
- Jeres kundevendte medarbejdere kender kunderne, og kan derved umiddelbart fastlægge kundetyperne og de roller/scener de typisk optræder i samt kundetypernes efterspørgselsmønstre.
- Kunderne kan segmenteres ved personlig kontakt, gennem data-mining baseret på efterspørgselsmønstre (dog først efter identifikation af kundetyper) samt gennem selvsegmentering på WEBen
- Implementeringen af kundetyper som fundament for kommunikation, marketing, salg og produktudvikling giver to-cifrede vækstrater på topline drevet af kryds- og opsalg.



Tak for jeres opmærksomhed!



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A New Understanding of
Market Creation: How
CUBEical Thinking
Uncovers Competitive
Arenas Within Markets

Henrik Andersen & Thomas Ritter

Introduction

Many managers and executives think about market creation as developing a situation where their firm has no competitors but many potential customers. This logic of "contouring" is compelling: leave the current market with many competitors and find a new market where no competition exists. This strategy has recently received significant attention under the "blue ocean" label (Kim & Mauborgne, 2004). It is the uncharted ground creation of market creation.

Following the "uncharted ground" approach, radical innovation efforts identified in new products or product features that serve known customers and solve a known problem but in a very innovative way. Thus, it is not really a new market but rather an unseen solution logic of market creation. Every so often, radical



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