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• MERCADOTECNIA •

¿Por qué fallan las estrategias? Obstáculos y Beneficios en la industria hoy



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Nutrición | Innovación | Tendencias en Nuevos Productos | Mercadotecnia | Comunicación | Panorama Económico | Obesidad

¿Por qué fallan las estrategias?

Obstáculos y Beneficios en la industria hoy

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KEY REASONS STRATEGIES FAIL

Failure:

“one size fits all”



“one size DOES NOT fit all”

Consider that the *Coca-Cola Company* markets more than 3,500 beverages in their portfolio

“one size DOES NOT fit all”

Consider that shampoos sold in 24 oz (700ml) packaging in a mega store might be sold in 10 ml or 25 ml packaging in rural markets

Failure:

Rigidity –

“this is the way we do this...”

Being too rigid

“It is evident that various local media companies are beating the global players in these [emerging economies] countries and therefore, need to have flexible business plans.” (Ernst and Young, “tune in to emerging entertainment markets,” April 2010)

Failure:

“They” are like “Us”



“They” are like “Us”

Overcoming the Self Reference Criterion

Failure:

Lack of understanding of segments



Lack of understanding segments

80% of Latin American population lives in cities*

Consider: Urban
Edge-urban
De-urban
Micro-urban

*McKinsey Quarterly, August 2011

Lack of understanding segments

Macro- segmentation

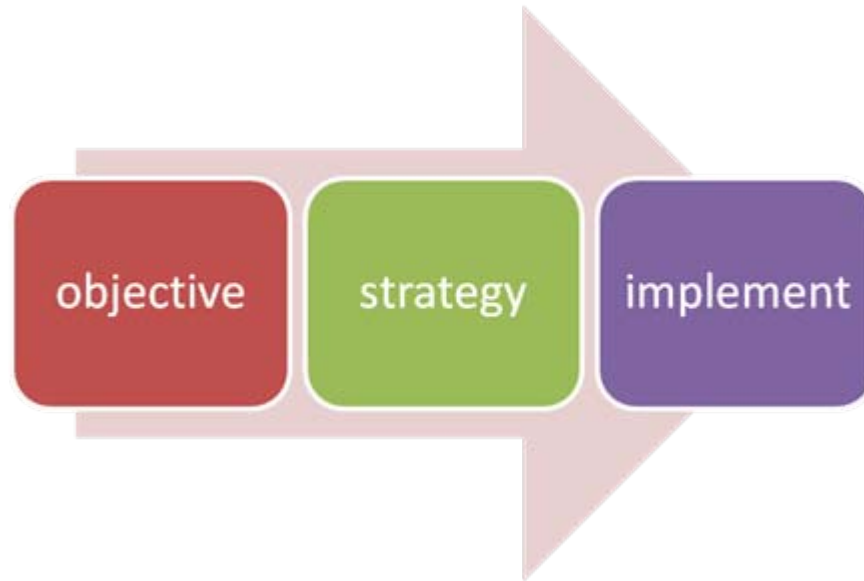
Micro-segmentation

Failure:

“Mistaking Goals for a Strategy”

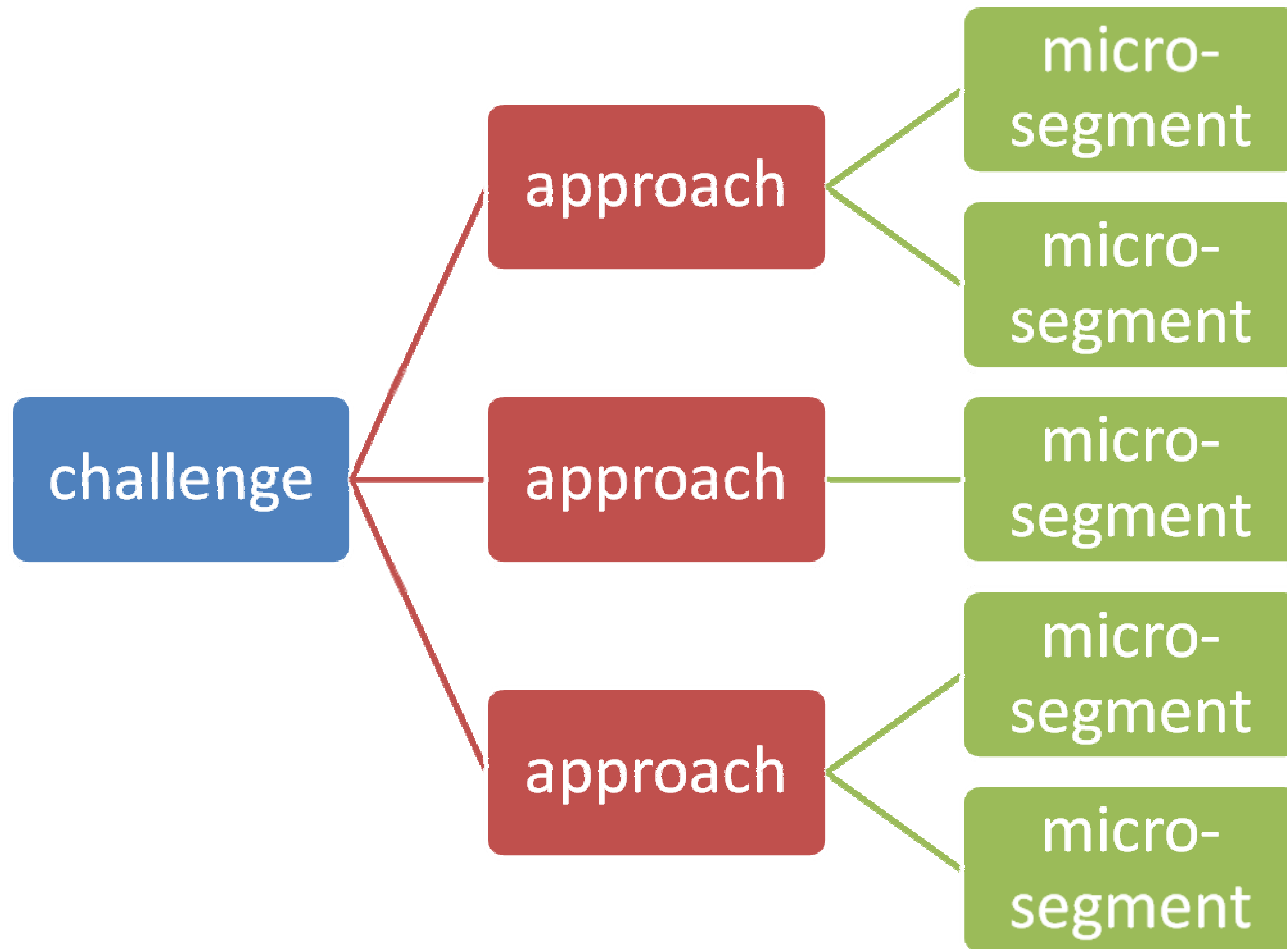


“Mistaking Goals for a Strategy”



The need to be specific

“Mistaking Goals for a Strategy”



Failure:

“missing the mark of real consumer needs”



“missing the mark of real consumer needs”

“An overarching theme that’s occurring across the emerging markets is that the consumer base is blossoming into an income level that allows them to spend money on things beyond the necessities,” said Mark D. Luschini, chief investment strategist at Janney Montgomery Scott. (New York Times, BU5, Sept.4, 2011)

“missing the mark of real consumer needs”

“Today it is the human values that are displayed during the provision of goods and services that provide the opportunity for extreme differentiation, branding, and building loyalty.”

(Crawford, Mathews, “Why Great Companies Never Try to be the Best at Everything, 2001)

Failure:

Connect the Brand to the Market

Connect the Brand to the Market

- Countries are a connection of
 - local markets
 - micro-segments
 - many peoples
 - Culture
 - Religion
 - Tradition
 - Taste

Failure:

Not considering Infrastructure



“Not considering Infrastructure”

“Ideally, every economy would provide a range of institutions to facilitate the functioning of markets, but developing countries fall short in a number of ways. These institutional voids make a market “emerging” and are a prime source of the higher transaction costs and operating challenges in these markets.”

(Khanna & Palepu, Winning in Emerging Markets: A Road Map for Strategy and Execution, 2010)

“Not considering Infrastructure”

- How to reach each micro-segment
- Consider the informal economy
- Like Coke, “be an arms length...”

Why strategies fail

- One size will not fit all – lack of adaption
- Our way may not work – being too rigid
- “They” are NOT like “us” – the SRC
- Failure to properly segment – micro-segments
- Mistaking goals for strategy – the need to address challenges and implement
- Missing real consumer needs – find human value
- Not connecting brand to market – culture and taste
- Poor infrastructure – realism, build or use what exists

Better Strategies

- Recognize your challenges
- Pick a Strategic Action
- Consider the marketplace daily
- Execute with precision and care

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