

Unit II :-

Product Planning:

The Term product planning refers to different range of products a company plans, develops and markets it.

It is basically concerned with getting ideas of new products, screening and translating them to tangible shapes through systematic R & D and then producing the product on a mass scale for marketing.

The Main objective of product planning & Development are

- * To replace short lived products
- * To arrest a fall in the rate of firm's growth.
- * To utilise surplus funds or surplus capacity
- * To modify or improve the Existing products

New product Development

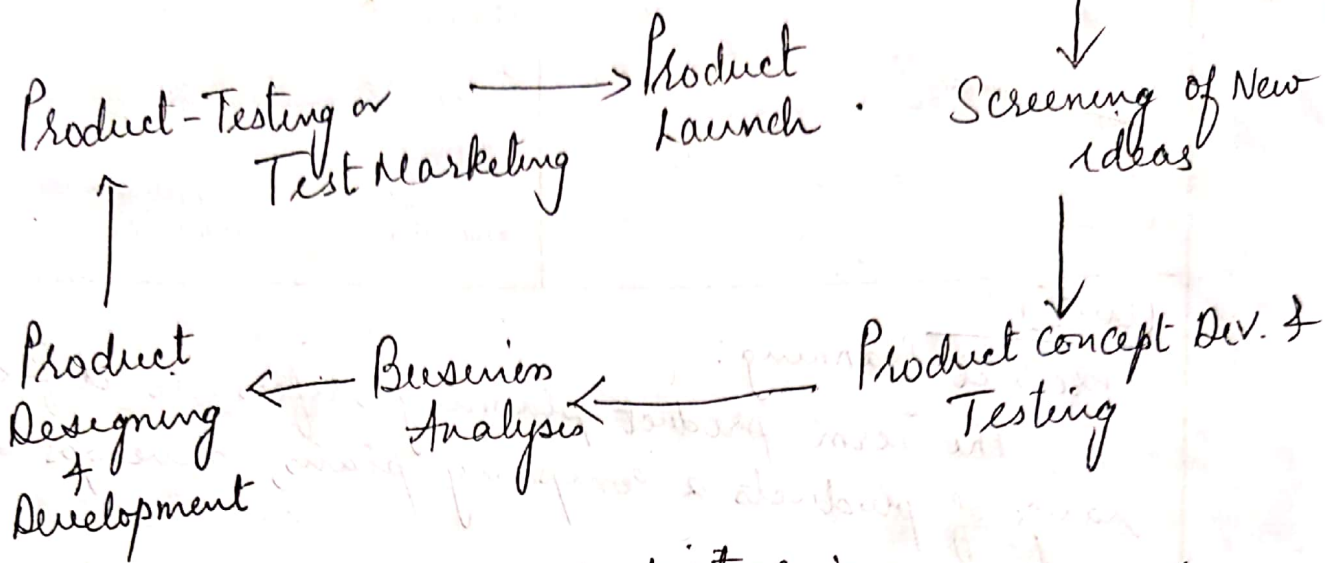
A New product is a Result of series of steps taken by a Company from Conception of New idea till its Commercial purpose.

But the process of New Product & Development is divided into the following sections

(4)

Product Development Process:

Generation of New Product Ideas



I Generation of New product ideas :-

New product development process starts with generation of product ideas. The new product ideas usually generate with the recognition of consumer needs.

The sources to get product ideas are \equiv Unorganised sources and organised sources.

Unorganised sources: These sources are usually tapped when company badly needs new product ideas to meet immediate consumer needs.

Organised sources: The organised sources for new product ideas are: Consumers, scientists, Bankers, Competitors, Sales Representatives, Middle men and Industrial Consultants.

Consumers will be able to give new ideas to improve its existing product so that they get more satisfaction. This is done by conducting post-purchase behaviour surveys, and focussed G.D's.

Scientists through constant R & D, will be able to develop new products and improvement in its existing products & services.

Competitor's product's A will be able to give the likes and dislikes of a product.

Sales Rep & Middle men who are in direct contact with consumers will be able to give a true picture of consumer's wants.

Consultants after detailed market study will be able to introduce new product.

(II) Screening of New Ideas:

After receiving number of ideas (Good/Bad) from the first stage, this stage involves screening and evaluating these ideas and reducing them which are likely to be useful.

The basic idea of screening is critical evaluation of product ideas, drop poor ideas. This saves unnecessary expenses and.

The Basis of screening of ideas are:

- * Consumer Satisfaction
- * Increase Sales Volume
- * Possible Profitability
- * Market Share
- * Company Image
- * Uniqueness of product.

iii Product Concept Development & Testing

A Attractive idea must be developed into product concept.

A product concept is a detailed version of idea stated in consumer ^{meaningful} terms.

In this stage the marketer must incorporate the consumer meanings into product ideas. This includes:

- * To measure the Need Level of consumer
- * To measure the Gap Level between New product and Existing products in market. The Greater the Gap, higher the Need Level and higher will be the Expected Consumer interest. (Based on merits, service & ability to meet need)
- * To measure the Perceived Value. Higher the perceived value, higher will be the Expected Consumer interest. (eg Rolex watch)
- * To measure the Consumer Targets and purchase frequency.

iv Business Analysis:

The Business Analysis is defined as Evaluation of product ideas in depth with the view on Demand Analysis, Cost Analysis and profitability Analysis.

It mainly involves projection of future Demand, market potential, Cost of production & Distribution, Investment and its Return, production problems, Distribution Problems.

It helps the Management to determine whether the proposed product can be produced and marketed profitably.

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Product Prototype: It is a Model / Sample which is functional and Not final version that is build to Test a Concept.

Product Design and Dev:

If the proposed product is found suitable after the Test of business Analysis, the Next step is to Develop product Prototype.

This is done to ascertain whether the Company has the necessary Technology available or will it be able to procure the Technology.

The Main steps associated with Product Dev is

- (1) The Product Drawing and Designing in Lab to include Consumer specifications
- (2) Consumer Preference Testing is done to determine as which Combination of product attributes is most Desired by Consumers
- (3) Developing Associated product attributes like Branding, packaging, colour to help the Consumers in identifying and Distinguishing Company's products.

Test Marketing: It is a Research Technique in which the product under study is placed on sale in one or more selected Localities / Areas to find the Acceptance by Consumers and related aspects are recorded and analyzed.

Test marketing provides important clues about product weakness and deficiencies.

Launching the Product:

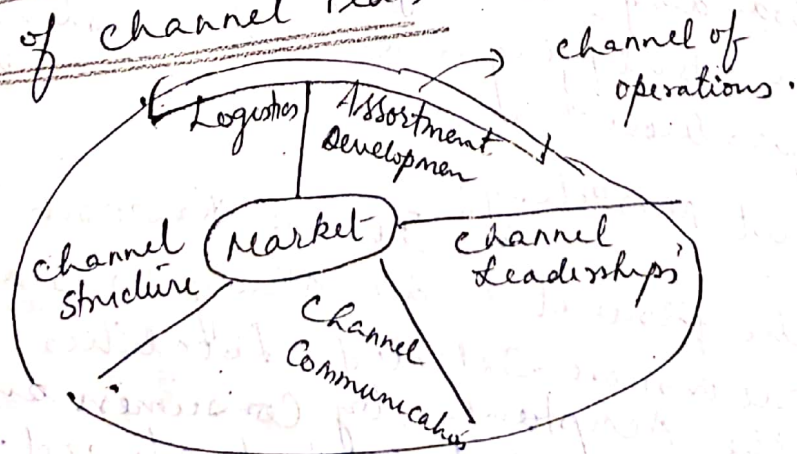
If the product is found suitable as a result of test marketing, it will be launched in market.

Marketing Channels

Importance of choice of Distribution channel:

- * Any mistake in choice of channel will affect the whole Marketing Mix of the firm.
- * Channel choice influences sales volume and profits.
- * Right channel Decision determines where and when the product will be available to consumers.
- * Choice of appropriate channel of Distribution decides the relations between the manufacturer and middle men.
- * Proper channel choice Reduces the fluctuations in production.

Elements of Channel Team



Classification of Distribution Channels

Conventional channels: Direct & Indirect

Direct: Here the producer can sell Directly to the customers without the help of Intermediaries.

Eg: Through ~~R~~ opening Retail Shop ✓
Through Mail order Business ✓
Through Travelling Salesman ✓

This channel takes shortest-route to reach consumer.
Products like Computer, Costly Automobiles, Industrial & heavy machinery:

Indirect channel: Here it involves Distribution of goods through Middle men or Intermediaries.

P → R → C

P → W → C

P → W → R → C

P → Middle man → W → R → C

(Possession, Title, Promotion, Negotiation, Payment, Information)

Non Conventional channels:

These include the channel components participate in a full Co-ordination and via cohesion manner.

Two types: Vertical Distribution channel System ✓
Horizontal Distribution channel System ✓

Vertical Distribution channel System:

These are centrally planned and Managed by Professionals

Three types: Corporate System ✓
Administered vertical system ✓
Contractual Marketing system ✓

Corporate system :

These are channel components which are owned and operated under one Co proprietorship.

The channel Member Expands by forward or backward Integration for Effective Control of Distribution channel

① Administrated Vertical system :

These are co-ordination of all the functions of production and distribution by one or number of limited firms in the whole marketing system.

So one firm develops the distribution strategies and forms another firm function according to the distribution strategies of another.

Horizontal Contractual Vertical channel system :

In this distribution system, two or more companies jointly distribute their product in market either themselves or by creating an independent unit.

② Contractual Vertical Marketing system :

Here Manufacturers, wholesalers and retailers integrate their programme on contractual basis to obtain Economies of Scale and Enhance Market Impact.

Marketing Mix:

Marketing Mix was introduced by Prof. N.H. Borden of A.B.S. U.S.

Marketing Mix is a pack of four set of variables namely Product variables, Price variables, Promotion variables and Place variables.

Marketing Mix is a set of controllable variables that the firm uses to influence its Target Market.

Product — what decisions relate to Product/Service

Price — what Price should be set for each product/service

Place — Identification and selection of channels for distribution

Promotion — How to communicate with Target Market and persuade people to buy.

~~The Four~~
Product

- The 4 P's of Marketing include
- 1) Product Mix
 - 2) Place Mix
 - c) Price Mix
 - d) Promotion Mix

Product Mix :

- Packaging
- Labelling
- Branding
- Trade Mark
- Size, design, colour
- Services
- warranty
- Product Line
- Product Range.

Promotion Mix :

- Advertising
- Sales Promotion
- Personal Selling
- PR
- Publicity

Product : A product is a "bundle of satisfaction" which has both Tangible and Intangible Components

Product Mix :

Product Mix is used to Describe the Assortment of different Product type that a Company Produces.

The Product Line is the number of brands/related products in Each product type.

Eg P&G has 4 Major Product Line - Detergents, Tooth-pastes, Soap and detergents. Etc Etc

For Each Product Line, there are number of Brands (Eg Ariel, Rin, Enzo) and the number of different Brands represent the Length of

Price Mix

- Pricing Policies
- Credit terms
- Cost and Profit
- Allowances & Discou

Place Mix

- Distribution channels
- Transportation
- warehouse and storage
- Inventory Level
- Positioning

Product Line and number of different line represent the width of Product Mix

<u>Product Line of Bajaj Auto Ltd</u>		<u>Product Range</u>
1)	Scooters	Bajaj Super, Bajaj cub, Bajaj Super FE
2)	Mopeds	Sunny 50cc, M-80
3)	Three wheelers	Many Vehicles & Model

Price Mix It is an Important Element of Marketing Mix. The following factors determine the price of a product - Pricing objectives, Demand for a product/service, Competition, Profitability and distribution channels.
Eg Pricing of Accent - Hyundai motor company - market Penetration strategy by offering the car at low price to attract large number of customers Rs 5.00 lakh (4x 2005).

Place Mix: It is the Responsibility of marketer to make Available the product near to the place of Consumption so that Consumers can easily buy it. If it is not Available, then he prefer to Buy another available Brand.

There are Two Important Elements in Place Mix

- 1) Marketing Channels
- (2) Physical Distribution

Marketing channels: channel play an Important Role in Marketing Mix Element. The channel partners have a long-term commitment. It is usual that it might take many years to build up Relations with Intermediaries.

Physical Distribution: It involves transportation, warehousing, Material handling, and bulk packaging.

Eg:- HMM - Mitsubishi Cars.

Launched "Lancer" in four Metropolitan cities
Delhi, Mumbai
Chennai, Calcutta
(Cochin)

It appointed 135 Dealers in India.

- * Dealers were provided Training
- * Present Dealer Network of HMM will handle sales, Service & spare parts Activities
- * Dealers & Engineers will be Trained in Company's In-house Programme.

Promotional Mix: The Promotion Mix of an orgn depends on, Nature of Comm, Target Audience, Environment, Receiver's perception, & Medium used to Transmit Message.

Eg Hyundai Cars

Company - Massive Comm using Media like TV, Print, Television, outdoor Advertising.
will not use News paper.
Global Theme - Commitment to Customer satisfaction.

7 MAR 7

Market Segmentation

It is a sub-dividing of a market into homogenous sub-markets of customers.

It consists of taking the total heterogeneous market for a product and dividing it into several sub-markets/segments and each of which tends to be homogenous.

Characteristics of effective Segmentation.

- (1) Measurability: The Market should be measurable in terms of size, profile and other relevant characteristics of the segment.
- (2) Substantiality: It refers to size of segmented market. These segments must be large enough to be profitable. So it refers to that there must be demand from one segment which must be large enough to make marketing effort profitable.
- (3) Accessability: It refers to that "through existing network of people at a affordable cost that particular segment ^{must} can be done".
- (4) Differentiability: The segment must be large enough and must have individuality which leads to different segment.
- (5) Auctionable: - The segment selected must be Auctionable in nature. It refers to that there should be sufficient finance, personnel to take all.

(6) Nature of Demand: The Segmentation leads to take place in a Market if there is marked difference in the Nature of Demand.

Eg:- If Demand for Amul chocolate in 0-5 yrs, 5-10-15yr, 20-25 yrs of Age is same, then Segmentation by age is ineffective.

(7) Growth potential:- Each Segment must have the capability for Growth potential.

Benefits of Segmentation:

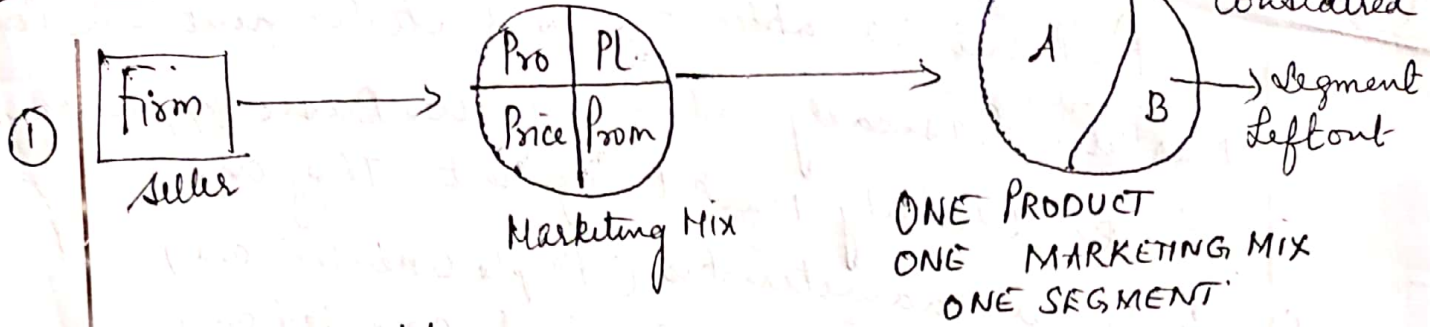
- (1) Segmentation helps the Company to develop Market Niche
- (2) Segmentation helps the Organisation to know the Need, Desires of Customer in a better way.
- (3) Segmentation help Orgn to give more Precise Information through which Orgn can devise effective Market Programmes.
- (4) Segmentation helps for better assessment of weakness and strengths of Competitors.
- (5) Segmentation helps Orgn for better allocation of Resources.

Strategies for ~~Market Segmentation~~ (Targeting Market Strategy)

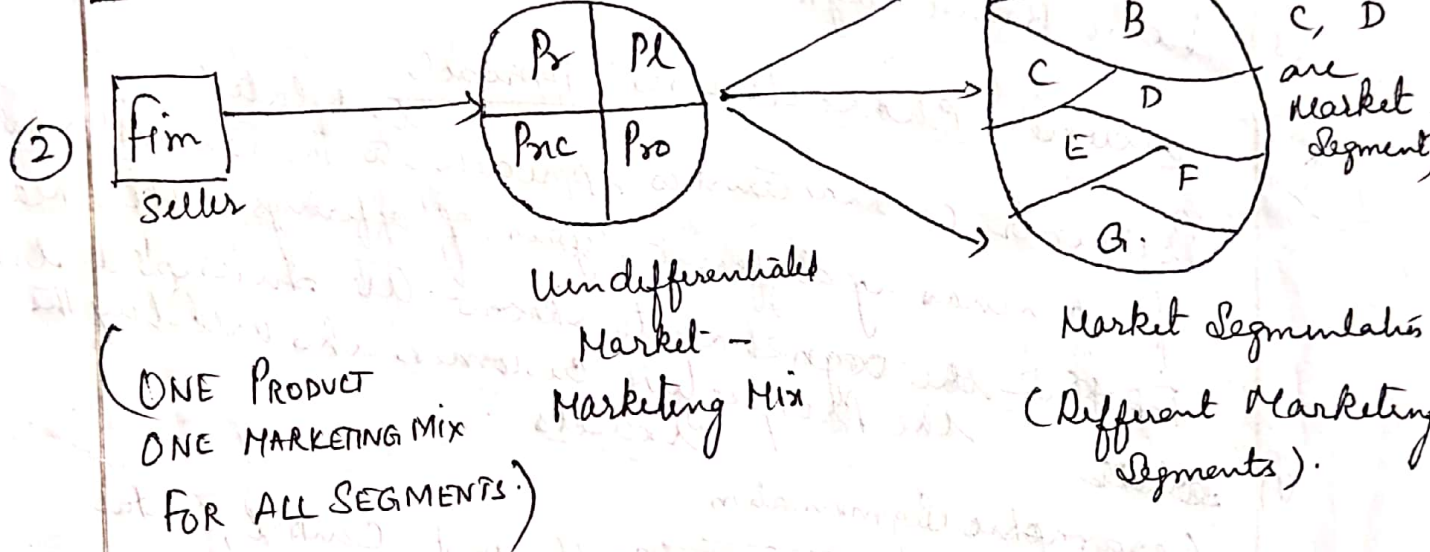
- (1) Concentrated Marketing.
- (2) Undifferentiated Marketing.
- (3) Differentiated Marketing.

MAR 8

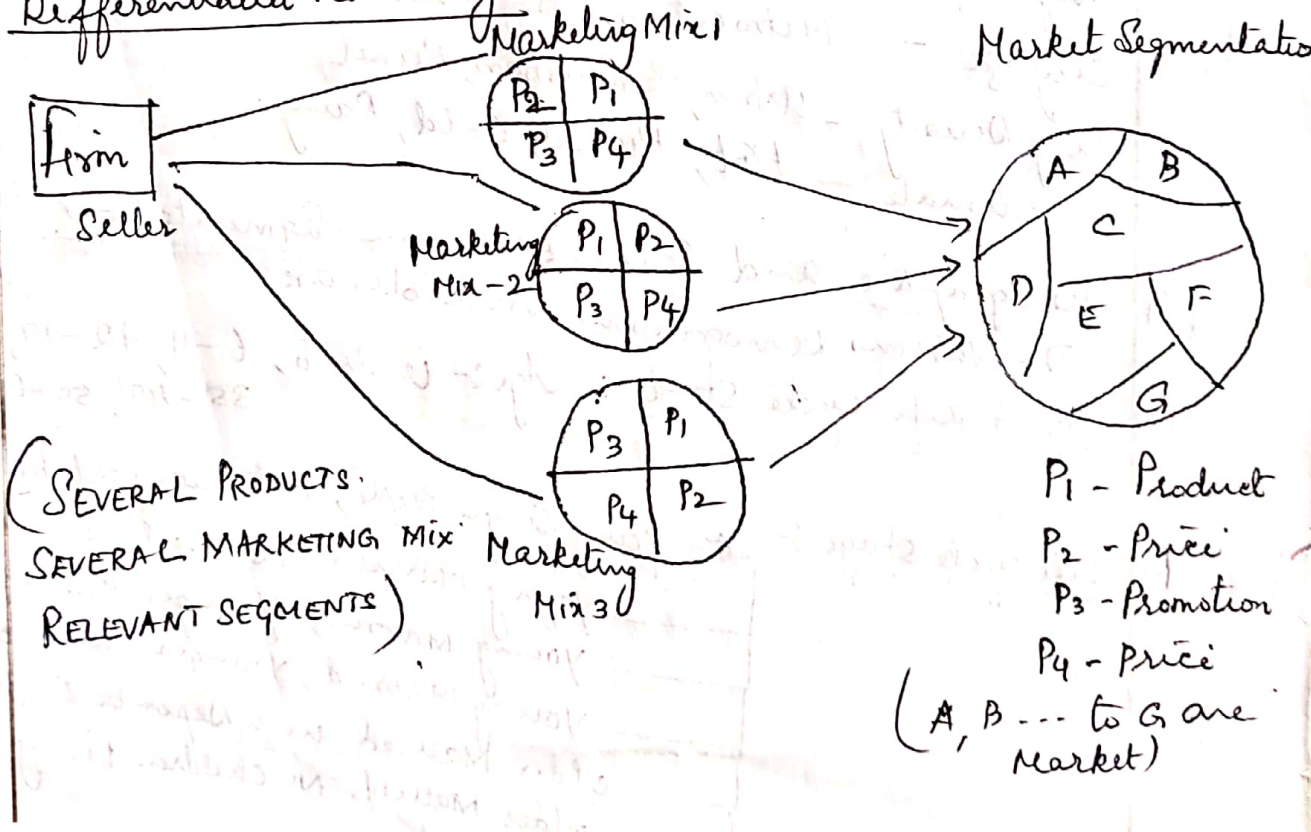
Concentrated Marketing:



Differentiated Unconcentrated Marketing:



Differentiated Marketing:



Bases for Marketing Segmentation:

Different variables are used to segment the consumer market. Basically there are two basic approaches to identify market segment. They are

- (1) Consumer Characteristics (People oriented one)
- (2) Consumer Response (Product oriented one)
- (3) Value Based Segmentation

Consumer Characteristics Approach :- is related to the buyer's probability of purchasing different types of offerings. Here marketers are interested to know the prospective customers who will buy the products.

(1) Geographic Segmentation

- Region — North East, South West, Central, Coastal
- City Size — Metro cities, Big cities, Small cities, Town
- City Density — Urban, Semi Urban, Rural
- Climate — Hot, Humid, Cold, Rainy.

(2) Demographic and Socio-Economic Segmentation (8)

The various demographic variables are

- a) Age & Life cycle stage :- Age :- Under 6, 6-11, 12-19, 20-34, 35-49, 50-64, 65 and above.

- b) Life cycle stage :-
- Young Single people, Not living at home
 - Young Married, No children
 - Young Married, Younger child under six
 - Young Married, Younger child over six
 - Older Married, with dependent children
 - Older Married, No children living at home
 - Older Single

June 2018-19 - 90W/kg = 15Wak - 1 q
 June 2019 - June 20
 July 2019 - June 21
 (May 9)

b) Sex :- Segmentation here is based on the Requirements of male and female.
 Segmentation on the bases of sex is applicable in clothing, hair Dressing, cosmetics and Even Magazines

d) Income :- Income is another important practice of Market Segmentation. Here income of consumer or income of his family's Income.
 So it can be segmented as Low Income, Low Middle Income, Middle Income, Upper Middle Income, High Income.

This type of Segmentation is applicable to Products like Automobiles, clothing, Cosmetics, home appliances.

e) Occupation :- Occupation plays an Important part in Market Segmentation. So occupation has an Important effect in his consumption behaviour.
 Occupations like Doctors, Lawyers, Consultant, CA, traders, sales personnel, self employed people, Housewife, students.

2) Education

Education of a Consumer affects his preferences in the Market Segmentation. Based on Edu; Indian Market can be segmented as Illiterate, literate - Primary, secondary, Senior Seco College, Univ.

g) Marital status: Based on the marital status, the beha Assumption patterns of Single and Married differs. Usually Married people are more Conservative compared to unmarried who are frugal in spending.

b) Family Size and structure: It is an Important variable in Market Segmentation. Based on the family size, Members with families with 1, 2, 3, 4 and 5+ members.

3) Social class

Demographic variables can be combined to form Social class.

Social class are:

Upper Social class

Middle Social class

Lower Social class

criteria to categorise is

Source of Income
Occupation

Type of Home

a) Psychographic Segmentation:

Here buyers are divided into different groups on the basis of life style or mode of living.

1) Life style: Life style concerns with Activities, Interest and opinions (AOI).

• Products in which life style approach is used for segmentation of markets are - Cars, women's clothing, cigarettes, cosmetics, Alcoholic beverage and furniture.

* It usually reflects the manner in which person lives and how he spends his time and money.

Eg:- Activities - work, hobbies, Entertainment, clubs, sports & shopping

Interest :- Home, job, Community, Food, Media

Opinions - Social Issues, politics, Education & culture

(ii) Personality :- The variables of personality are living style, Attitude reflects the personality of buyers.

(i) Customer Response Approach
In this approach, Marketers are very much interested to know ~~the~~ ^{what} ~~purpose~~ ~~customers~~ ~~who~~ ~~will~~ ~~buy~~ ~~our~~ ~~products~~.
to know why consumer buys a product, ^{their} behaviour towards the product.

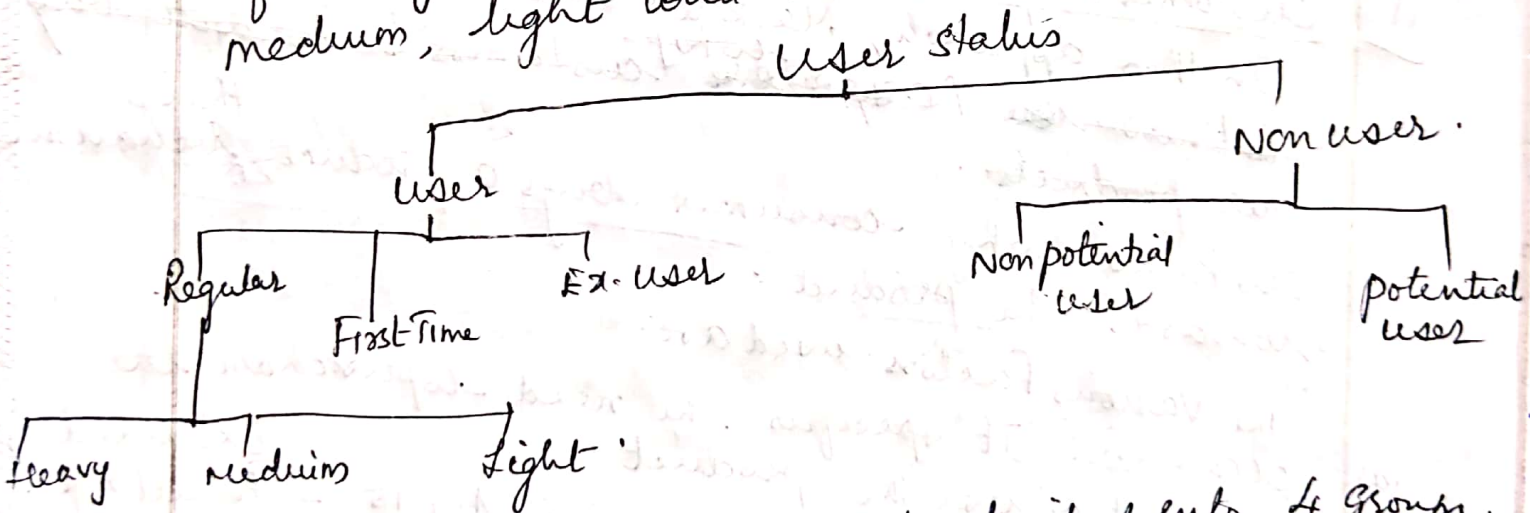
The various factors used are
(a) occasion: It specifies the need to purchase the product or use the product
Eg: Bournvita - children under Age 15 - ^{Extended for} ~~to~~ all Age
orange Juice - used in Breakfast - ^{Extended for} Lunch & Dinner

(b)

b) Benefits: Here Consumers are subdivided according to different Benefits they seek from Product. These Benefits can be classified as Primary Benefit and Secondary Benefit.

- eg
- (1) Tooth paste — [Cleaning (PB)
Taste, Breath, freshening (SB)
 - (2) Automobile — [Convenience (PB)
Social status (SB)
 - (3) Shampoo — [cleaning ability (PB)
Anti Dandruff property (PB)
shiny, thickening hair (SB)

c) User Pattern: This is based on the buyer's level of using the Product. It is classified as Heavy, medium, light and Non user.



d) Brand Loyalty: Buyers can be divided into 4 groups according to Brand Loyalty status. Hard core loyalty, special loyals, shifting loyals, Switchness

Value Based Segmentation.

This is the outcome of match between product's features and customer's needs.

Marketers usually partition their customers on the bases of profitability.

Formula: Customer's value = NPV of customer

$$= \frac{\text{Annual Revenue from customer} \times \text{Number of years of Association} - \text{Cost of Acquiring the customer}}{\text{Interest rate}}$$

Targeting

Positioning:

Product positioning:- It has 3 Important steps:

- S1:- Identifying a set of possible Competitive Advantage based on which positioning is done
- S2:- choosing a Right Competitive Advantage
- S3:- Selecting a overall positioning strategy.

Q1. SI: Competitive Adv is an Advantage over Competitor gained by offering consumers greater value either through lower prices or by providing more Benefits that justify higher prices.

Positioning begins with Actually Differentiating the Company's marketing offer.

Differentiation can be along the lines of product, services, channels, people or Image.

* Product Differentiation: 1) Physical products with little variation - Eg: Suguna chicken - Better, Fresher, Tender

2) Differentiation on features, performance, style or Design
Eg: Cars like Volvo - Better safety features.

b) ~~what~~ ^{IFB} Dishwasher - Runs quietly

c) Bose - Design characteristics.

3) Differentiation based on Attributes of products like Consistency, durability, reliability & reparability.

* Service Differentiation:

a) Differentiation on service through speedy, convenient & careful delivery.

b) Installation and Repair services - Eg Airtel.

c) Differentiation based on by providing customer Training service and Advisory services.

* Channel Differentiation:

Differentiation is based on Channel Design, coverage, Expertise and Performance.

Eg Caterpillar - Construction Equipment Industry - Superior channels.

Amazon, Dell Computers high quality Direct channel.

People Differentiation :

Here Hiring and Training better than people than their competitors do.

Ex Disney Island - Train its people with - Competent, Courteous and friendly.

Brand Image Differentiation :-

creating a Brand Image it should convey product's distinctive benefits and positioning -

Symbols

a) Intel Inside - Logo

b) Pillsbury Dough Boy,

c) Tigerwoods Golfing Products - American

provides strong Brand Recognition and Image Differentiation.

Colours

d) IBM - Blue.

S II Choosing the Right Competitive Adv. :

The company must choose the ones on which it will build its positioning strategy...

It is upon the company to decide "HOW MANY DIFFERENCE" it must promote and "WHICH ONE".

It is wise How any difference:

Many Marketers usually aggressively promote only one benefit to the target market. This usually develops into its UNIQUE SELLING PROPOSITION (USP) for each brand.

Some other marketers usually position themselves on more than benefit over competitors. This is necessary if two or more firms are claiming to be the best on the same attribute.

Ex:- Three in One Bar Soap - Unilever - Lever - 2000 - Cleansing, Deodorizing and Moisturizing. It was a success because many buyers want all three benefits.

However, as Companies Increase the number of classes for their brands, they risk ~~an~~ Belief and Loss a clear positioning.

Which Difference to Promote :

The Difference which the Company want to Promote must clearly distinguish itself from Competitors. The criteria usually used are:

- a) Important :- The Diff must deliver a high valued Benefit to Target Buyers
- b) Restrictive :-
- c) Superior :-
- d) Commemorable :-
- e) Preemptive - Companies cannot Easily copy the Difference
- f) Affordable - Buyers must Afford to pay for the Difference
- g) Profitable - The Difference must be Profitable.

S3: Selecting the overall positioning strategy

a) # ? - Represents - Ideal Propositions.
Means it is Exactly what they say:

- Represents - Losing value Propositions.
xx - Marginal Proposition

		Price		
		More	same	Less
Benefits	more	M for M	M for S	M for L
	same	///	xxx xx	The S for Len
	less	///	///	Len for Len

Marketing planning:

It is a process that allows to determine goals and develop marketing strategies and techniques to achieve these goals.

Nature of marketing planning:

There are three broad areas of marketing planning.

- (1) Long term Planning — Includes Mission, objectives & Goals
- (2) Short Term Planning — Includes long-term forecasting, budgets etc
- (3) Strategic Marketing planning — Includes Marketing strategies.

Long term Planning:-

- a) Mission - what is our Business?
- what will it be?
- what should it be?

Mission statement addresses the orgn's fundamental Reason for Existing and functional Role it will adopt in Market Place.

b) Objectives:-

It helps to Identify and Achieve Desired future Destinations/Positions.
Many Orgn has list of Obj. Eg: higher Market Share, high Growth opportunities, Better customer services, good reputation among customers.

Goals: These are quantitative assignment to a marketing unit relating to a particular Time Period (Territory, Branch office)

They provide a source of motivation, Basis for Incentive Compensation, standards of performance Evaluation.

There are four Types of Goals

- (1) Sales volume Goals
- (2) Financial goals
- (3) Activities Goal
- (4) Conservation

Longterm Planning :-

Short Term Planning

Marketing planning Appraisal Process

It has the following Major elements.

- * External appraisal
- * Internal Appraisal
- * SWOT Analysis
- * GAP Analysis
- * Forecasting

External Appraisal : (O, T)

Organisation. These include all the factors outside the or pose threat. These External one provide opportunities

The External Appraisal involves scanning of External Environment.

This includes

- The following factors affect the External Appraisal.
- * Organisation related factor -
 - * Strategy related factor -

Organisation related Factors are -
Orgn structure, orgn size, orgn age, Nature of business &
Nature of products and service

Strategy related Factors are -
Motivation level, Education level, style of working, Team spirit

② Internal Appraisal
Internal Appraisal includes all the factors which
are internal to the Organisation.
These include Organisation's Resources, Behaviour, Strengths,
Weakness, Synergistic effect and Destructive Competencies.

③ SWOT Analysis - It helps in Identifying the Strengths,
Weakness, opportunity & threats of associated with Marketing
planning.

④ Gap Analysis: It helps to Understand the gap between the
current situation and Desired situation.
The objective It also helps to understand the reasons for
the gap and ways to Bridge the Gap.
There are three types of GAP Analysis: Profit Gap, Sales Gap
and Risk Gap.

⑤ Forecasting: It is based on Certain Assumptions about the
future course of action.

There are two types of Planning which require Forecasting.
Short term Planning & Long term Planning.
Short term Planning - Prodn schedule, Sales Planning, Reducing cost of
operations, cash Requirement.
Long term Planning - Long term Demand potential, Market share,

Strategic Marketing planning Models

- 1) The Boston Consulting Group's Growth-share Matrix (BCG Matrix)
- 2) General Electric Matrix (GE Model)
- 3) The Arthur D. Little Model

I BCG - Growth share Matrix;

Boston Consulting Group.

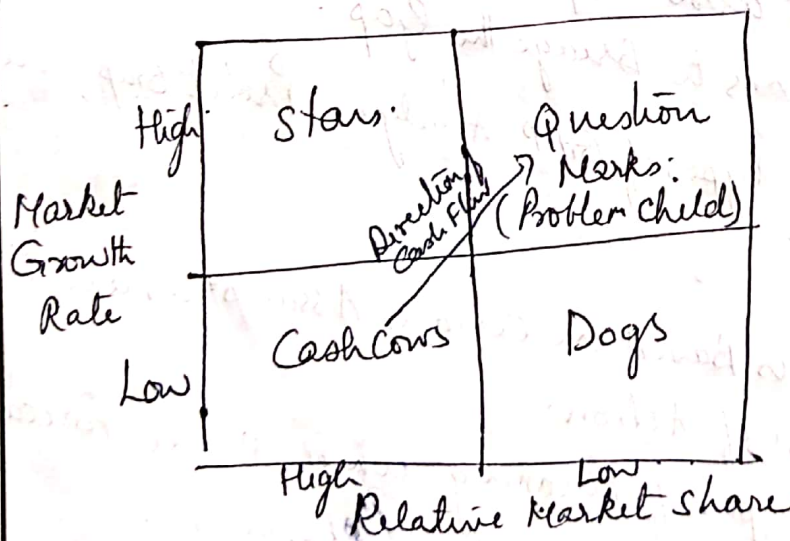
SBU:- It is a unit of a company that has a separate mission and objectives and that be planned independently from other company businesses.

In BCG Approach, A company classifies all its SBU's according to Growth - Share Matrix.

Vertical Axis - Market Growth Rate - It is a Measure of Market Attractiveness

Horizontal Axis - Relative Market Share - It is a Measure of Company's strength in Market

This Growth-share Matrix has 4 types of SBU's



Organisation related Factor

- ① Stars :- * These SBU's are high-Growth and high share businesses or Product
- * They often Need heavy investment to finance Rapid Growth Rate.
 - * So Competitors attack on SBU's.
 - * Eventually their growth will slow down and will turn into cash cows.
- ② Cash Cows :- * These SBU's are low Growth, high share Business or Products.
- * ~~These SBU's need.~~
 - * These SBU's are Established and successful ones.
 - * They need less investment to hold their market share.
 - * They produce lot of cash that the Company uses to support other SBU's which need Investment.
 - * These SBU's Enjoy economies of scale.
 - * Strategy is HOLD & HARVEST.
- ③ Question Marks :- * These SBU's are Low Share Business Units and high Growth Rate.
- * They need large amt of cash to hold its market share but no much increase takes place

* Management should think hard about which Question marks it should try to build into stars and which should be phased out.
 Strategy is BUILD & HARVEST.

4) Dogs . * These SBU's are Low-growth, Low share Businesses and products.
 * They generate Enough cash to maintain themselves but do not promise a large cash.
 * Companies can sell/liquidate the business because resources can be better used elsewhere.
 Strategy is DIVEST.

② General Electric (GE Model): (9 cell matrix)

* this GE involves positioning Each SBU on the matrix on the Basis of Market Attractiveness and Business Strength.
 * Market Attractiveness includes - Market size, Market growth, Substitutes, Competition

Business strength includes - Production, R&D, Suppliers, Distribution Network.

* - Green
 ** - Yellow
 *** - Red

Market Attractiveness ↓	High	* Protect Position Invest/grow	* Invest to build Invest/grow	Build Selectively Hold/Selective
	Medium	** Build Selectively Invest & grow	Selectivity/** Manage fr/Hold Earnings/Select	Limited Expansion fr Harvest*** Divest/Harvest
	Low	*** Protect & Refocus Hold/Selective	*** Manage fr Earnings Divest/Harvest	Divest *** Divest/Harvest
		Strong	Medium Business Strength	Weak

③ The Arthur D. Little Model:

This model is based on Competitive position and stage of Industry Maturity.

The Competitive Position has 5 major categories - 1) Dominant
 2) Strong 3) Favourable 4) Tenable 5) Weak
 stage of Industry maturity are - Embryonic, Growth, Mature and Ageing.

This Model uses the Dimensions of Environmental assessment and Business strength Assessment Industry life cycle stage

	Embryonic	Growth	Mature	Ageing
Dominant	All out Push for share, Hold position	Hold position Hold share	Hold position Growth with Industry ↓	Hold Position
Strong	All out Push for share, Attempt to Improve Position	"	Hold "	Hold position or Harvest
Favourable	Selective or all out push for share, selectively attempt to Improve position	Attempt to Improve position, push for share	Custodial Maintenance Find niche and attempt to protect it	Harvest or Phase out or withdrawal
Tenable	Selectively Push for position	Find niche & protect it	Find Niche & Phase out withdrawal	Phase out withdrawal or Abandon Abandon
Weak	up or not	Turn around or abandon	Turn around withdrawal	Abandon