

Service Management

Mihai Pascadi

Start C9,10

Other important sources:

APQC – Process Classification Framework

basis for process-related information in the course

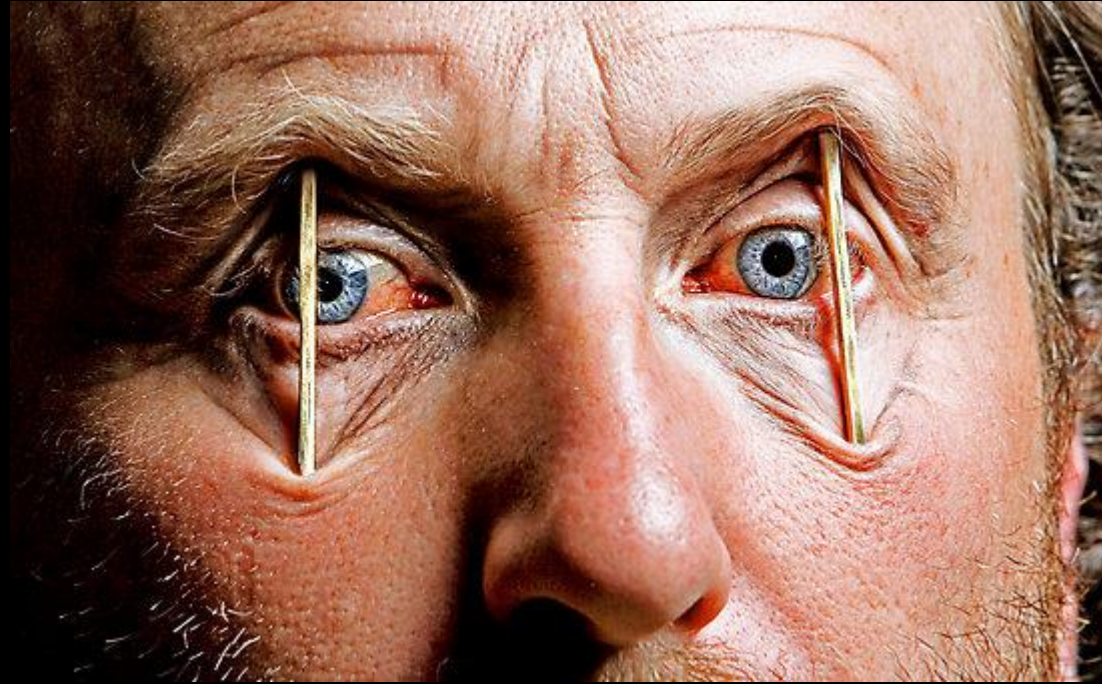
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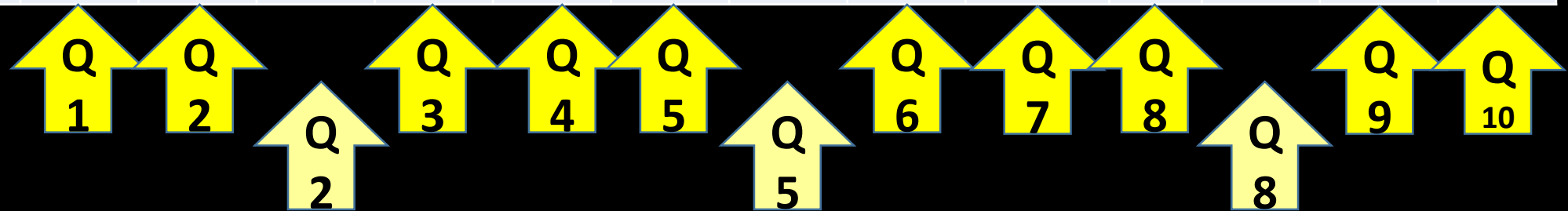


TODAY IT'S *GONNA* BE **INTENSE**...

Course structure

10 QUIZ-tests

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Vineri AN 219 17 ⁰⁰ -20 ²⁰			SM S gr1	SM S gr2			SM S gr1	SM S gr2			SM S gr1	SM S gr2		SM S gr1+2

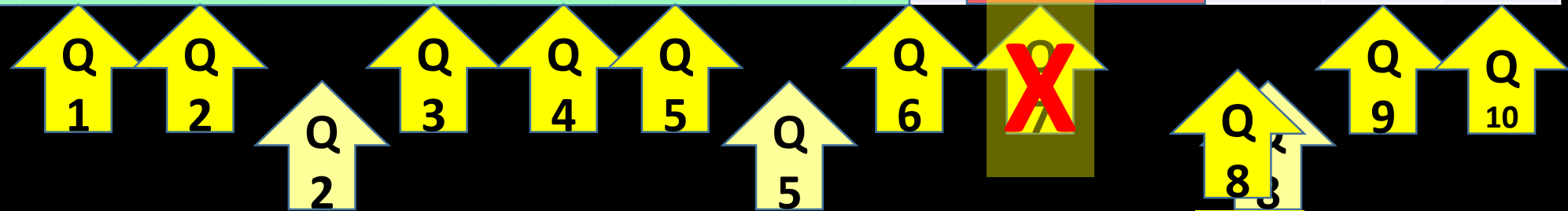


➤ Master (anul I de studii)	[L] 18.02.2019 – [V] 24.05.2019	Proces didactic [14 S]
	[S] 25.05.2019 – [V] 14.06.2019	Sesiunea de examene [3 S]

Course structure

10 QUIZ-tests

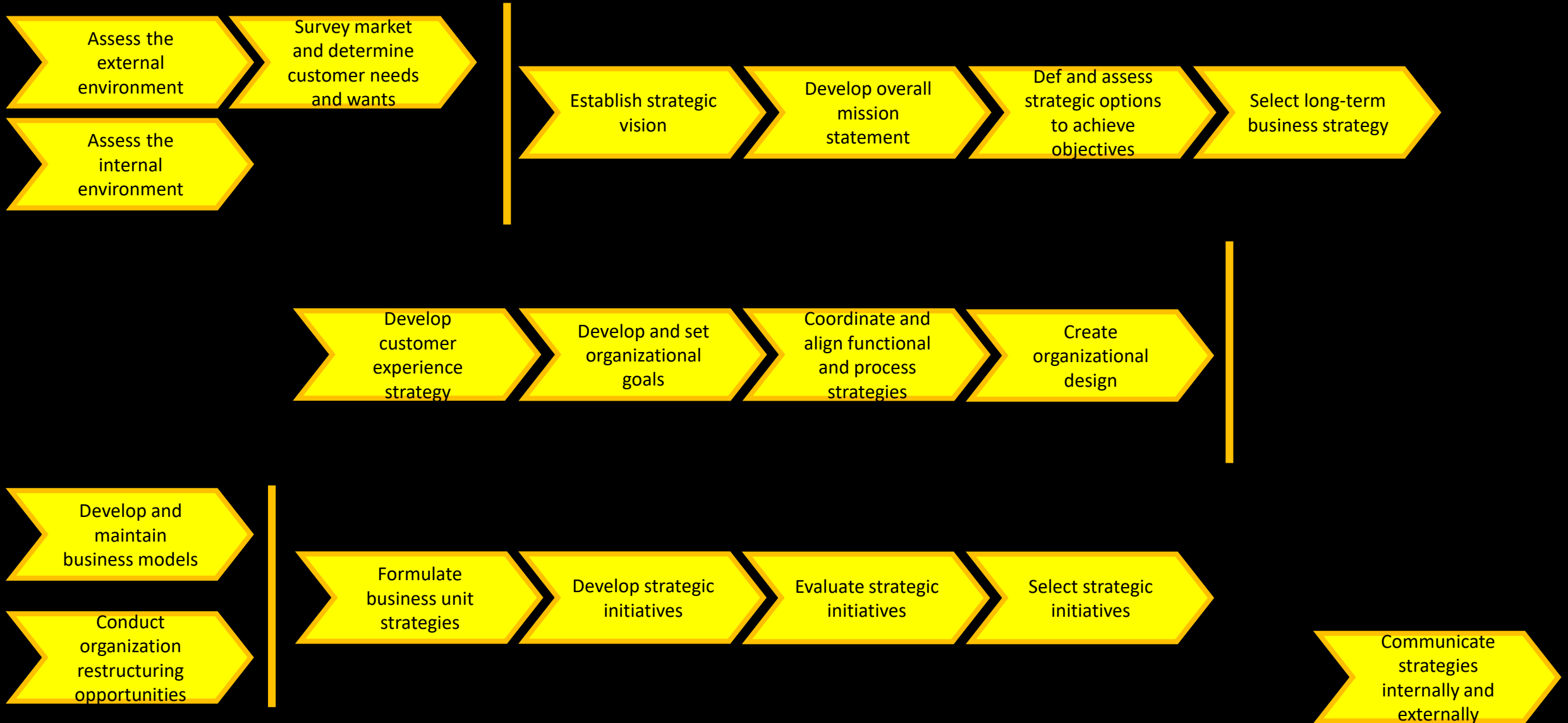
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Vineri BN 209 17 ⁰⁰ -20 ²⁰	SM C1,2	SM C3,4	THIS IS OUR PROGRESS BAR...				SM C7,8		SM C9,10	SM C11,12		ALL gr1+gr2	SM C13,14	/
Vineri AN 219 17 ⁰⁰ -20 ²⁰			SM S gr1	SM S gr2			SM S gr1	SM S gr2			SM S gr1	SM S gr2		SM S gr1+2



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3 MARKS / 2 QUIZZES

The Strategic Planning Process



The Strategic Planning Process

Quiz
subject



THE RESULT: THE STRATEGIC PLAN

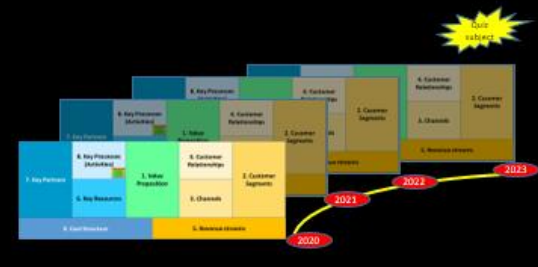
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371

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The strategic plan: the pathway of the business model over time



372

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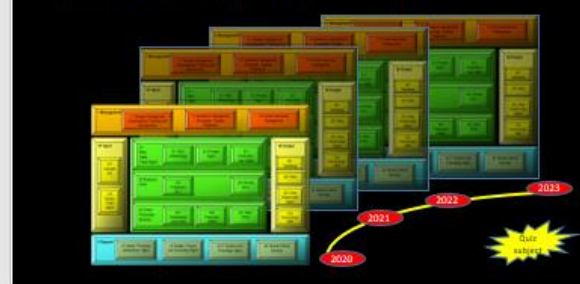
Part of the strategic plan: the go-to-market matrix over time



373

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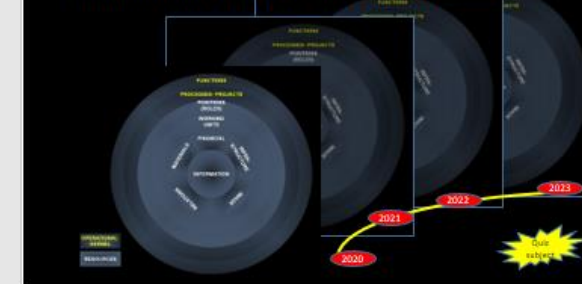
Part of the strategic plan: key processes over time



374

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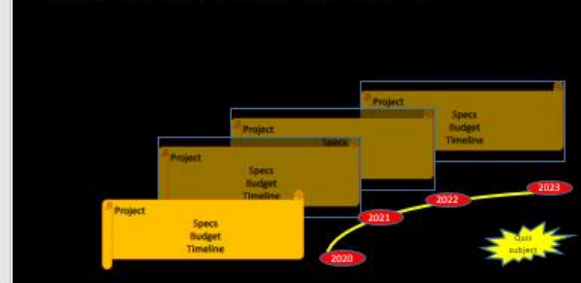
Part of the strategic plan: key resources over time



375

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Part of the strategic plan: key projects over time



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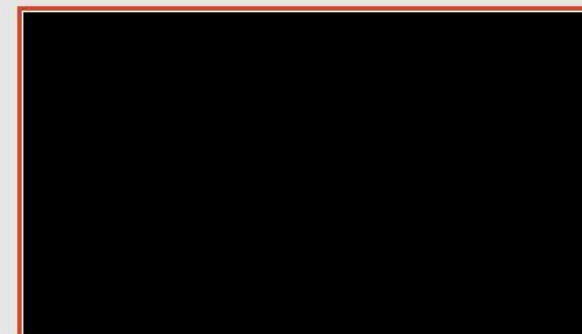
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Part of the strategic plan: P&L over time



377

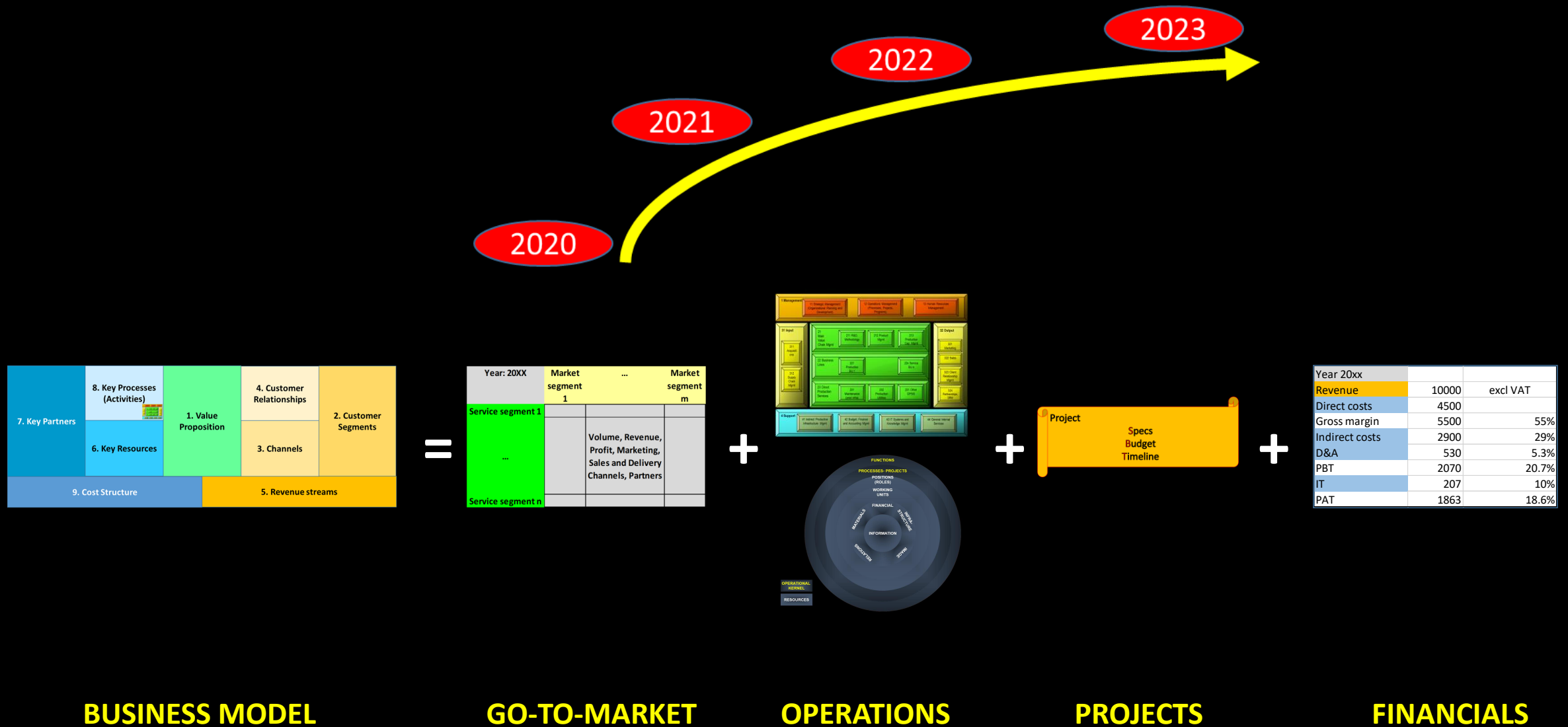
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Develop the *Company's* Business Model :



Course objectives

To understand the

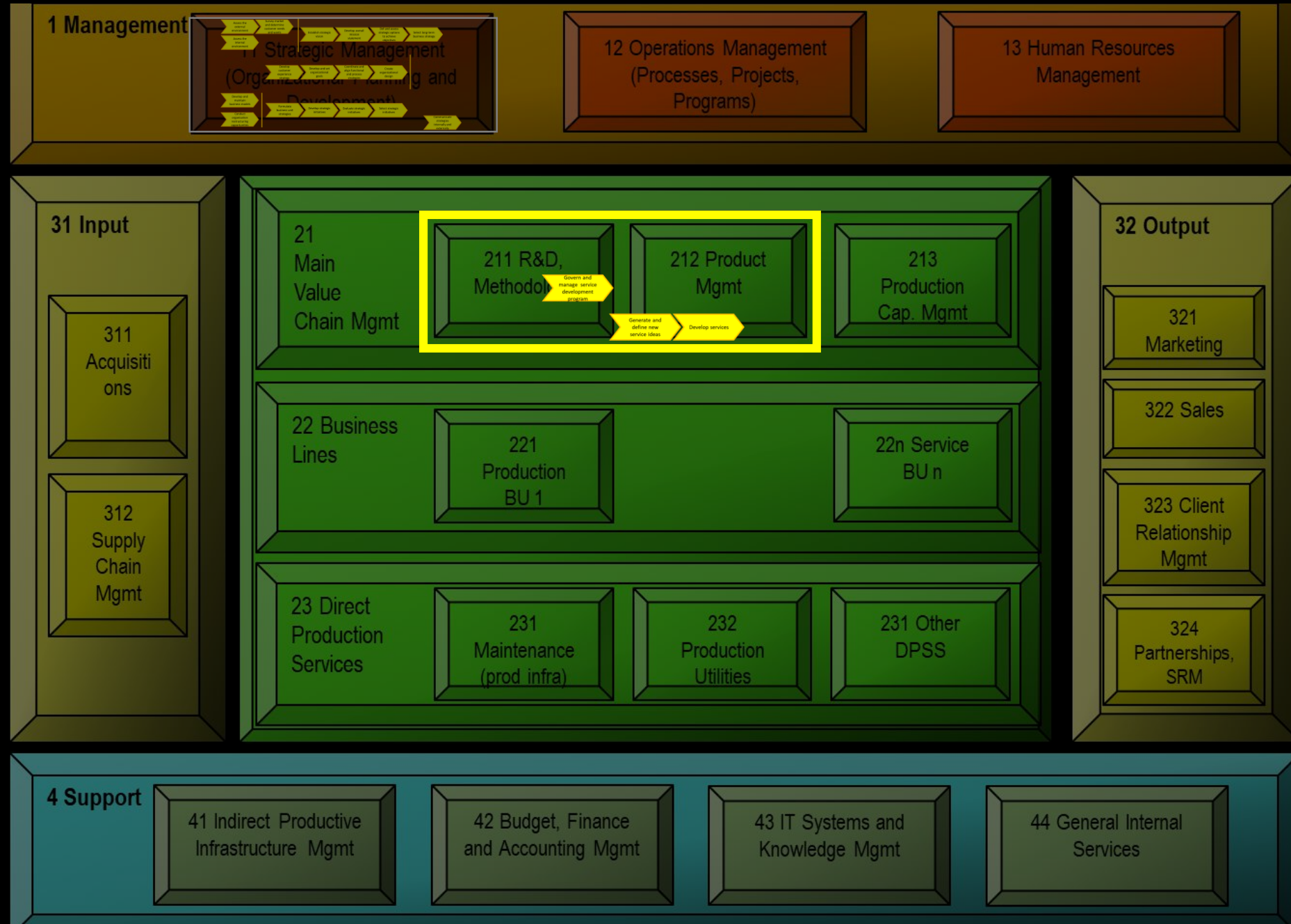
- service markets & customers
- service organization
 - How to design
 - How to operate
 - How to manage
 - Processes,
 - People,
 - Other resources

To be able to **adjust** and **improve** a service organization

SERVICE (LYFECYCLE) MANAGEMENT

The Develop and Manage Services Processes Group

Quiz
subject



The Develop and Manage Services Processes Group

Quiz
subject

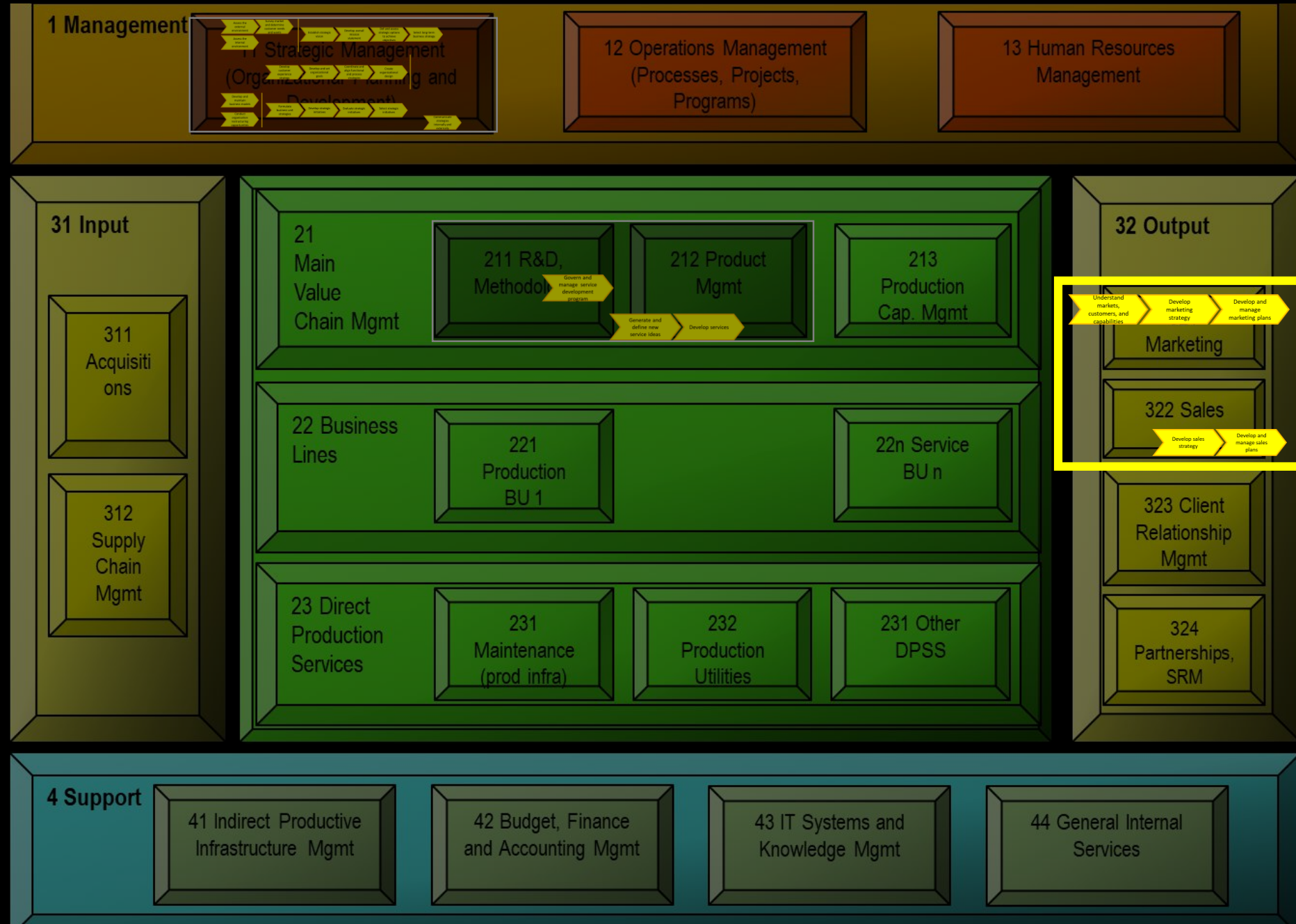
Govern and
manage service
development
program

Generate and
define new
service ideas

Develop services

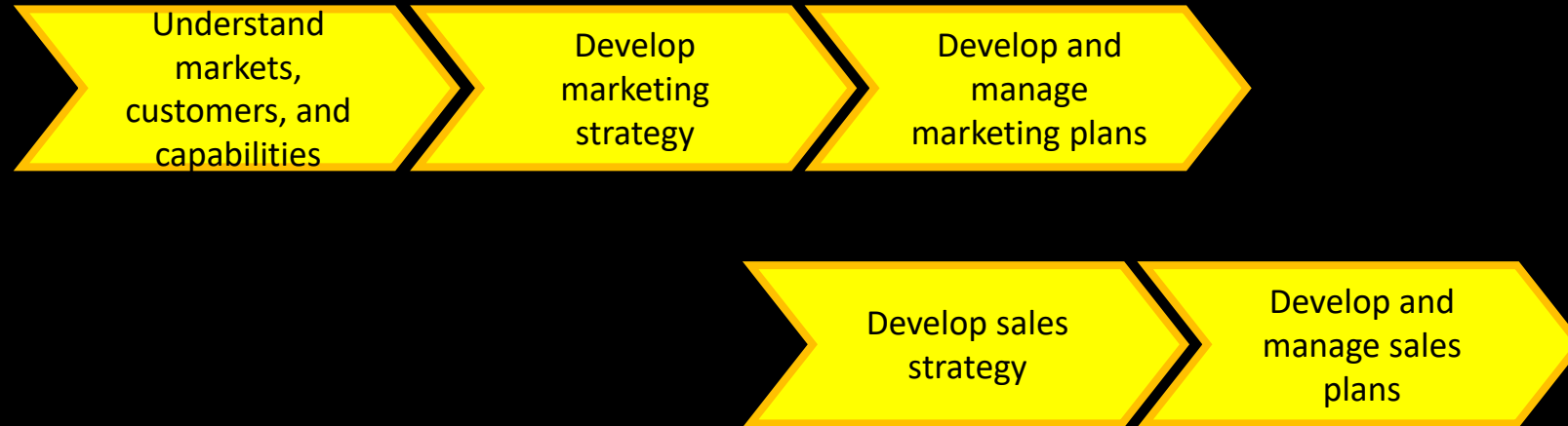
The Market and Sell Services Processes Group

Quiz
subject



SERVICES MARKETING & SALES

Quiz
subject

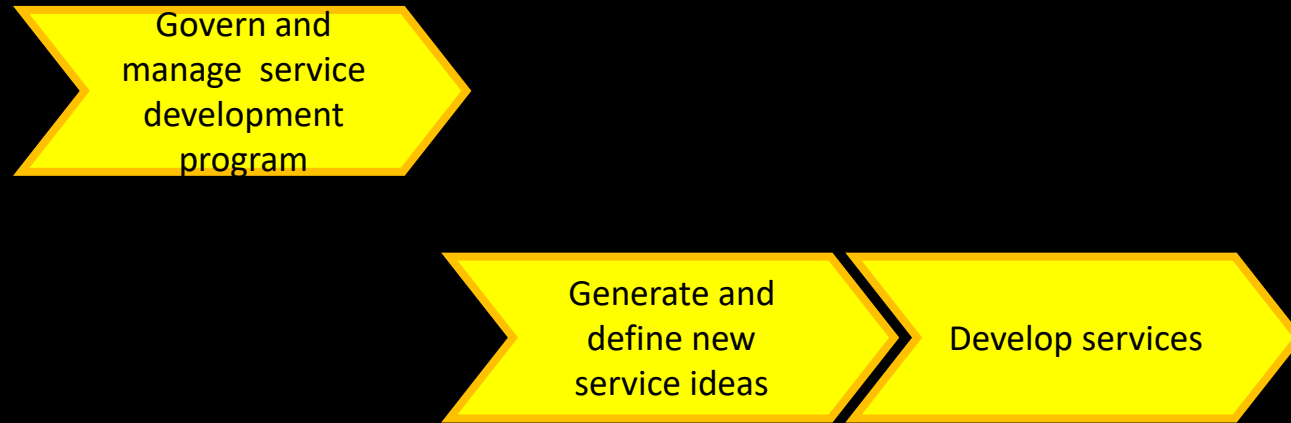


SERVICE (LYFECYCLE) MANAGEMENT

The Develop and Manage Services Processes Group



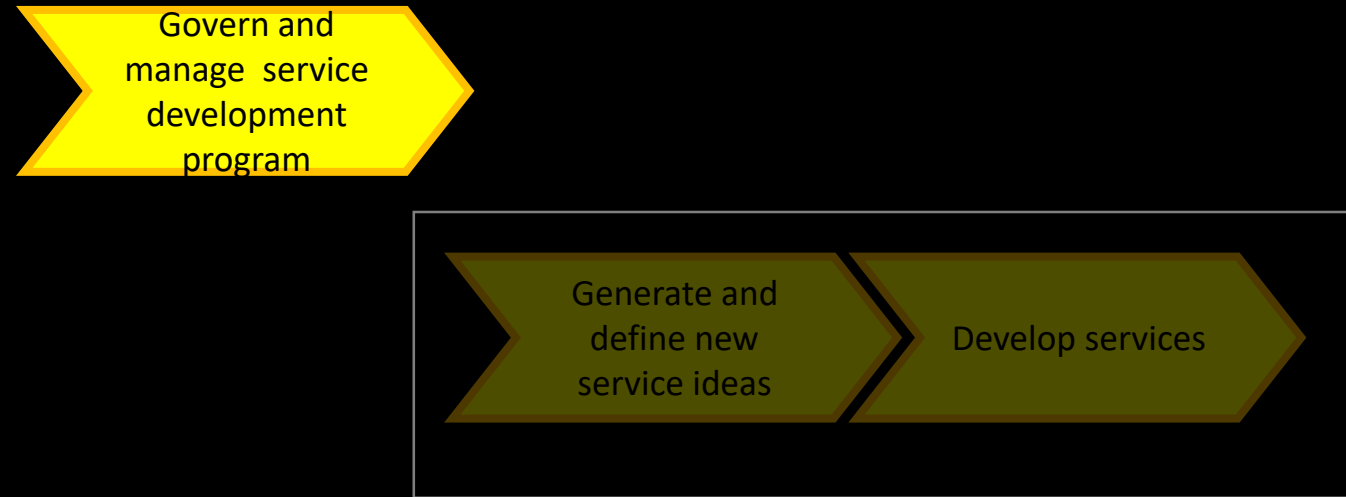
The Develop and Manage Services Processes Group



Detailing practices and procedures related to the concept of

- developing and
 - managing
- services.

The Govern and manage service development program Process



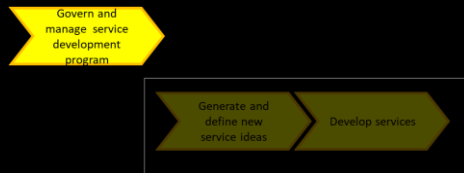
The Govern and manage service development program process

Supervising the complete service program

- from **innovation**
- until its **commercial success**.

Meeting the customer demand and expectations.

Conduct further development and innovation pertaining to business goals.



The Govern and manage service development program process

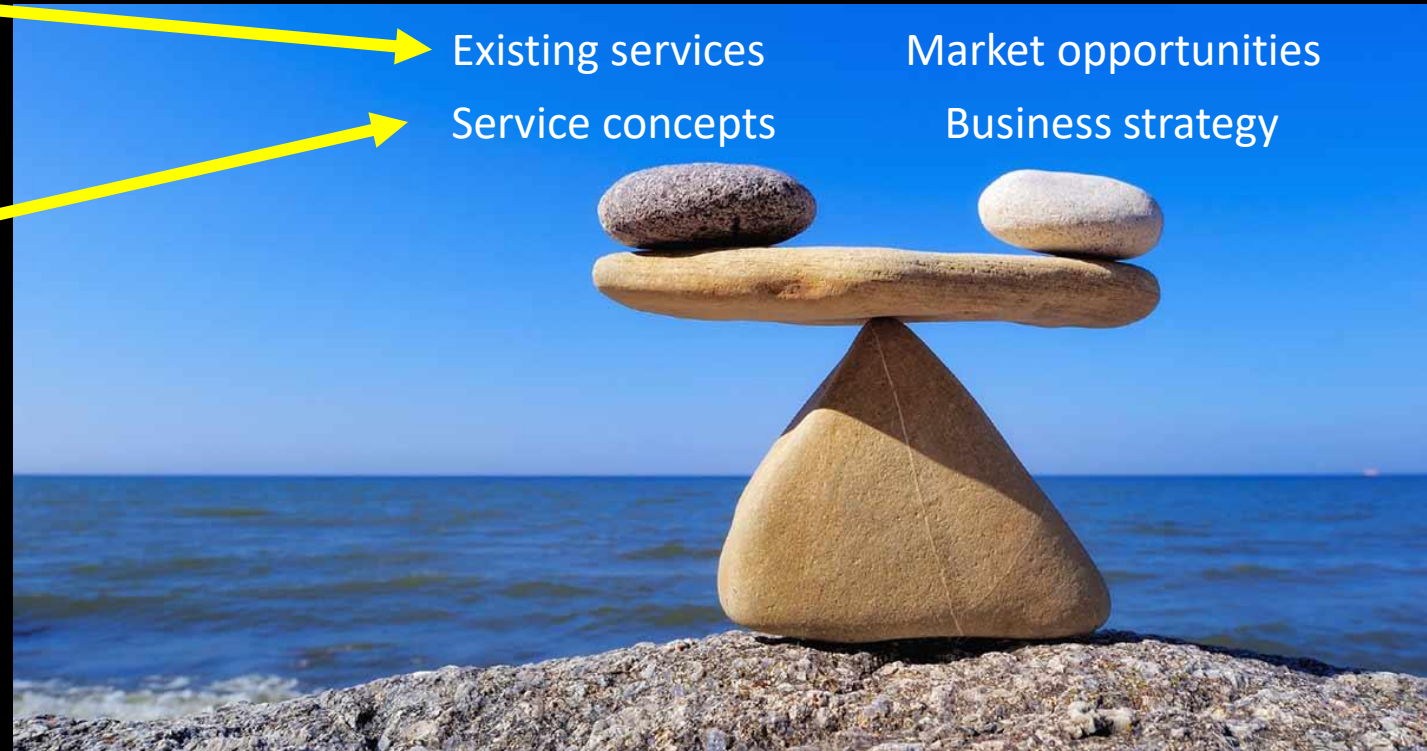
Manage service portfolio

Manage service life cycle

Manage patents, copyrights, and regulatory req.

Manage service master data

- Evaluate performance of **existing** services against **market** opportunities
- Confirm alignment of **service concepts** with business **strategy**
- Prioritize and select **new service** concepts
- Plan and develop **cost** and **quality** targets
- Specify development **timing** targets
- Plan for service **offering** modifications



Existing services
Service concepts

Market opportunities
Business strategy

Quiz
subject

Govern and
manage service
development
program

Generate and
define new
service ideas

Develop services

The Govern and manage service development program process

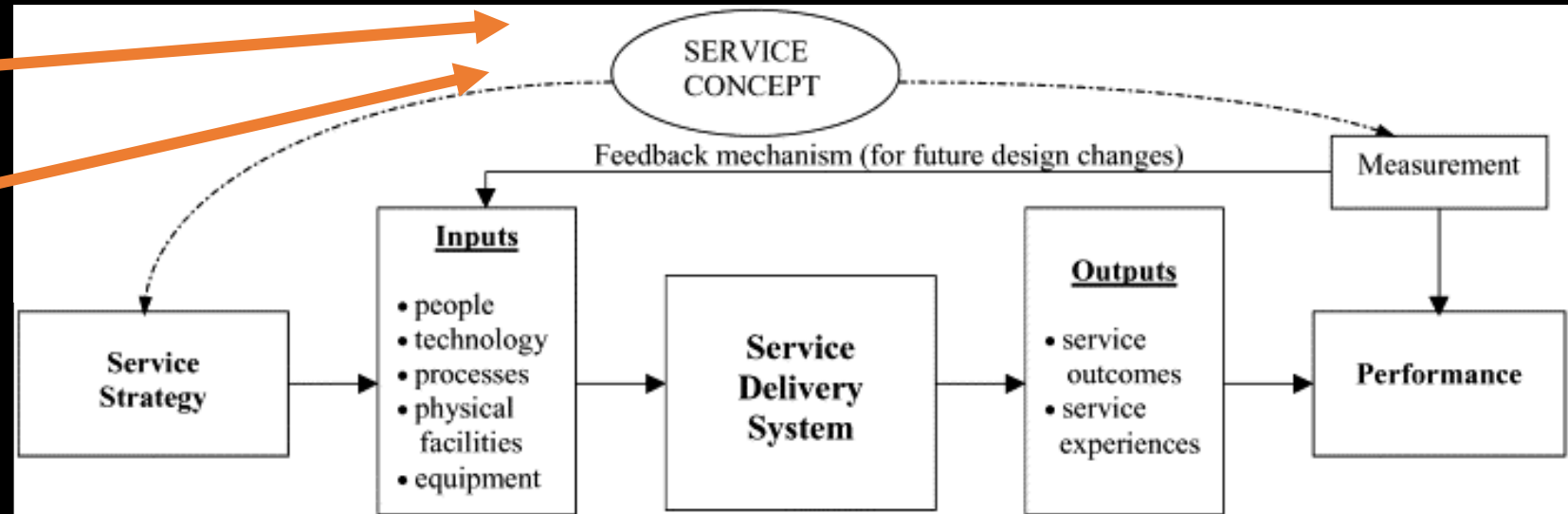
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Quiz
subject

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manage service
development
program

Generate and
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Develop services

The Govern and manage service development program process

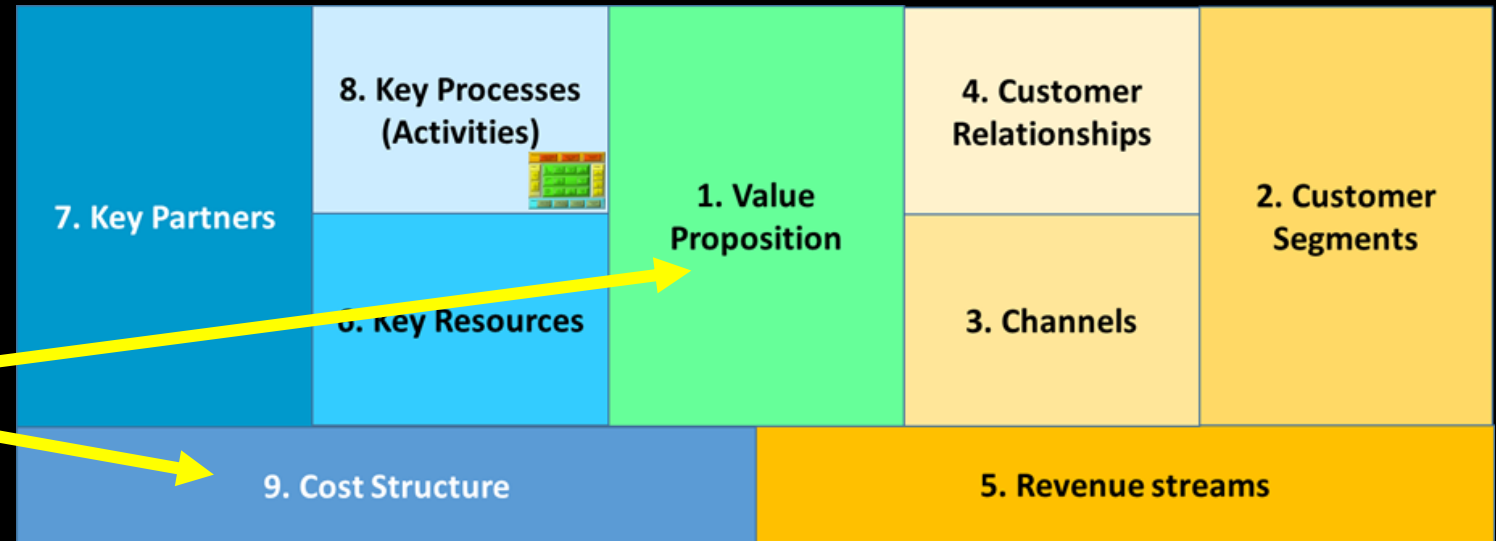
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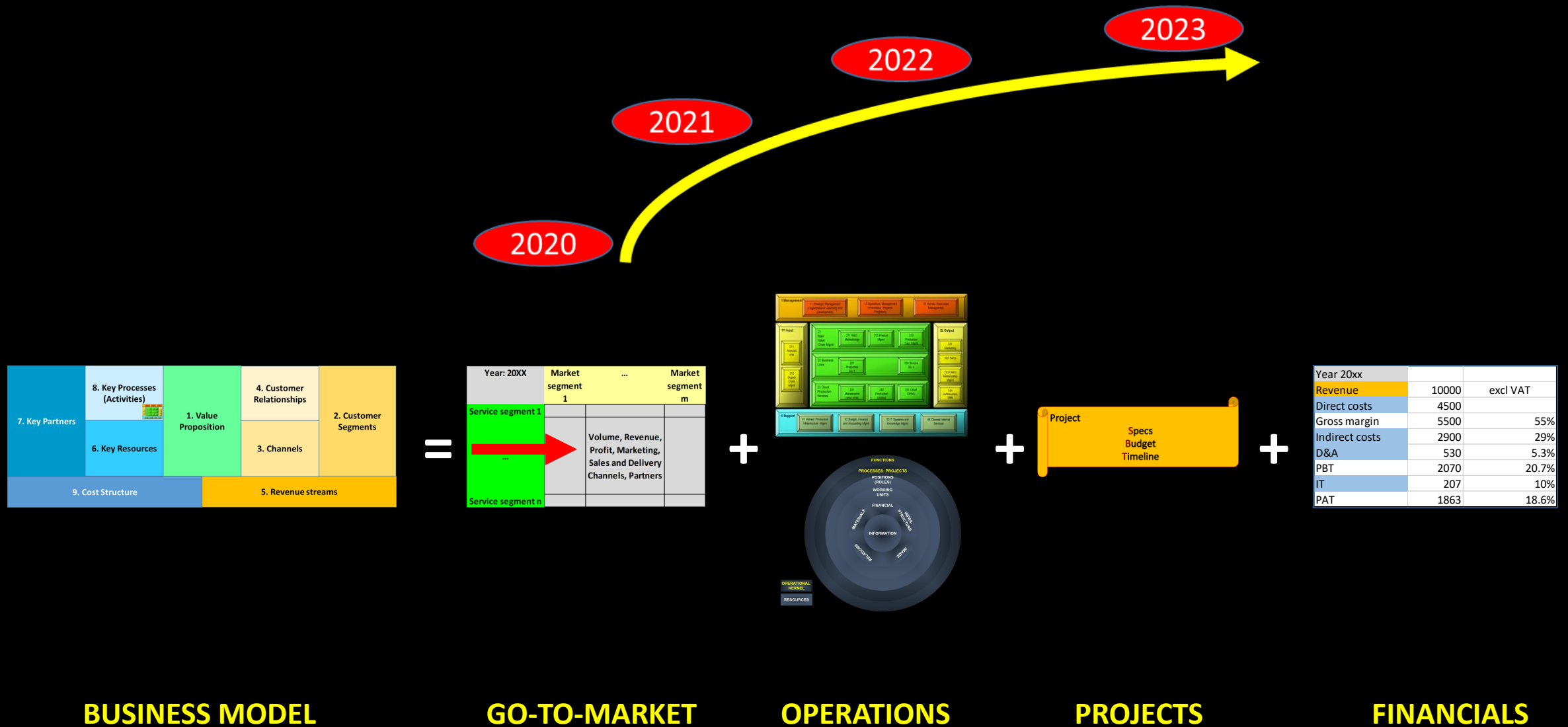
Quiz subject

Govern and manage service development program

Generate and define new service ideas

Develop services

Develop the *Service* Business Model :



The Govern and manage service development program process

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Perpetual calendar Calendarpedia Your source for calendars

January	February	March	April
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Quiz subject

Govern and manage service development program

Generate and define new service ideas

Develop services

The Govern and manage service development program process

Manage service portfolio

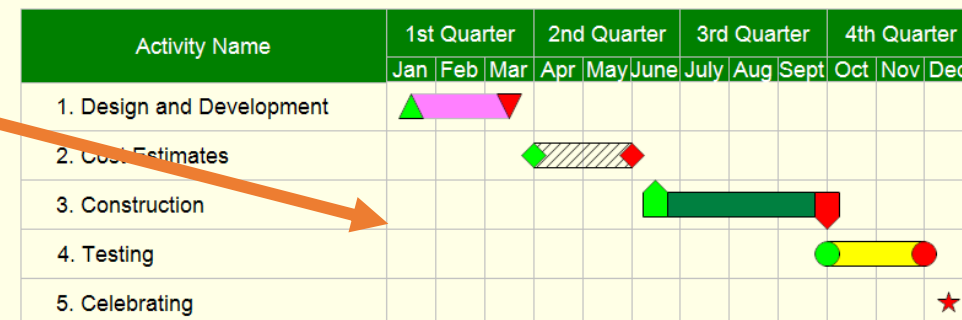
Manage service life cycle

Manage patents, copyrights, and regulatory req.

Manage service master data

- Develop plan for new service development and introduction/launch
- Introduce new services
- Retire outdated services
- Identify and refine performance indicators
- Conduct post launch review

Gantt Chart - Project Development



Govern and manage service development program

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Quiz subject

The Govern and manage service development program process

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Time to retire

Quiz subject

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The Govern and manage service development program process

Manage service
portfolio

Manage service
life cycle

Manage patents,
copyrights, and
regulatory req.

Manage service
master data

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Performance Indicator



Quiz
subject

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Manage service master data



- Conduct mandatory and elective reviews
- Review **infringement** of **patents** and copyrights
- Determine patent and copyright **needs**
- Define product technical documentation **management** requirements
- Manage **regulatory** requirements
 - Train employees on appropriate regulatory requirements
 - Maintain records for regulatory agencies
 - Manage regulatory submission life cycle



Quiz subject

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portfolio

Manage service
life cycle

Manage patents,
copyrights, and
regulatory req.

Manage service
master data



- Manage **materials** master lists
- Manage **bills** of material
- Manage **routings**
- Manage **specifications**
- Manage material **classification**
- Develop and maintain **quality/inspection** documents
- Maintain **process** specification data
- Manage **traceability** data
- Review and approve data **access** requests

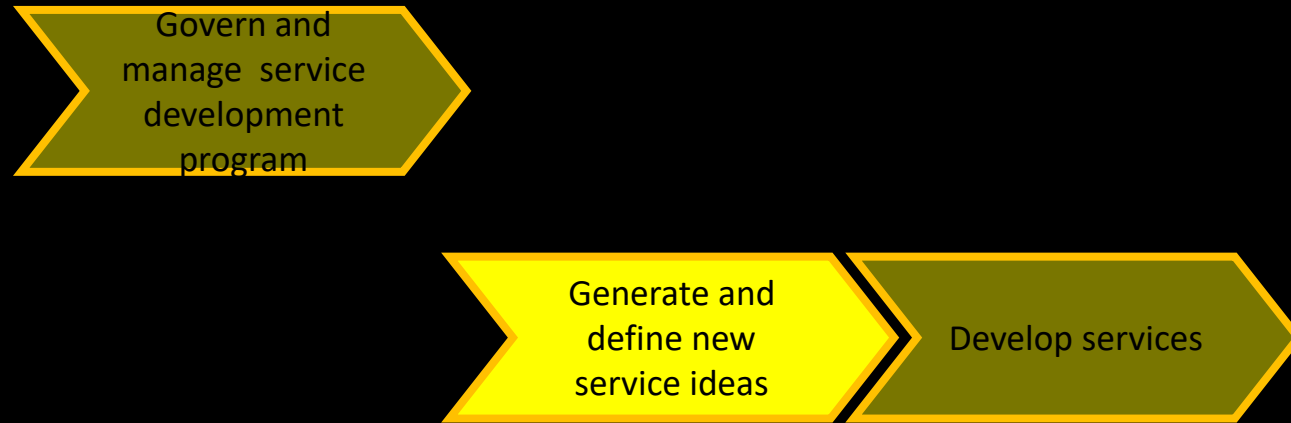
Govern and
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development
program

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service ideas

Develop services

Quiz
subject

The Generate and define new service ideas Process



The **Generate and define new service ideas** process

Identifying and
describing

new service thoughts

based on organizational objectives/targets.



The Govern and manage service development program process

Perform discovery
research

Generate new
product/service
concepts

Define
product/service
development
requirements

- Coordinating R&D activity to identify **new technologies** to integrate into the revamped portfolio of services.
- Conduct early-stage R&D activity to close gaps between **existing** solution offerings and **changing market** expectations.
- **Triangulate** appropriate technologies that can support the development of a revised service portfolio.



Quiz
subject

Govern and
manage service
development
program

Generate and
define new
service ideas

Develop services

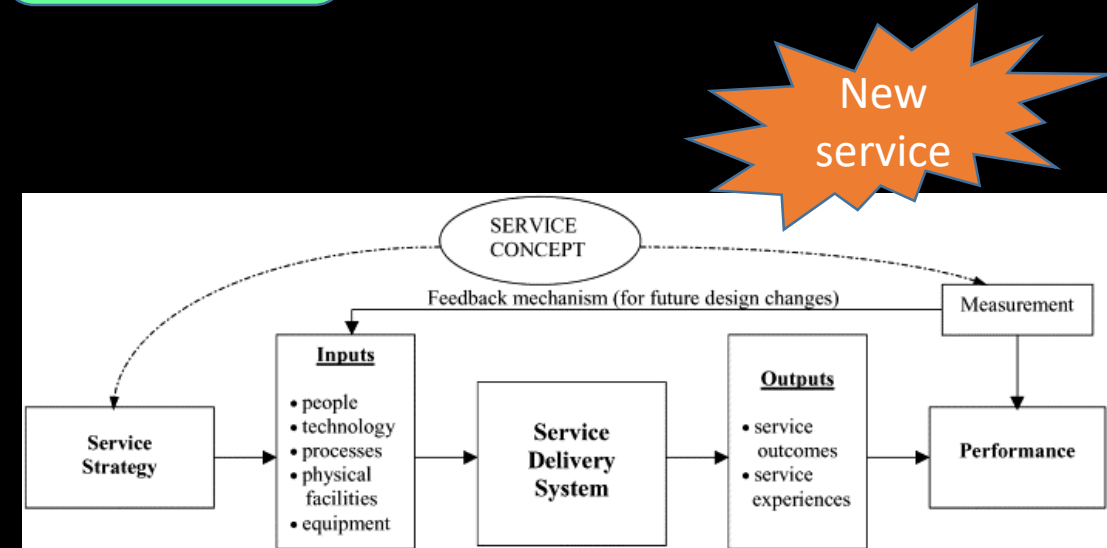
The Govern and manage service development program process

Perform discovery research

Generate new product/service concepts

Define product/service development requirements

- Gather new service **ideas** and requirements
- Analyze new service ideas and **requirements**
- Evaluate new service inputs and requirements
- Formulate new service **concepts**
- Identify potential **improvements** to existing services



Govern and manage service development program

Generate and define new service ideas

Develop services

Quiz subject

The Govern and manage service development program process

Perform discovery
research

Generate new
service concepts

Define service
development
requirements

FUNCTIONAL RQ:

INPUT-RESULT
(WHAT?)

NON-FUNCTIONAL RQ: MEANS
(HOW?)

- Define basic **functional & non~ requirements**
 - Derive the **service deliverable** description
 - Derive **interoperability** requirements for services
 - Derive **safety** requirements for services
 - Derive **security** requirements for services
 - Derive **regulatory** compliance requirements
 - Derive requirements from industry **standards**
 - Develop user **experience** requirements
 - Derive '**services-as-a-product**' offering
- Define post launch **support** model
- Identify service **bundling** opportunities

Govern and
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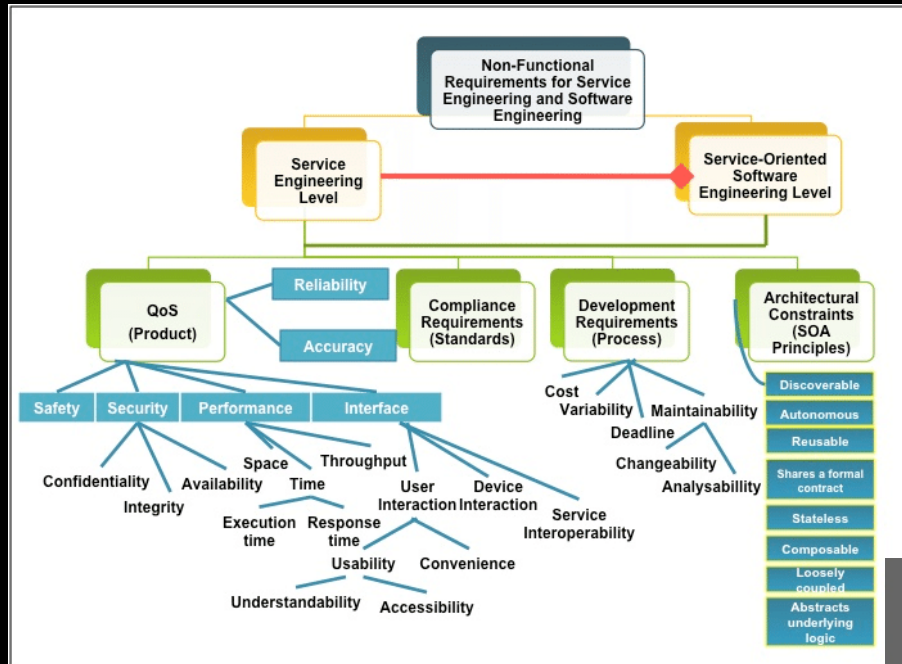
Quiz
subject

The Govern and manage service development program process

Perform discovery research

Generate new service concepts

Define service development requirements



• Define basic functional & non~ requirements

- Derive the service deliverable description
- Derive interoperability requirements for services
- Derive safety requirements for services
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• Define post launch support model

• Identify service bundling opportunities

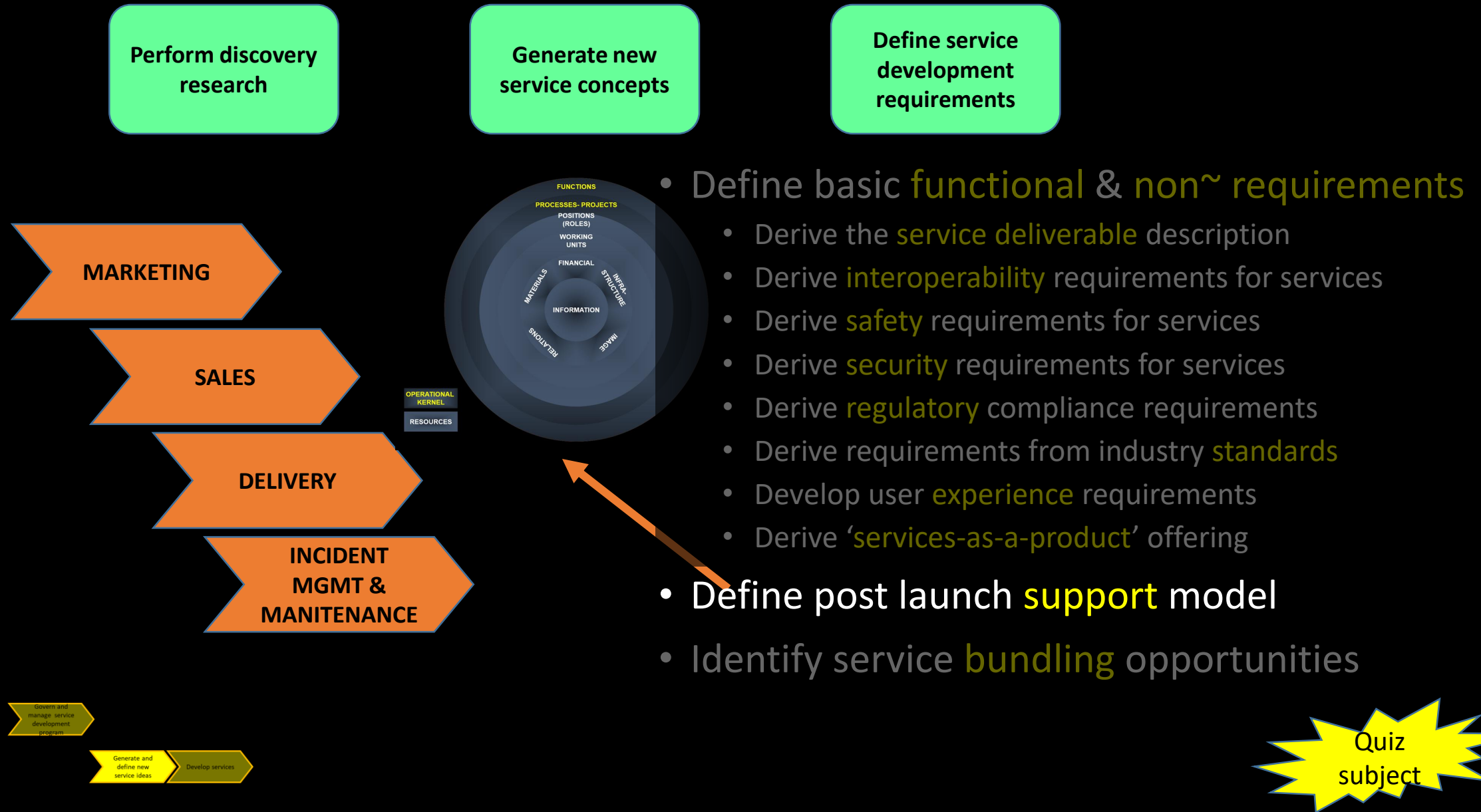
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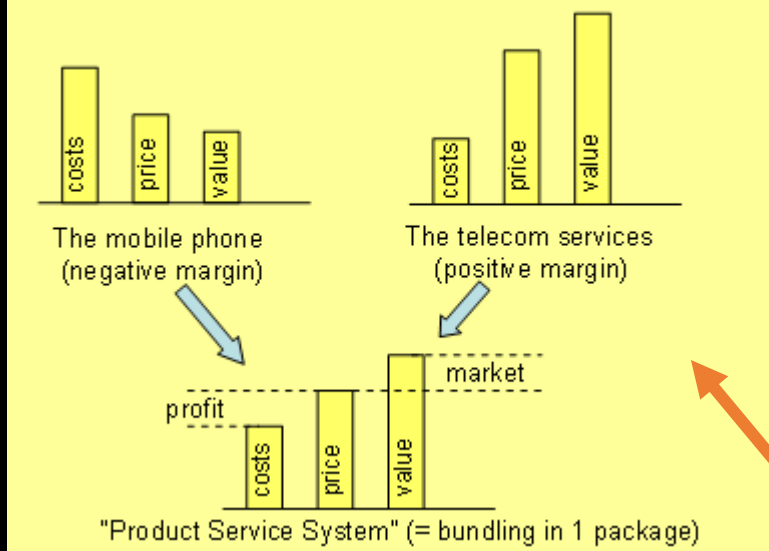
The Govern and manage service development program process

Perform discovery research

Generate new service concepts

Define service development requirements

Fig 3.3 Case: the value bundle of the mobile phone market



- Define basic **functional & non~** requirements
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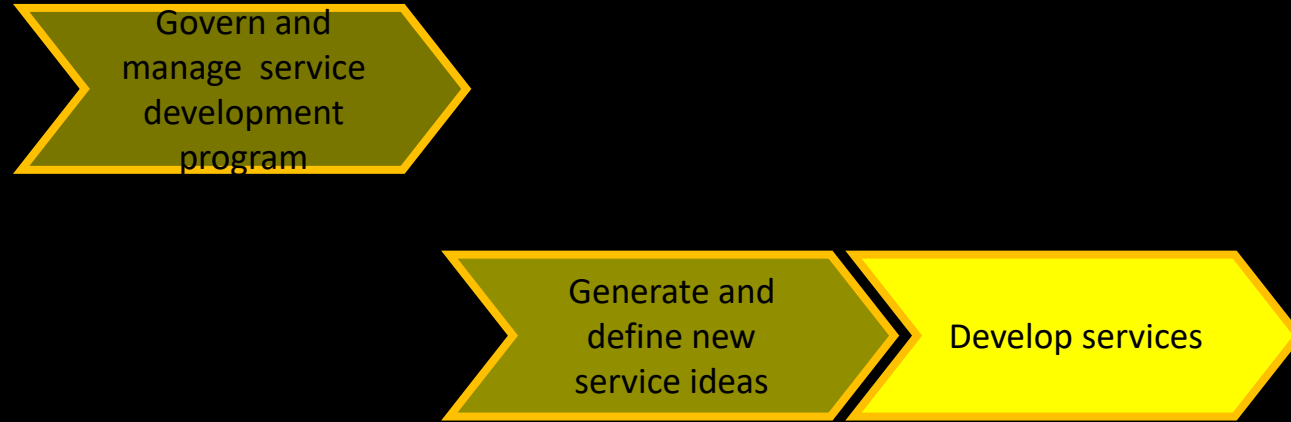
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Quiz subject

The Develop services Process



The **Develop services** Process

Developing **new services** from scratch, including all activities associated with the

- design,
 - prototyping,
 - evaluation, and
 - market testing
- of these planned offerings.



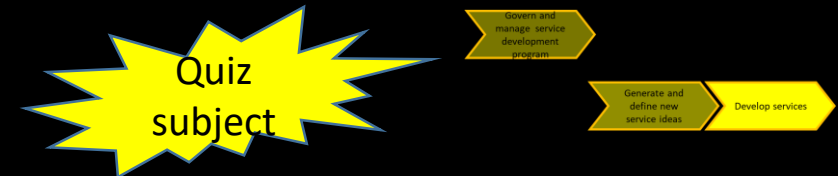
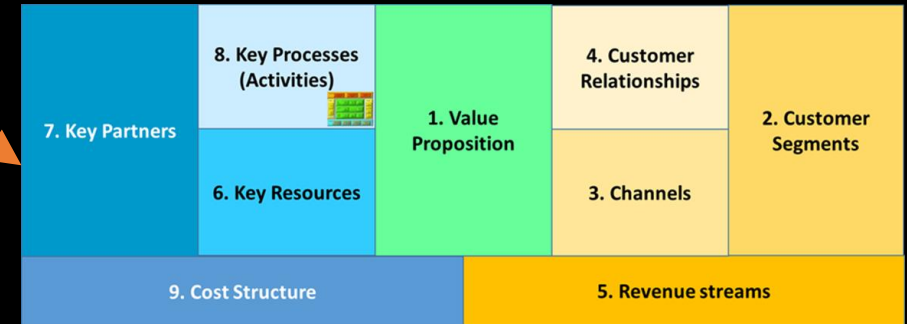
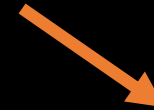
The Develop services Process

Design and
prototype
services

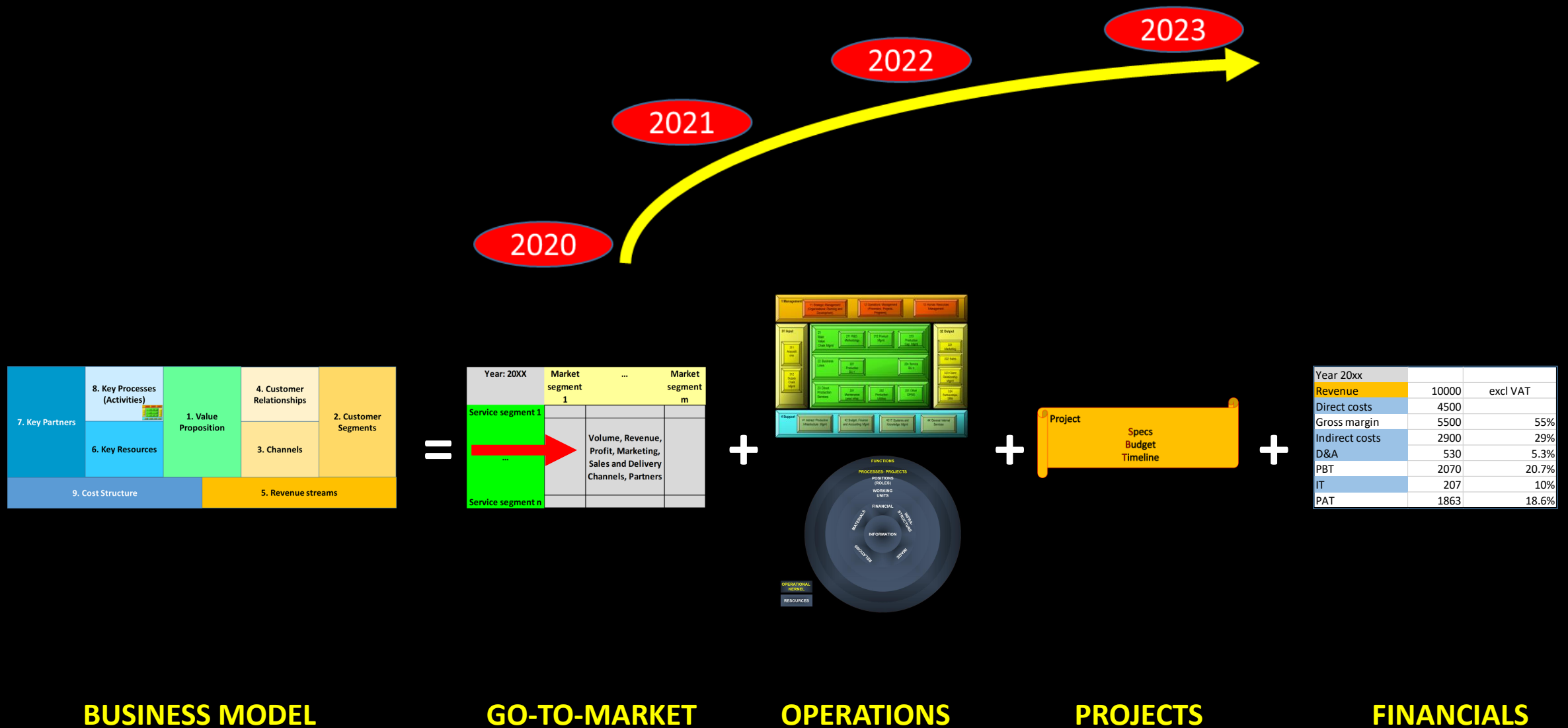
Test market for
new or revised
services

Prepare for
service delivery

- Assign **resources** to service project
- Prepare high-level **business case** and **technical assessment**
- Develop service design specifications
- Develop user experience design specifications
- Document design specifications
- Conduct mandatory and elective external reviews
- Design services
- Build proof of concepts
- Develop and test service delivery process
- Eliminate quality and reliability problems
- Conduct in-house service testing and evaluate feasibility
- Identify design/development performance indicators
- Collaborate on design with suppliers and external partners



Detail the *Service* Business Model :



The Develop services Process

Design and
prototype
services

Test market for
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SERVICE
REQUIR
EMENTS



SERVICE
FEATUR
ES

DELIVERY
PROCESS



Internal
perspective

Customer
perspective

Quiz
subject

Govern and
manage service
development
program

Generate and
define new
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Develop services

The **Develop services** Process

Design and
prototype
services

Test market for
new or revised
services

Prepare for
service delivery

- Prepare detailed market **study**
- Conduct **customer tests** and interviews
- **Finalize** service characteristics and **business** cases
- **Finalize technical** requirements



Quiz
subject

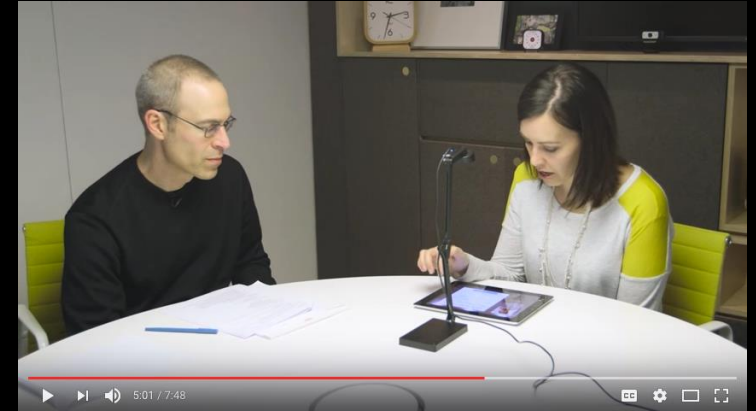
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Quiz
subject



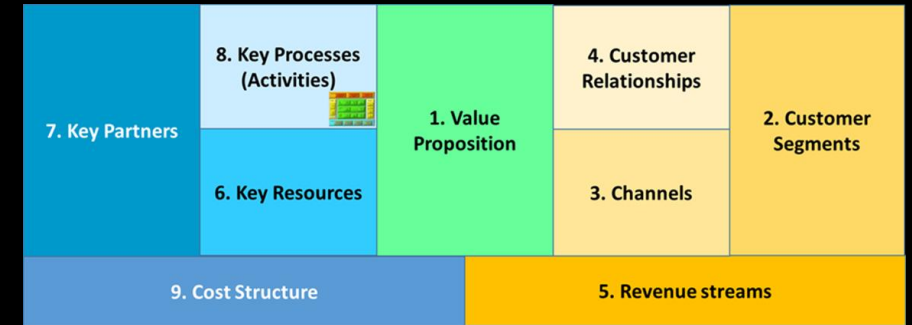
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Design and
prototype
services

Test market for
new or revised
services

Prepare for
service delivery

- Prepare detailed market study
- Conduct customer tests and interviews
- Finalize service characteristics and business cases
- Finalize technical requirements



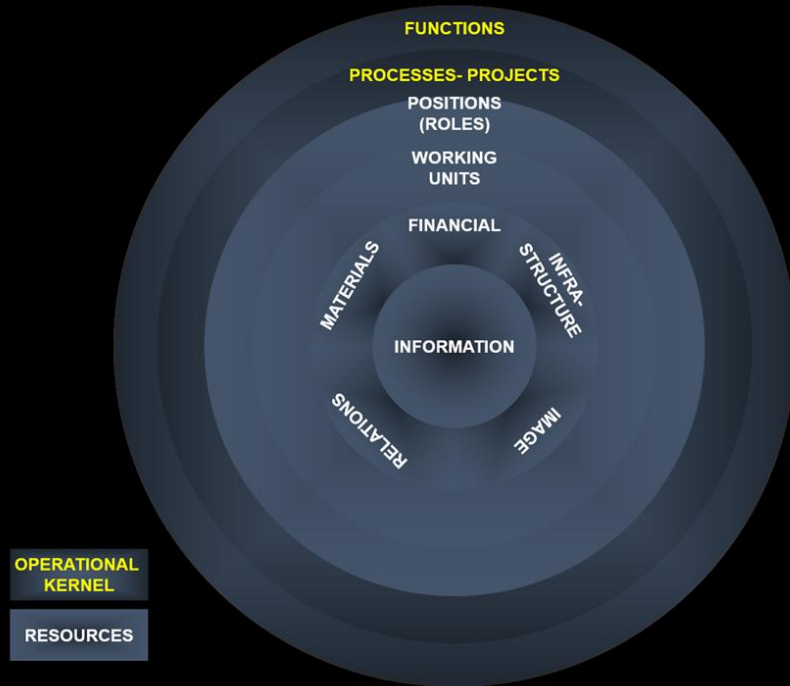
Quiz
subject

The Develop services Process

Design and
prototype
services

Test market for
new or revised
services

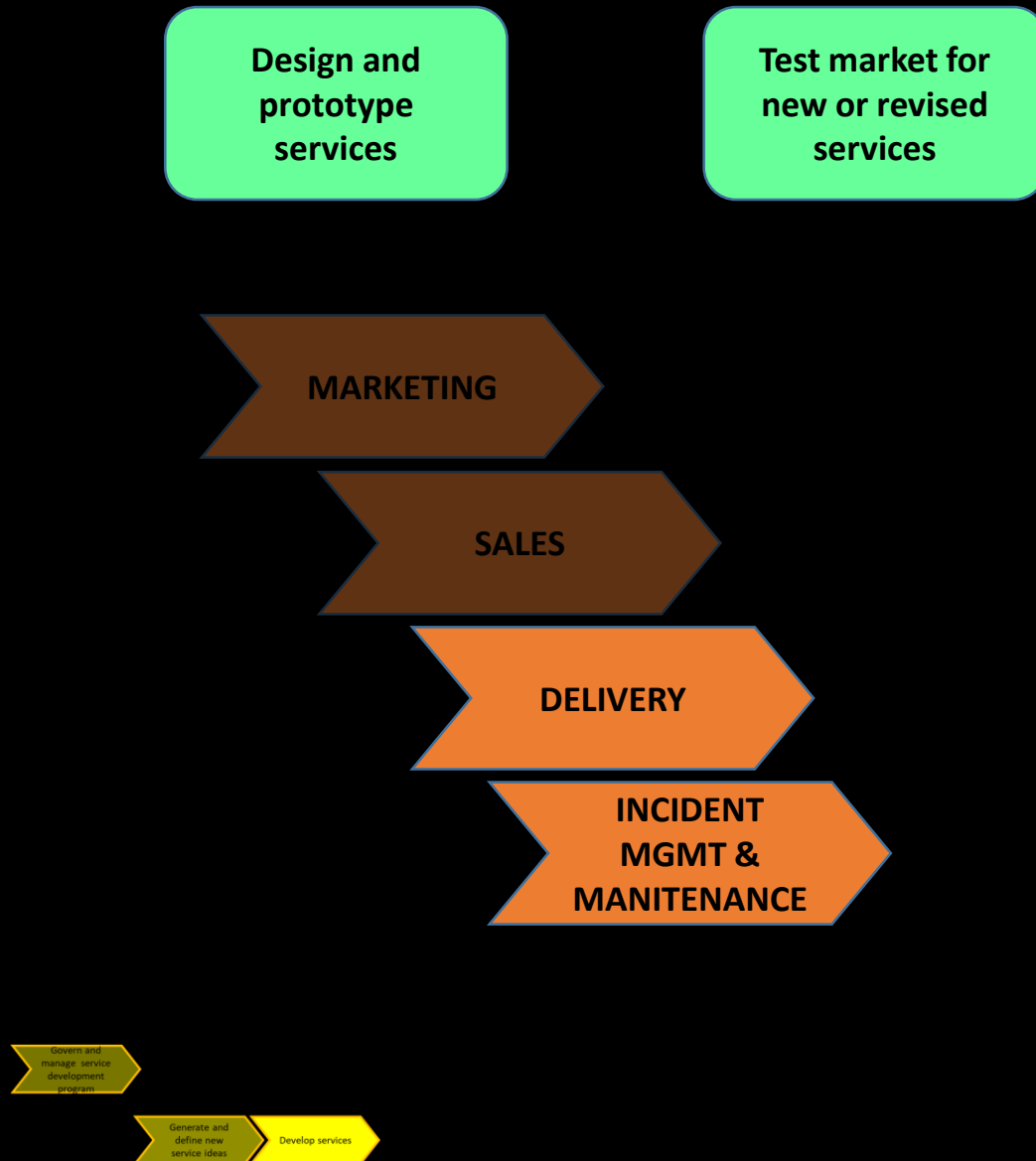
Prepare for
service delivery



- Design and obtain necessary **capabilities**/materials and equipment
- Identify requirements for **changes** to delivery processes
- Request engineering/process **change**
- **Install** and validate service delivery process
- **Monitor** initial delivery runs
- Validate **launch** procedures

Quiz
subject

The Develop services Process

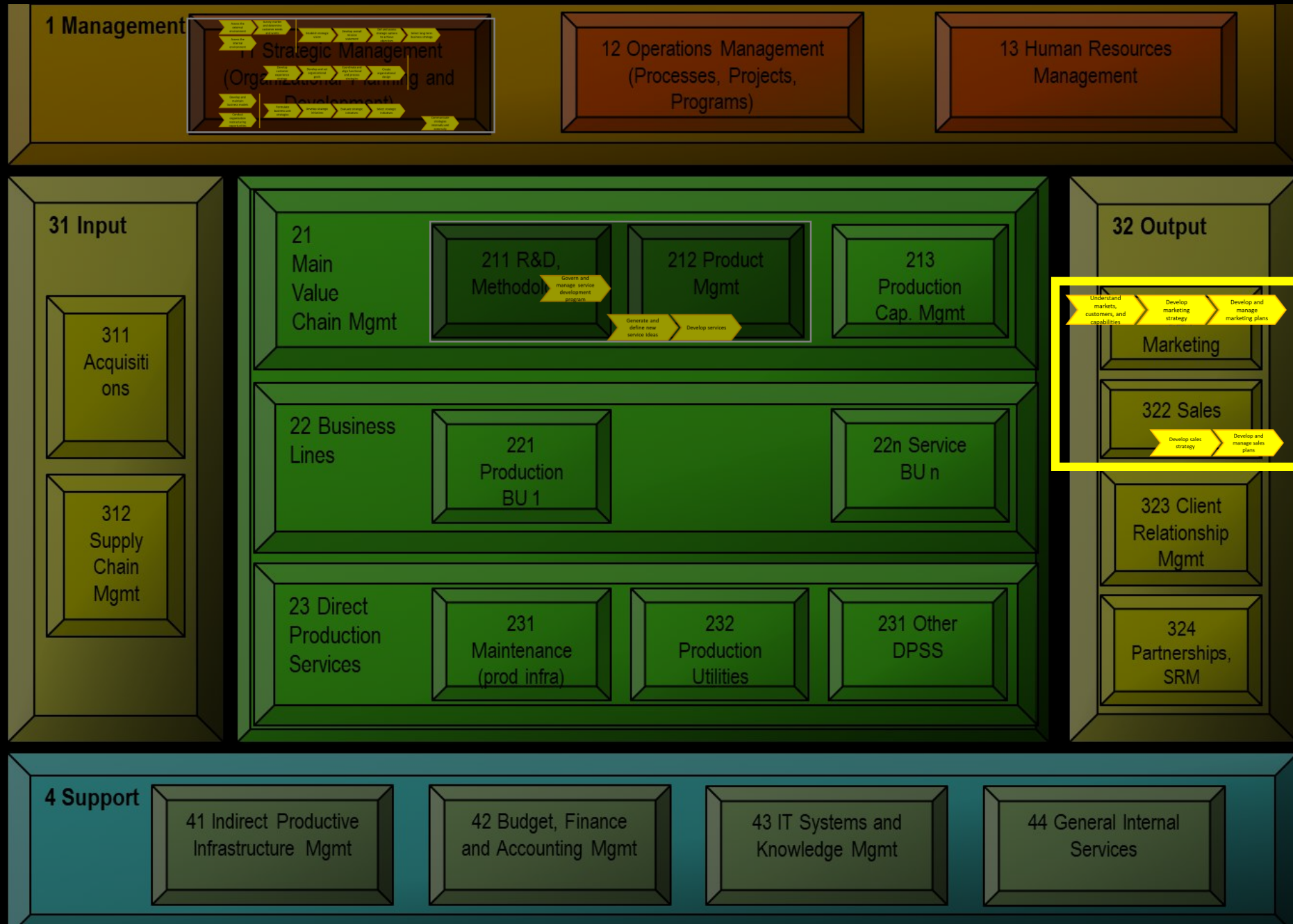


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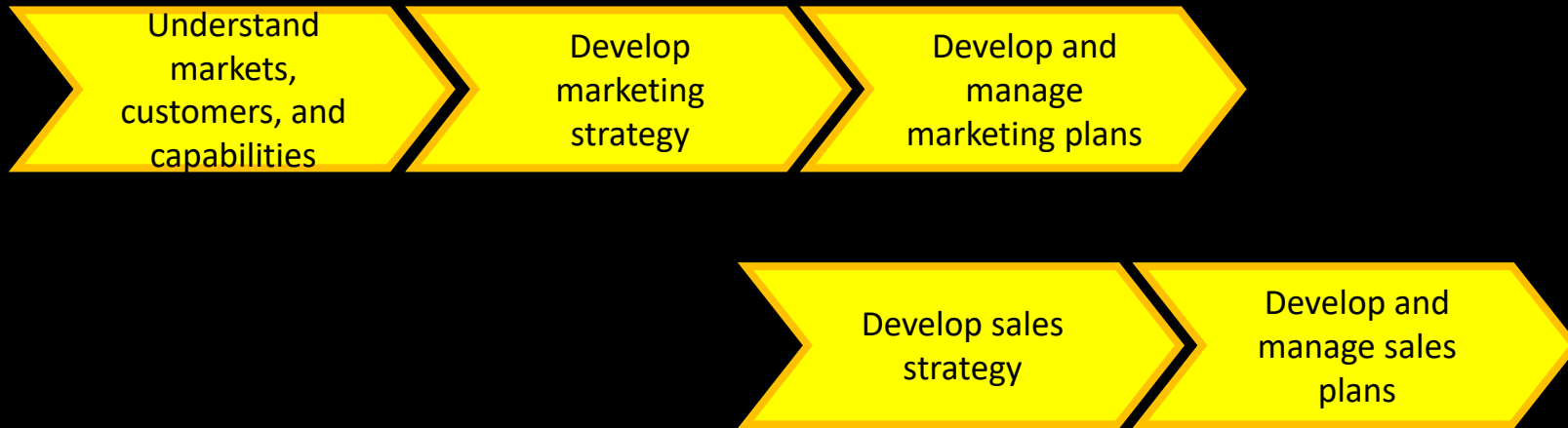
Quiz
subject

SERVICES MARKETING & SALES

The Market and Sell Services Processes Group



The Market and Sell Services Processes Group



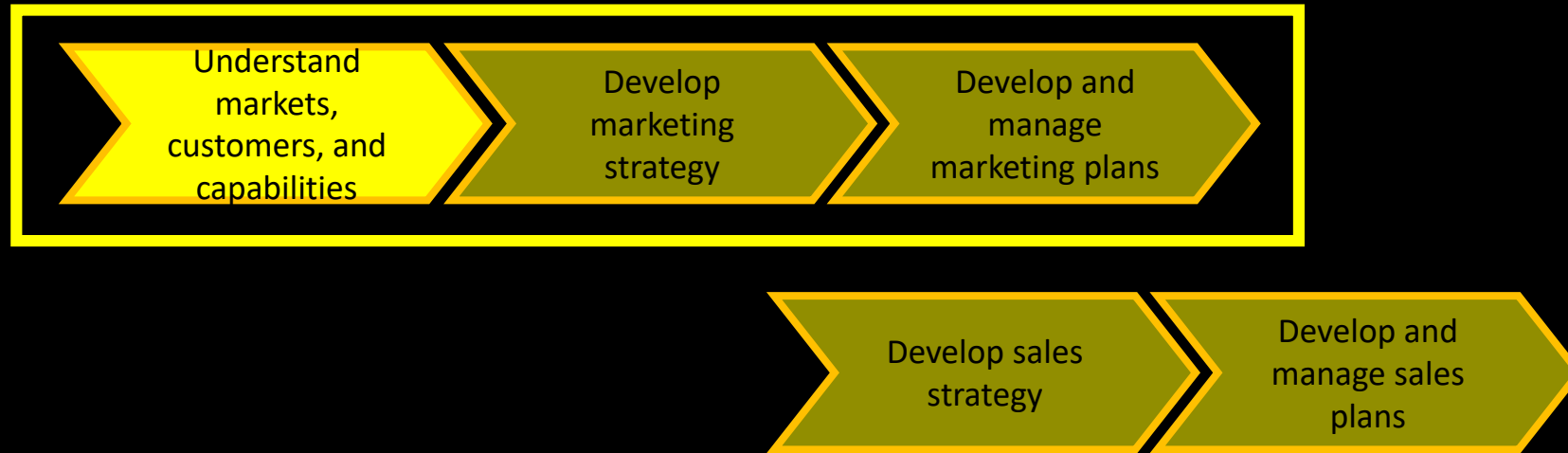
Outlining process groups related to

- **understanding**
 - markets,
 - customers, and
 - capabilities;
- **developing** marketing strategies;
- **executing** marketing plans;
- **developing** sales strategies;
- developing and **managing** sales **plans**;
- and managing sales **partners** and alliances.



SERVICES MARKETING

The Understand markets, customers, and capabilities Process



The Understand markets, customers, and capabilities process

Making sense of the

- market and
- customers

to identify the right **opportunities** to be capitalized, given the organization's competencies.

Discern **trends and shift** in the market and customers.

Identify the right market opportunities that fit closely with the organization's capabilities and strategy by gathering intelligence on various attributes of different market/customer segments.



The Understand markets, customers, and capabilities process

Perform customer and market intelligence analysis

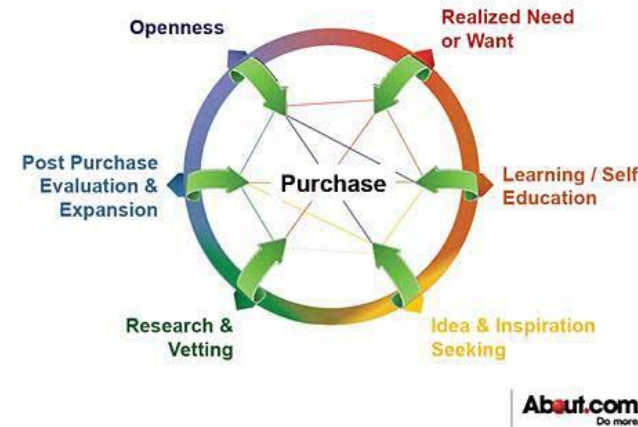
Evaluate and prioritize market opportunities

- Conduct customer and market **research**
 - Understand consumer **needs** and predict customer **purchasing behavior**
- Identify market **segments**
 - Determine market share **gain/loss**
- Analyze market and industry **trends**
- Analyze **competing** organizations, competitive/substitute products/services
- Assess internal and external business environment



Quiz subject

Introducing: The Purchase Loop



The Understand markets, customers, and capabilities process

Perform customer and market intelligence analysis

Evaluate and prioritize market opportunities

Quiz subject

- Conduct customer and market **research**
 - Understand consumer **needs** and predict customer **purchasing behavior**
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 - Determine market share **gain/loss**
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- Analyze **competing** organizations, competitive/substitute products/services
- Assess internal and external business environment

Year: 20XX	Market segment 1	...	Market segment m
Service segment 1			
...			
Service segment n			

Volume, Revenue, Profit, Marketing, Sales and Delivery Channels, Partners



The Understand markets, customers, and capabilities process

Perform customer and market intelligence analysis

Evaluate and prioritize market opportunities

- Conduct customer and market **research**
 - Understand consumer **needs** and predict customer **purchasing behavior**
- Identify market **segments**
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Quiz subject



The Understand markets, customers, and capabilities process

Perform customer and market intelligence analysis

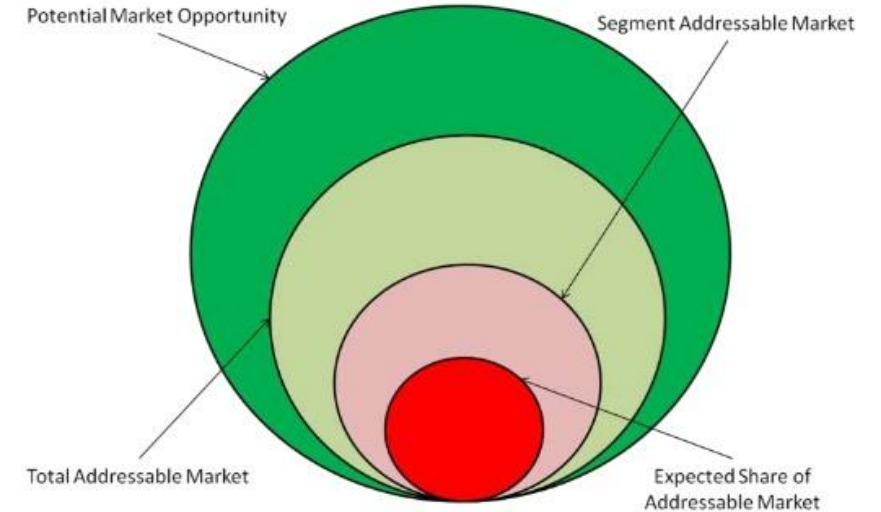
Evaluate and prioritize market opportunities

Quiz subject

- Quantify market **opportunities**
- Determine **target** segments
 - Identify under-served and saturated market segments
- Prioritize **opportunities** consistent with capabilities and overall business strategy
- Validate opportunities
 - Test with customers/consumers
 - Confirm internal capabilities

Understanding How to Think About a Market Opportunity

- 4 ways to think about market size. Knowing the level of detail necessary to address your concerns is key to properly scoping the problem and approach.

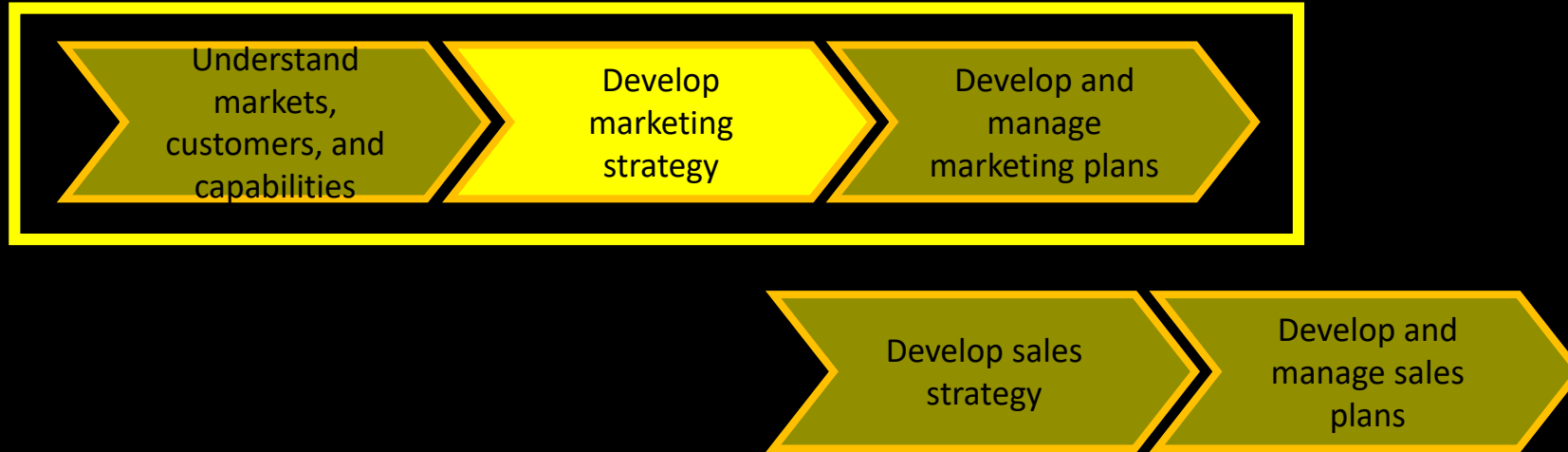


openview LABS

4



The Develop marketing strategy Process

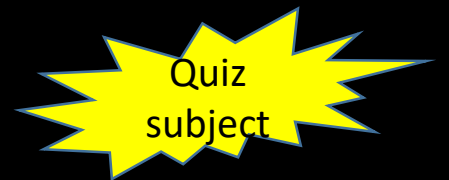
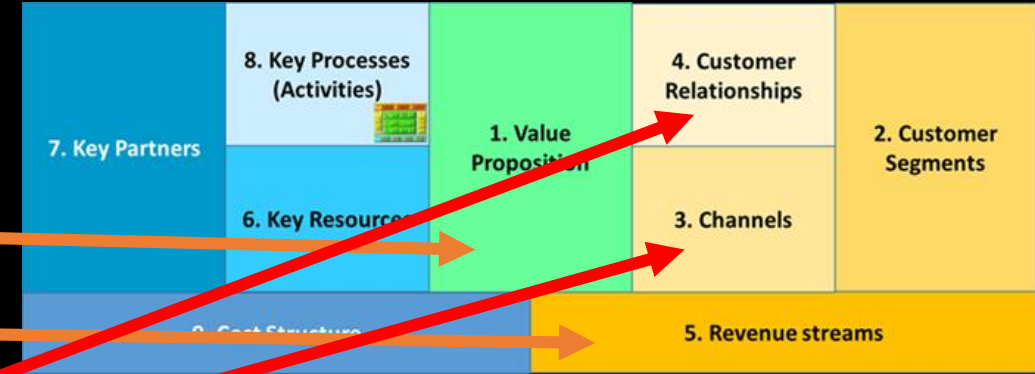


The Develop marketing strategy process

Charting a strategic course for marketing services.

This will include

- defining the **value proposition**,
- creating a mechanism for **pricing**, and
- determining the right mix of **marketing channels**.
- Create a specific **positioning and branding** for the organization's offerings.



The Develop marketing strategy process

Define offering and customer value proposition

Define pricing strategy

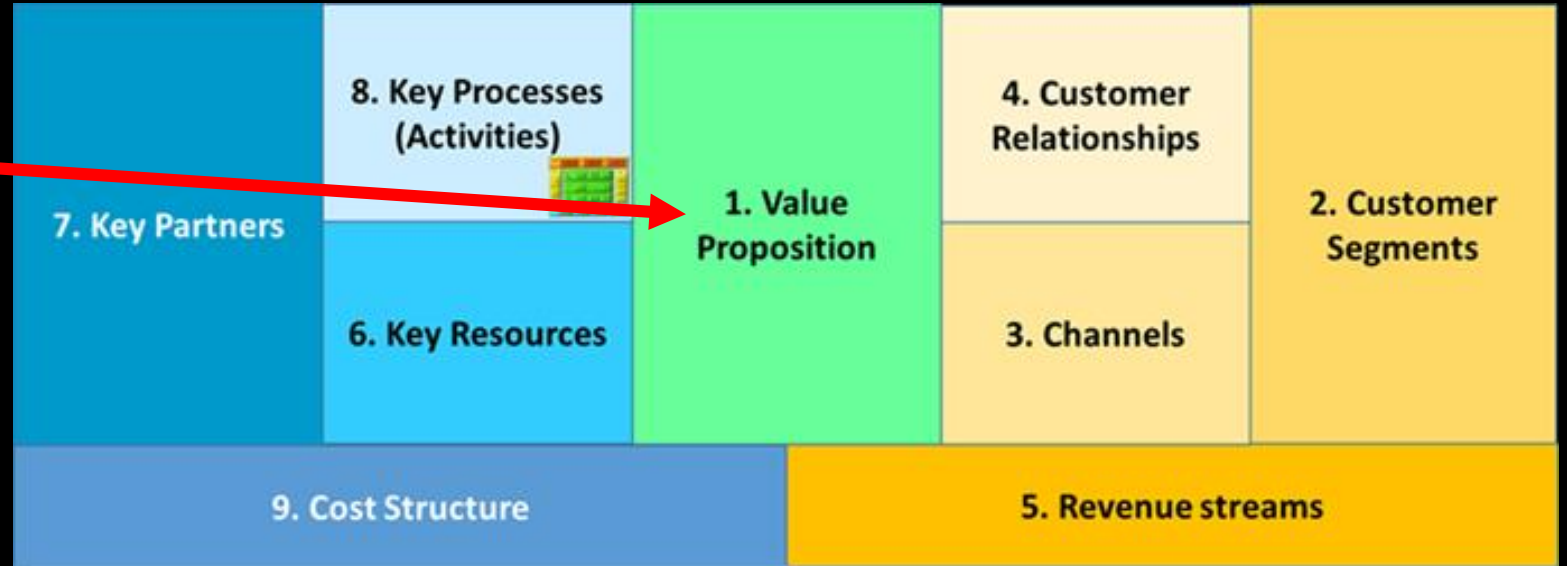
Define and manage channel strategy

Analyze and manage channel performance

Develop marketing communication strategy

Design and manage customer loyalty program

- Develop **value** proposition including **brand** positioning for target segments
- **Validate** value proposition with target segments
- **Develop** new branding



Quiz subject



The Develop marketing strategy process

Define offering and customer value proposition

Define pricing strategy

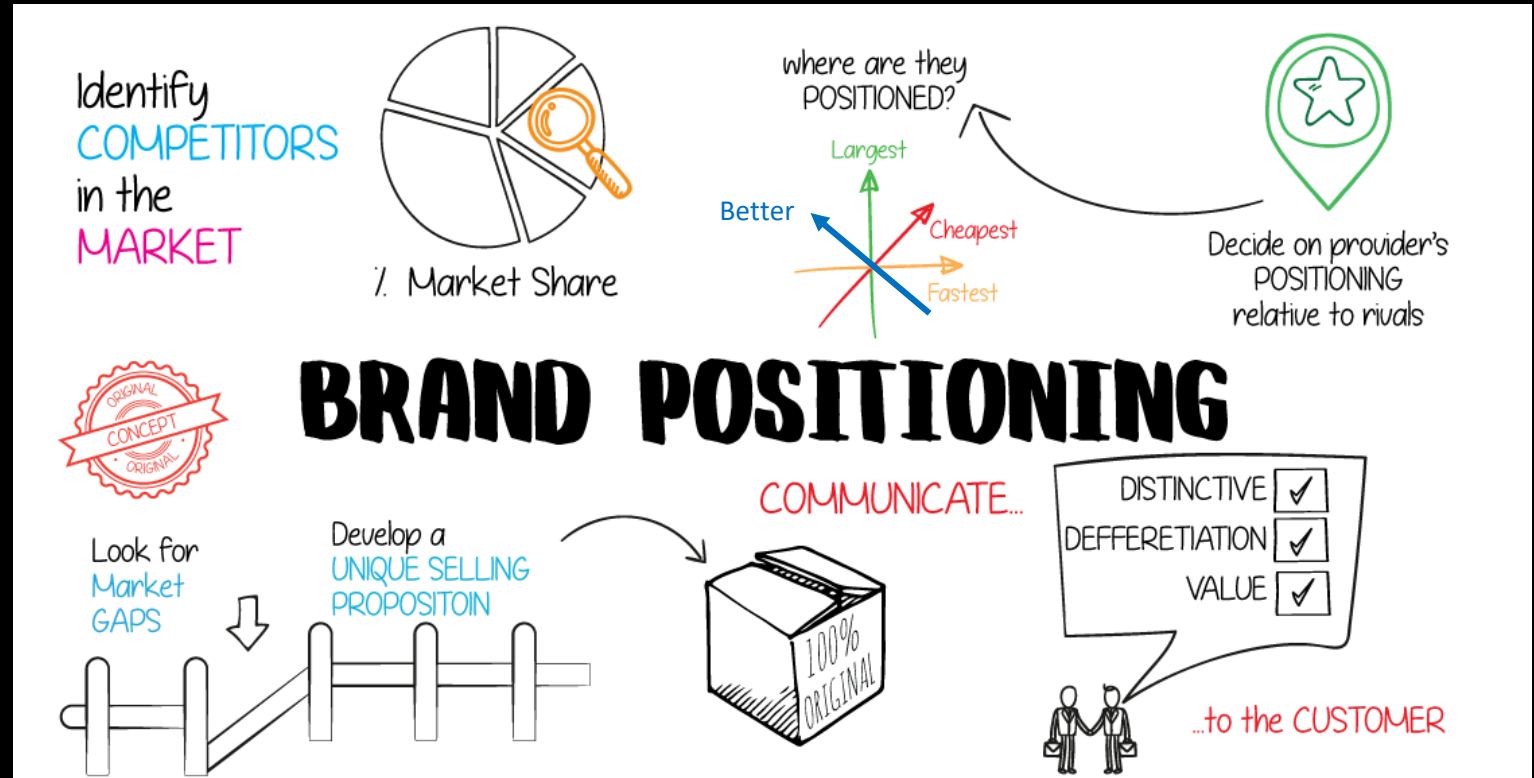
Define and manage channel strategy

Analyze and manage channel performance

Develop marketing communication strategy

Design and manage customer loyalty program

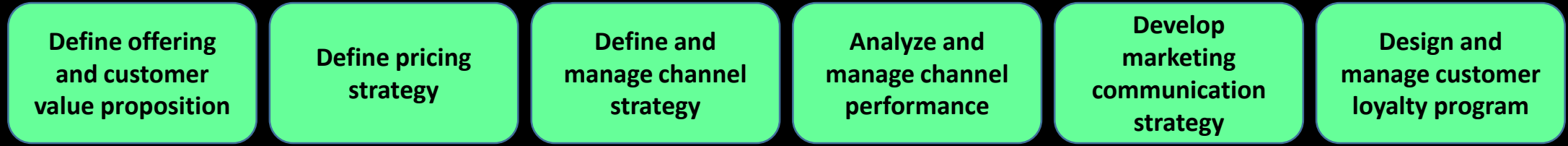
- Develop **value** proposition including **brand** positioning for target segments
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- **Develop** new branding



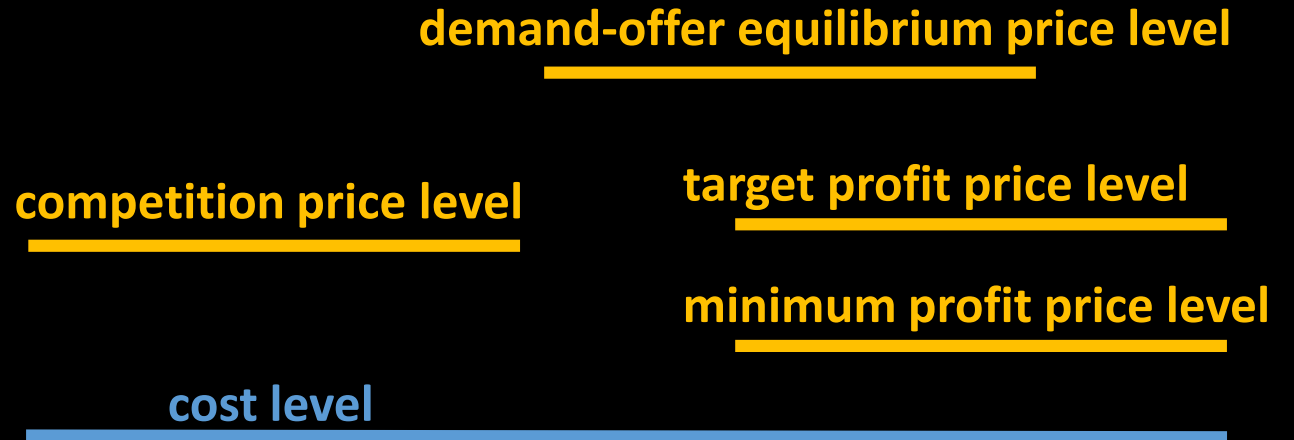
Quiz
subject



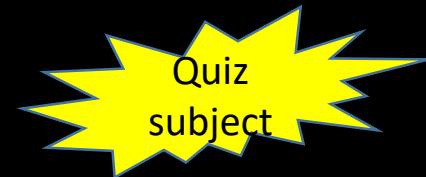
The Develop marketing strategy process



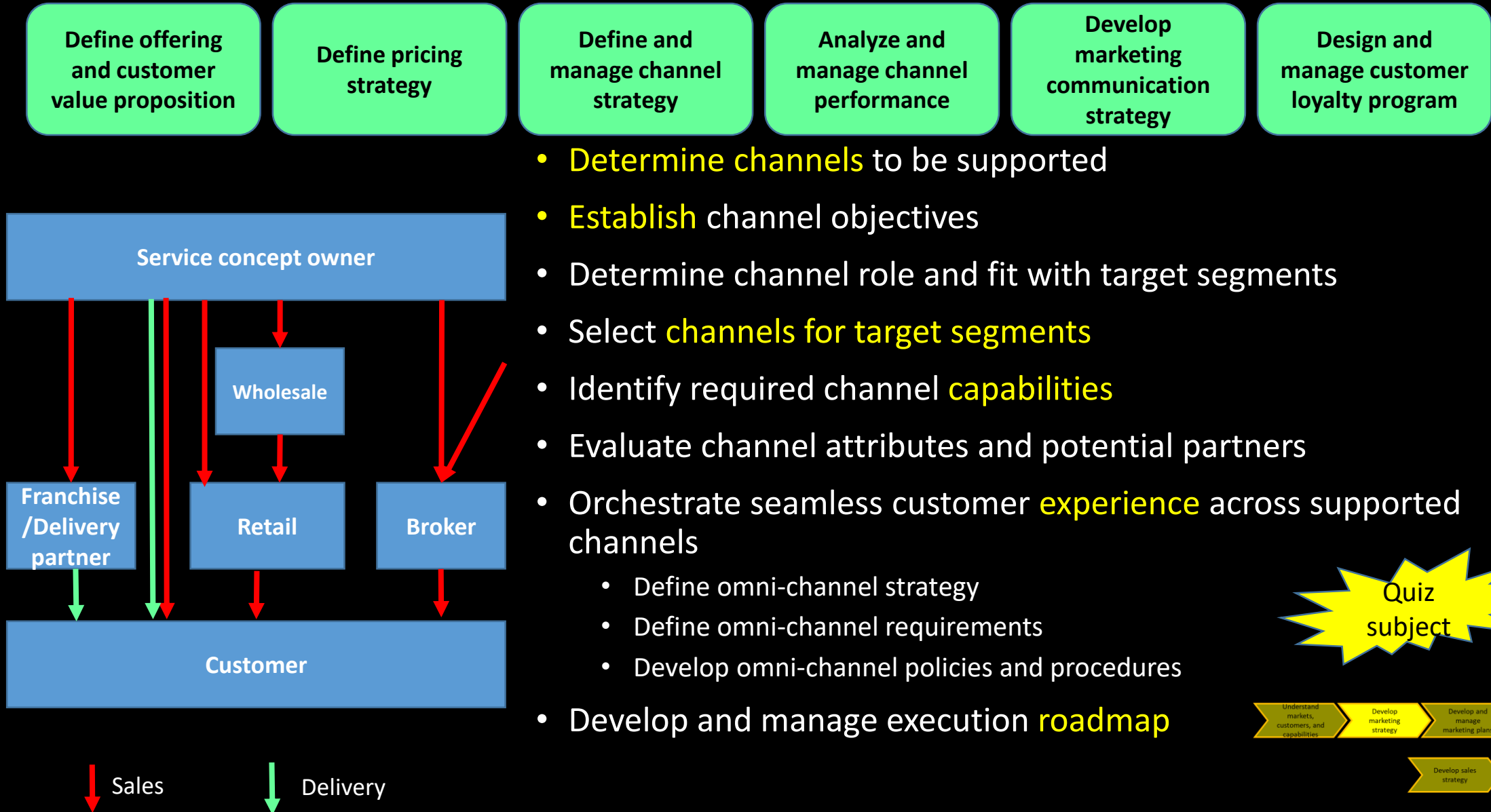
- Conduct **pricing** analysis
- Establish **guidelines** for applying pricing and **discounting** of services
- Establish pricing **targets**
- Approve pricing strategies/policies and targets



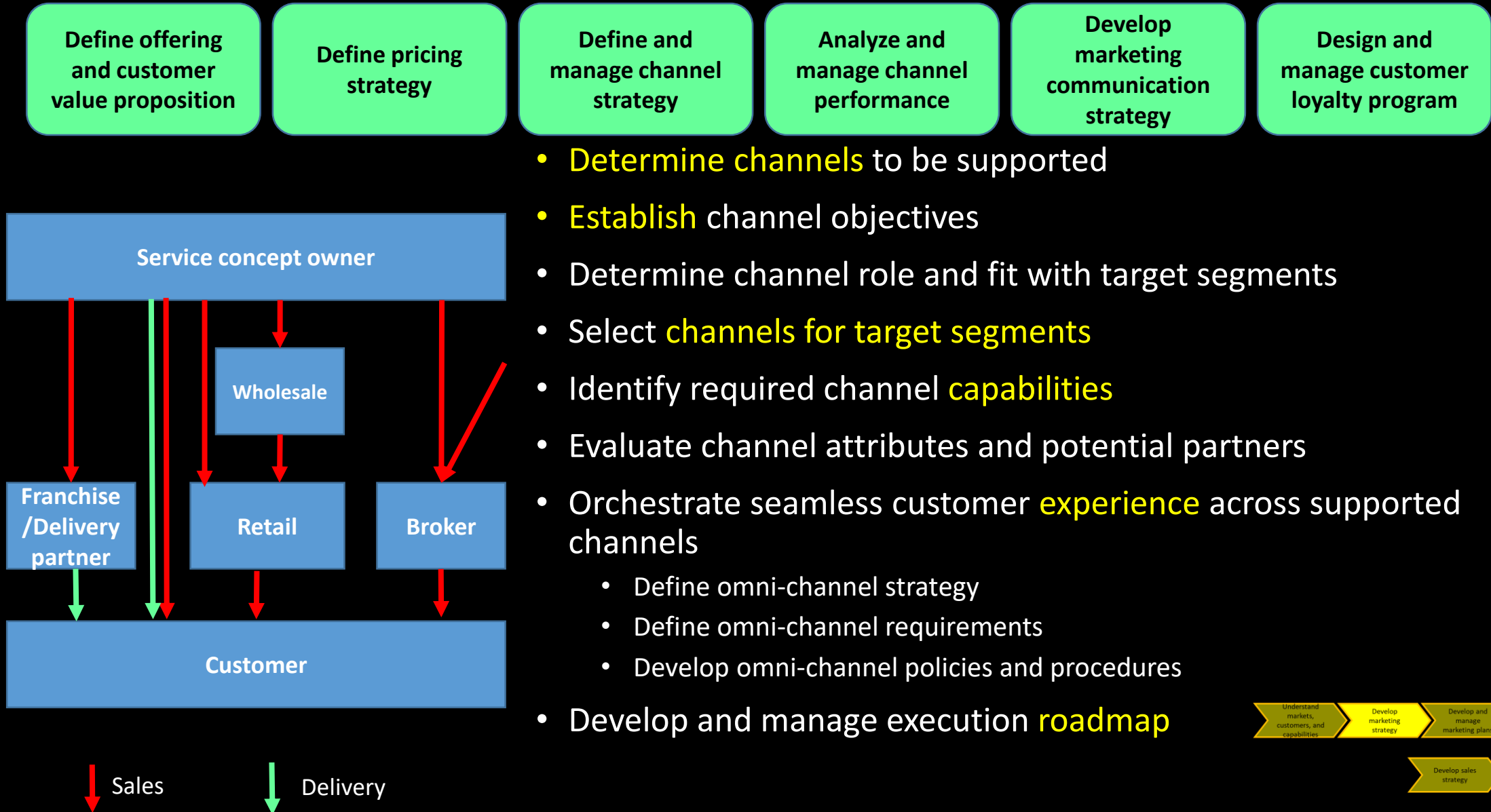
$$\text{Target price} * \text{estimated volume of services/year} = \text{REVENUE/year}$$



The Develop marketing strategy process



The Develop marketing strategy process



- Determine channels to be supported
- Establish channel objectives
- Determine channel role and fit with target segments
- Select channels for target segments
- Identify required channel capabilities
- Evaluate channel attributes and potential partners
- Orchestrate seamless customer experience across supported channels
 - Define omni-channel strategy
 - Define omni-channel requirements
 - Develop omni-channel policies and procedures
- Develop and manage execution roadmap

The Develop marketing strategy process

Define offering and customer value proposition

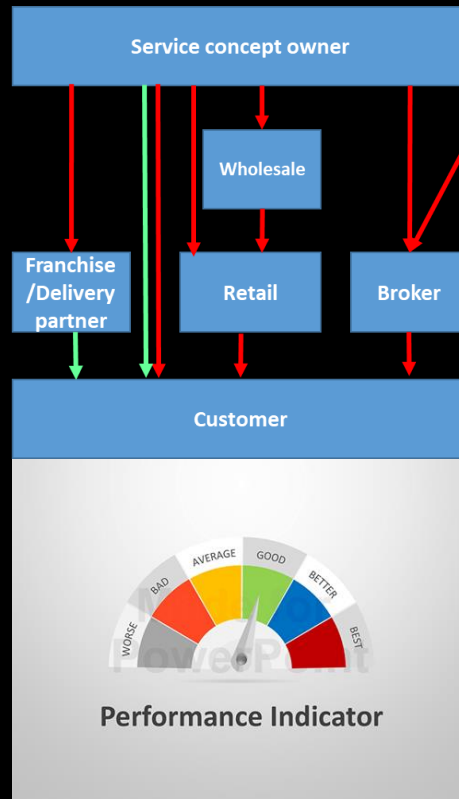
Define pricing strategy

Define and manage channel strategy

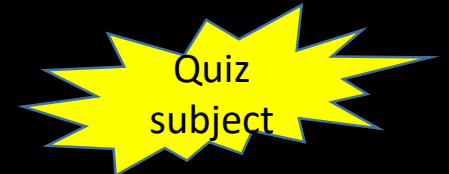
Analyze and manage channel performance

Develop marketing communication strategy

Design and manage customer loyalty program



- Establish **channel-specific metrics** and **targets**
- Monitor and report **performance**
- Monitor and report events **influencing** factors
- **Analyze** performance
- Develop plan for **improvements**



The Develop marketing strategy process

Define offering and customer value proposition

Define pricing strategy

Define and manage channel strategy

Analyze and manage channel performance

Develop marketing communication strategy

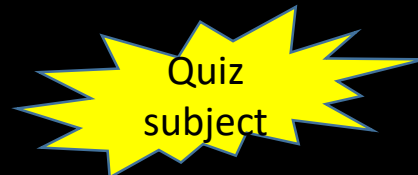
Design and manage customer loyalty program

Perpetual calendar

January	February	March	April
1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14	8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21	15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28	22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30	29 30 31	29 30
May	June	July	August
1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14	8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21	15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28	22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30 31	29 30	29 30 31	29 30
September	October	November	December
1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
8 9 10 11 12 13 14	8 9 10 11 12 13 14	8 9 10 11 12 13 14	8 9 10 11 12 13 14
15 16 17 18 19 20 21	15 16 17 18 19 20 21	15 16 17 18 19 20 21	15 16 17 18 19 20 21
22 23 24 25 26 27 28	22 23 24 25 26 27 28	22 23 24 25 26 27 28	22 23 24 25 26 27 28
29 30	29 30 31	29 30	29 30 31



- Develop customer **communication calendar**
- Define public relations (**PR**) strategy
- Define **direct marketing** strategy
- Define **internal marketing** communication strategy
- Identify new **media** for marketing communication
- Define new media communication strategy
- Define point of sale (**POS**) communication strategy
- Define communication **guidelines** and **mechanisms**



The Develop marketing strategy process

Define offering and customer value proposition

Define pricing strategy

Define and manage channel strategy

Analyze and manage channel performance

Develop marketing communication strategy

Design and manage customer loyalty program

Customer Loyalty Program Advantages

Customer retention



Increased customer satisfaction



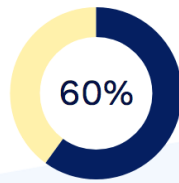
Garnering insights



Increased revenue

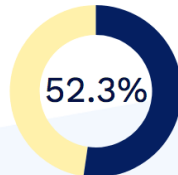


For brands they are loyal to, consumers are willing to:



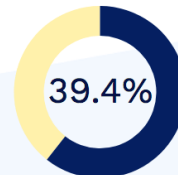
RECOMMEND

60% of customers will tell friends & family about a brand they're loyal to.



JOIN LOYALTY PROGRAM

52.3% of customers will join a loyalty or VIP program.



SPEND MORE

39.4% of customers will spend more on a product even if there are cheaper options elsewhere.

Data driven by



- Define **customer loyalty** program
- **Acquire** members to customer loyalty program
- Build **engagement** and relationship with members
- **Monitor** customer loyalty program benefits to the enterprise and the customer
- **Optimize** loyalty program value to both the enterprise and the customer

Quiz subject

Understand markets, customers, and capabilities

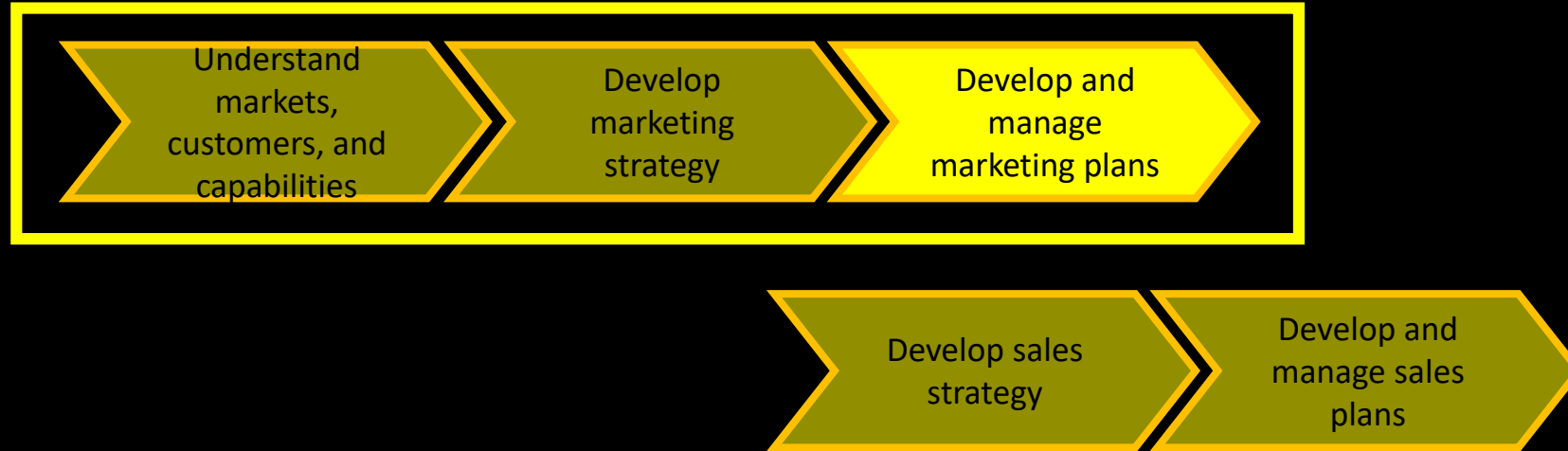
Develop marketing strategy

Develop and manage marketing plans

Develop sales strategy

Develop and manage sales plans

The Develop and manage marketing plans Process



The Develop and manage marketing plans Process

Creating specific plans to market offerings to customers.

This process group includes processes for

- making **budgets**,
- identifying and developing **media**,
- **pricing** services,
- managing **packaging**,
- managing marketing **content** and **promotional** activities,
- tracking and responding to customer **insight** and
- **monitoring** measures established within **Develop marketing strategy**.
- Additionally, in this process group, organizations **take action** on plans made in earlier processes.
- Here, marketing and customers are managed and measured along with any supporting materials.



The Develop and manage marketing plans Process

Establish goals, objectives, and metrics for services by channel/segment

Establish marketing budgets

Develop and manage pricing

Develop and manage promotional activities

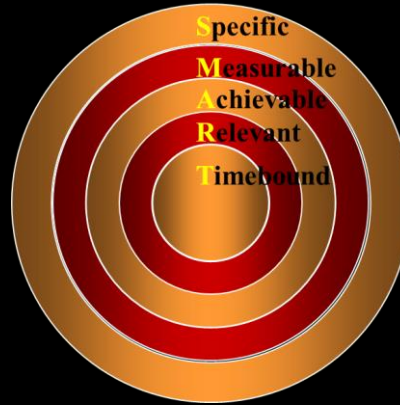
Track customer management measures

Analyze and respond to customer insight

Develop and manage packaging strategy

Manage product marketing content

- Determining what to achieve by marketing.
- Create qualitative and quantitative **targets**.
- Establish metrics to track **performance** (for individual Market segments and Channels for target segments).
- Enlist the head of marketing to determine marketing **priorities** and the related measures. (The decision in establishing these goals, objectives, and metrics is founded in **Develop marketing strategy** and takes cues from current priorities and organizational strategy.)



Quiz subject



The Develop and manage marketing plans Process

Quiz
subject

Establish goals, objectives, and metrics for services by channel/segment

Establish marketing budgets

Develop and manage pricing

Develop and manage promotional activities

Track customer management measures

Analyze and respond to customer insight

Develop and manage packaging strategy

Manage product marketing content

- Confirm marketing alignment to business strategy
- Determine **costs** of marketing
- Create marketing **budget**
- Determine projected **ROI** for marketing investment

Marketing Budget Major Categories



$$\text{ROI} = (\text{Net Profit} / \text{Cost of Investment}) \times 100$$

The ROI calculation is flexible and can be manipulated for different uses. A company may use the calculation to compare the ROI on different potential investments, while an investor could use it to calculate a return on a **stock**.

For example, an investor buys \$1,000 worth of stocks and sells the **shares** two years later for \$1,200. The **net profit** from the investment would be \$200 and the ROI would be calculated as follows:

$$\text{ROI} = (200 / 1,000) \times 100 = 20\%$$

The ROI in the example above would be 20%. The calculation can be altered by deducting **taxes** and fees to get a more accurate picture of the total ROI.



The Develop and manage marketing plans Process

Quiz
subject

Establish goals, objectives, and metrics for services by channel/segment

Establish marketing budgets

Develop and manage pricing

Develop and manage promotional activities

Track customer management measures

Analyze and respond to customer insight

Develop and manage packaging strategy

Manage product marketing content

- Understand resource requirements for each product/service and **delivery channel/method**
- Determine corporate **incentives**
- Determine **pricing** based on volume/unit forecast
- Evaluate pricing **performance**
- Refine pricing as needed
- Implement **promotional** pricing programs
- Communicate and implement price **changes**
- Achieve **regulatory** approval for pricing

demand-offer equilibrium price level

competition price level

target profit price level

minimum profit price level

cost level



SERVICE & PRICE TABLE

BASIC	FULL	PRO
3 Users	6 Users	10 Users
50 Emails	100 Emails	= Emails
10 GB	30 GB	50 GB
✗	✗	✓
✓	✗	✓
13.99 €	24.99 €	42.99 €
Order Now!	Order Now!	Order Now!

designed by freepik.com



The Develop and manage marketing plans Process

Quiz
subject

Establish goals, objectives, and metrics for services by channel/segment

Establish marketing budgets

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Manage product marketing content

- Define **promotional** concepts and objectives
- Develop marketing **messages**
- Define **target** audience
- Plan and **test** promotional activities
- **Execute** promotional activities
- **Evaluate** promotional performance metrics
- **Refine** promotional performance metrics
- Incorporate **learning** into future/planned consumer promotions



The Develop and manage marketing plans Process

Quiz
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Manage product marketing content

- Define **promotional** concepts and objectives
- Develop marketing **messages**

PRINT & SAVE

Bring In This Coupon And Receive

\$8 OFF Your Full Service FastLube Oil Change

Must have or show coupon. Not to be combined with any other discount offer. No expiration date on coupon. -WEB

LEX BRODIE'S FAST LUBE

HILO 935-5823 1089 Kilauea Ave.
KONA 329-5823 75-5570 Kuakini Hwy.

NO APPOINTMENT NEEDED

The Develop and manage marketing plans Process

Quiz
subject

Establish goals, objectives, and metrics for services by channel/segment

Establish marketing budgets

Develop and manage pricing

Develop and manage promotional activities

Track customer management measures

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Manage product marketing content



- Determine customer **lifetime** value
- Analyze customer **revenue** trend
- Analyze customer **attrition** and **retention** rates
- Analyze customer **metrics**
- **Revise** customer strategies, objectives, and plans based on metrics



The Develop and manage marketing plans Process

Quiz
subject

Establish goals, objectives, and metrics for services by channel/segment

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Track customer management measures

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Manage product marketing content



- Monitor and respond to **social media** activity
- Analyze customer **website** activity
- Analyze customer purchase **patterns**
- Develop business rules to provide **personalized** offers
- Monitor **effectiveness** of personalized offers and adjust offers accordingly



The Develop and manage marketing plans Process

Quiz
subject

Establish goals, objectives, and metrics for services by channel/segment

Establish marketing budgets

Develop and manage pricing

Develop and manage promotional activities

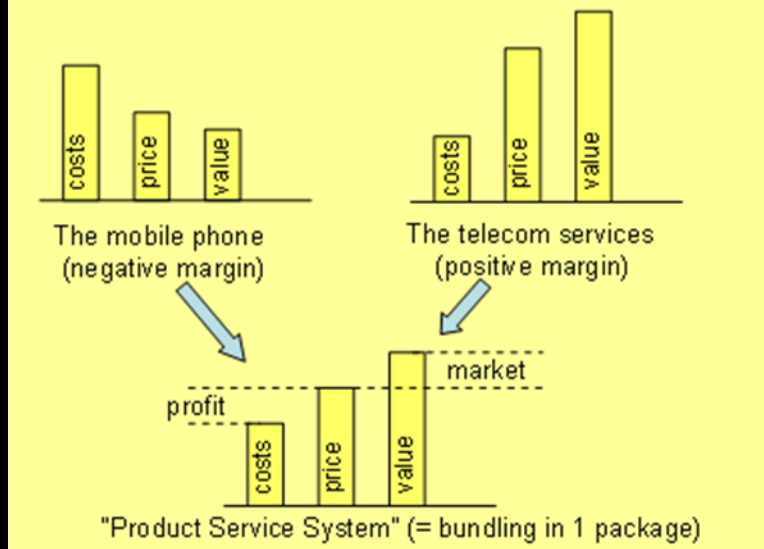
Track customer management measures

Analyze and respond to customer insight

Develop and manage packaging strategy

Manage product marketing content

Fig 3.3 Case: the value bundle of the mobile phone market



- Plan packaging strategy
- Test packaging options
- Execute packaging strategy
- Refine packaging



The Develop and manage marketing plans Process

Quiz
subject

Establish goals, objectives, and metrics for services by channel/segment

Establish marketing budgets

Develop and manage pricing

Develop and manage promotional activities

Track customer management measures

Analyze and respond to customer insight

Develop and manage packaging strategy

Manage product marketing content

- Manage product images
- Manage product copy



SERVICES SALES

The Develop sales strategy Process



The **Develop sales strategy** Process

Developing concrete plans for guiding and providing support to the sales function.

Chart a

- road map for the sales function, including
 - an analysis of historical sales data to create **forecasts** for anticipated sales,
 - forming sales **targets**,
 - forging **partnerships** with other economic agents to boost sales,
 - devising a **budget** for this function, and
 - determining **metrics** to measure
 - customer management activities as well as
 - progress in achieving sales targets.



The Develop sales strategy Process

Quiz
subject

Develop sales
forecast

- Gather current and **historic** order information
- Analyze sales **trends** and **patterns**
- Generate sales **forecast**
- Analyze historical and planned **promotions** and events

Develop sales
partner/alliance
relationships

Establish overall
sales budgets

Establish sales
goals and
measures

Establish
customer
management
measures



The Develop sales strategy Process

Quiz
subject

Develop sales
forecast

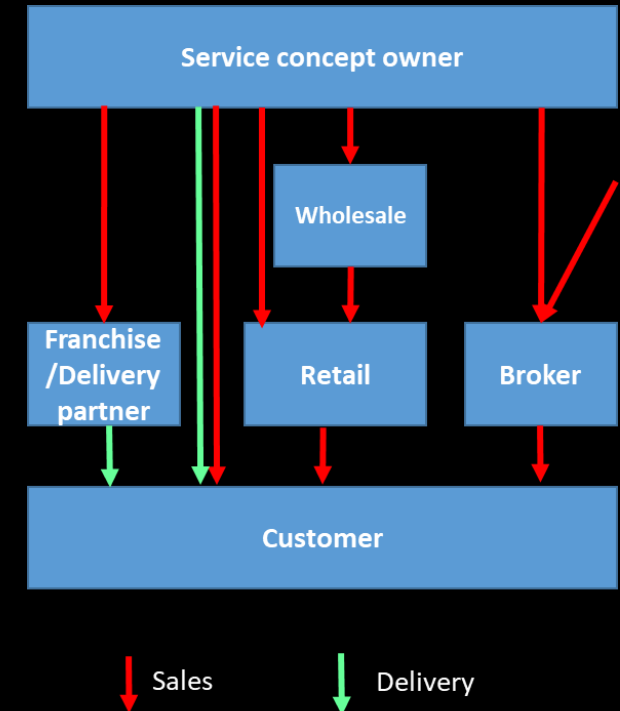
Develop sales
partner/alliance
relationships

Establish overall
sales budgets

Establish sales
goals and
measures

Establish
customer
management
measures

- **Identify** alliance opportunities
- **Design** alliance programs and methods for selecting and managing relationships
- **Select** alliances
- Develop customer trade strategy and customer **objectives/targets**
- Conduct **planning** activities for major trade customers
- Establish partner and alliance management **goals**
- Establish partner and alliance **agreements**
- Develop promotional and category management calendars (trade marketing calendars)
- Create strategic and tactical sales plans **by customer**
- Communicate planning information to **customer teams**



The Develop sales strategy Process

Quiz
subject

Develop sales
forecast

Develop sales
partner/alliance
relationships

Establish overall
sales budgets

Establish sales
goals and
measures

Establish
customer
management
measures

- Calculate product **market** share
- Calculate product **revenue**
- Determine **variable** costs
- Determine overhead and **fixed** costs
- Calculate net **profit**
- Create **budget**

COST OF SALES

Understand
markets,
customers, and
capabilities

Develop
marketing
strategy

Develop and
manage
marketing plans

Develop sales
strategy

Develop and
manage sales
plans

The Develop sales strategy Process

Quiz
subject

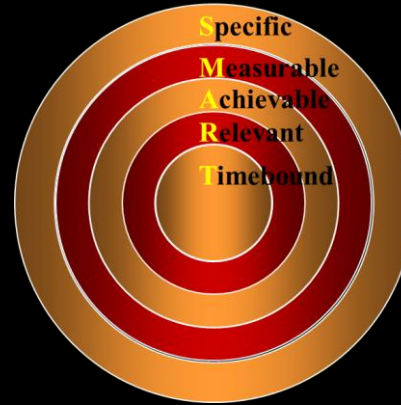
Develop sales
forecast

Develop sales
partner/alliance
relationships

Establish overall
sales budgets

Establish sales
goals and
measures

Establish
customer
management
measures



Performance Indicator

- Establishing specific quantitative and qualitative measures of realizing sales **targets**.
- Create sales targets by analyzing **historical** sales data and comparing the forecasts to results, in light of customer and market intelligence.
- Examine the performance of sales **personnel** in light of market opportunities.
- Based on this review, establish sales **targets** along with **metrics** to quantify these goals, corresponding with the overall business strategy.

Understand
markets,
customers, and
capabilities

Develop
marketing
strategy

Develop and
manage
marketing plans

Develop sales
strategy

Develop and
manage sales
plans

The Develop sales strategy Process

Quiz
subject

Develop sales
forecast

Develop sales
partner/alliance
relationships

Establish overall
sales budgets

Establish sales
goals and
measures

Establish
customer
management
measures

- Identifying the appropriate measures that can represent key attributes of the customer management function.
- Select measures to track customer **activity, feedback, satisfaction**, organizational **responsiveness** to customer needs, and general data on how the organization is **managing** customer accounts, leads, and contacts.
- Select measures based on the **nature** of the business, the **type** and **size** of customer base, **strategic** goals, and the model used to structure sales and customer **relationships**.

Understand
markets,
customers, and
capabilities

Develop
marketing
strategy

Develop and
manage
marketing plans

Develop sales
strategy

Develop and
manage sales
plans

The Develop and manage sales plans Process



The **Develop and manage sales plans** Process

Selling services.

Set appropriate customer expectations.

Work with customers using the same schedule that

- service development,
- and customer service functions follow.

Manage sales personnel and sales partnerships/alliances.



The Develop and manage sales plans Process

Quiz
subject

Manage
leads/opportunities

Manage
customers and
accounts

Develop and
manage sales
proposals, bids,
and quotes

Manage sales
orders

Manage sales
partners and
alliances

- **Identify** potential customers
- Identify/receive **leads/opportunities**
- Validate and **qualify** leads/opportunities
- **Match** opportunities to business strategy
- Develop opportunity win **plans**
- Manage opportunity **pipeline**
- Determine sales resource **allocation**
- Manage customer sales **calls**
 - Perform sales calls
 - Perform pre-sales activities
 - Manage customer meetings/workshops
 - Close the sale
 - Record outcome of sales process



The Develop and manage sales plans Process

Quiz
subject

Manage
leads/opportunities

Manage
customers and
accounts

Develop and
manage sales
proposals, bids,
and quotes

Manage sales
orders

Manage sales
partners and
alliances

- Select **key** customers/accounts
- Develop sales/key account **plan**
- Manage sales/key account plan
- Manage customer **relationships**
- Manage customer master **data**
 - Collect and merge internal and third-party customer information
 - De-duplicate customer data



The Develop and manage sales plans Process

Quiz
subject

Manage
leads/opportunities

Manage
customers and
accounts

Develop and
manage sales
proposals, bids,
and quotes

Manage sales
orders

Manage sales
partners and
alliances

- Receive Request For Proposal (**RFP**)/Request For Quote (**RFQ**)
- Refine customer **requirements**
- Review RFP/RFQ request
- Perform **competitive** analysis
- **Validate** with strategy/business plans
- **Understand** customer business and requirements
- Develop **solution** and delivery approach
- Identify **staffing** requirements
- Develop **pricing** and scheduling estimates
- Conduct **profitability** analysis
- Manage internal **reviews**
- Manage internal **approvals**
- Submit/present bid/proposal/quote to customer
- Revise bid/proposal/quote



The Develop and manage sales plans Process

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Manage sales
partners and
alliances

- Accept and validate **sales orders**
- Collect and maintain **account** information
 - Administer key account details
 - Retrieve full customer details
 - Modify involved party details
 - Record address details
 - Record contact details
 - Record key customer communication profile details
 - Review involved party information
 - Terminate involved party information
- Determine **availability**
- Determine **fulfillment** process
- Enter orders into **system**
- Identify/perform **cross-sell/up-sell** activity



The Develop and manage sales plans Process

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Manage sales
partners and
alliances

- Provide sales and service **training** to sales partners/alliances
 - Provide certification enablement training
 - Manage certifications and skills
 - Provide support to partners/alliances
- Provide **marketing** materials to sales partners/alliances
- Evaluate partner/alliance **results**
- Manage sales partner/alliance master **data**



SEE YOU (ALL) ON MAY 10TH

Eo C9,10