# **ST.10**

Generate ideas for new products, markets and selling points

# Requires dialogue

The aim of this activity is to generate ideas for how to align the company's products, markets and selling points with the new company vision and goals.



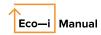
### **INPUT**

- Company vision from the activity ST.8 Develop a vision for the company.
- Strategic goals from the activity: *ST.9 Define the strategic goals*.

## **OUTPUTS**

• Ideas for new products, markets and selling points used in the activity ST.11 Evaluate ideas for new markets, products and selling points.

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In this activity you should try to generate a wide variety of ideas for new markets, products and selling points. In the next activity you will evaluate the ideas and filter out unsuitable ideas so try not to prematurely filter ideas at this stage.

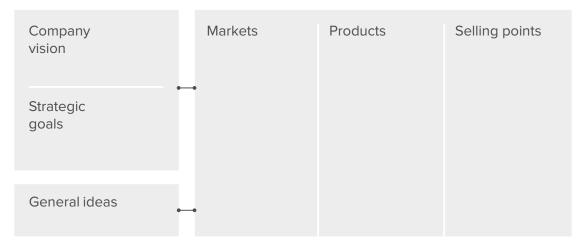
#### **HOW TO GO ABOUT IT**

To generate ideas for new markets, products and selling points you should:

- 1. Review the strategic goals, company vision and the details of the current markets, products and selling points.
- 2. Consider the following questions:
  - Are the markets, products and selling points aligned with the company vision?
  - Can the strategic goals be achieved with the current set of markets, products and selling points?
- 3. It is unlikely that the answer to both of these questions is 'yes' so you will need to generate ideas for changes that could be made to markets, products and selling points. The following tips can help you to do this:
  - Identify which existing markets are most important to achieving the company's goals and vision – what new products could be sold to these markets?
  - Identify which existing products are most important to achieving the company's goals and vision – what new markets could these products be sold into?
  - Identify which of the selling points currently used is most important to achieving the company's goals and vision – how

- could this selling point be enhanced further or used more widely by the company?
- Are there high priority opportunities from the SWOT analysis that could be taken up with some combination of new products, markets and selling points?
- Are there ideas from the TOWS analysis for new markets, products or selling points?
- Are there markets, products or selling points that are not aligned with the company's goals or vision that should be eliminated? If so, what would be the timescale for doing this?
- 4. Once you have generated at least five ideas for new markets, products and selling points, you can proceed to the next activity of evaluating the ideas

### Template of Products, Markets and Selling Points



# **Products, markets and selling points**

Project

Date

Version

Company vision **Selling points** Markets **Products** Which selling points are important Which existing markets are Which products are important to to achieving the company's goals important to achieving the achieving the company's goals and vision? company's goals and vision? Do and vision? the vision and goals suggest the Do the vision and goals suggest Do the vision and goals suggest need to enter new markets? the need to focus on new selling the need to create new products? points? Strategic goals **General ideas** 

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# **LEARNING CASE STUDY OF PRODUCTS, MARKETS & SELLING POINTS**

#### Company vision

- Leading producer of processed fish and seafood
- Providing tasty, nutritious food to millions of people in a sustainable way.
- Sustainably sourced fish and seafood
- Create innovative, varied and tasty products that our customers love.
- Treat our staff, suppliers and partners fairly

#### Strategic goals

- Reducing fish loss and waste
- Focus on sustainable product lines
- Introduce sustainable fishing methods
- Introduce non-tuna product lines
- · Reducing employee turnover
- Increase turnover to over \$1 million

#### General ideas

- Sustainability as a selling point sustainable sourcing of fish/seafood and low carbon processing
- Offer tuna processing as a service
- Sell canned seafood (crab, mussels, squid etc)
- Other types of fish that require manual processing

#### Markets

- US consumer market still very important as biggest market.
- European consumer market interested in sustainability
- US restaurants continue focus on low-cost selling point

#### **Products**

- Sustainably sourced and processed tuna
- Canned seafood (crab, mussels, sauid etc)
- Other types of canned fish other than tuna
- Tuna with a sauce
- Limited edition seafood dishes

   from seasonal, abundant
   seafood sources

#### Selling points

- Sustainability as a selling point – sustainable sourcing of fish/seafood and low carbon processing
- Innovation added value through new products that make life easier for the cook/consumer and result in tasty, nutritious meals
- Low cost still very important for domestic markets and some price-sensitive international markets

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#### **BACKGROUND INFORMATION**

#### References and resources

Market segmentation and size:

- Schade, C. (2009). TAM, SAM, SOM Market evaluations easily explained [Online]. Available from: <a href="http://tamsamsom.blogspot.co.uk/2009/03/tam-sam-som.html">http://tamsamsom.blogspot.co.uk/2009/03/tam-sam-som.html</a>
- Market segmentation [Online]. Available from: <a href="http://en.wikipedia.">http://en.wikipedia.</a>
   org/wiki/Market\_segmentation
- Bournemouth University. Market segmentation [Online]
   Available from: <a href="http://media3.bournemouth.ac.uk/">http://media3.bournemouth.ac.uk/</a>
   marketing/07segmentation/04strategies.html

Further information in the Chemicals and Metals Supplements







## LEARNING CASE STUDY OF STRATEGY IDEA EVALUATION

Idea title: Use organic cotton and sustainability as a selling point for existing products			
Type of benefit	Description	Fit with goals	
Economic	Estimated total available market of US\$ 500k-1MM growing at 10% per year.	Contributes to the goal of becoming the leading local supplier of sustainably sourced and manufactured processed textiles for corporate wear customers	
Environmental	Reduces the amount of agrochemicals used in cotton production by 100% and eliminates the use of all toxic chemicals on the ZDHC RSL.	Contributes to the elimination of all chemicals used in production which are on the ZDHC Restricted Substances List (RSL) within two years	
Social	Will protect the health of workers in the supply chain by eliminating their exposure to toxic chemicals.	Reduce the chemical footprint of toxic chemicals in the value chain by 15% within 3 years.	





## LEARNING CASE STUDY OF STRATEGY IDEA EVALUATION

Idea title: Targeting market segments in which customers are willing to pay premium price			
Type of benefit	Description	Fit with goals	
Economic	<ul> <li>Access to new markets:</li> <li>Domestic business-to-customer bicycles retail market segments worth US\$ 600,000 – 1,300,000 that have shown a strong interest in sustainably produced personalised bicycles</li> <li>Export business-to-business bicycle wholesale market segments worth more than US\$ 1,000,000 that have shown a strong interest in sustainably produced standardised bicycles</li> </ul>	Fitting with the goal to increase profit margins by 10% on both domestic and export sales by lowering production costs through waste reduction and higher efficiency in the production process.	
Environmental	Addresses the key sustainability issue of high amounts of metal waste and hazardous substances along the life cycle	Aligned with the goal of reducing metal scrap waste to less than 1% of the input during production.	
Social	Diversification (e.g. production of customized and/or multi- purpose bikes, introducing a return & reuse scheme) to reach new market segments	It contributes to the goal of becoming the local leader in sustainable production of personalied bicycles fitting local needs	