



„From Fans to Masses“

Metka Hrovat, mednarodni mkt. - Elan dd.



Razvoj strategije repositioniranja

1. Profil podjetja Elan
2. Princip “virusnega marketinga”
3. Strategija repositioniranja

Elan



promet:	75 mio € 420.000 smuči, 220.000 snežnih desk, 200 jaht
tovarne:	Slovenija, Avstrija
zaposleni:	1.000
distribucija:	28 držav - 94% izvoza lastna podjetja v 100 % lasti: Japonska, ZDA, Kanada, Nemčija, Avstrija, Slovenija
dobiček:	4,6 mio €, l. 2000
tržni delež:	7% svetovno, ponekod le 5%
OEM:	20% smuči, 80% snežnih desk

Cilj



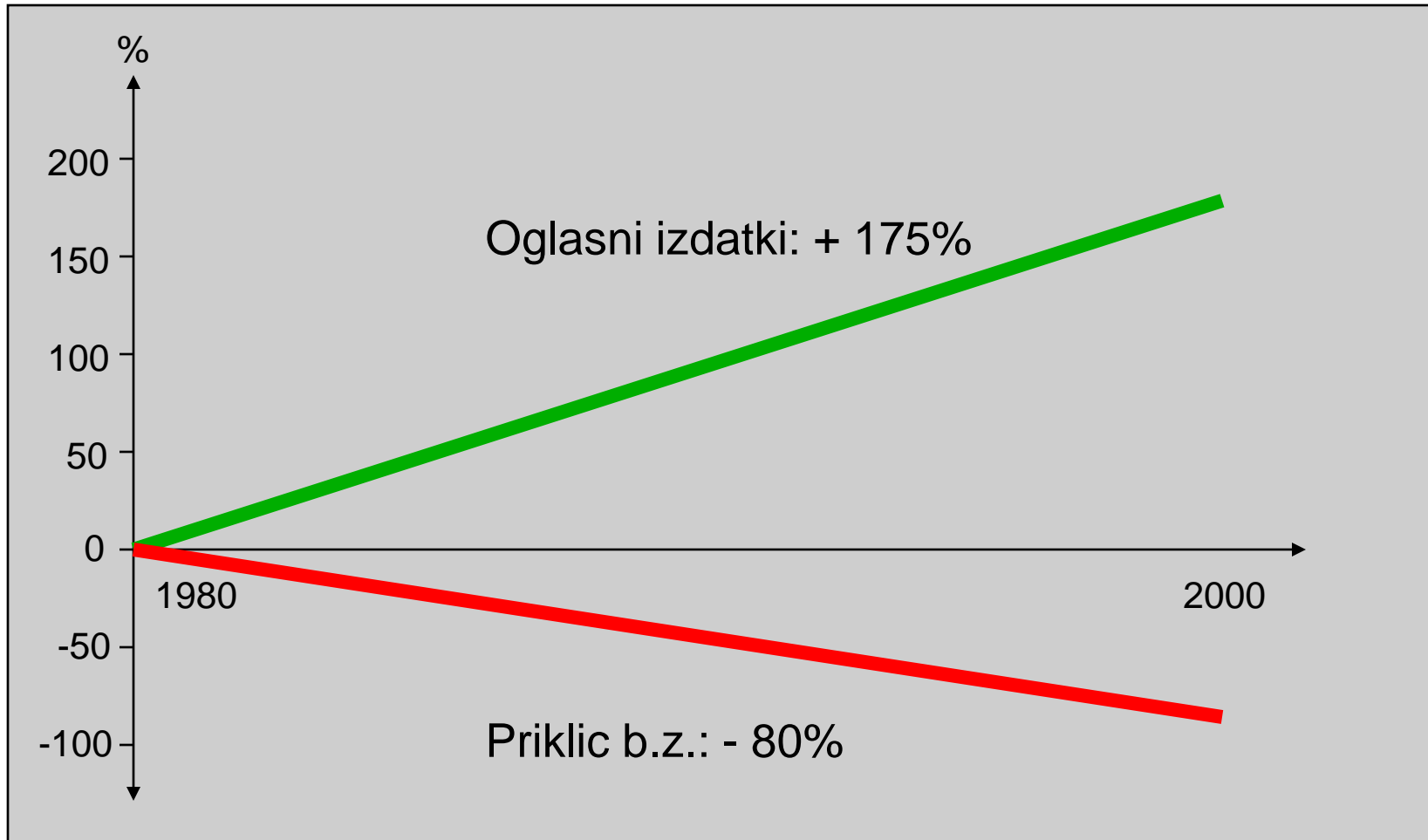
- ✓ na zasičenem trgu podvojiti promet v 5 letih

Princip “virusnega marketinga”



- ✓ osnovna izhodišča za razvoj marketinške strategije

Večanje oglasnega proračuna, padanje donosa





Več oglaševanja – več pozabljanja

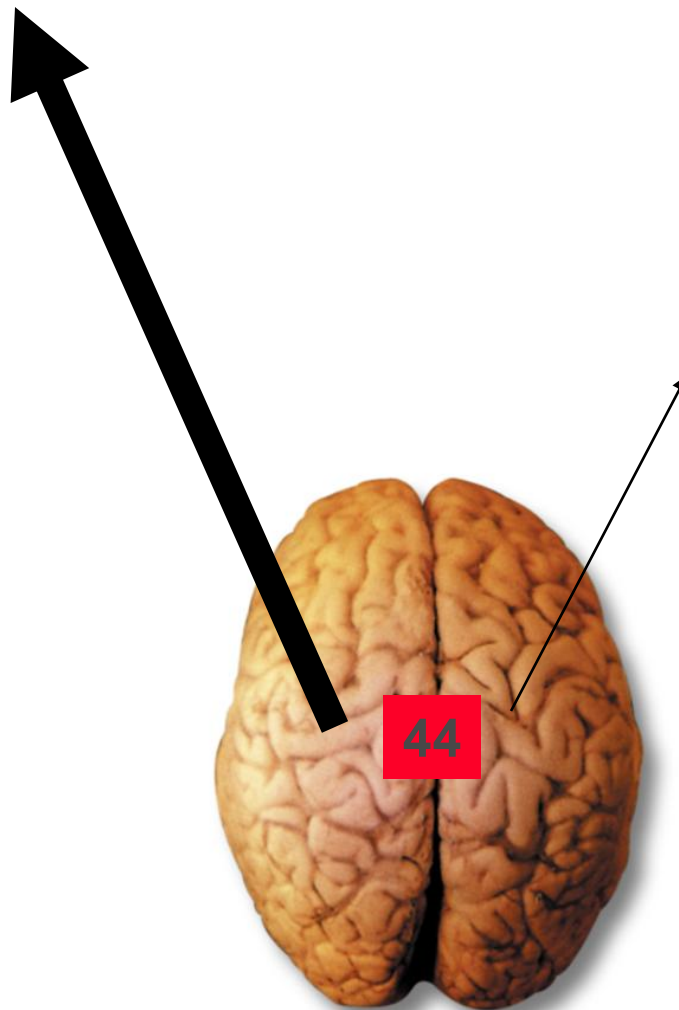
2.200

Oglasnih
sporočil
Na dan

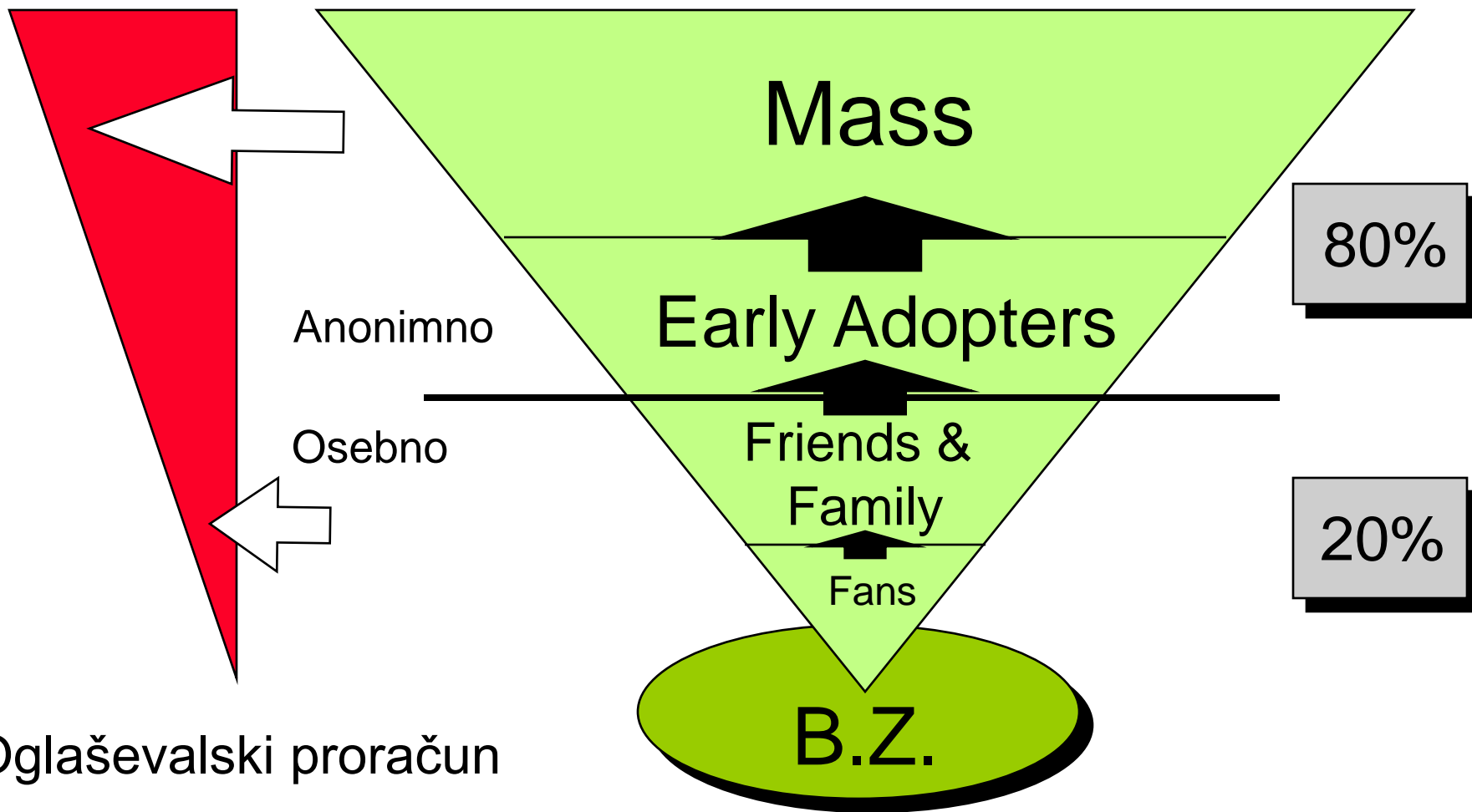


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„Intenzivnost“ ali „Odnos“?

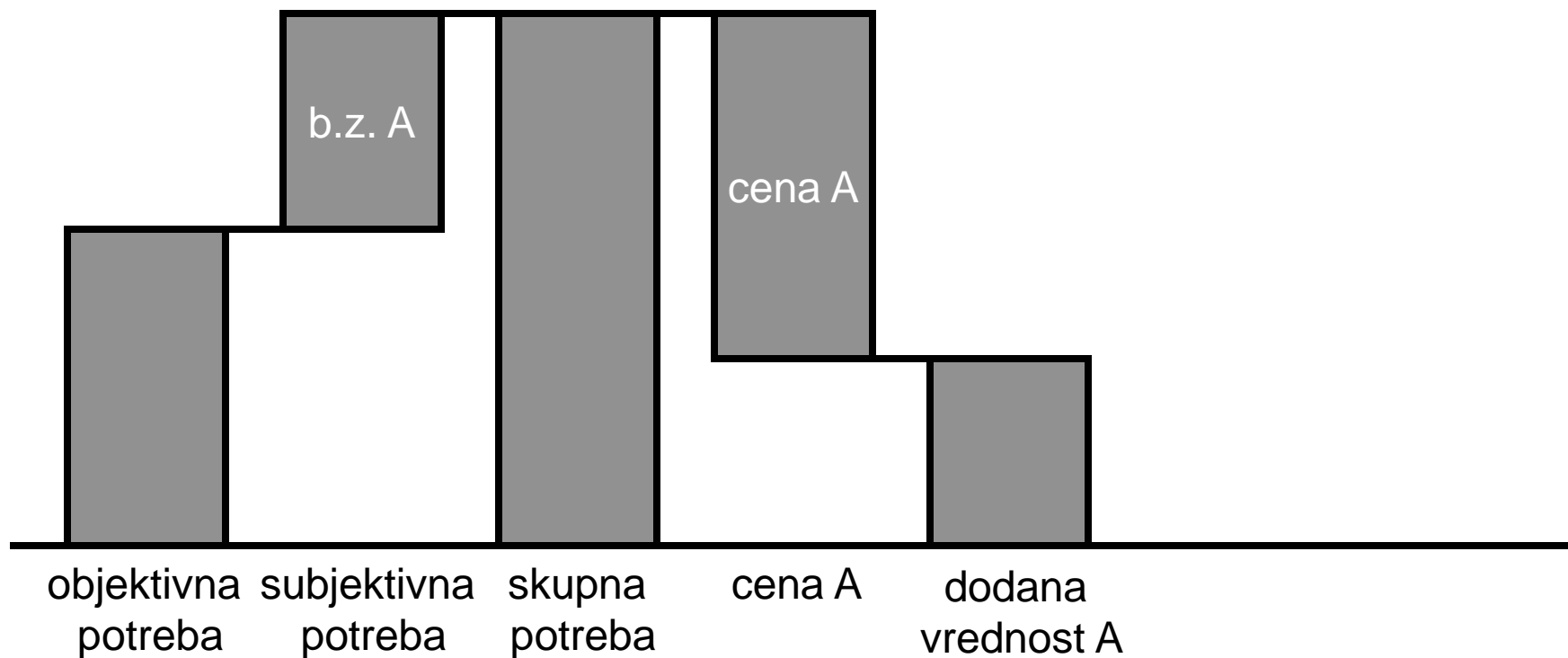


Princip virusnega marketinga

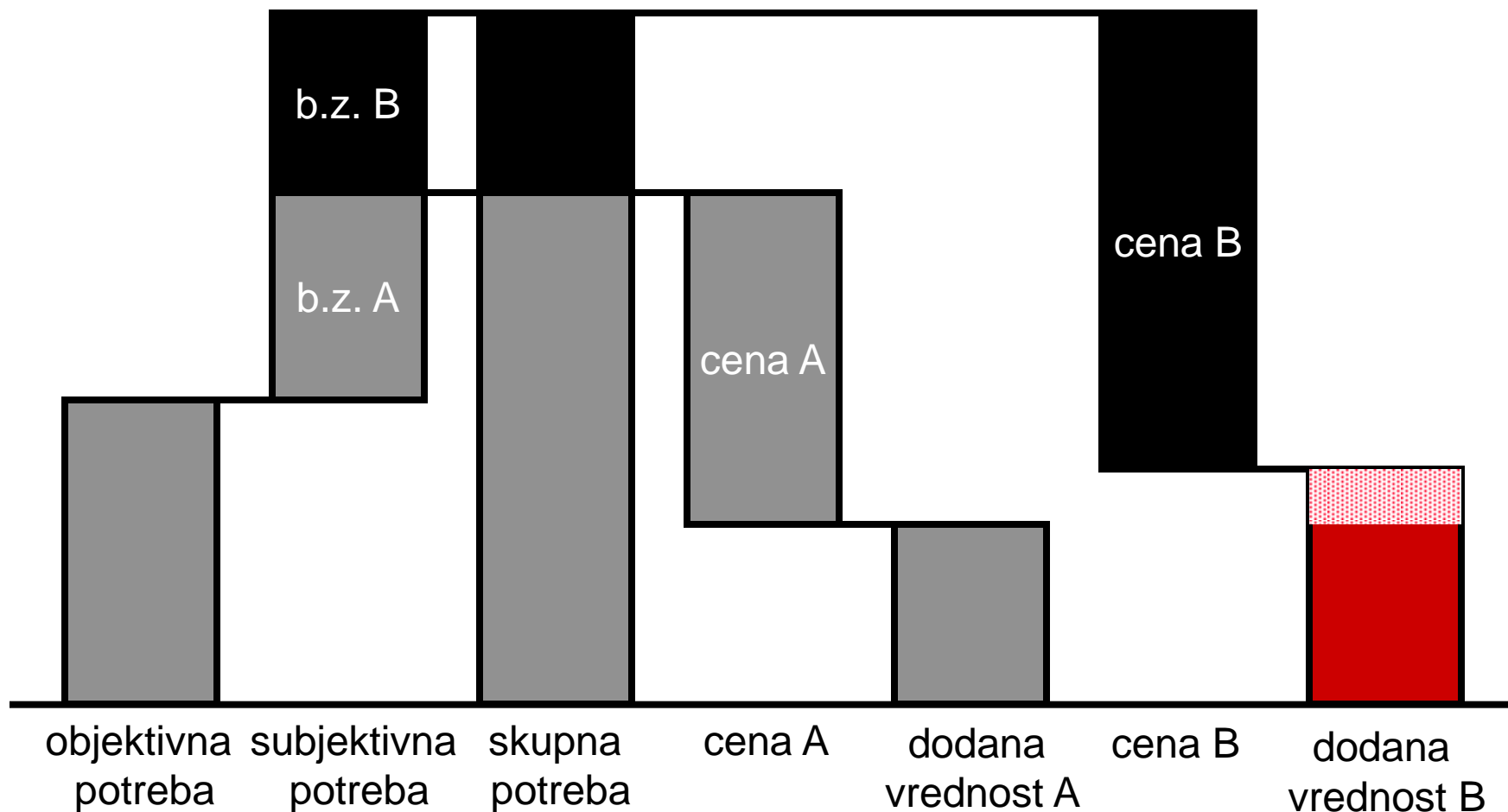




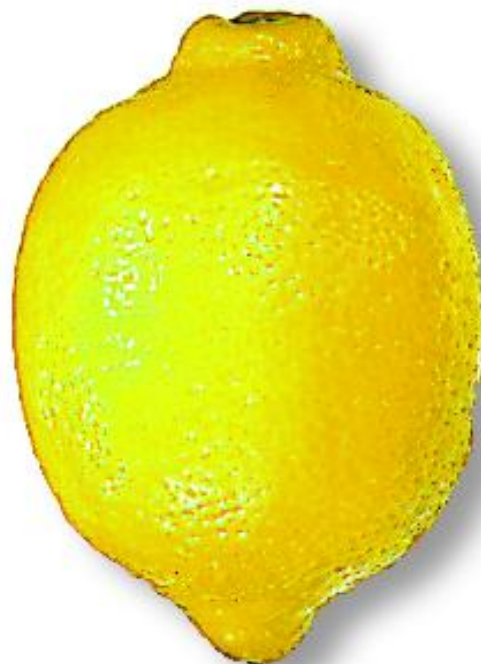
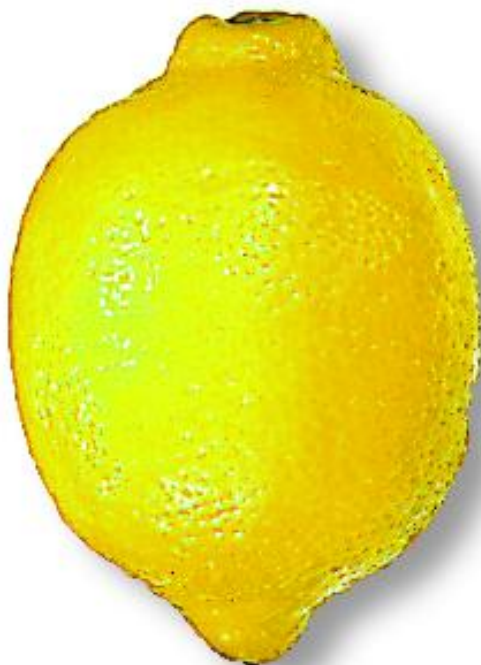
Kaj kupujejo kupci?



Kupec kupi izdelek z največjo dodano vrednostjo



Kakšna je razlika med izdelkom in blagovno znamko?



Kakšna je razlika med izdelkom in blagovno znamko?





B.Z. = dodana vrednost





Smernice za razvoj strategije

- ➔ Osredotočenje na to, kar delamo bolje od konkurence
- ➔ Glavna naloga marketinga ni več:
zadovoljevanje potreb **temveč** prebujanje novih.
- ➔ Osredotočanje na razlike med proizvajalci
- ➔ Izgradnja avtentične marketinške strategije (izdelek, pozicioniranje, ciljni trgi)



Repozicioniranje b.z. Elan



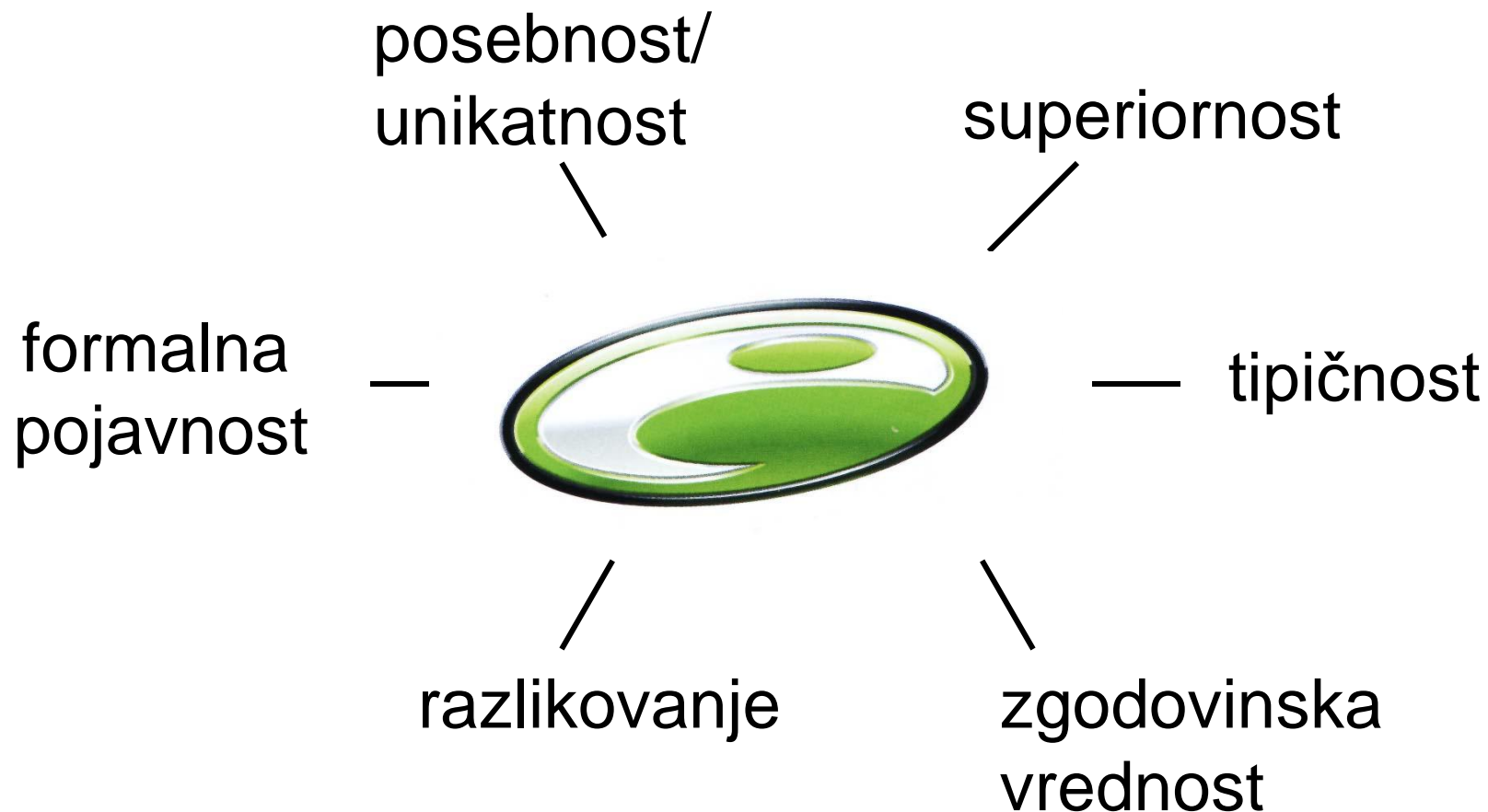
Potek





Analiza blagovne znamke

Merila za razpoznavnost tvoje b.z.



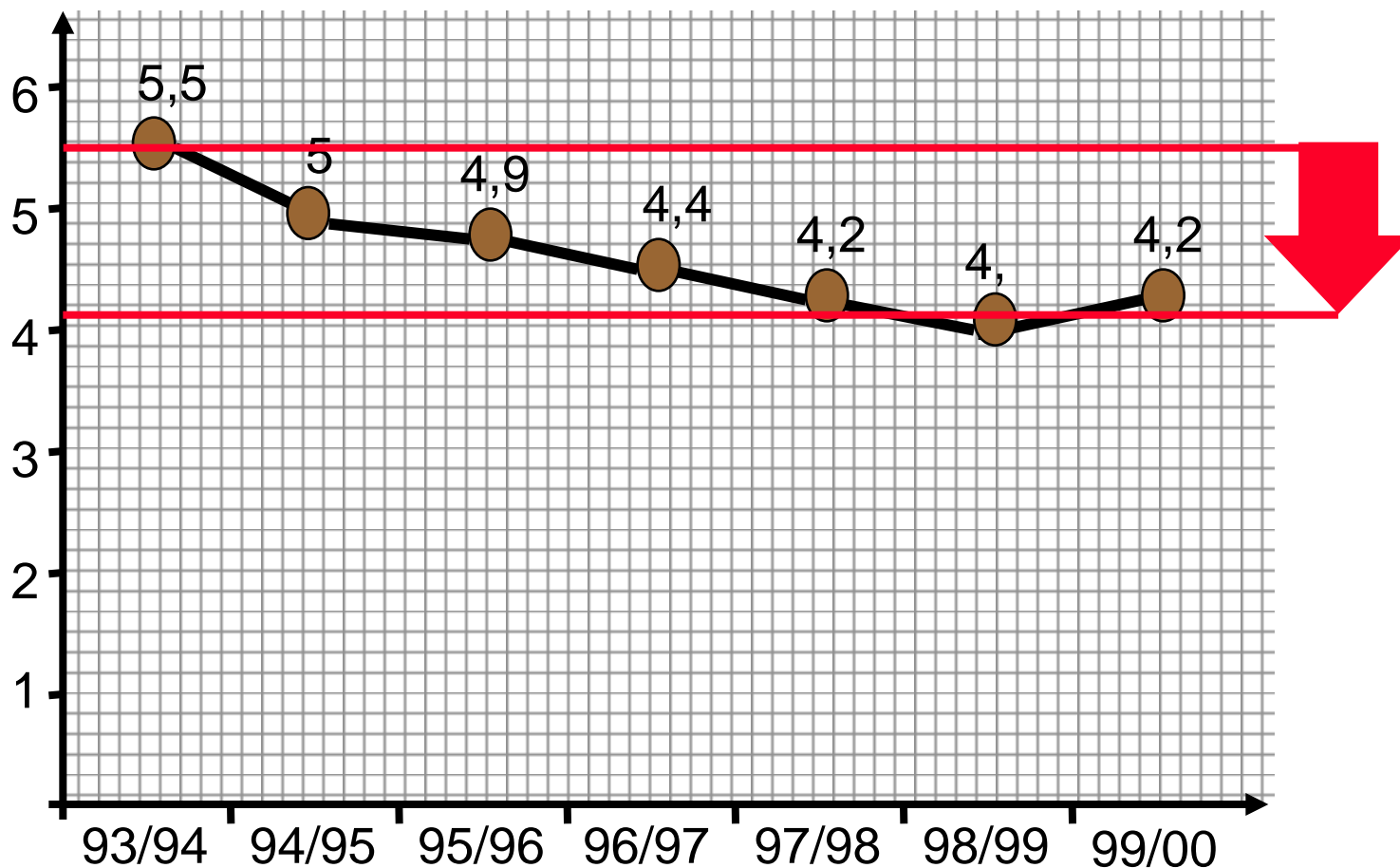


Analiza trga

Prodaja alpskih smuči se je zmanjšala za 30 %

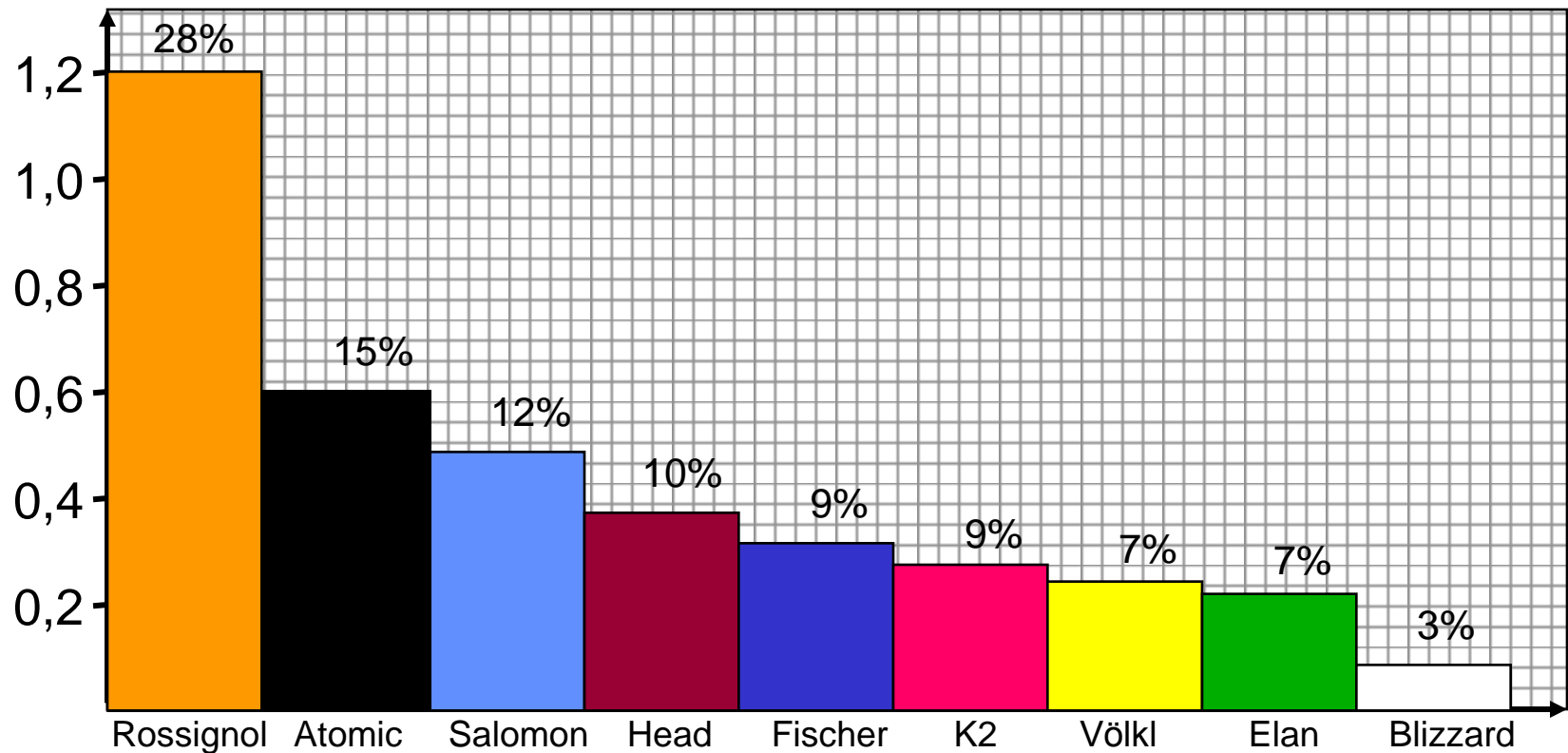


Svetovna prodaja smuči (v mio. parov)





70 % trga pokriva 8 znamk



Analiza konkurence:



- cenovno pozicioniranje
- logotipi & označevanje / tehnologije
- tekmovalci
- prednosti posameznih proizvajalcev





Rezultat:



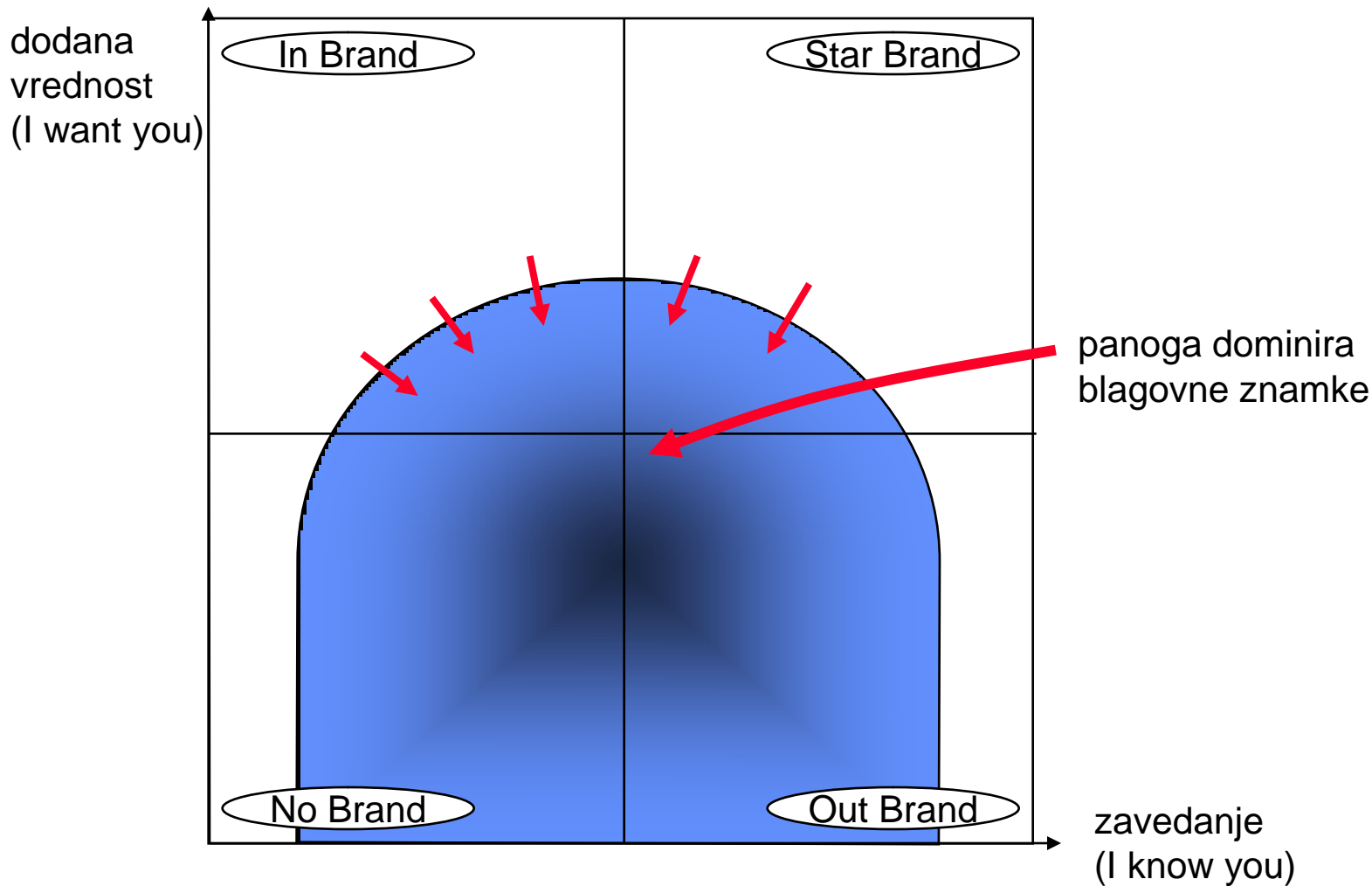
Med znamkami obstajajo zelo majhne razlike



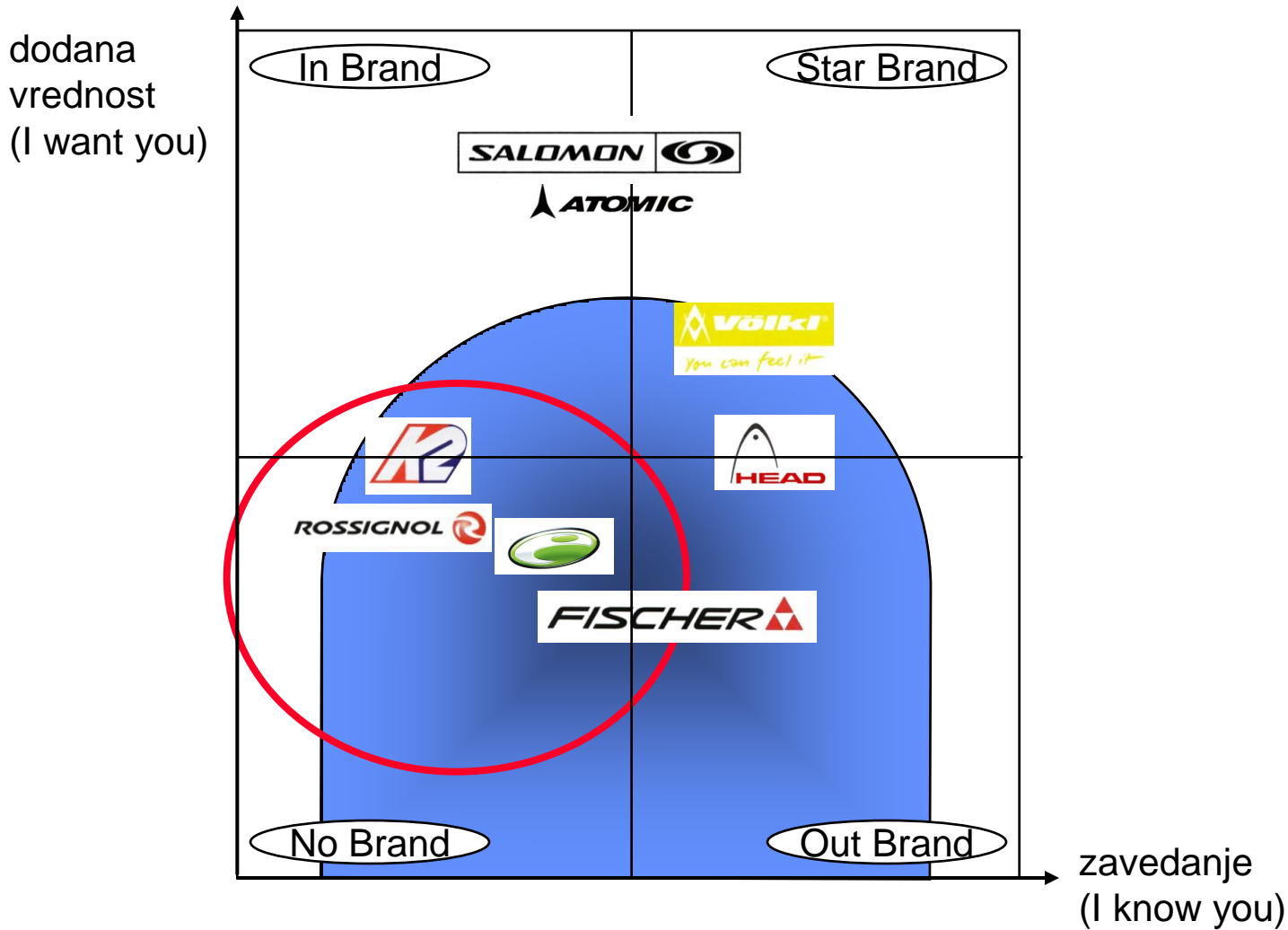
Indikator blagovne znamke - pozicioniranje

Blagovne znamke so rezultat njenega zavedanja (**I know you**) in dodane vrednosti za kupca (**I want you**).

Indikator blagovnih znamka



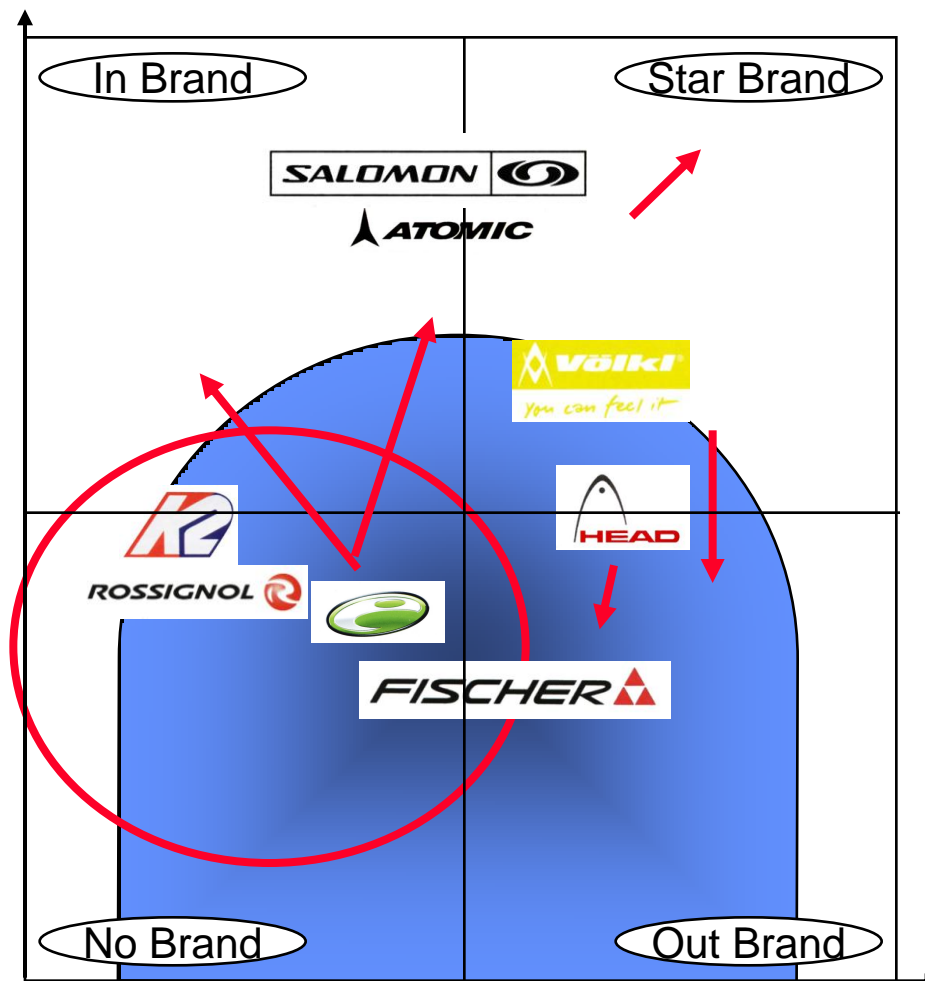
Pozicioniranje blagovnih znamk



Potencialne nove pozicije b.z.



dodana vrednost
(I want you)



Elan se želi pozicionirati kot „In-Brand“

zavedanje
(I know you)



Analiza znamke Elan



Vrednosti znamke

- ✓ dediščina
- ✓ unikatnost in enkratnost
- ✓ Pozicioniranje glede na konkurenco
- ✓ Formalno pojavljanje

Profil, ki kaže moč vrednosti bodoče blagovne znamke
Elan

Osnovne vrednote Elana



Elan is focused on ski and snowboards

Elans history and roots are connected as authentic ski manufacturer.

Elans conceptualised revolutionary innovations.

Elans infrastructure is specialised on distribution of skis and boards.



- reduced
- authentic
- basic
- spezialised
- focused



- a) Slovenian
- b) Real tech
- c) Just skis & boards

(a) Slovenija – od tod prihajamo



SLOVENIAN

This is where we come from

Elan is a major manufacturer of skis and snowboards, yet the only one from Slovenia. The fact that the brand comes from Slovenia sets it apart from the rest but also characterises it:

Slovenia has had to gain acceptance, assert itself and preserve its own values. Being Slovenian therefore means being tough and robust.

Slovenia is the most economically successful Balkan state and kept out of the war right from the very beginning. It is straight, almost untouched: naturally intelligent. 50% of Slovenia is made up of Alps. It is rich in karst and despite being so small it stretches as far as the Adriatic Sea. It is tough, with a varied landscape and concentrated.



The Bled lake



Jerusalem surrounded by Slovenian vineyards



Prati's old harbour.

Slovenija – smučanje se je rodilo tu



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Lake in the Slovenian Alps



Jerusalem surrounded by Slovenian vineyards



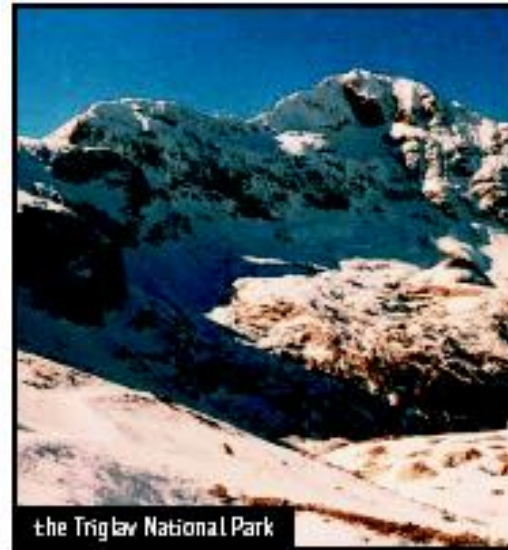
Piran's old harbour



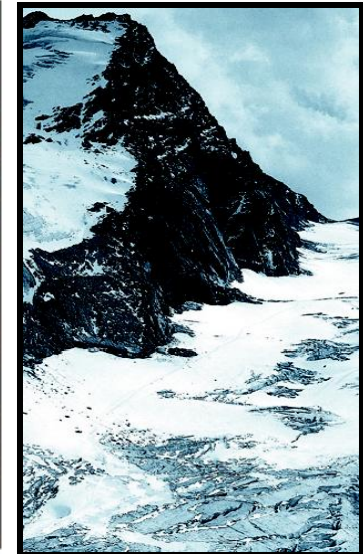
Peaks in the Slovenian Alps



Rugged landscape in the Triglav National Park

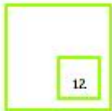


the Triglav National Park





(b) “Real tech” izdelki



REAL TECH

This is how we do it

It's good when you know what you need and what you don't. Elan produces skis and snowboards with the main emphasis on functionality. And functionality doesn't mean looking marvellous while you're standing in the queue for the ski lift. It means being marvellous on the piste. Elan builds real tech.

Elan simply does the logical thing: builds winter sports equipment for winter athletes. Elan is thus user and function-orientated.

With this in mind, only those materials are processed which are actually useful and important to the product. To be precise, Elan is minimalist, pure and the easiest, but also the most ingenious solution to a problem.

As far as techniques go, only those are used that actually work and that make the product function optimally – even when it is constantly in use. Elan is honest, reliable and sound.

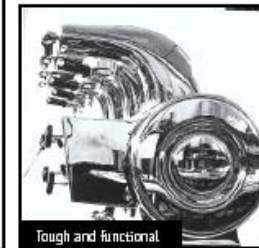
Keep it pure and simple.



Simple and reliable



Solid and pure



Tough and functional



Sturdy and solid



“Real tech” izdelki



Well-built and reliable

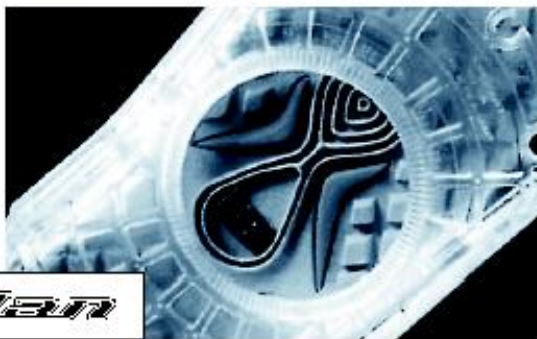


Maximum functionality

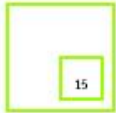


Functional and user-oriented

Elan je "Real tech"



(c) Specializacija – specialisti delajo boljše izdelke



SKIS AND SNOWBOARDS ONLY

This is what we do

The company founder built skis for partisans and in the process proved himself to everyone, which thus led to the founding of the company. Elan is competent, an expert and tried and tested.

Apart from snowboards, Elan hasn't extended its product range, it's only done what it does best. Elan is therefore concentrated, a thoroughbred and focused.

Such a concentrated product range leaves the manufacturer looking like experts who work out of love for and interest in their product. Their love of the product also suggests that these experts develop the product according to their needs and based on their experience: by experts for experts. Professional and practically orientated: an insider tip.

Keep doing, what you do best.





Specializacija – 100% osredotočenost



Playmobil



«Gore

Ray Ban
sunglasses»



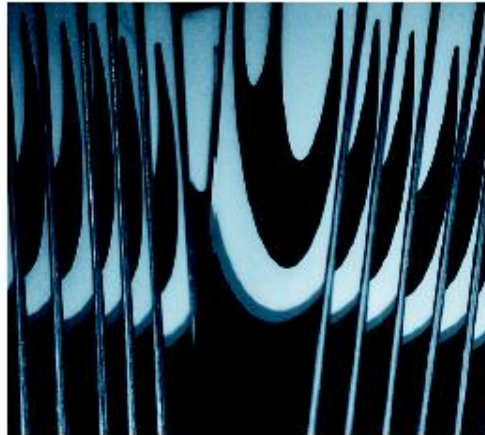
«Cannondale
bikes

Umbras



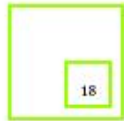


Elan: 100 % strast, fokus,
vsa izdelava doma





Povzetek: jedro Elana



DNA

This is the direction

The brand core is, however, not the only smallest common denominator which made Elan strong or which Elan is now made up of. It is the DNA – the unchanging genetic make-up – of the Elan brand. Everything has to be geared and orientated towards it because only then will everything take the same direction.

The brand core is the only message to be clearly assigned to Elan. The brand core is the message used by Elan to gain attention and recognition, and get noticed. It is the tone and colour which make up Elan. It is the only chance of being perceived using a clear message, the only chance of appearing as a successful brand.

The Elan Value System



Slovenia



Real tech



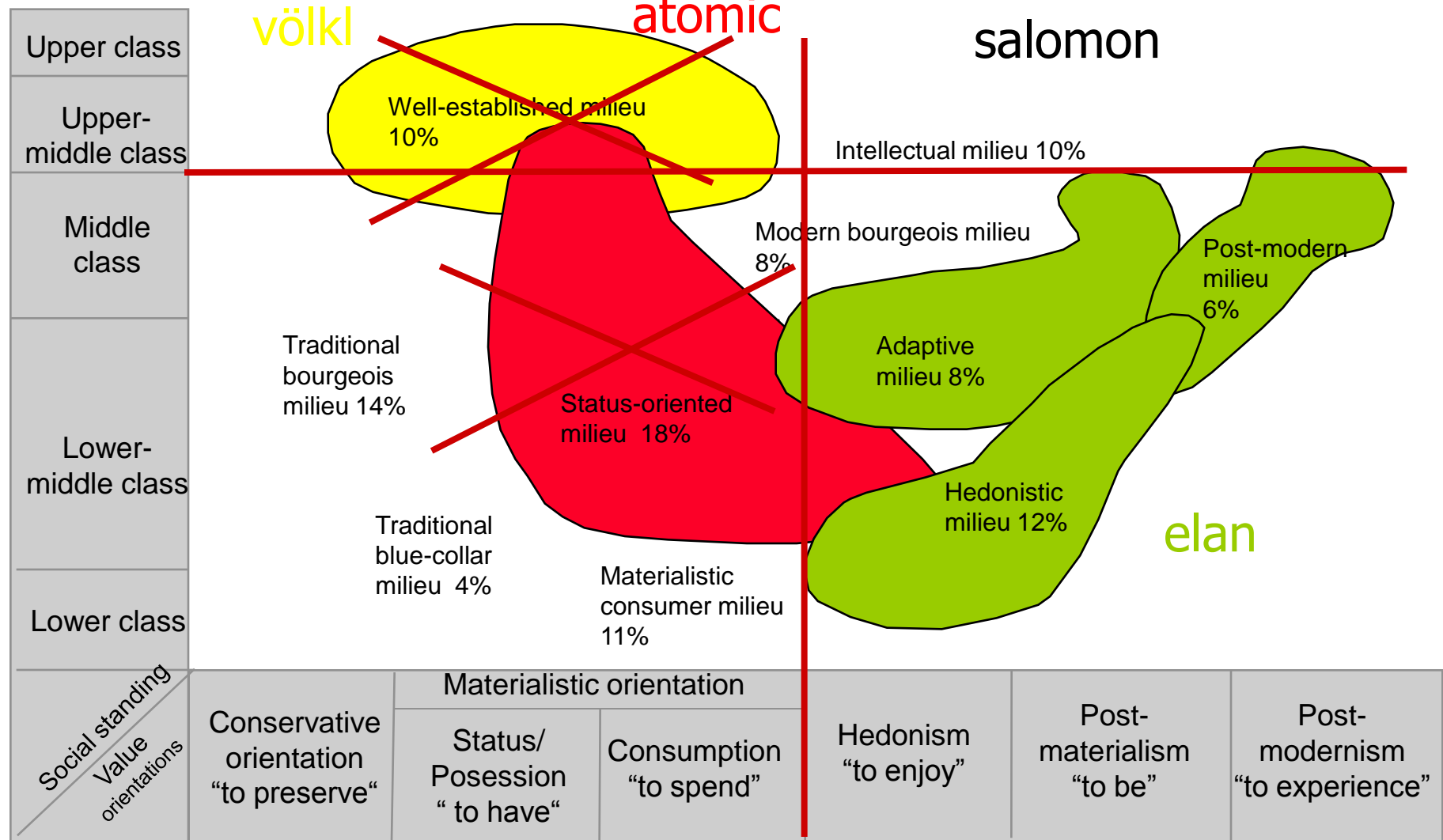
Experts in specialisation



Elan “Brand Community”



Reduction of the 5 Skiing Milieus



Elan Community





Ali Elan izpolnjuje želje in pričakovanja kupcev?



20 glavnih potreb kupcev

V študiji je bilo opredeljenih 20 glavnih potreb kupcev, ki vplivajo na odločitev o nakupu.

Razdelimo jih lahko v 2 skupini:

- ✓ Racionalne potrebe
- ✓ Emocionalne potrebe

Racionalne potrebe potrošnikov



Quality

Need for durability, reliability heavy duty performance, effectiveness

Service

Need for competent and practical advice, uncomplicated information, need for sensitivity, respect and honesty

24/7 - Protech

Need for fast information and access, anytime, anywhere, independent, application of new/latest technology pro-technological orientations

Comfort & Convenience

Need for additional comfort, time efficiency, pro-active support

Customised

Need for maximum individuality, involvement, controllable exclusivity, uniqueness, demanding flexibility and variety

Proven

Need for successful experience, maximum reliability, security, tradition, routine, discipline, perfectionism

Price Awareness

Rational awareness of value for money, generally open-eyed consumer behaviour pragmatism

Smart Shopping

Systematically seeking "value for money" Active bargain hunting, clever attitude

Total Cost

Systematic purchase decision governed solely by cost

Emocionalne potrebe potrošnikov



Carefree

Need for spontaneity, playful diversity
Light-heartedness, “Hakuna Matata”, “easygoing”, optimism

New & Cool

Need to set trends, joy of innovation, avantgardistic thinking, elitist attitude, self-differentiation from the “masses”, role playing

Vitality

Need for physical and mental fitness, liveliness and mobility, freedom of movement, activity, initiative

Nature

Desire for harmony with nature, high ecological standards, holistic view, trust in the “power” of nature

Tranquil

Need for calmness, peace, relaxation, slowing down, destressing, avoiding stress, finding inner peace, regeneration

Fair

Desire not to exploit people or nature, having solidarity and responsibility, high ethical standards, readiness for sacrifice and rebellion

Purism

Reduction to the essentials, simplicity, minimalism, understatement

Classic

Need for timeless elegance and style, beauty, aesthetics and design, need for loyalty and latent sense of traditionalism

Passion

Tenderness, loving & caring for persons or things, idealistic standards, enthusiasm, love for detail, narcissism

Clanning

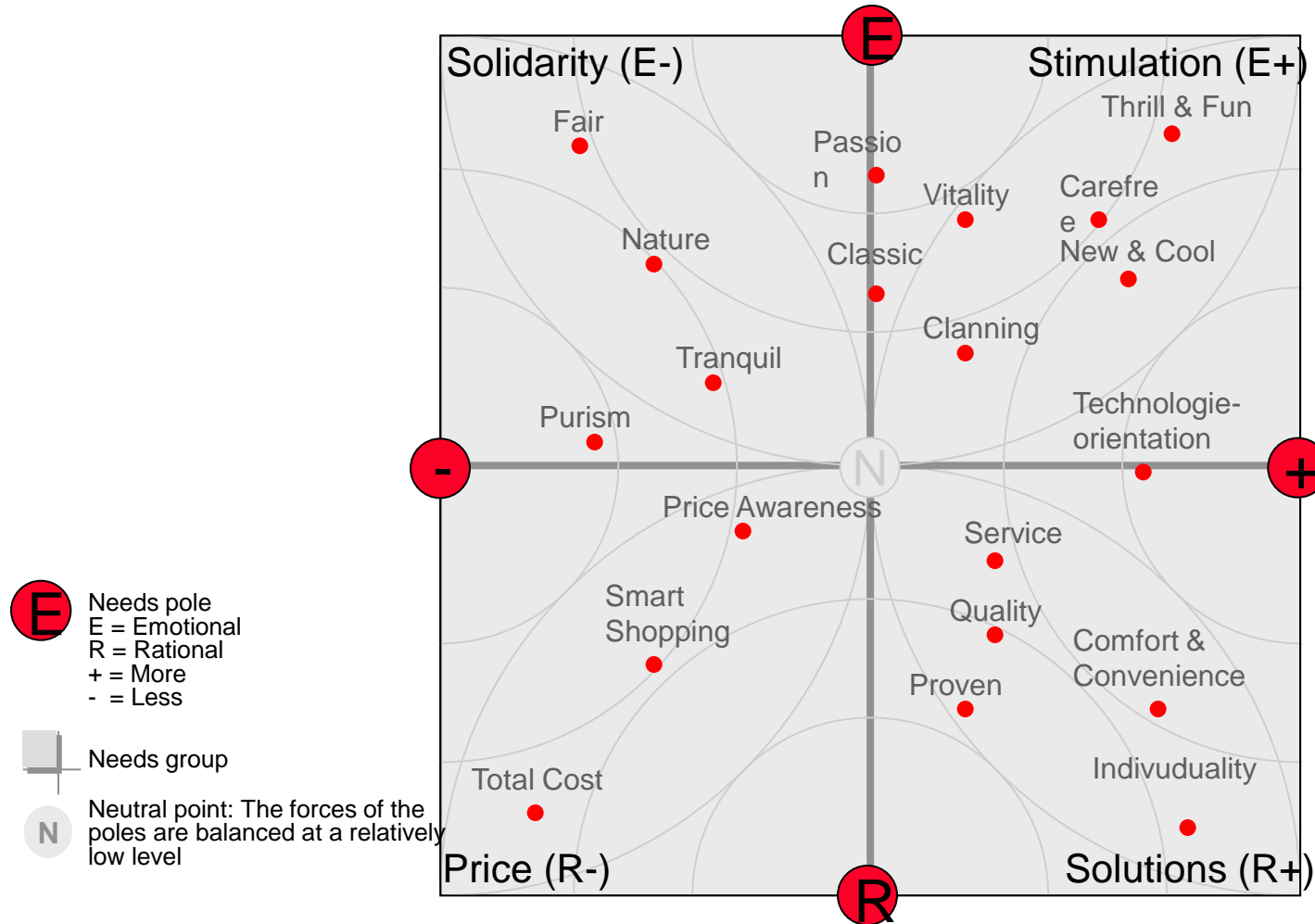
Need to belong, warmth, team spirit, desire for acceptance in a group, spending time with friends or family

“Thrill & Fun”

Thrill, adventure and risk seeking, need for self definition, personal challenge, rebellious escapism

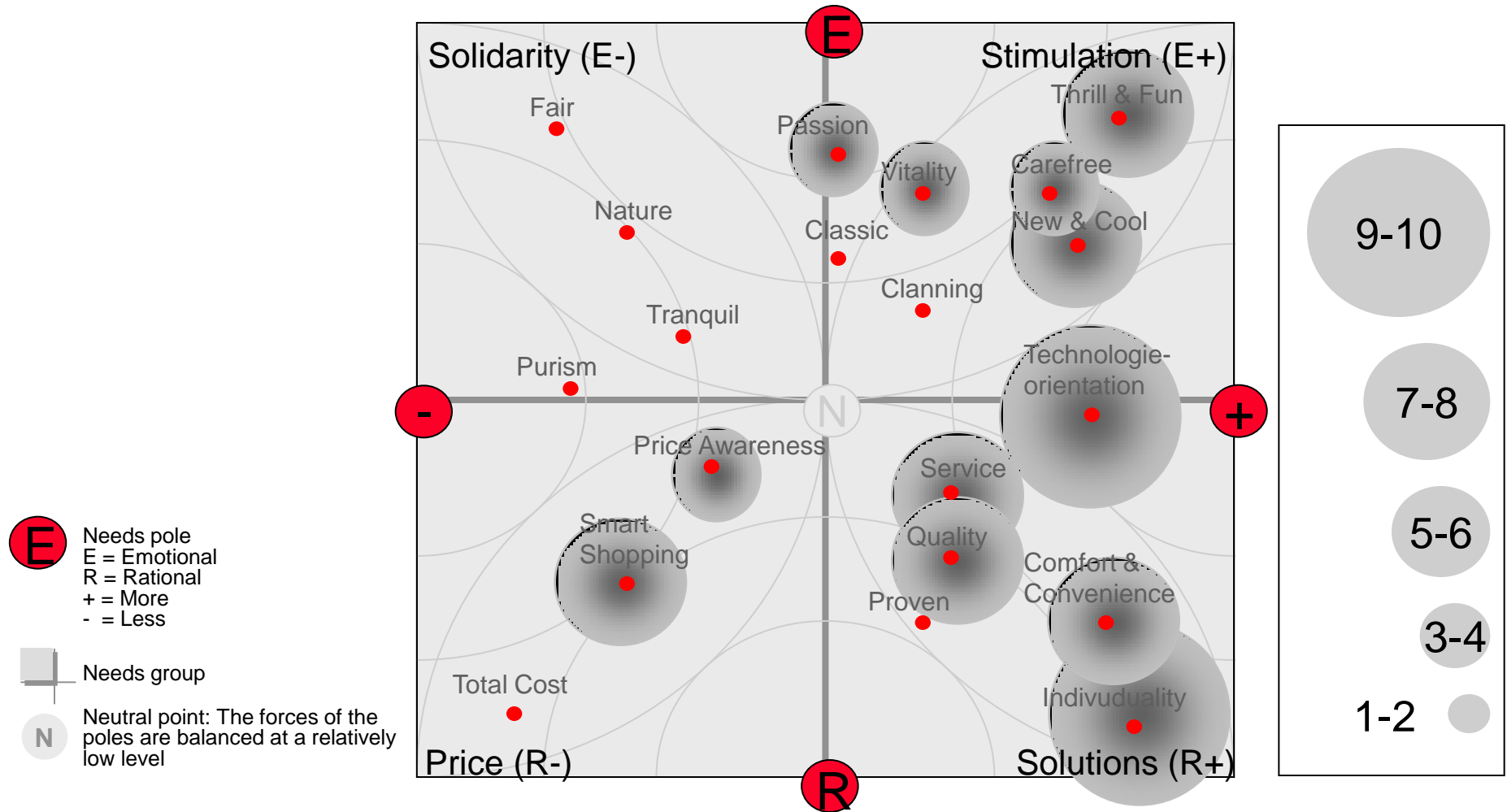


Potrebe in vrednote kupcev tvorijo “geografski” zemljevid

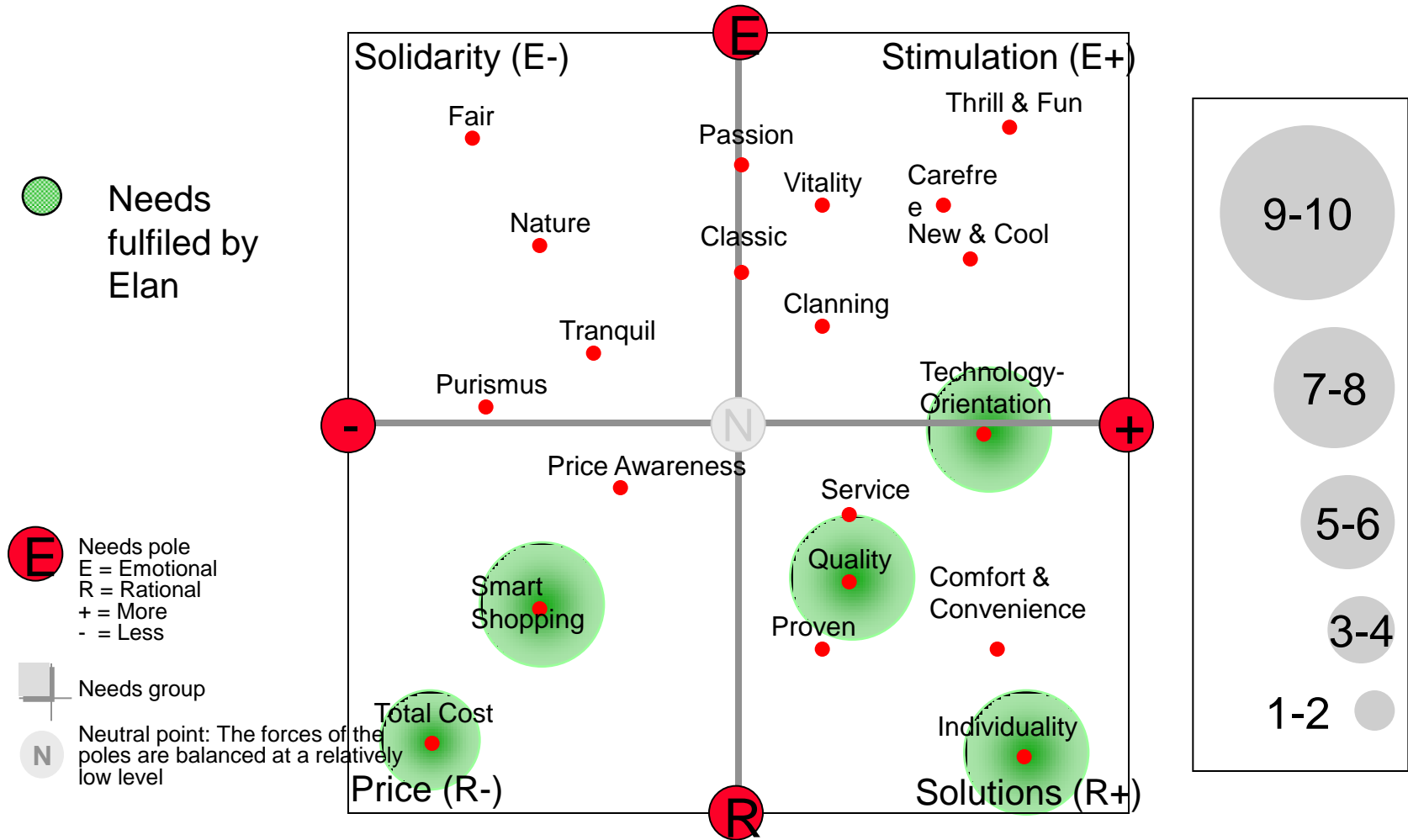


Source: Roland Berger & Partners

Potrebe Elanovega ciljnega trga

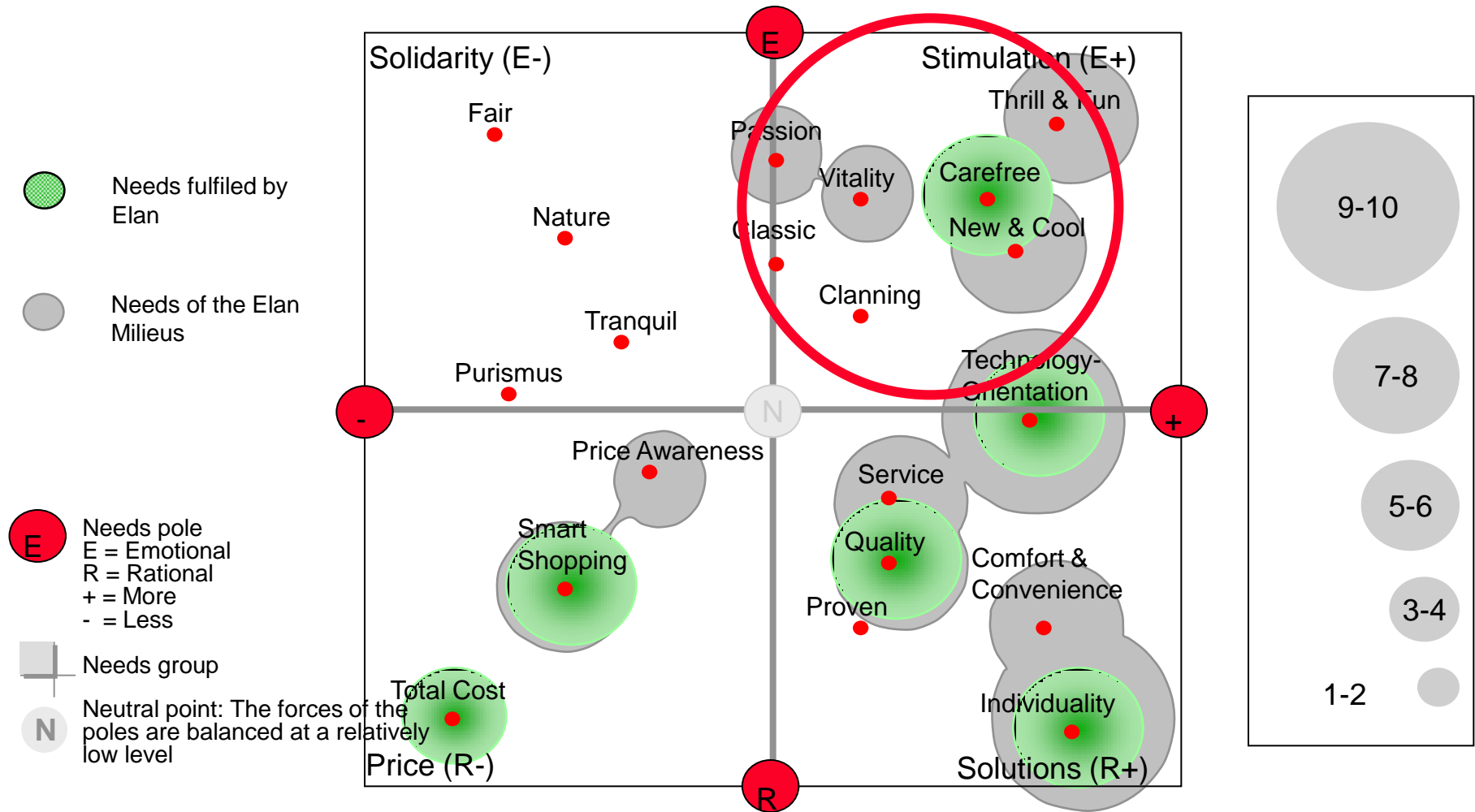


Potrebe, ki jih zadovoljuje Elan





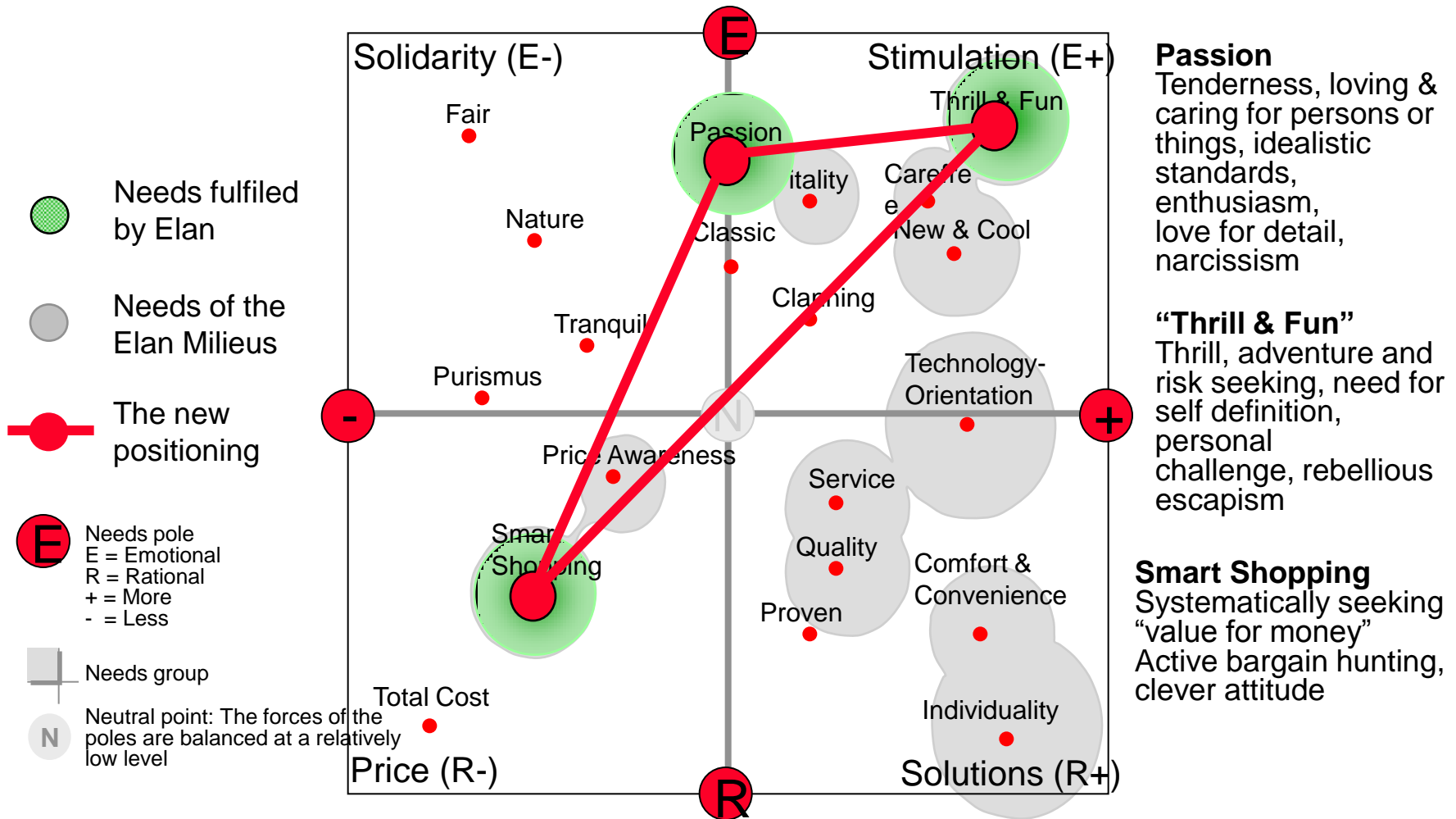
Prekrivanje dejanskih potreb s tistimi, ki jih pokriva Elan





Rezultat: Elan se mora pozicionirati
bolj emocionalno

Nova Elanova pozicija je usmerjena v stimulacijo in ceno

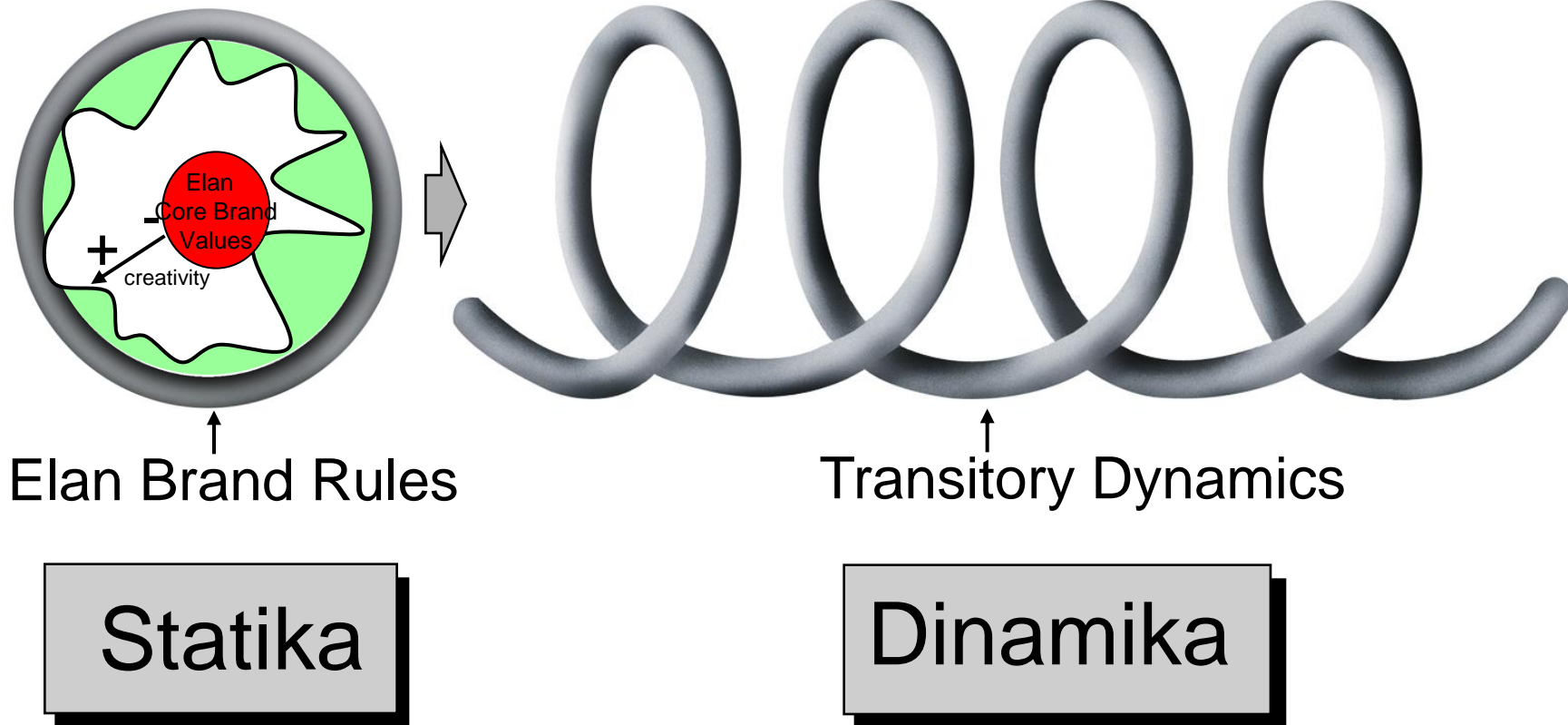




Pravila blagovne znamke Elan



Kombinacija statike in dinamike





4 Elanove zapovedi (v svetovnem merilu):

1. Elan je 100% osredotočen na smuči in snežne deske.
2. Vsak izdelek in marketinško orodje je jasno pozicioniran, enostaven za uporabo in pomeni korist za uporabnika.
3. Označevanje Elana je zeleno (lime green).
4. Izvajamo samo aktivnosti, ki podpirajo edinstvenost blagovne znamke. (Nič “me-too” izdelkov)

Elanova strategija



1. Delaj manj ampak to dobro. (Core business)
2. Definiraj mednarodni „strateški izdelek“. Ustvari povpraševanje in priznanje z “zmagovalnimi” izdelki:

svetovno najboljša smučka Slalom Carver je SLX (preverjeno v svetovnem pokalu + 40 let izkušenj)
3. Nenehno delaj na inovacijah, ki omogočajo boljše smučanje.

Edinstven izdelek, edinstvena tehnologija = **FUSION**
4. Marketing tehnologij = poudarja prednosti

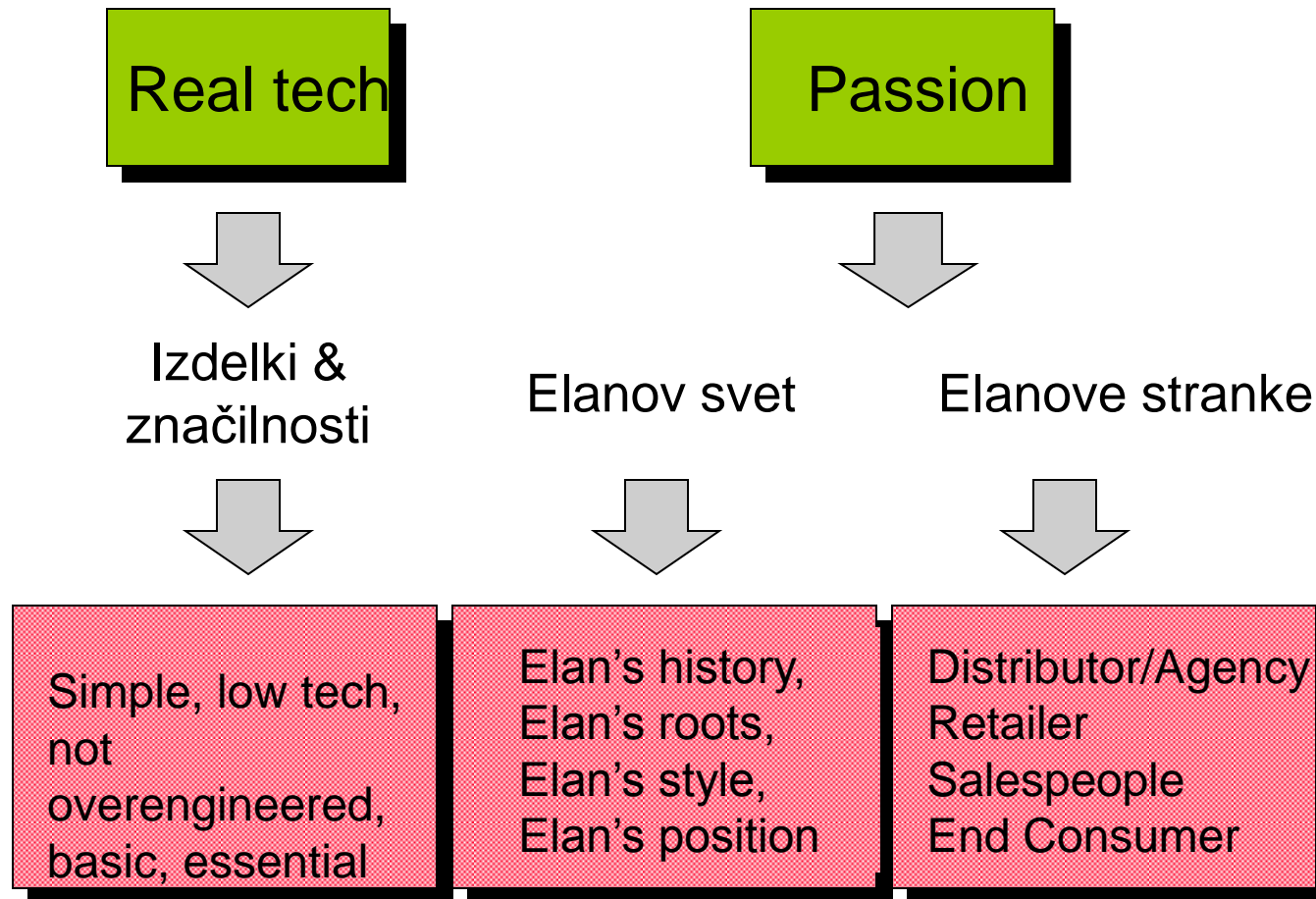
Marketing kategorij = igra na čustva
5. Vsako leto ena inovacija
6. Delaj samo z ljudmi okuženimi z “lime green” virusom.

Proračunska strategija marketinga “fans to masses”

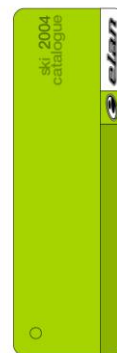


Mass	0%	0%	0%	0%
Early Adopters	5%	5%	5%	0%
Friends & Family	10%	10%	5%	0%
Fans	30%	10%	5%	0%
	POS Marketing	POI Marketing	Community Marketing	Consumer Marketing

Kreativna izvedba



Elanova vizualizacija: limegreen – čista – unikatena





Hvala za pozornost.