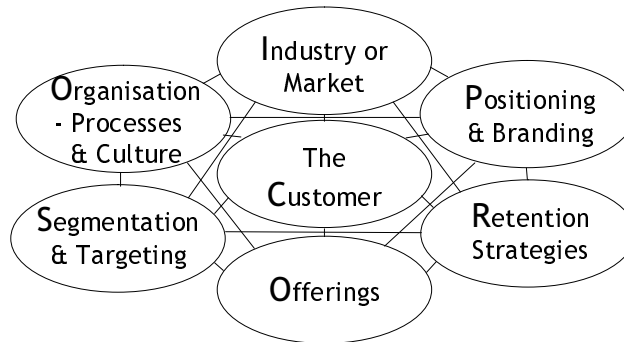


## Scorpio market strategy

© Paul Fifield



### Industry or Market?

*One of the oldest, and most vexing questions facing business managers - 'what business are we in?' and, 'what business should we be in?'*

*First raised in Levitt's article "Marketing Myopia" in 1960, and rarely answered since then, this is the central question behind any practical marketing strategy. If you don't know what business you are in, you cannot know what customers you are trying to serve and what competition you are facing.*

*However, underlying this question is the fundamental problem that still faces most organisations, how to compete in today's markets with the handicap of a product or technology focus. The literature and the business press is full of examples of organisations that have failed to reach their full potential simply because they were unable to place their customers' needs and wants before internal product/technology imperatives.*

*The strategic checklist for your organisation is:*

1	What business are we in?	<i>What are we currently selling? How do we define what we are &amp; what we do?</i>
2	What business do we want to be in or should we be in?	<i>How might this be expressed in market terms?</i>
3	How does this define the market/customer needs we should be satisfying?	<i>What solutions are the target customers seeking?</i>
4	Where/how should we be growing the business?	<i>What solutions should we be addressing next?</i>
5	What are the strategic opportunities & threats?	<i>What are the market and environmental factors?</i>
6	What competition are we facing?	<i>Who is offering alternative solutions?</i>
7	What are the boundaries for effort?	<i>What should we be doing more of/less of?</i>