

Конкурентная Стратегия Позиционирования

Позиционирование - это доказанное ключевое отличие вашего продукта от конкурентов, связанное в сознании потребителей с очевидными выгодами.

Позиционирование - это причина покупать у вас вместо конкурентов.

Простое правило

Если вы ничем не отличаетесь,
хорошо бы снизить цены.

И давать побольше рекламы.

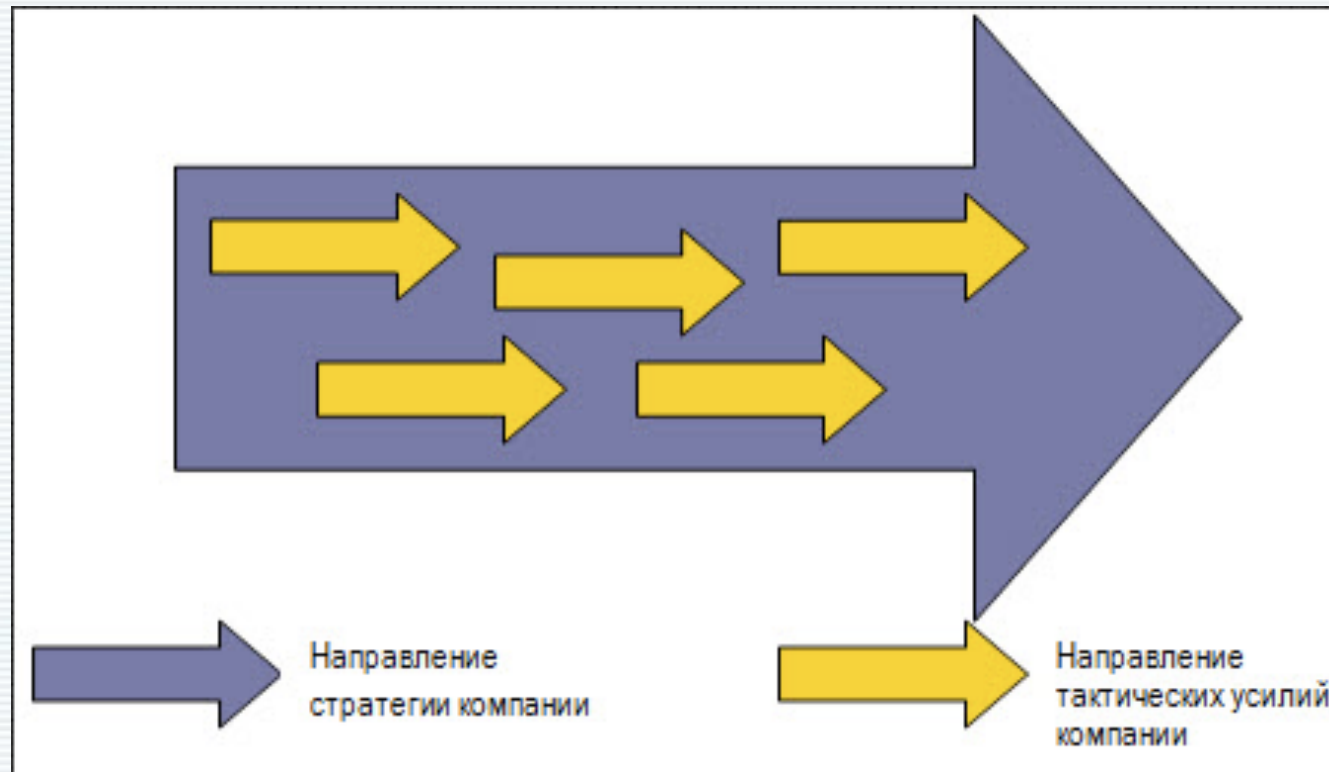
Вряд ли от этого появится прибыль,
но крупный бизнес всегда можно
кому-нибудь продать. :)

Зачем нужна концепция, построенная вокруг одного преимущества?

- ▶ Место в сознании потребителя vs Brand Awareness
- ▶ Credibility
- ▶ Despite the strategy most creative is still about Brand Awareness alone

- ▶ + согласованные positive reviews
- ▶ + рационализация
- ▶ + цифровая революция и возрастающая прозрачность
- ▶ + усиление конкуренции (B2C != B vs C)
- ▶ - универсальность ресурсов (в том числе финансовых)
- ▶ - стратегия в динамике (ответные действия)
- ▶ - M&A и выходы
- ▶ - бренды больше чем продукты (extensions)

Тактика диктует стратегию или наоборот?



Тактика -> Фокус -> Концепция -> Стратегия

- ▶ проклятие Case Studies
- ▶ моделирование успешного поведения
- ▶ почему никто не может сформулировать позиционирование бизнес-гигантов






О стратегии

Эффективная стратегия - это всегда конкурентная стратегия

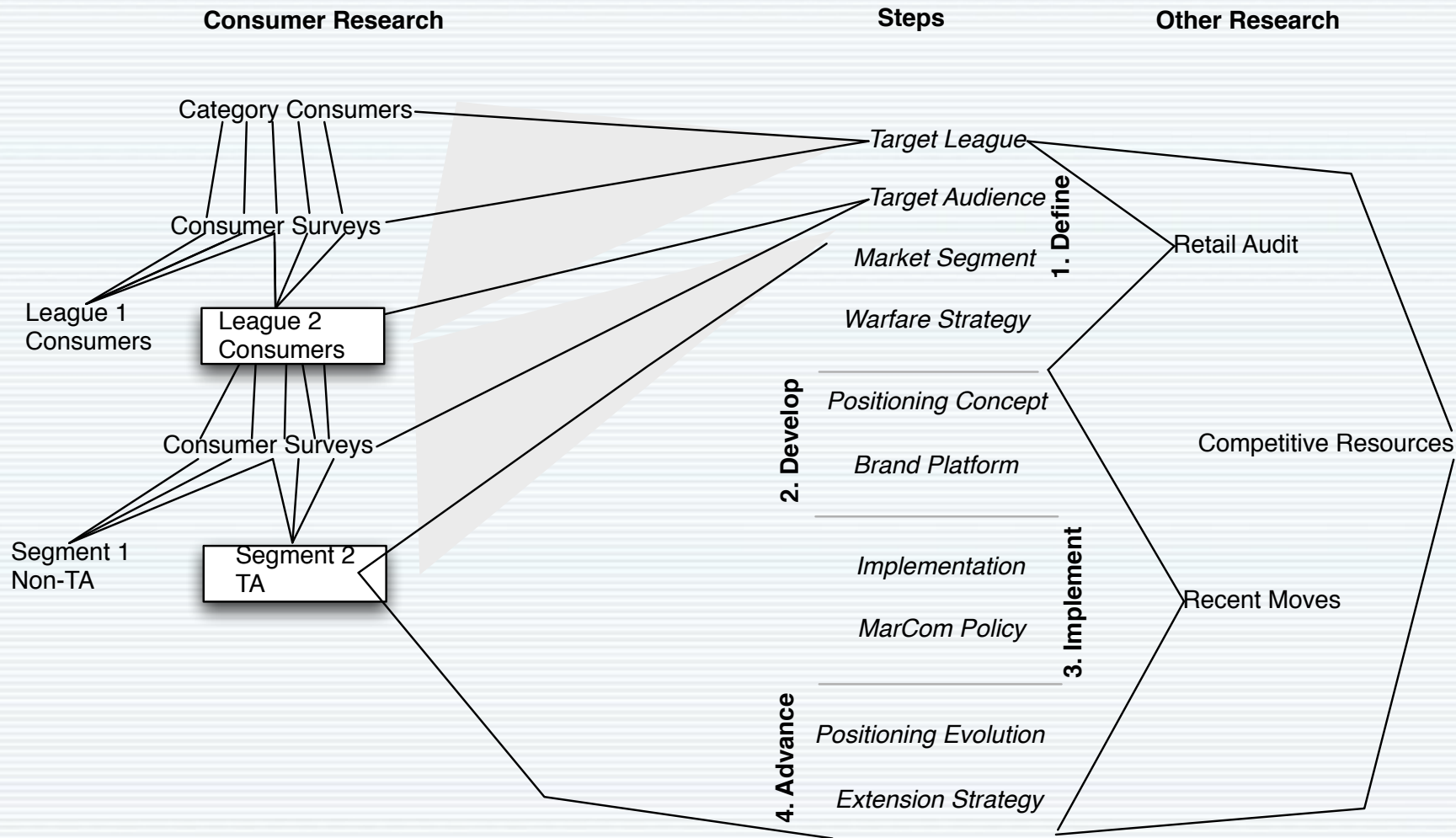
Что такое конкурентная стратегия позиционирования?

Competitive Positioning Strategy - это стратегия изменения, внедрения, реинжиниринга бизнеса на каждом уровне и в каждой функции с целью предоставить потребителю ясную причину покупать продукты вашего бренда вместо конкурирующих.

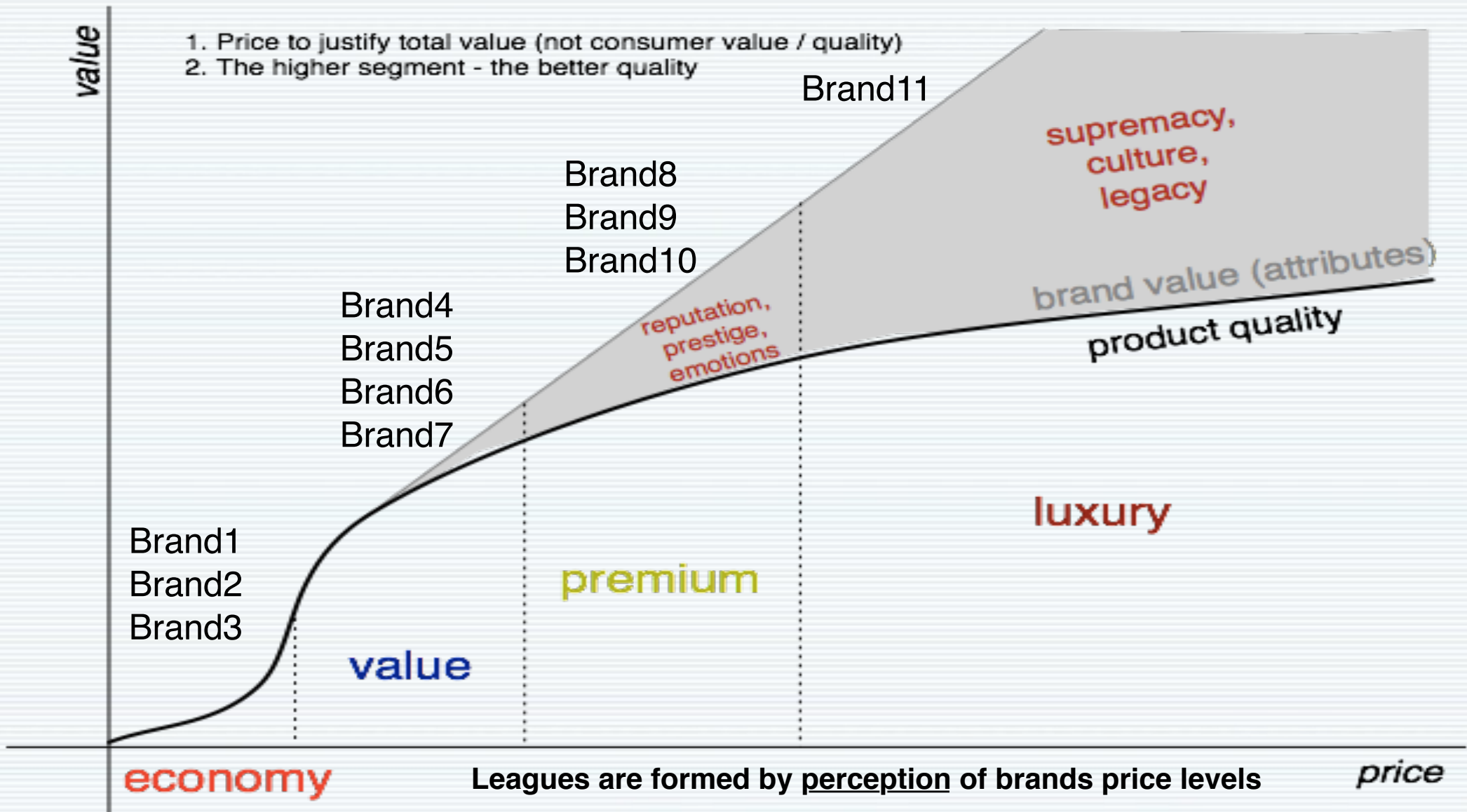
20 моделей и теорий

- | | | | |
|-------------------------|---|----------------------------|---|
| 1) Leagues |  | 15) Bridges |  |
| 8) Positioning Assembly |  | 5) Positioning Matrix |  |
| 4) Warfare Strategy |  | 14) Major/Minor Categories |  |
| 13) Brand Evolution |  | 16) Minesweeper |  |
| 2) Table Stakes |  | 11) Breaking Point |  |
| 6) Category State & Evo |  | 12) Parasite Attributes |  |
| 3) Positioning Triangle |  | 10) Attribute Weights |  |
| 7) Segment Warmap |  | 9) Nine Nodes |  |
| 18) 8 Zones |  | 17) Marcom VNM |  |
| 19) Brand Aura |  | 20) PPP Concept |  |

10 этапов



Each product category has its own leagues structure, some include just one league, some have many. But here's a typical structure valid for most developed categories. To help you to get a grip of it.

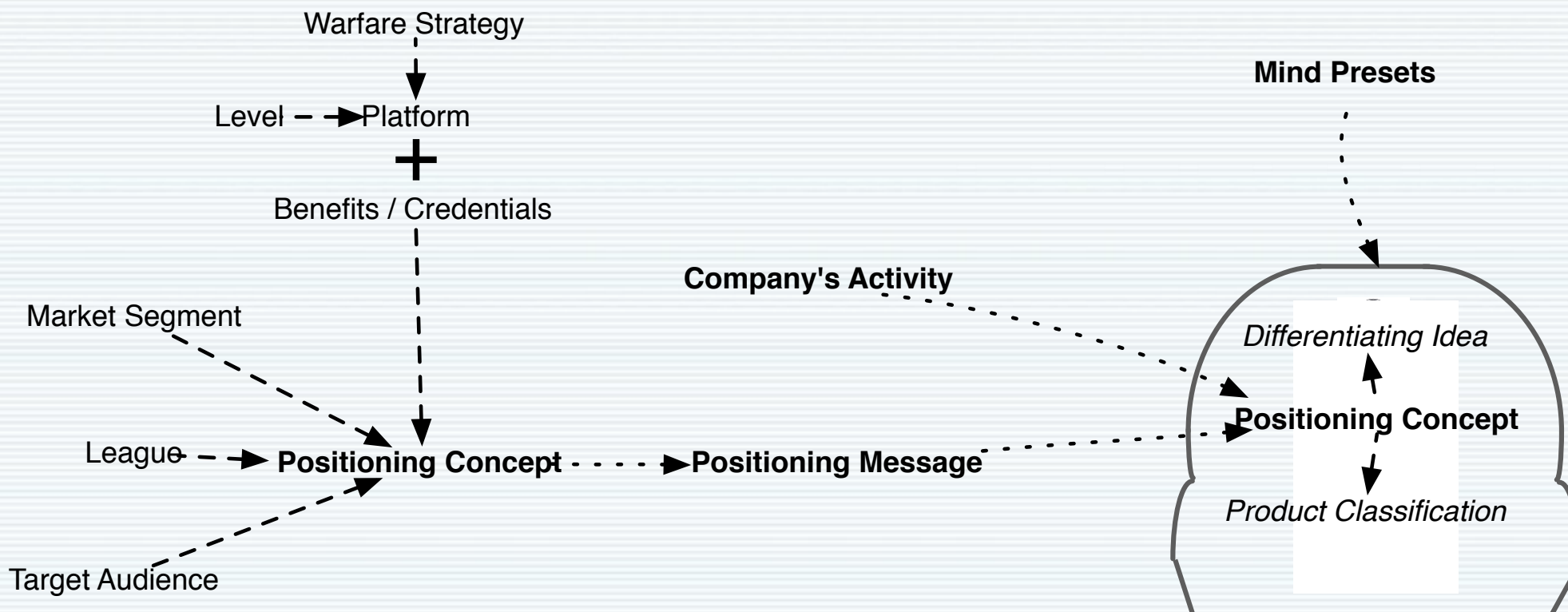


Высшая	Rolls Royce, Maybach, Bentley	Mercedes = цена/ качество
Первая	BMW, Audi, Lexus, Jaguar	Mercedes = safe choice
Вторая	Пежо, Тойота, Форд, Ниссан	Mercedes = престиж

Big 4	Martell, Rémy Martin, Courvoisier and Hennessy	Renault - коньяк на каждый день
Первая	Региональные коньяки	Renault - выбор знатоков

1. Демократизация премиальных продуктов
2. Брендирование функциональных продуктов

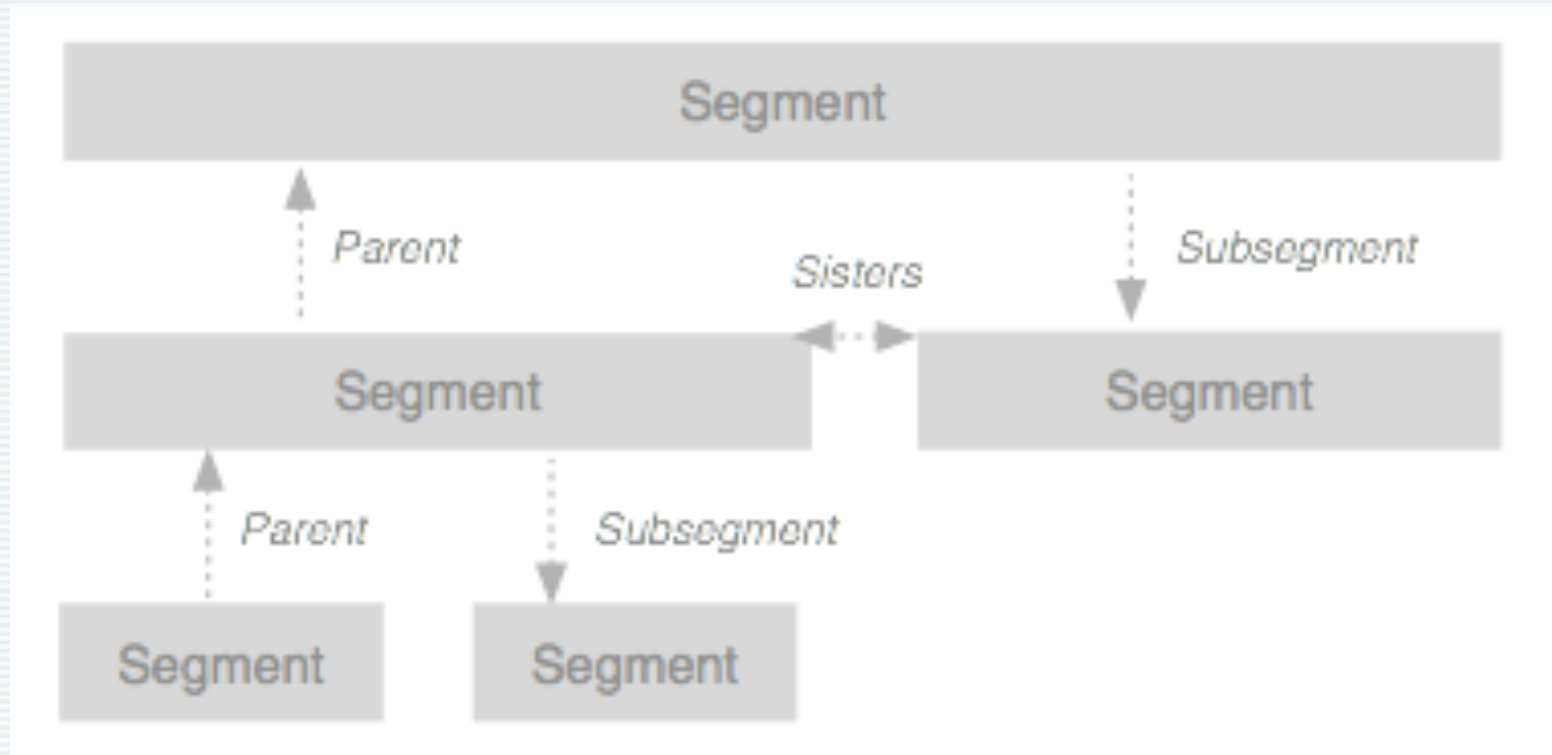


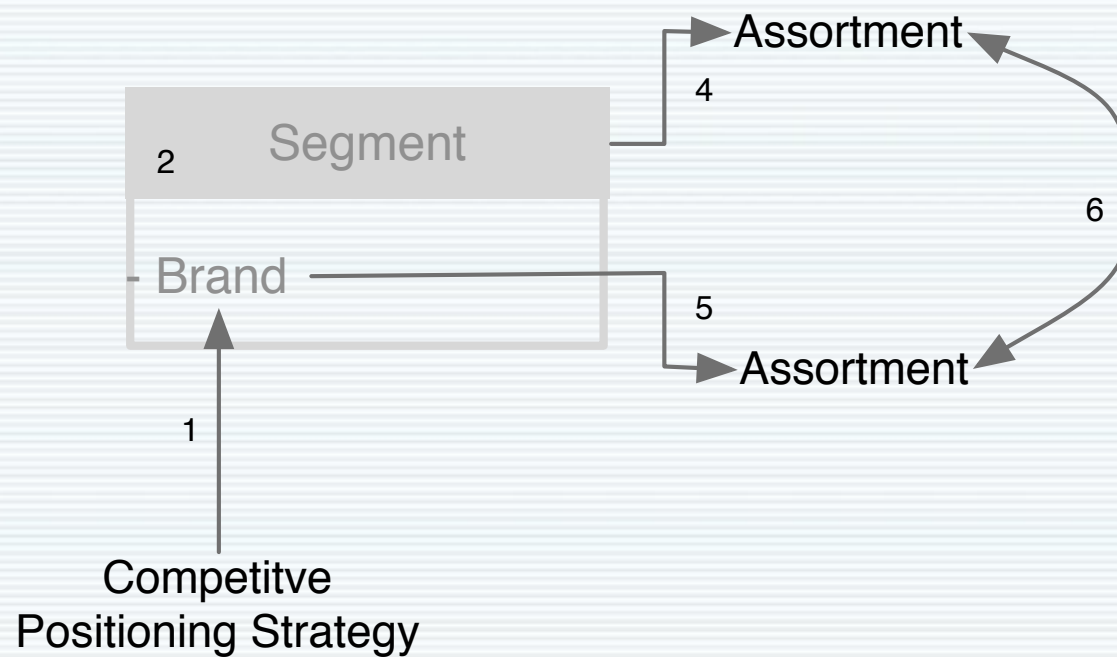


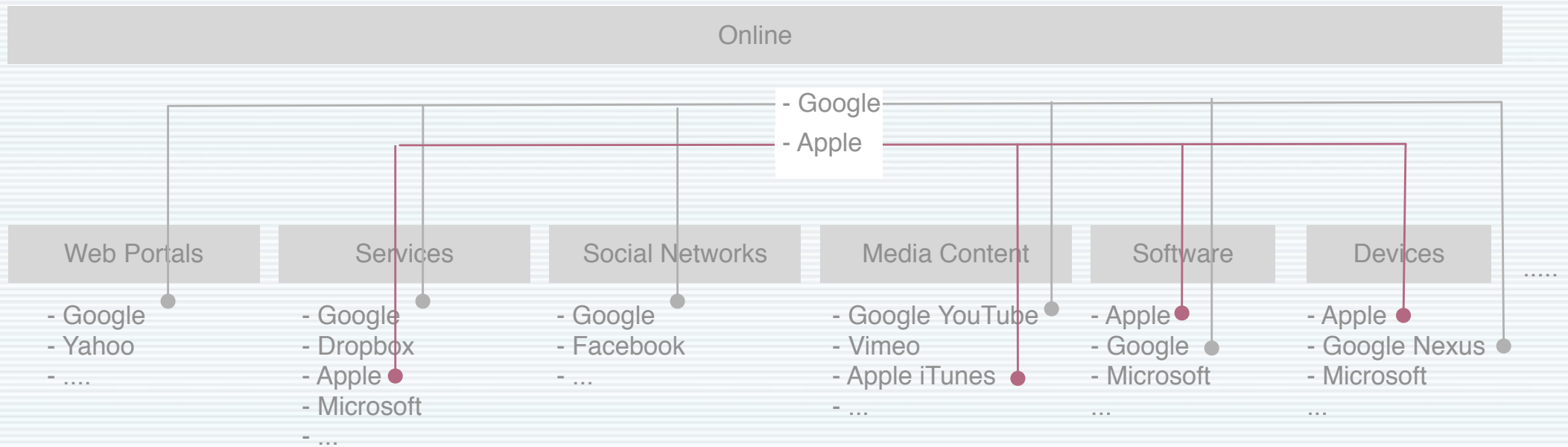
Positioning Concept is what we would like to have in the mind of consumer.

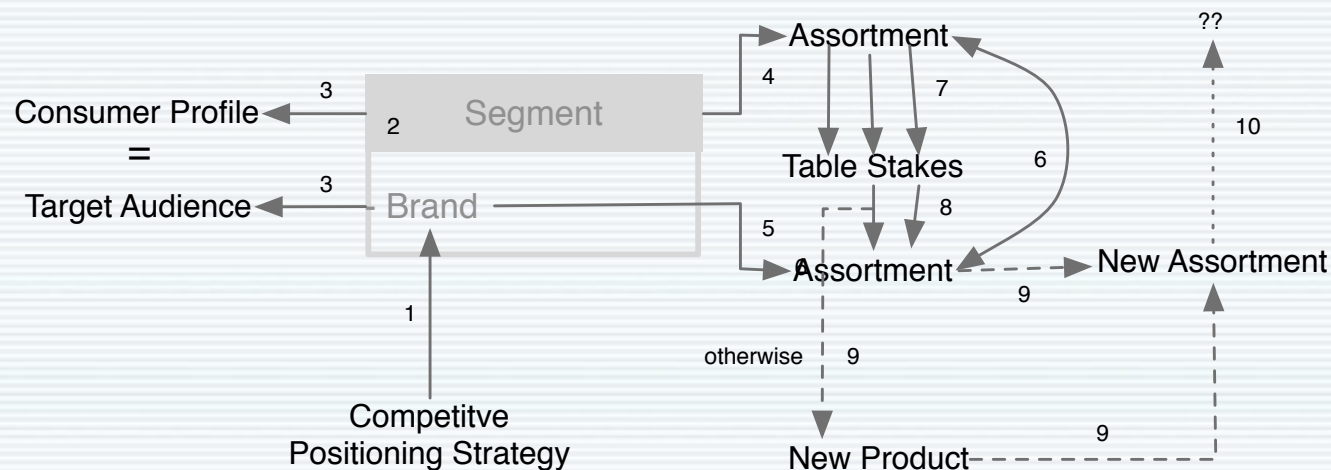
Differentiating Idea is a part of the Positioning Concept indicating in what way we are different from Competition.

Positioning Message is a message to put to consumer's mind, which once inside and combined with existing presents and our visible activities will turn to the Positioning Concept.

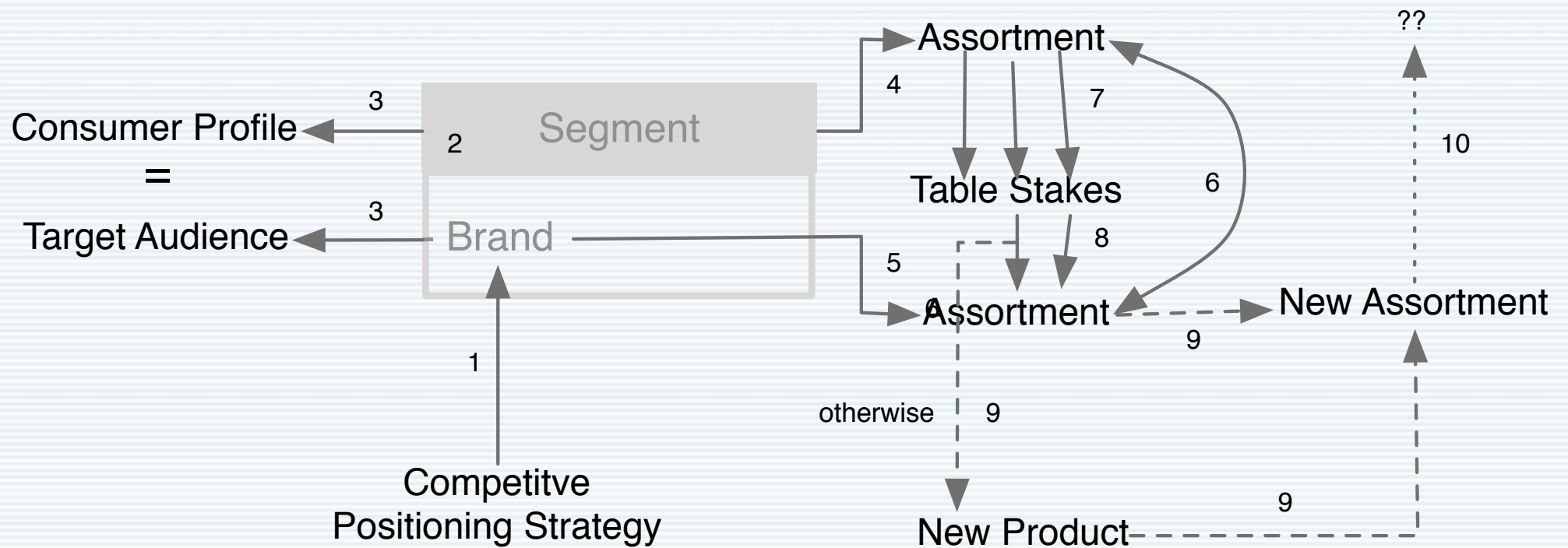


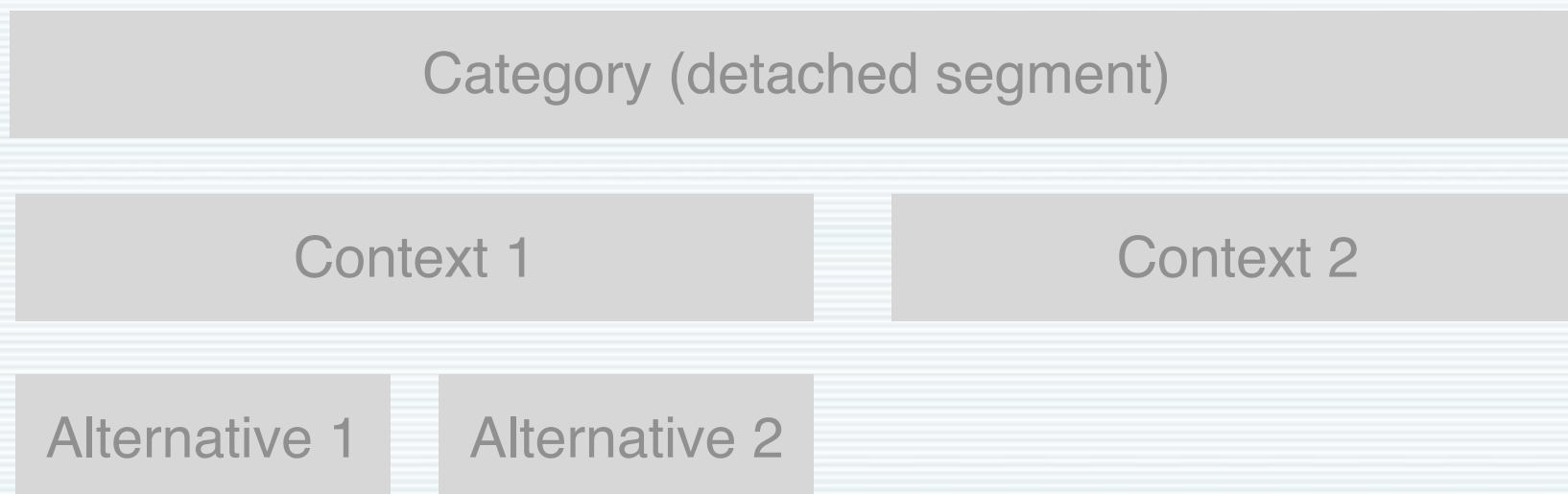


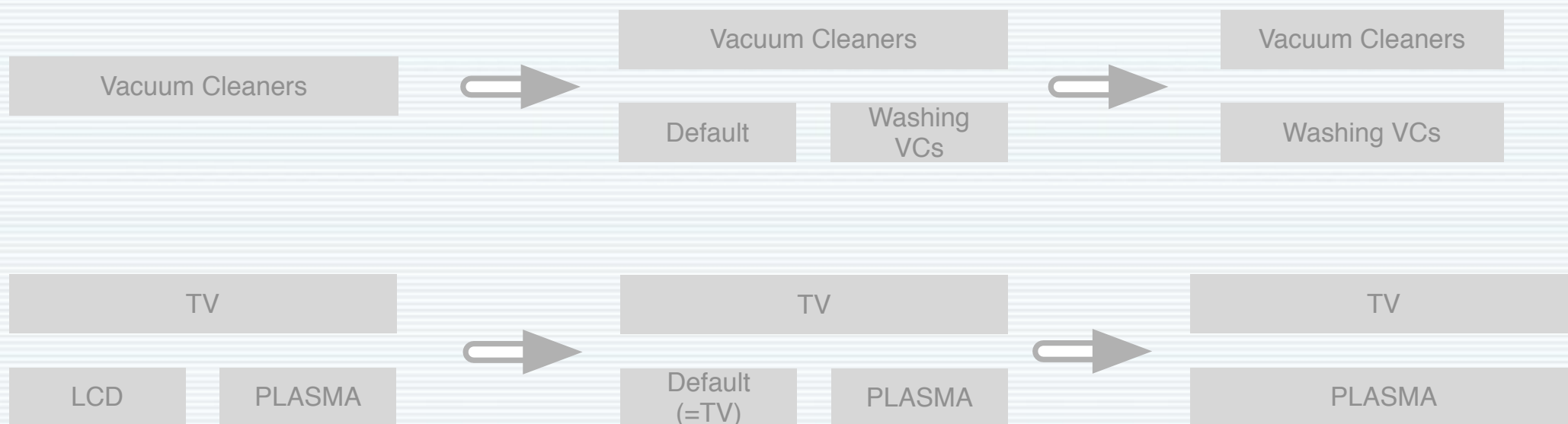


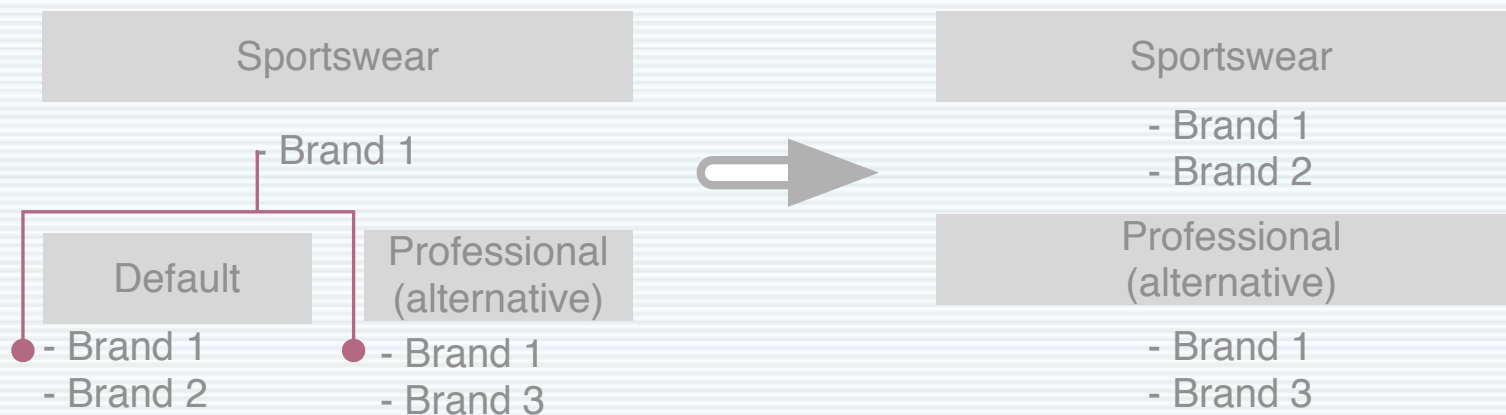
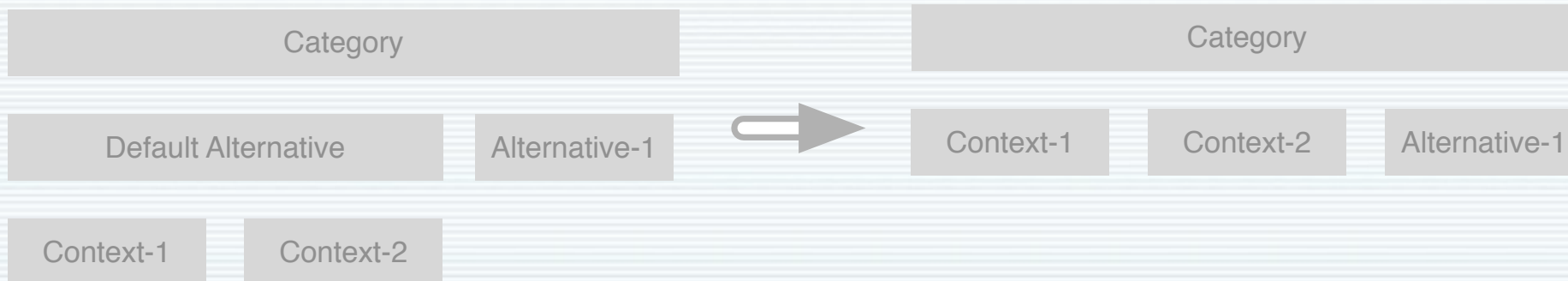


- 1) Competitive Positioning Strategy is developed for the brand
- 2) A brand is positioned at the certain segment
- 3) Each contextual segment has its consumer profile which has the role of target audience (TA) for brands positioned in this segment
- 4) A segment has its product assortment which is the sum of assortments of its own and its subsegments' (if any)
- 5) A brand has also its product assortment which is represented by its branded versions of products constituting the assortment
- 6) Brand's product assortment defines which segment it is positioned at: brands assortment should fits within segment's assortment (except for any minor production) and at the same time products comprising brand's assortment has to account for larger share of cumulative sales of all brands in the segment.
- 7) Each product of the assortment has its table stakes defined by consumer (with products coming from alternative subsegments always having table stakes equal to parental contextual segment's product they derived from)
- 8) Brand's versions of the products has to fit those respective table stakes
- 9) If for any reason (e.g. brand strategy, resources) some of brand's versions do not fit their respective TS, these version are declared as the other, new-to-market products, thus the assortment of the brand changes
- 10) Any change of the assortment may lead the brand to change its segment, become split to multiple segments or create a segment of its own





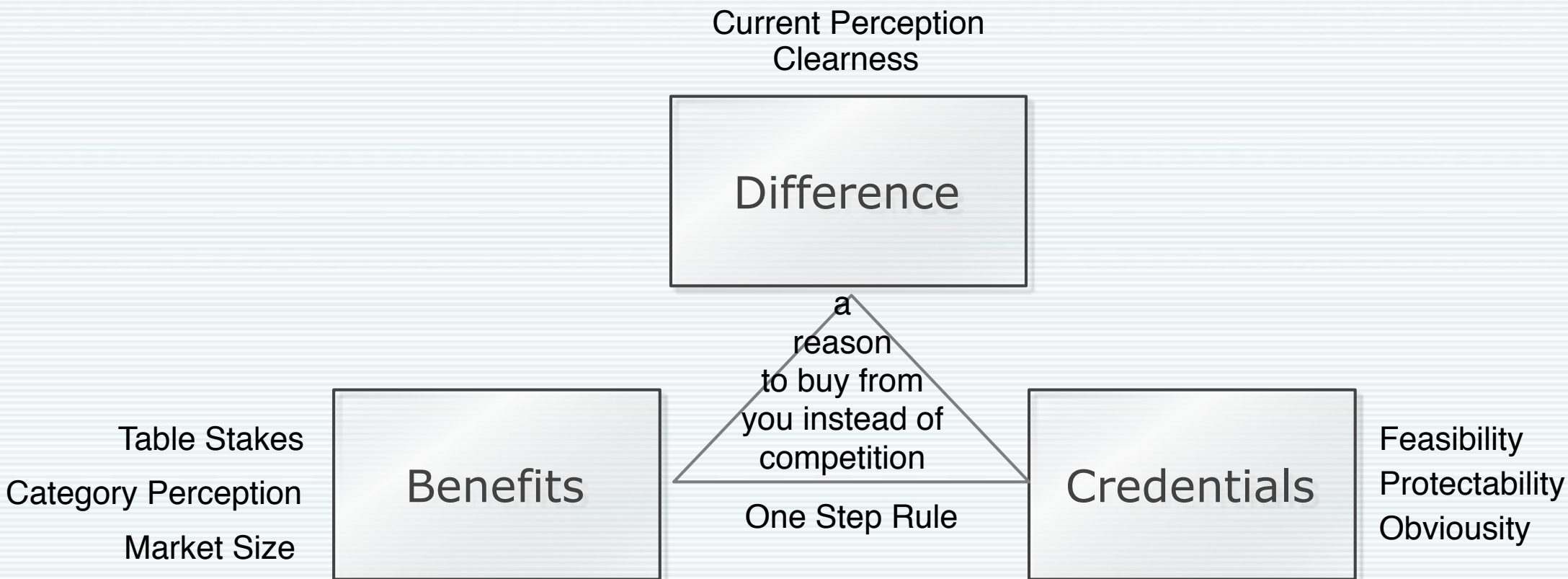




STRATEGY	Defending	Attacking	Rebellion	Flanking
ESSENCE	Defend and Progress	Reposition the leader	Exploit specialist's advantage	Present an attractive alternative
WHERE APPLIES	Executed by leader of a perfect contextual segment	Executed by a brand with resources second to leader in a perfect segment	Executed by a leading specialist in a dependent segment	Executed otherwise
IMPLEMENTATION PILLARS	<i>Match all competitors move and attack yourself</i>	<i>Find a mainstream attribute where leader has a weakness and take its ownership</i>	<i>Offer more relevant products, better assortment, manifest unmatched expertise and deeper involvement</i>	<i>Take ownership of an alternative attribute and built the brand around it</i>

Матрица позиционирования

	Defending (defend and progress)	Attacking (reposition the leader)	Rebellion (exploit specialists advantage)	Flanking (present an attractive alternative)
Choice	Natural Choice, Majority's Choice	Hot Choice	Involved Choice*	Alternative Choice **
Industry	Authenticity, pioneer ***	Innovations, being latest, developing the industry	More professional in the area	Derivation / Heritage (from someone known for something)
Category	Full line, lots of options - we have it all	Mainstream Attribute/Quality (measurable as more or less)	More relevant products, better assortment within segment	New surprising quality of the product
Technology	Size and scale of business, proven technology	Advanced, more effective, measurable advantage	Vertical Integration, better supply chain control	Different, ingenious technology

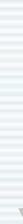


Идея позиционирования

Доказательства

Ключевое отличие

Выгоды

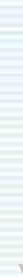


Функциональные стратегии

Брендинг

Операционная эффективность

Эмоциональная целостность



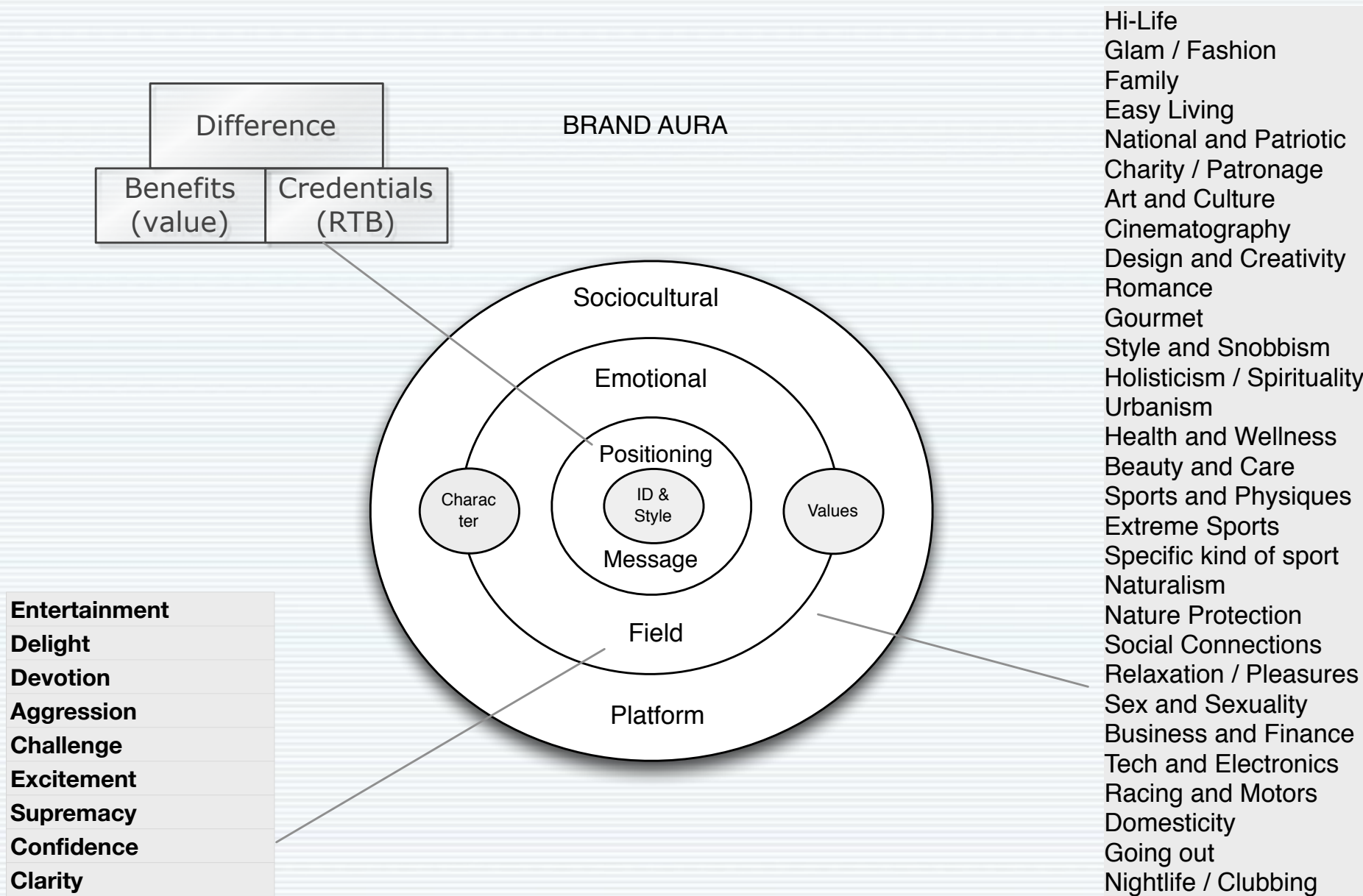
Воплощение позиционирования

Бизнес-активности

Сознание потребителя

Коммуникации



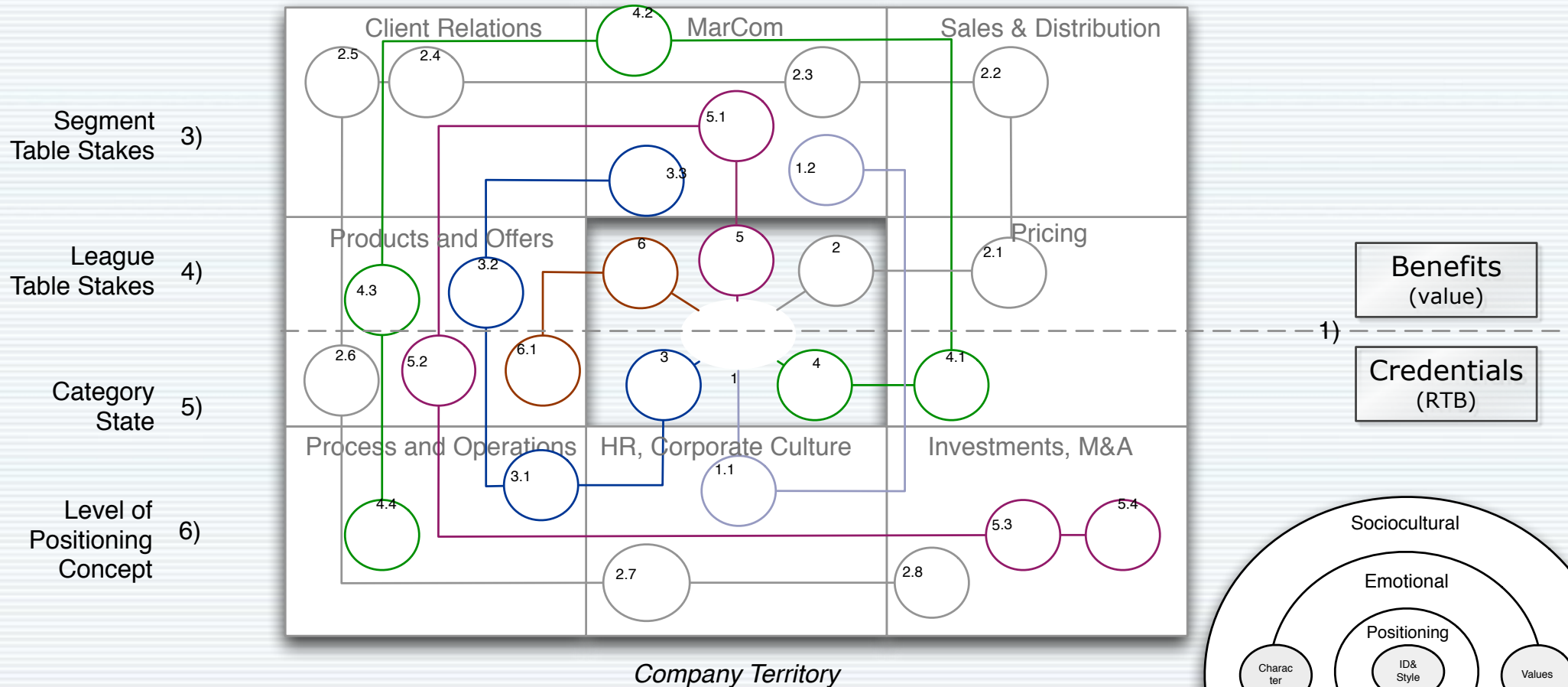


Зоны воплощения

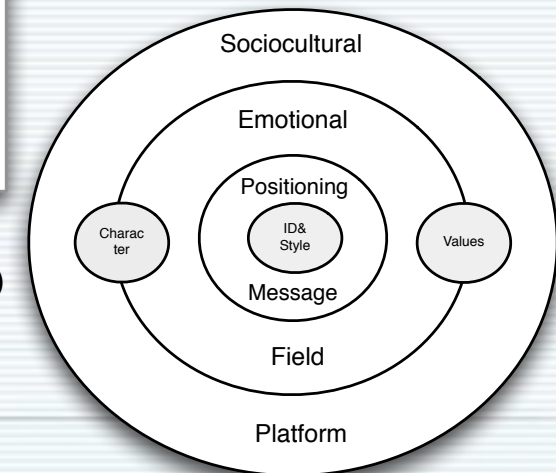
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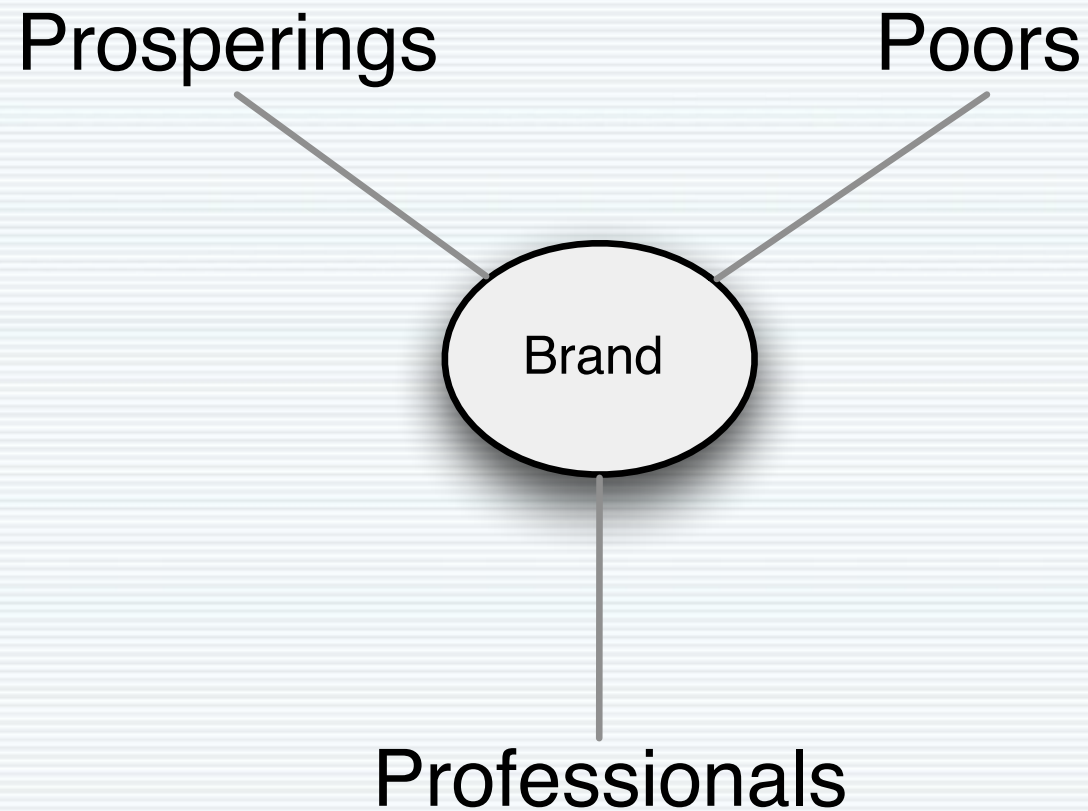
Defender	Attacker	Flanker	Specialist
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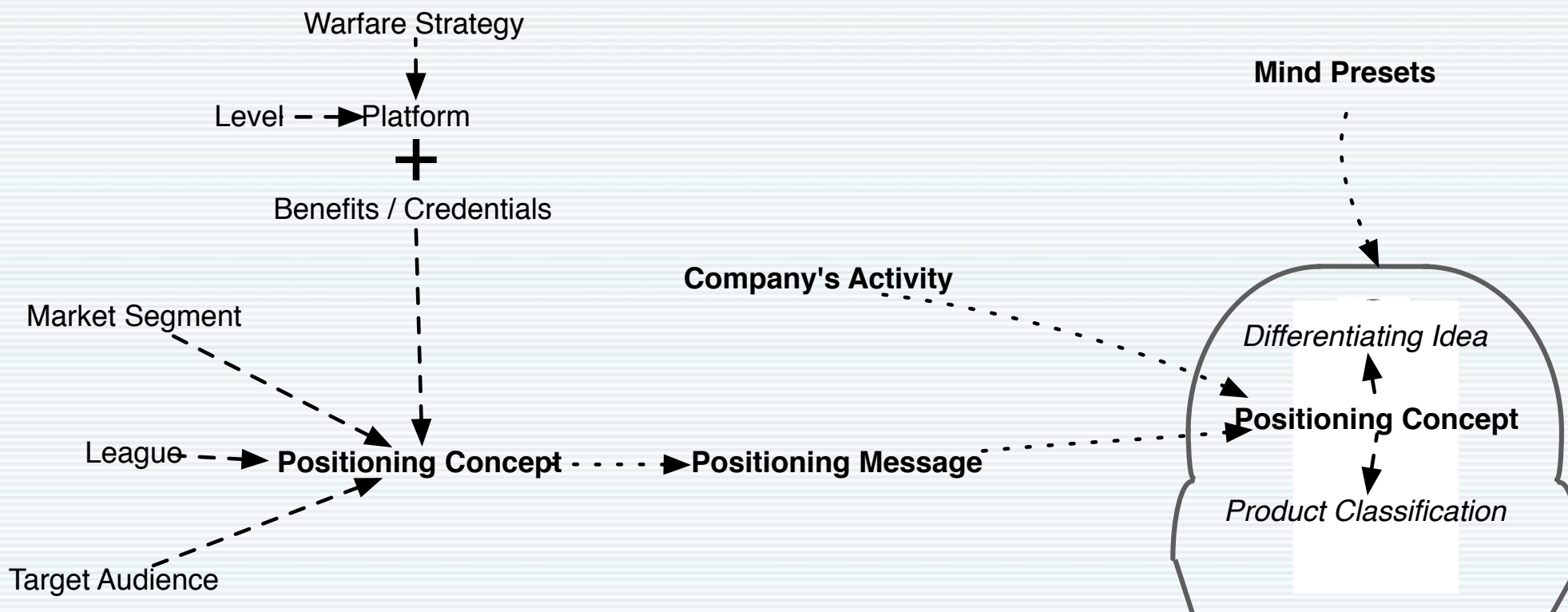
Client Territory



7)







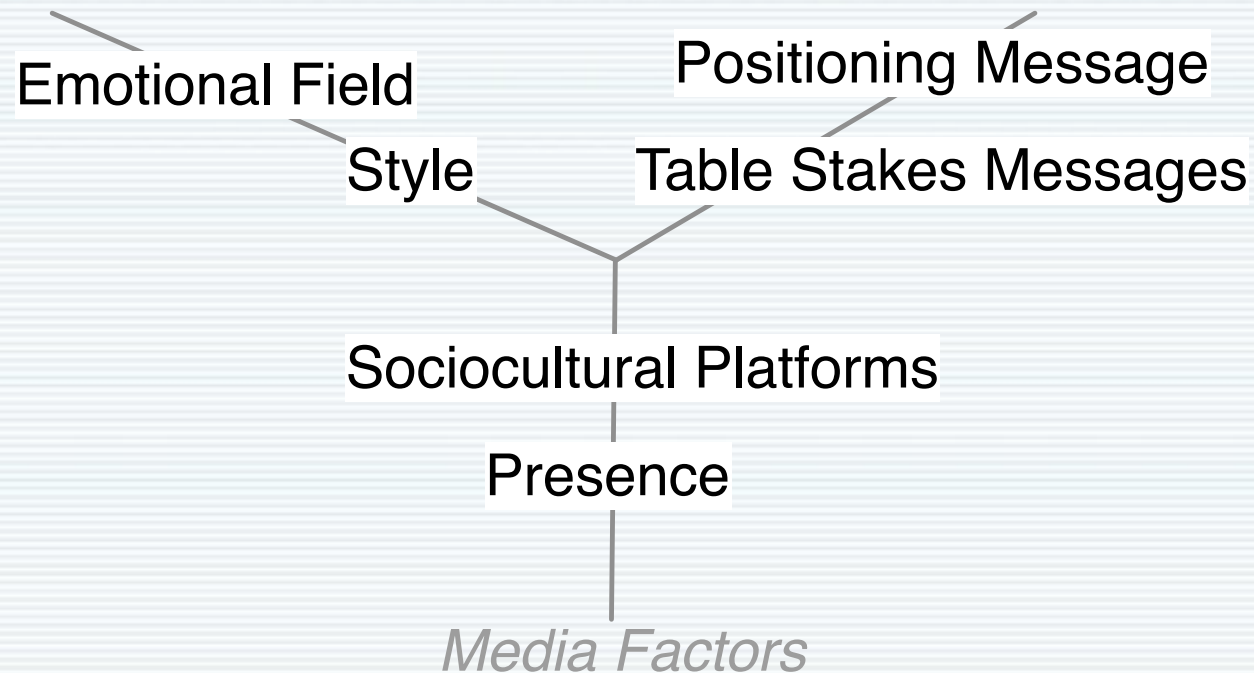
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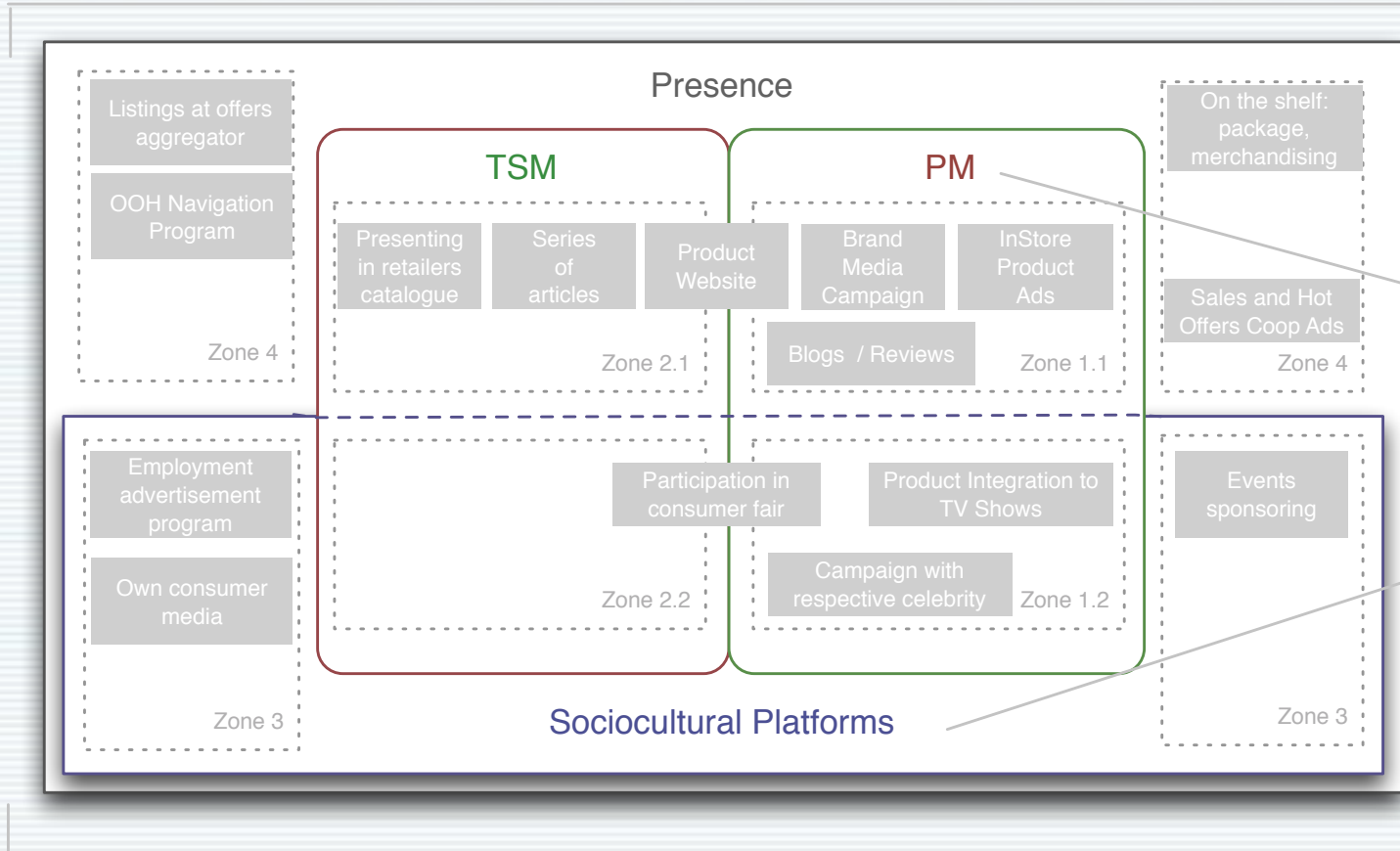
Non-Verbal Creative Factors

Verbal Creative Factors

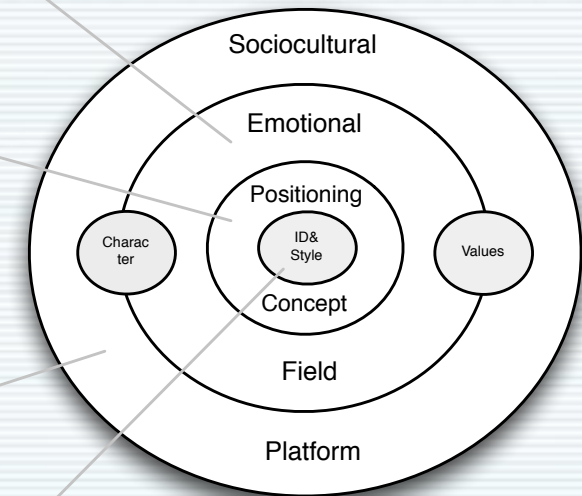


Коммуникации бренда: VNM

Brand Emotional Field should be non-verbally integrated into every bit of communication



Brand style: identity, visuals, audibles has to be integrated into all communications



Perfect Segment

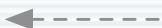
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extending market, increasing costs



easier to prove, less costs

larger share, requires more resources



smaller share, requires less resources

Dependent Segment

	Rebellion (exploit specialists advantage)	Flanking (present an attractive alternative)
Choice	Involved Choice	Alternative Choice
Industry	More professional in the area	Derivation / Heritage (from someone known for something)
Category	More relevant products, better assortment within segment	New surprising quality of the product
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smaller share, requires less resources

In a dependent segment, there are no attackers. Specialists obviously do not have resources from their operations comparable to multisegment leaders. Attracting additional resources for an open fight with giants isn't usually worth it. Instead leading specialists use Rebellion strategy to convert multiseg's clients by involving them deeper into category. Smaller players execute flanking strategy to become leading specialists. Attacking leading specialists with Attacking Strategy is also senseless. Attacking strategy is about massive presence and attention of consumers which is not possible to reach with large resourceful multisegs being dominant.

Extension formula: (brand power + relevant expertise) * (home category rank / target category rank).

- 1) First important thing is brand power. You get one point for basic brand power and one extra point if it's above the breaking point.
- 2) Second is having relevant expertise. If you did tires you may be competent to make rubber carpets but not houses.
- 3) Third are ranks of the categories.

$(0+1)*2/1=2$ - any player of major category has a strong chance to enter sister minor category (1 is 50/50 chance).

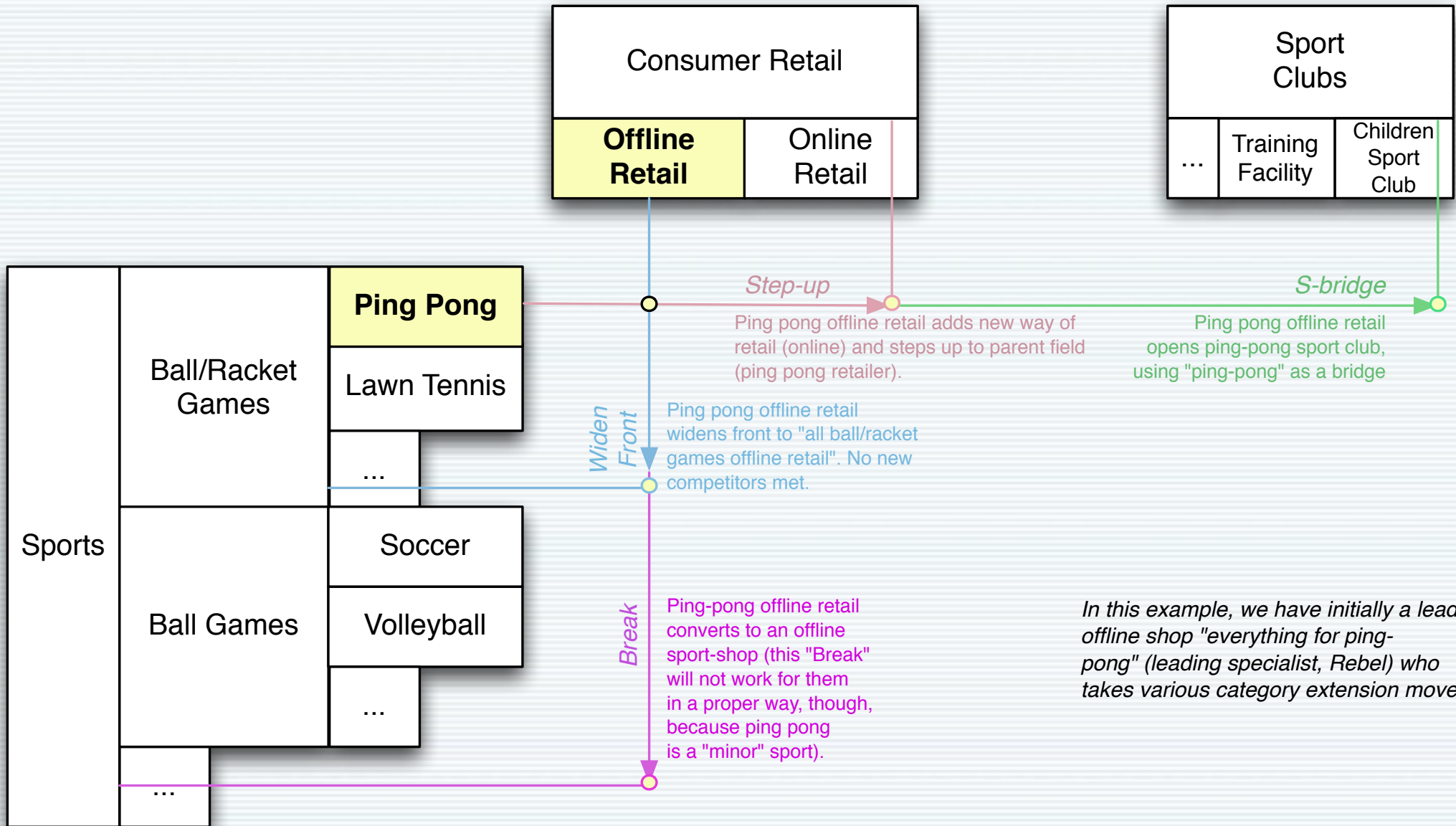
$(1+0)*1/1=1$ - if you have some brand power but no expertise and categories are equal in rank you risk seriously.

$(2+1)*1/2=1,5$ - if you have your brand power above breaking point, you have good chance at entering related major category (really adorable TV series celebrity succeeds at a-class movie). Below breaking point - the chance is only 33%.

$(2+0)*1/1=2$ - if you're truly adorable and well positioned brand, you're most likely succeed in any far category of equal rank. But beware, you will have to fit this extension to a new single-minded positioning later on.

FIELD

SPECIALISATION



In this example, we have initially a leading offline shop "everything for ping-pong" (leading specialist, Rebel) who takes various category extension moves.