

Special Lecture Series on System Integration III

Module:

Market Intelligence: Concepts & Tools Overview



***Intensive Short Course in Collaborative Program with
MITAC Academy – September 2021***

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Olga Mello, MEng

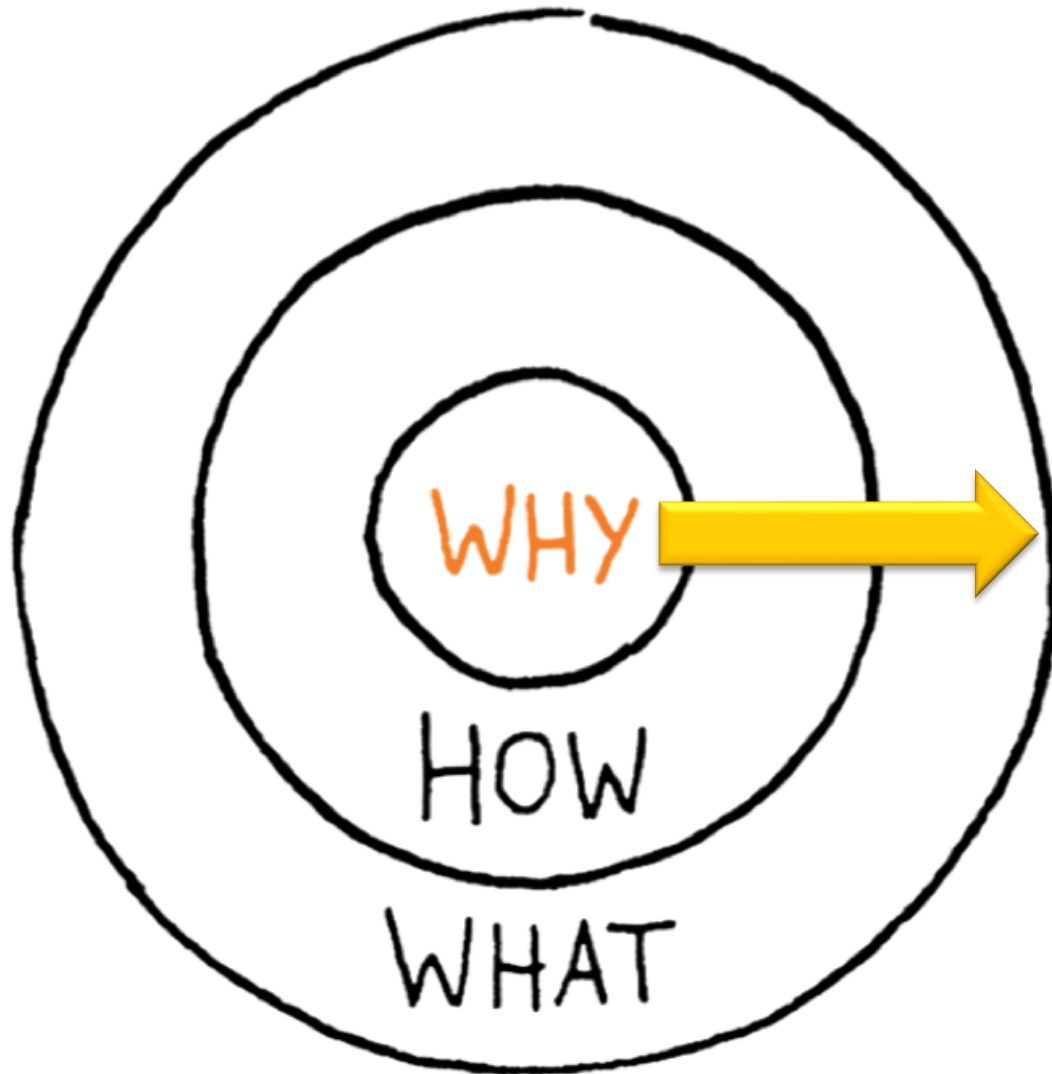
- *Project Manager* at Mitsubishi Aircraft Corporation – MITAC, Special Programs
- *Scrum / Agile* expert, responsible for MITAC Agile Transformation
- *Certified Scrum Master* by Scrum Alliance
- *PMP* by PMI
- MBA in *Marketing* by FIA, Sao Paulo University, Brazil
- *Aeronautical Engineering* MEng
- *Electrical Engineering* BEng

15 years of experience in Aerospace Industry (Executive Aviation Market Intelligence, Customer Support, Quality and Industrial Architecture) and Consultancy (Process Automation (South Africa) and Business Development), performing Business Plan Elaboration, High Leadership Decision Support Analysis (Financial and Strategy analysis for Aerospace Company Merge & Acquisition and Joint Venture), Sales Support, Agile Transformation and Project Management.

- *ANDERSON, J.C.; NARUS, J.A. Business Market Management – Understanding, Creating and Delivering Value. NJ:Prentice Hall, 1999.*
- *KOTLER, P.; ARMSTRONG, G. Principles of Marketing. Prentice Hall, 2003.*
- *OSTERWALDER, A; N.PIGNEUR, Y. Business Model Generation. NJ: Wiley, 2013.*
- *PORTER, M.; “The Five Forces”, Harvard Business School*
- *BAXTER, M. Product Design – A Practical Guide to Systematic Methods of New Product Development. Chapman & Hall, 1995*
- *MATTAR, F. N. Pesquisa de Marketing. Atlas, 2001*
- *SINECK, S. Start with Why. Penguin Business, 2019.*

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“START WITH WHY” APPLIED TO THIS CLASS



- ☐ Why do we apply Marketing and Strategy tools?
- ☐ How do we apply them?
- ☐ What is the outcome? What they enable us?

Source: SINECK, S. *Start with Why*. Penguin Business, 2019

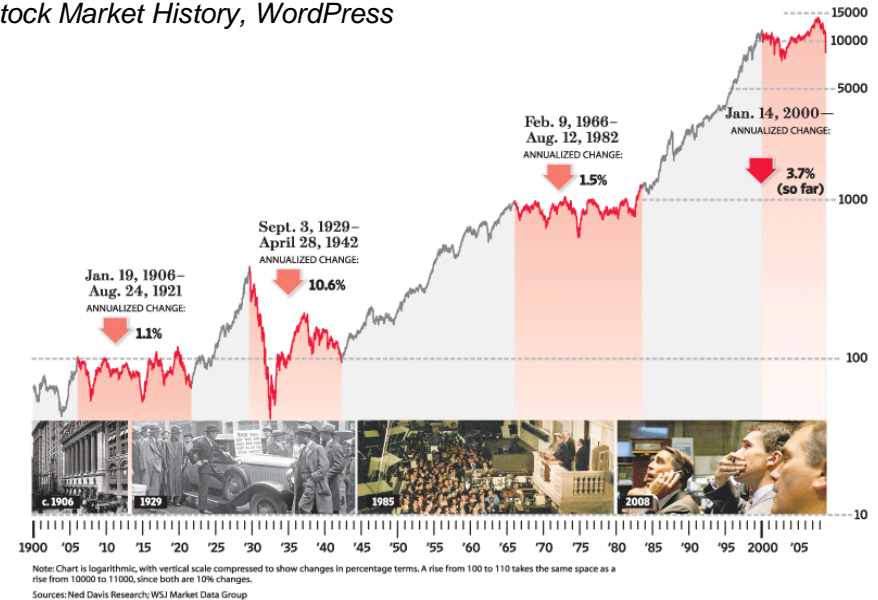
FINITE GAME



Game **Finishes**
Players **Continues**

INFINITE GAME

NY Stock Market History, WordPress



Game **Continues**
Players **Leave the Game**
(Lack of willing or resources to continue playing)

Source: *TED Talk, Simon Sinek – The Infinite Game*

GAME THEORY

	FINITE GAMES	INFINITE GAMES
RULES	Known and Agreed by All	Changing
PLAYERS	Known Players	Known and Unknown Players
TIMEFRAME	Start and Finish	Indefinite
OBJECTIVE	Win the Game	Continue Playing
ADVERSARY	Competitor	Yourself
EXAMPLES	Soccer Match	Life, Business



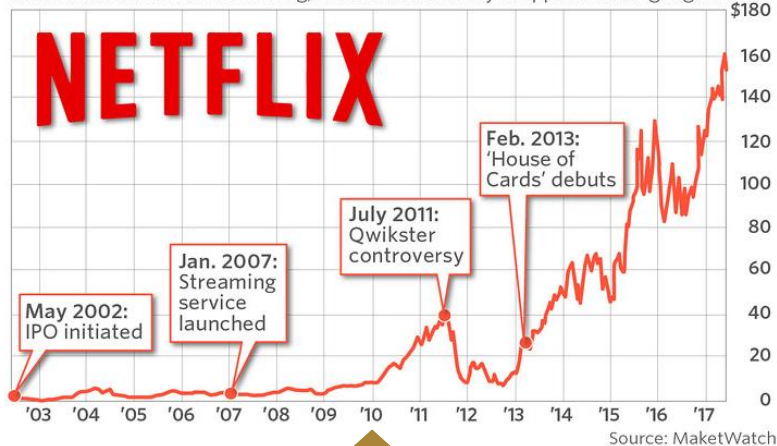
To Succeed in Business, which is an Infinite Game, we must be Infinite Players: Being able to **ADAPT TO CHANGES** and to **always improve ourselves** to continue in the game

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DON'T BE A FINITE PLAYER IN AN INFINITE GAME

Netflix streaming ahead

Netflix went public 15 years ago with a focus on providing DVDs by mail, but since a switch to streaming, its stock has rarely stopped heading higher

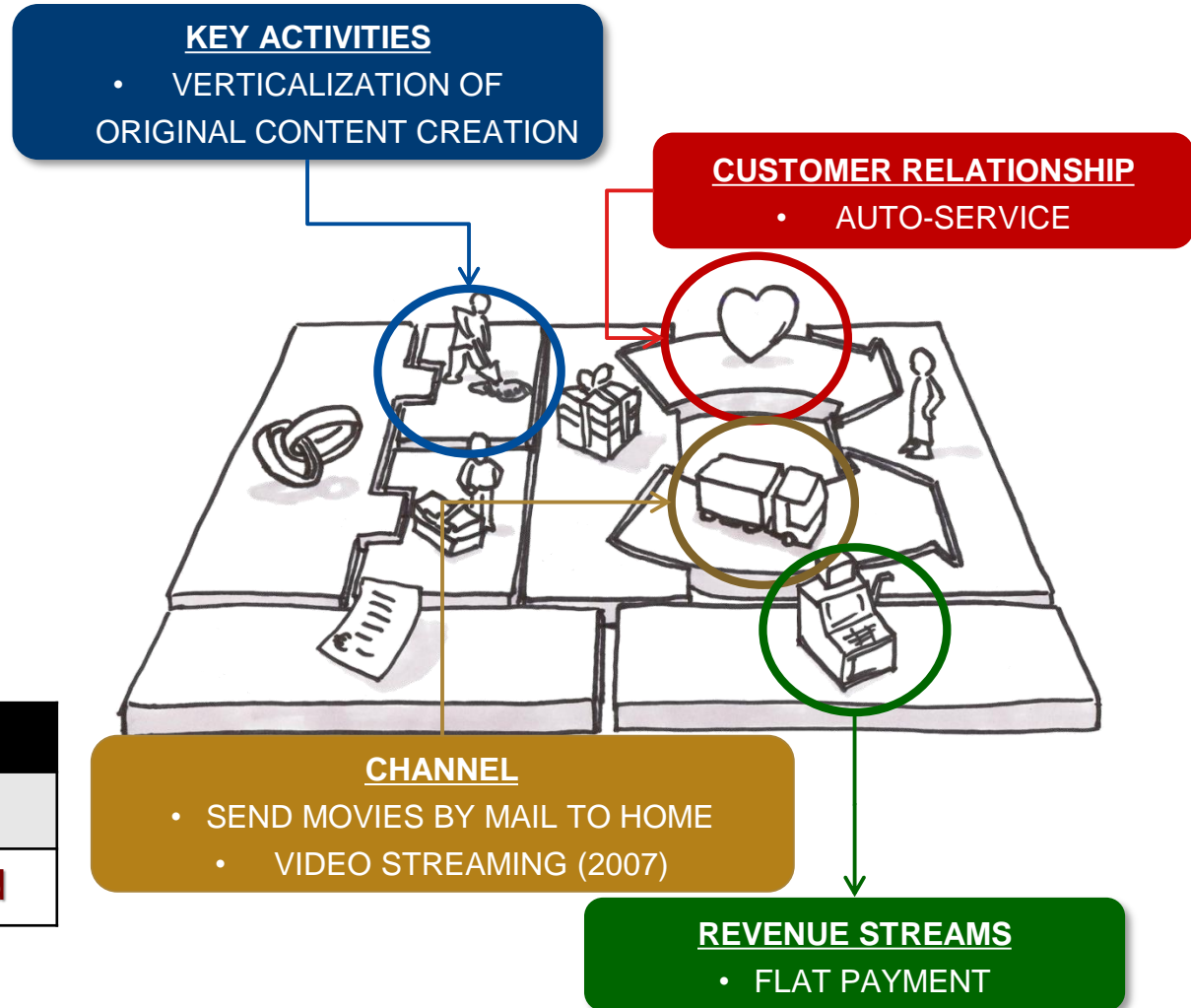


Blockbuster Bankruptcy

BUSINESS: INFINITE GAME

Blockbuster Finite Player Failed

Netflix Infinite Player Succeeded



Netflix Changed their Business Model many times to adapt to changes and continue "in the game"

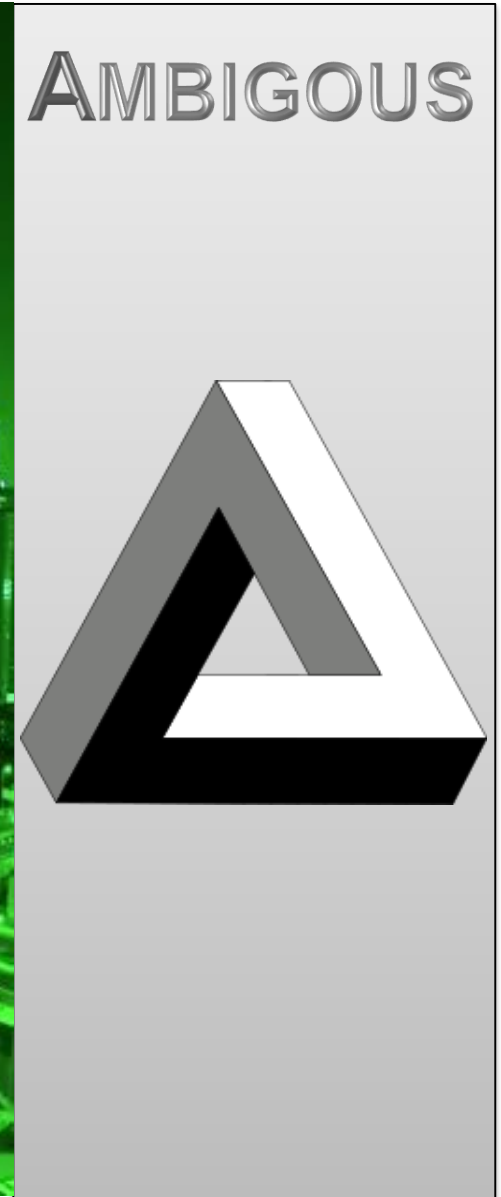
Source: www.marketwatch.com.

VOLATILE

UNCERTAIN

COMPLEX

AMBIGUOUS



Business Conditions	Description	Required Skills
V – Volatility	Dynamic and rate of change	Ex: Natural disaster shut down one supplier > Assess risk / investment to overbuy critical resources
U – Uncertainty	Lack of predictability and information <i>Lower relevance of past experience</i>	Ex: Competitor entry in the market > Invest on information specialists, tools and analysis
C – Complexity	High level of inter dependability and connections amongst things. <i>No clear cause & effect</i>	Ex: Business in many regions with different regulations > Have specialists on different subjects and a System view
A – Ambiguity	<i>Reality assessment inaccuracy:</i> <i>“Unknown unknowns”</i>	Ex: Decision to launch new Product in an emerging Market > Encourage new ideas, accept risks

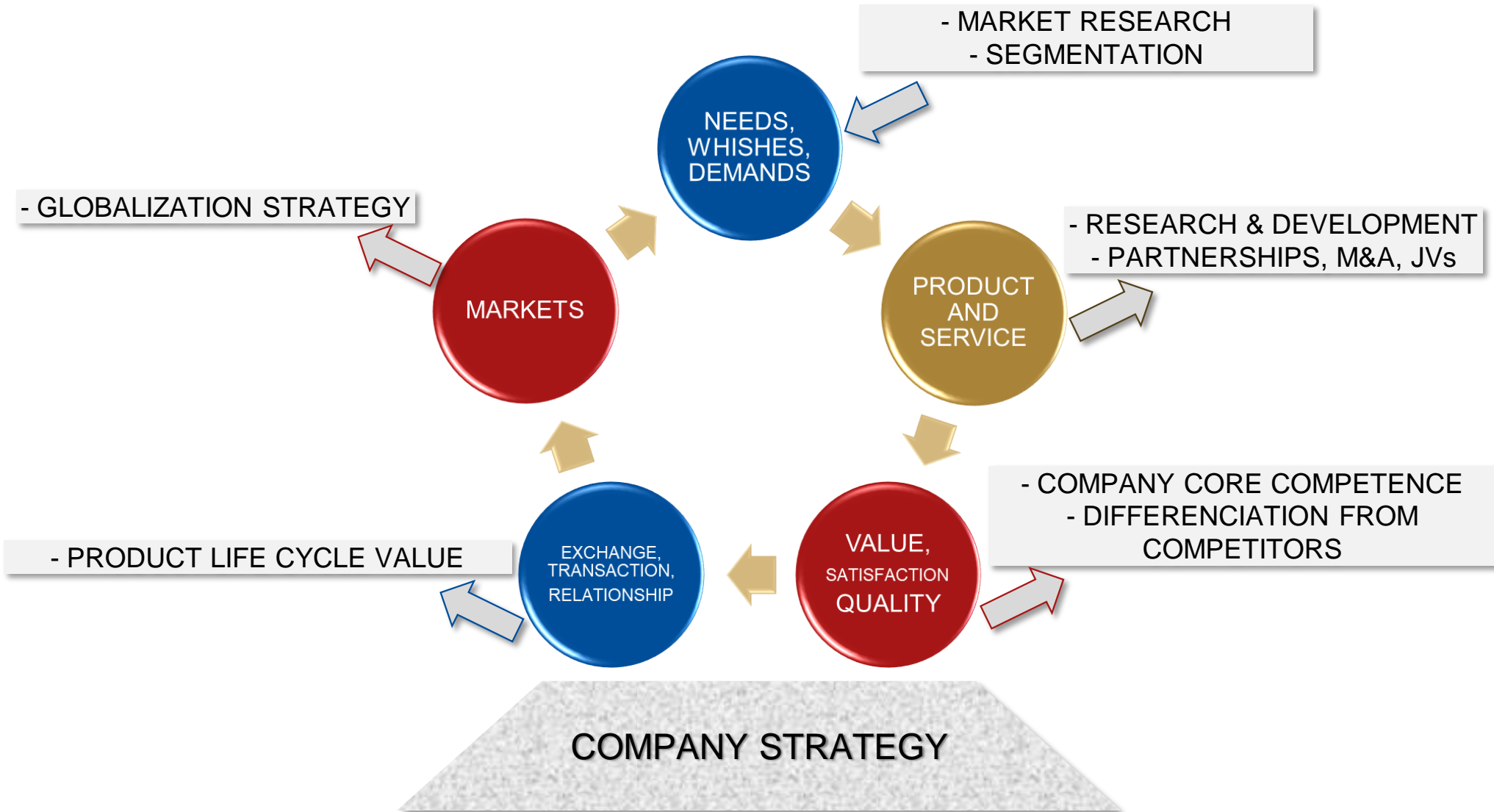
Sources: <https://www2.deloitte.com/us/en/pages/technology-media-and-telecommunications/articles/leading-in-a-vuca-world.html>;
https://hbr.org/resources/images/article_assets/hbr/1401/F1401C_A_LG.gif

Administrative and social process that allows groups and individuals to obtain what they want and need through creation, offer and exchange of products, services and value with others.

Marketing starts before Product is defined and goes until the end of Product life cycle.

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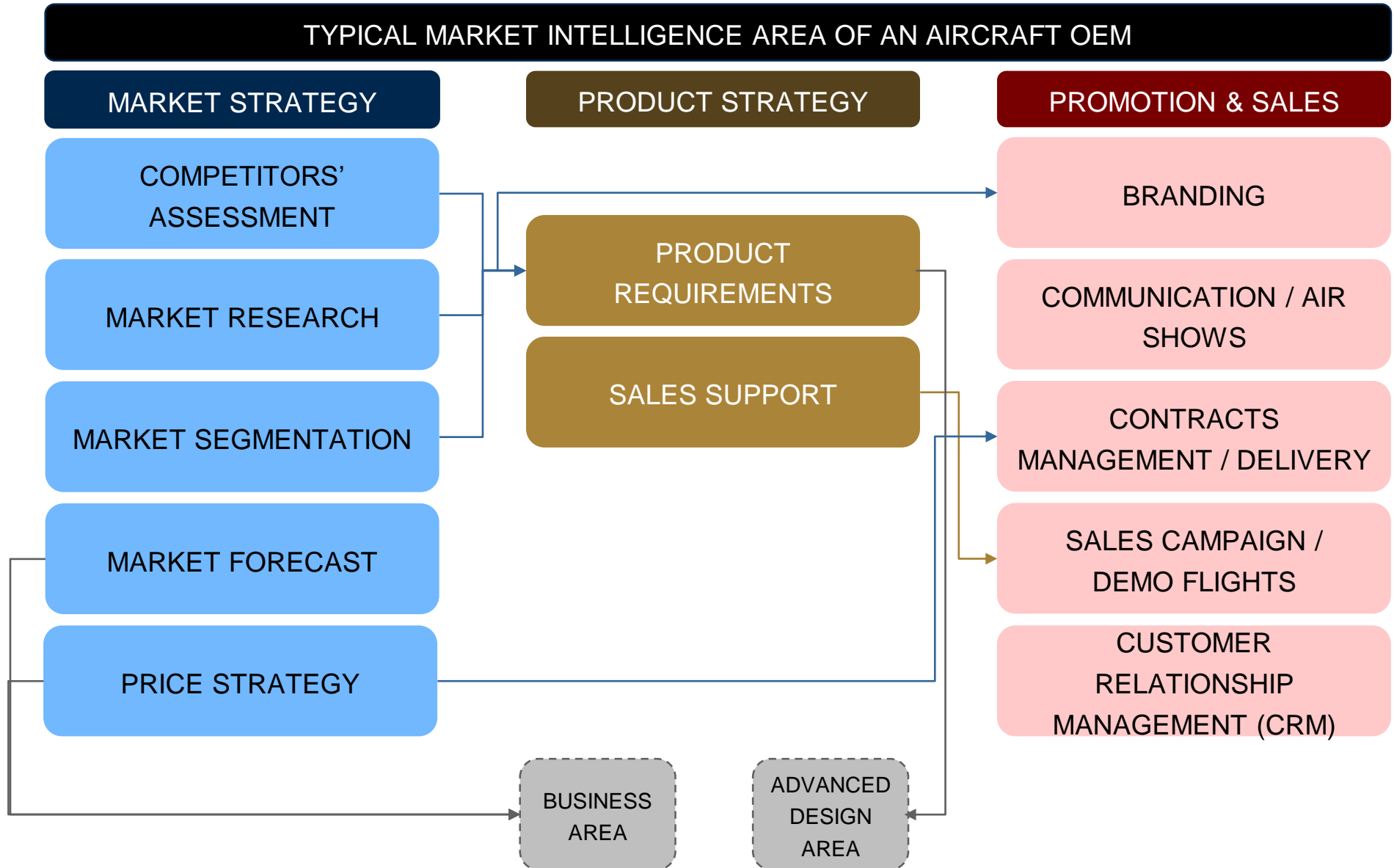
MARKET INTELLIGENCE DEFINITION



Source: Kotler, Philip; Armstrong, Gary: *Principles of Marketing*. Prentice Hall, 2003.

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MARKET INTELLIGENCE ORGANIZATION EXAMPLE



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WHAT IS A COMPANY'S PURPOSE?



The screenshot shows the Cambridge Dictionary website. The header includes the Cambridge Dictionary logo, navigation links (Dictionary, Translate, Grammar, Cambridge Dictionary +Plus), and social media icons. The search bar contains 'Search English'. The main content area shows the definition of 'company' as a noun, with UK and US pronunciations. The definition is: 'an organization that sells goods or services in order to make money:'.

Meaning of **company** in English

company

noun

UK  /'kʌm.pə.ni/ US  /'kʌm.pə.ni/

company *noun* (BUSINESS)

A2 [C]

an organization that sells goods or services in order to make money:

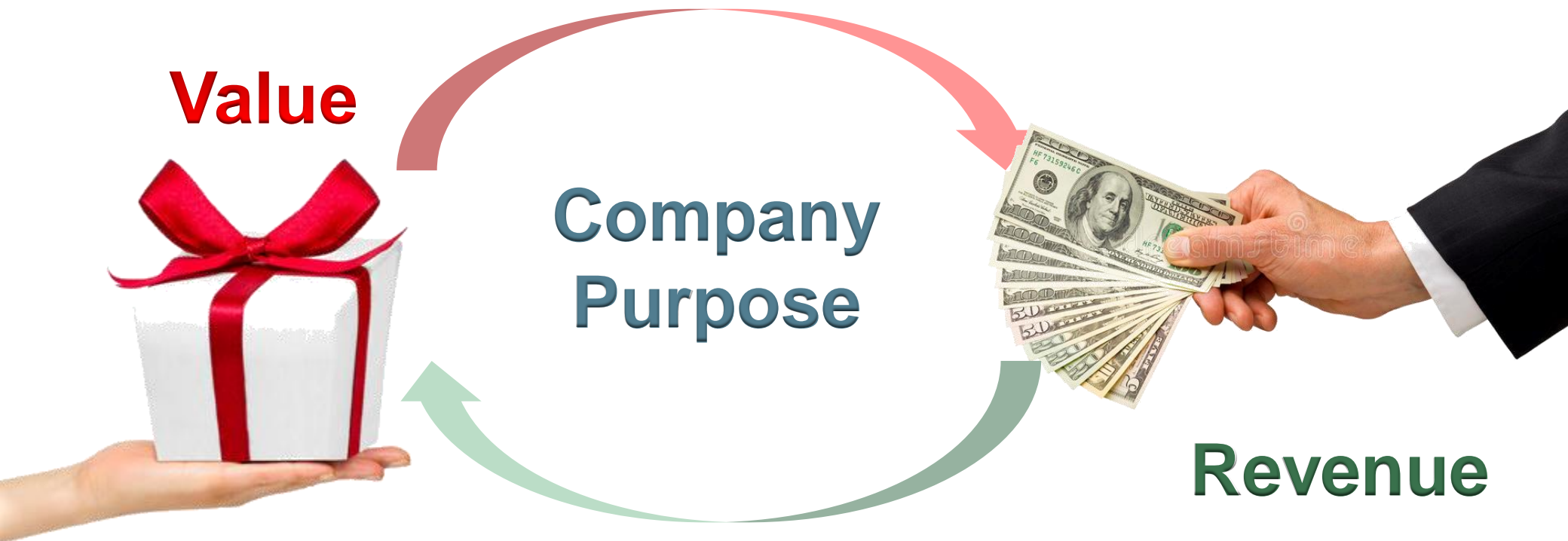
- ❑ **WHO** will pay for goods and services my Company sells?
- ❑ **WHY** they will pay for them?
- ❑ **WHY** they will **prefer** my Company's goods and services instead of my Competitors'?

Source: <https://dictionary.cambridge.org/dictionary/english/company>.

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WHAT IS A COMPANY'S PURPOSE?

A Company reason for existence is to deliver **Value** to its Customers by continuously fulfilling their **Needs** better than its direct and indirect Competitors, **exchanging this Value for Revenue** that guarantee its financial health over the years.



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WHAT IS A COMPANY'S PURPOSE?

Source: www.apple.com



Value Proposition

PRODUCT: MOBILE PHONE

VALUE: CONNECTION, SIMPLE LIFESTYLE, BRAND
BELONGING

Life is easier on iPhone.

And that starts as soon as you turn it on.



BUSINESS MODEL DEFINITION

A Business Model describes the **rationale** of how a Company **creates, delivers** and **captures value**.

Business Model 9 Building Blocks	
1. Customer Segments	6. Key Resources
2. Value Propositions	7. Key Activities
3. Channel	8. Key Partnerships
4. Customer Relationship	9. Cost Structure
5. Revenue Streams	

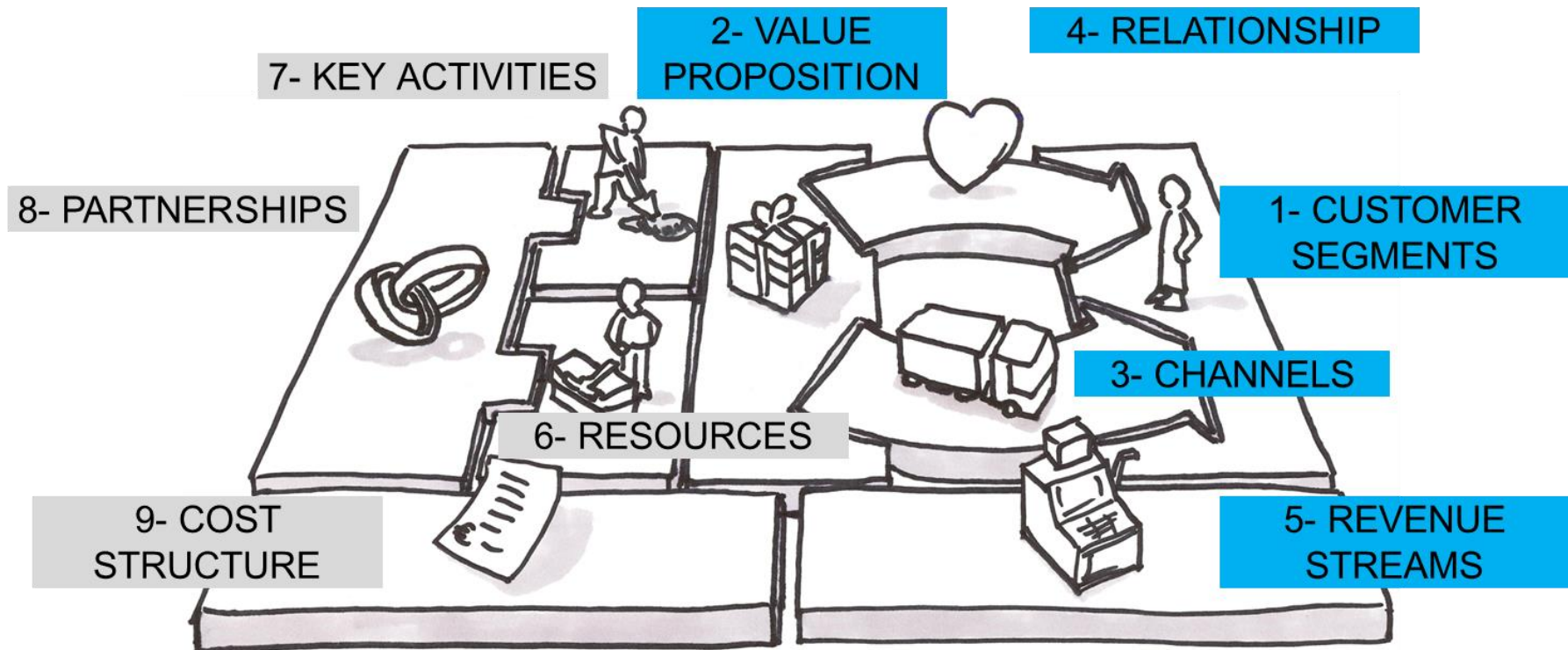
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WHAT IS MY COMPANY? BUSINESS MODEL GENERATION

EFFICIENCY



VALUE CREATION



Source: OSTERWALDER, A; N.PIGNEUR, Y. **Business Model Generation**. NJ: Wiley, 2013.

A Company can not provide Value to everybody in the Market.



- For **WHOM** I will deliver Value?
- **WHOSE** needs I should fulfil?
- **WHICH** Customer I can serve better within my Core Competences?
- **WHICH** Customer will give my Company the best Financial Return?

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GENERAL MARKET SEGMENTATION DEFINITION



IT IS VERY DIFFICULT TO FULFILL ALL CUSTOMERS' DEMANDS, THEREFORE, MARKET SEGMENTATION IS REQUIRED TO FOCUS COMPANY EFFORTS.

MARKET SEGMENT: A GROUP OF CUSTOMERS THAT PRESENTS SIMILAR PROFILE AND NEEDS, ACCORDING TO THE SEGMENTATION CRITERIA

Source: Kotler, Philip; Armstrong, Gary: *Principles of Marketing*. Prentice Hall, 2003.

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AVIATION MARKET SEGMENTATION

Military

Executive

Agricultural

Commercial

General Aviation

EMB KC-390



EMB PRAETOR



EMB IPANEMA



MITAC SPACEJET M90



CIRRUS SR20



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COMMERCIAL AVIATION MARKET SEGMENTATION



Size

- Wide-body
- Narrow-body
- Regional

Engine Type

- Turbofan
- Turboprop

End User Type

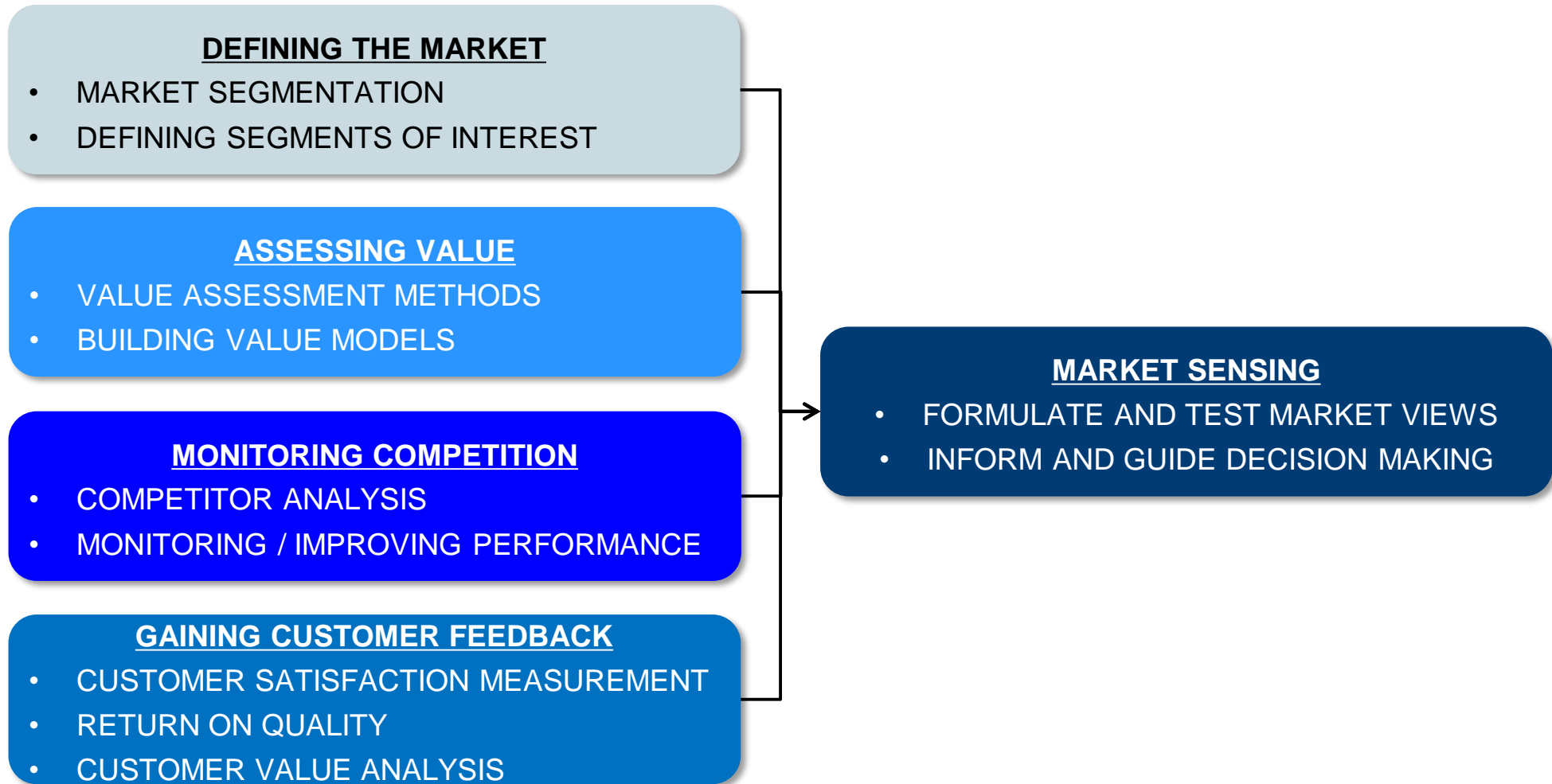
- Private
- Governmental

End User Purpose

- Passenger Transportation
 - Main Stream
 - Regional
 - Low Cost Carrier
- Freight

Region

- North America
- Europe & CIS
- Middle East
- Asia-Pacific
- Africa
- Latin America



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MARKET SENSING

**"Marketing without market research is like
driving with your eyes closed"**

DAN ZARRELLA

❑ DIRECT SURVEY
QUESTIONS

❑ INDIRECT SURVEY
QUESTIONS

❑ FOCUS-GROUP VALUE
ASSESSMENT

❑ INTERNAL ENGINEERING
ASSESSMENT

❑ BENCHMARKS

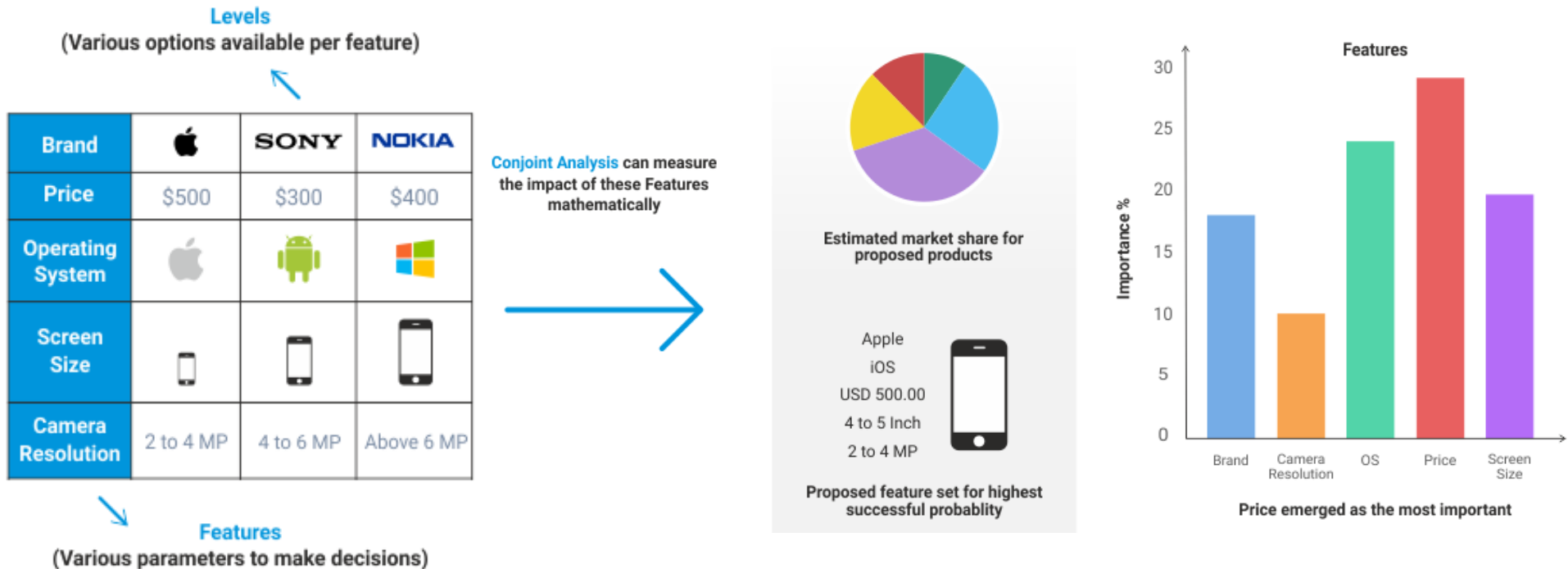
❑ CONJOINT ANALYSIS

Source: Business Market Management, James C. Anderson; James A. Narus

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CONJOINT ANALYSIS

- Purpose is to understand how Customer makes complex choices and trade-offs
- Lead to understanding of which features are perceived as **Value** for the Customer
- Test Price Elasticity and Market Share of a Product Concept
- **Important input for Product Advanced Design**



Source: <https://www.questionpro.com/blog/what-is-conjoint-analysis/>

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QUALITY FUNCTION DEPLOYMENT



- Yoji Akao (1928 – 2016)
- 1964 – PhD in Tokyo University
- 1978 – Deming Prize Award

- 1966 – Mr. Yoji Akao creates the concept of QFD
- 1972 – Mr. Yoji Akao and Mr. Shigeru Mizuno introduced QFD tables at Kobe shipyards
- 1980's – Mr. Yoji Akao and others introduce QFD in US

“ QFD is a method for developing a design quality aimed at satisfying the consumer's demands into design targets and major Quality Assurance (QA) points to be used throughout the production phase”

Source: https://c1.staticflickr.com/5/4020/4650688361_6223da911e_b.jpg
<https://image.slidesharecdn.com/qfd-houseofquality-161104025836/95/qfd-house-of-quality-3-638.jpg?cb=1478228323>

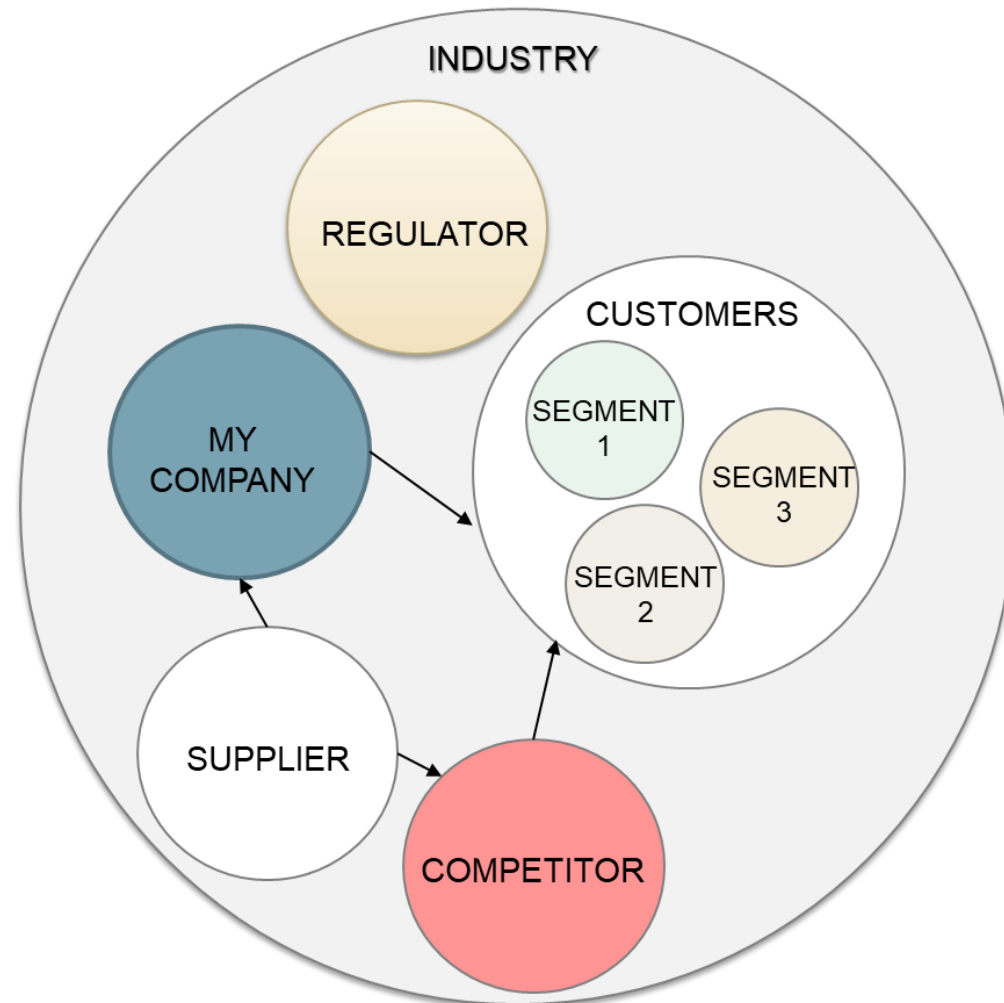
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QUALITY FUNCTION DEPLOYMENT

1- MARKET SENSING (WHAT TO DO?)			2- ENGINEERING ASSESSMENT (HOW TO DO IT?)					COMPETITORS' ASSESSMENT		
Customer Attributes - CA (Not all customers are end users, can be regulators, retailers, etc)	Importance	Relative Importance %	Engineering Characteristics - EC							
			Cross Section Dimensions	Engine Consumption	Tank Capacity	Cargo load / unload speed	Components MTBUR			
			+	-	+	+	+			
			Low Operating Costs	5	29.4%	3	9	3	0	9
			Tokyo – Seattle Range	5	29.4%	0	3	9	0	0
			Cabin Comfort	4	23.5%	9	0	0	0	0
Low Turn Around Time (TAT)	3	17.6%	3	0	1	9	3			
Units of Measure			cm	kg/h	kg	min	hours	3- ENGINEERING CONSENSUS (STATISTICS, EXPERIENCE, ETC)		
Weighted Importance			60	60	63	27	54			
Importance %			23%	23%	24%	10%	20%			
Target			“X”	“Y”	“Z”	“A”	“B”			
Cost Estimation			USD X	USD Y	USD Z	USD A	USD B	4- GUIDE TO DESIGN PRIORITIES “ENGINEERING IS CREATIVE SOLUTIONS AND OBJECTIVES BALANCE”		

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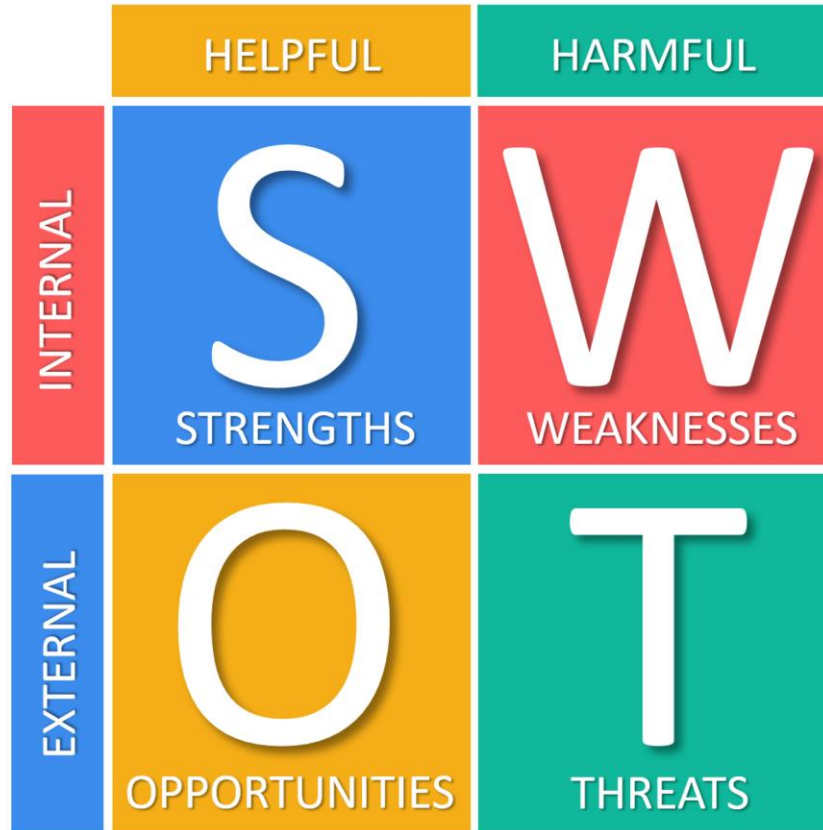
MAIN PLAYERS



Tools presented herein enables the assessment of the Company, Competitors, Customers, Suppliers and the Industry in general. This assessment must provide decision support to define the strategies to maintain the Company in the Infinite Game of Business.

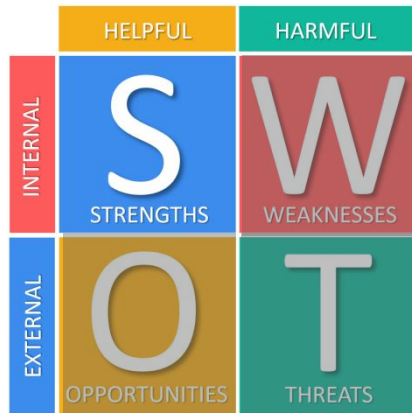
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SWOT ANALYSIS



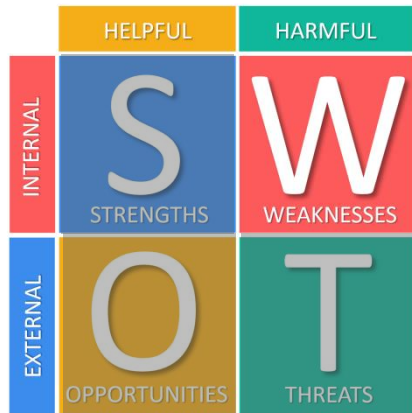
When shall a Company run a SWOT Analysis?

- SWOT is a **Strategic tool**, with which a Company and the environment where it operates can be analyzed;
- Built by a multi-functional team brainstorm
- Output of SWOT will be a list of Strengths, Weaknesses, Opportunities and Threats that will feed Company's Strategies
- Promotes strategic thinking, support decision-making, bring a clear and common view of Company situation



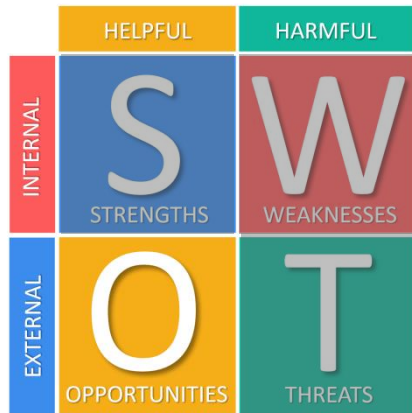
STRENGTHS

- Things that your Company does particularly well that distinguishes it from the Competition;
- Strengths are an integral part of your Company;
- Think about what Strengths your Competitors see in your Company;
- **Strength is only real if it brings a clear advantage.**
- Staff motivation (Big advantage on Services' Business)
- Financial Resources (R&D for new technologies)
- Strong Brand / Market Perception (Need less effort for Brand awareness)
- Lean Manufacturing Culture (Higher efficiency > Lower Production Cost)



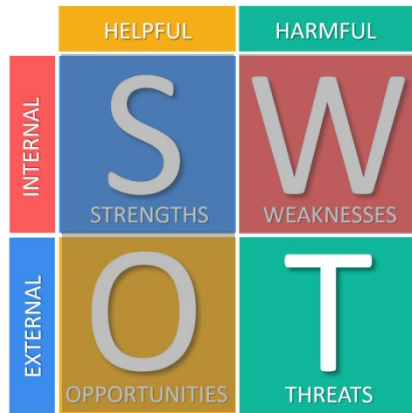
WEAKNESSES

- Be honest in this evaluation
- Why Competitor's are doing better than my Company? Are my Company Weaknesses their Strengths?
- Weaknesses are inherent to the Company:
 - Processes flaws
 - Low level of People skills and knowledge
 - Low level of People motivation and commitment
 - Company's financial health
 - Inefficient Management
 - Toxic or inexistent Company Culture
 - Weak Supplier Chain management



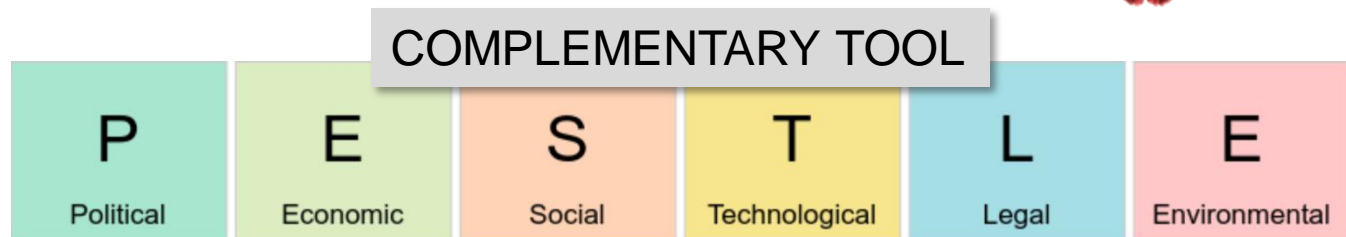
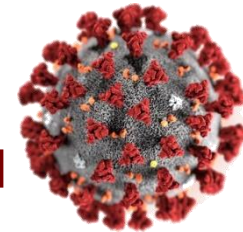
OPPORTUNITIES

- Openings or chances for something positive in your Business
- External to your Company, but your Company must be prepared to take advantage of it in the right timing
- Examples
 - New Customers Segments
 - New developments in your Company field of technology
 - Changes in regulations that benefits your Business
 - Politics change: Export / Import international agreements, tax policy, etc



THREATS

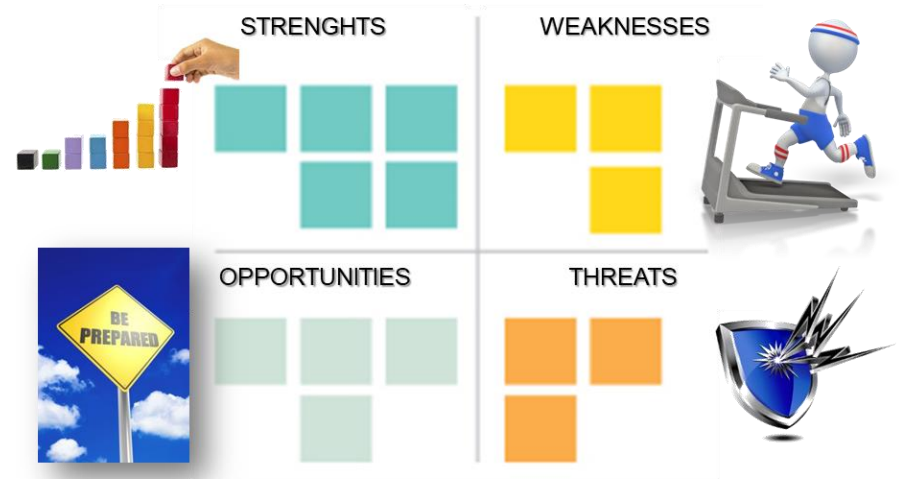
- Anything that can negatively impact your Business from the outside
- To brainstorm threats, think about obstacles you have to get your product to market
- Threats example:
 - Changing product requirements due to Safety
 - Supply-chain problems
 - Shortage of skilled people
 - **Disruptive reduction in Market Demand**



Picture Source: www.business-to-you.com; Source: https://www.mindtools.com/pages/article/newTMC_05.htm.

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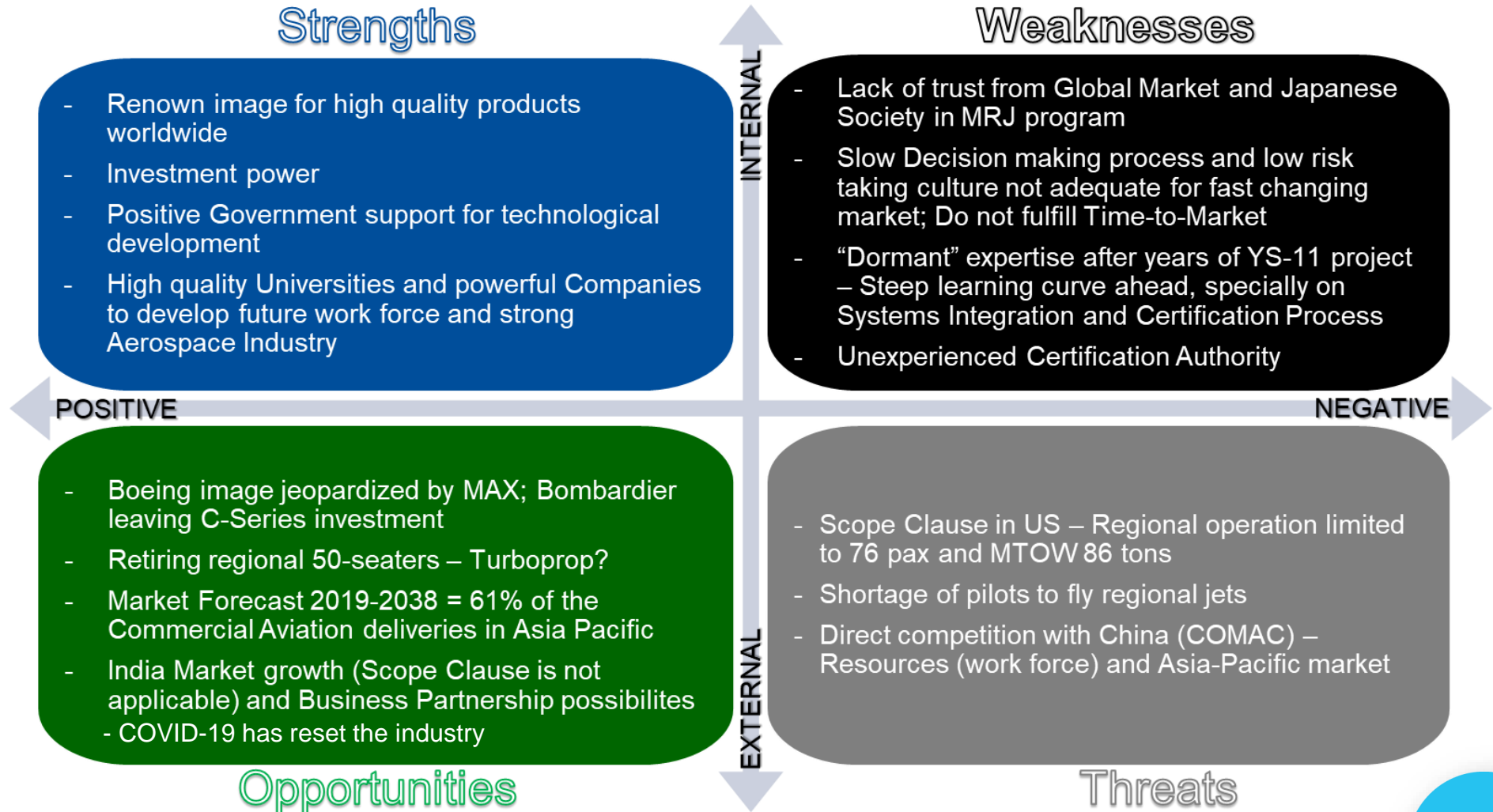
SWOT ANALYSIS > STRATEGIES



- Look for connections between the different quadrants:
 - Could a Strength protect your Company from a Threat?
 - If a Weakness is improved, could your Company profit from an Opportunity?
- Define precise and specific actions and quantify the benefits, instead of developing a high-level vague strategy

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SWOT ANALYSIS > JAPAN AERONAUTICAL INDUSTRY SWOT

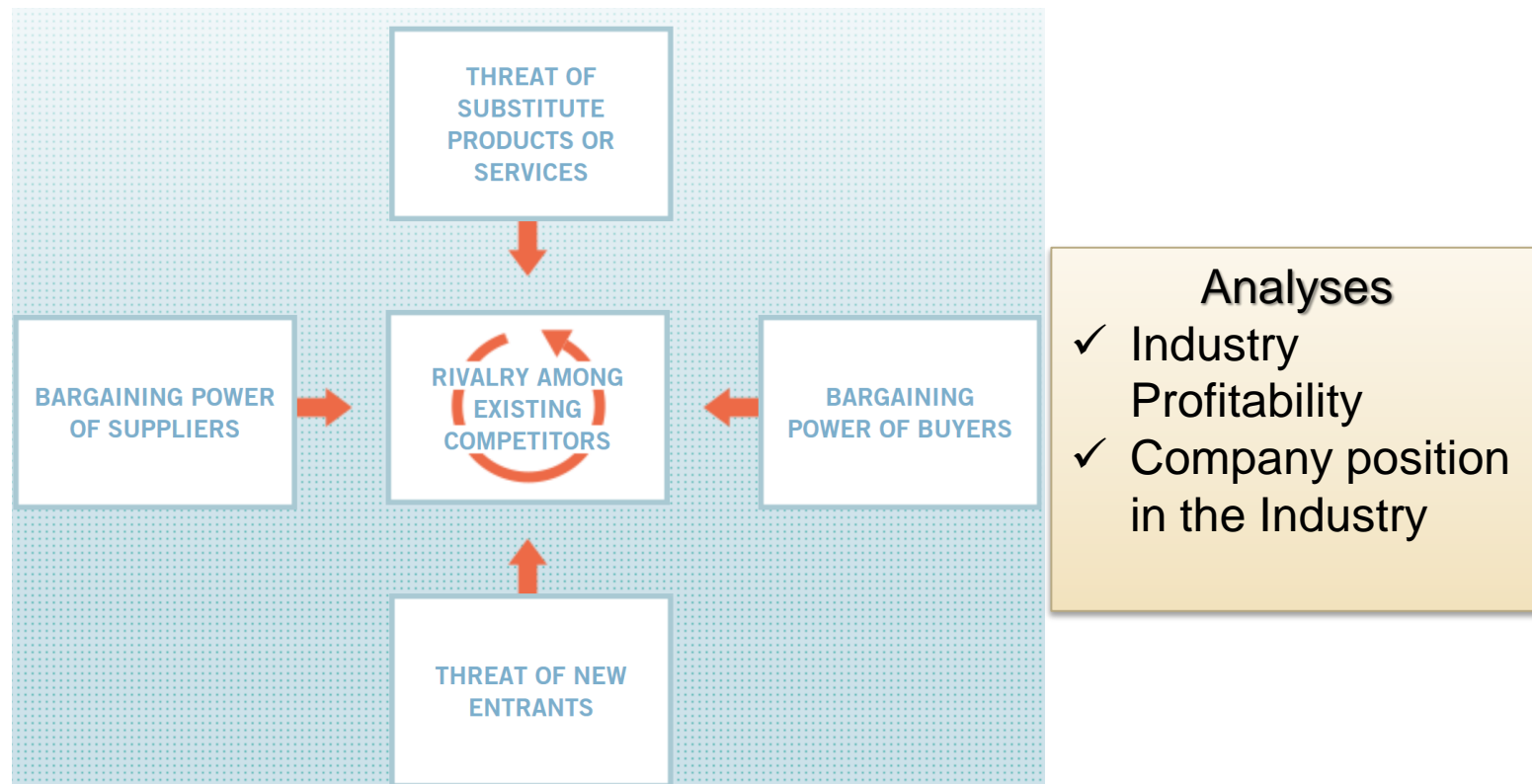


What could be a Japan Strategy in order to build a strong Aeronautical Industry?



MICHAEL PORTER'S 5 FORCES

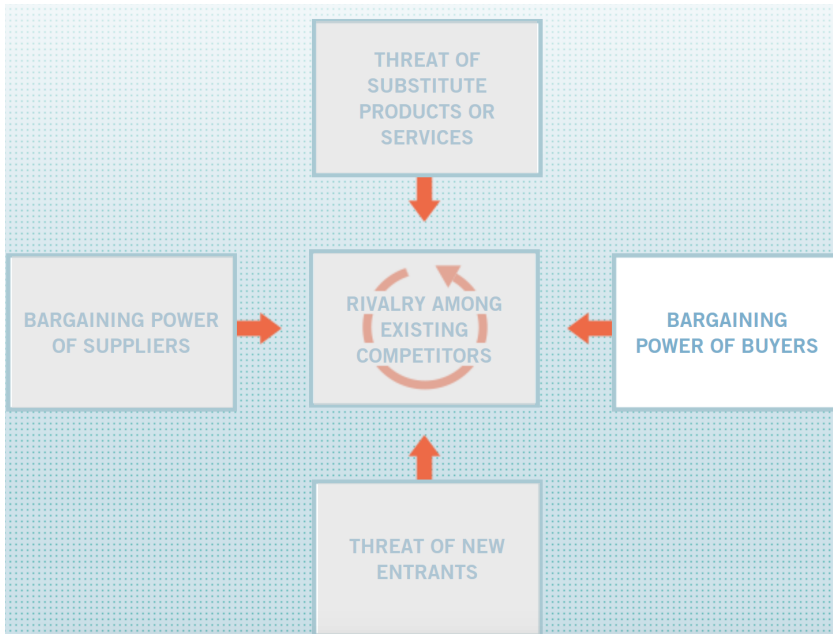
The Five Forces is a framework for understanding the competitive forces at work in an industry, and which drive the way economic value is divided among industry actors.



Source: Harvard Business School, Institute of Strategy & Competitiveness, "The Five Forces".

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PORTER'S 5 FORCES > BARGAINING POWER OF BUYERS



THEORY

Buyers are powerful when:

- Buyers are larger than competitors serving them
- Products / Services are undifferentiated and represent a significant cost for the Buyer
- Switching costs of buying from one Company to the other are few or inexistent

There may be multiple buyers segments in a given industry with different levels of power.

PRACTICE: AIRLINE INDUSTRY

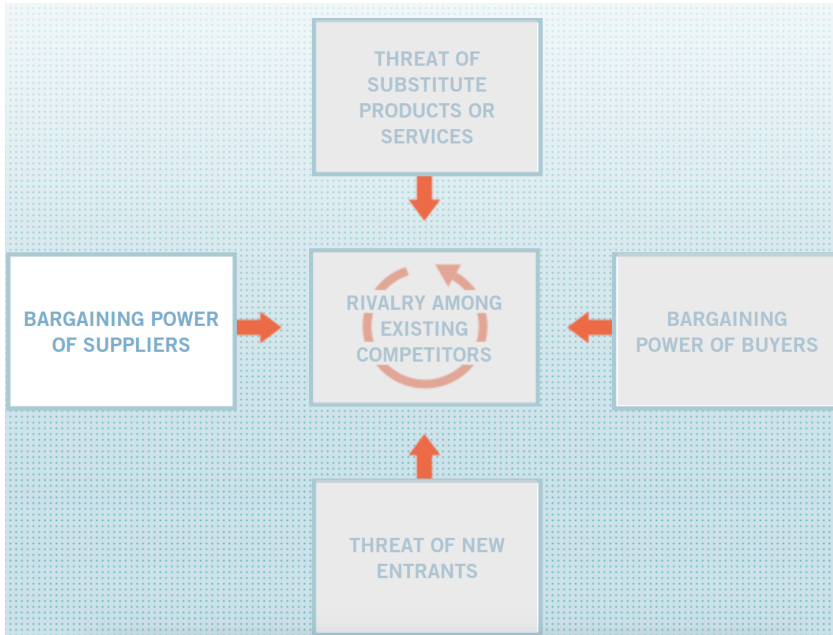
- Airlines struggle to differentiate themselves
- Switching costs for Customers are non-existent
- Low Cost Carriers undermine prices



Source: Harvard Business School, Institute of Strategy & Competitiveness, "The Five Forces".

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PORTER'S 5 FORCES > BARGAINING POWER OF SUPPLIERS



THEORY

Suppliers are powerful when:

- There are few suppliers of an essential input product
- Switching Suppliers is costly or time consuming
- They can use their negotiating leverage to charge higher prices / demand more favorable terms

PRACTICE: AIRLINE INDUSTRY

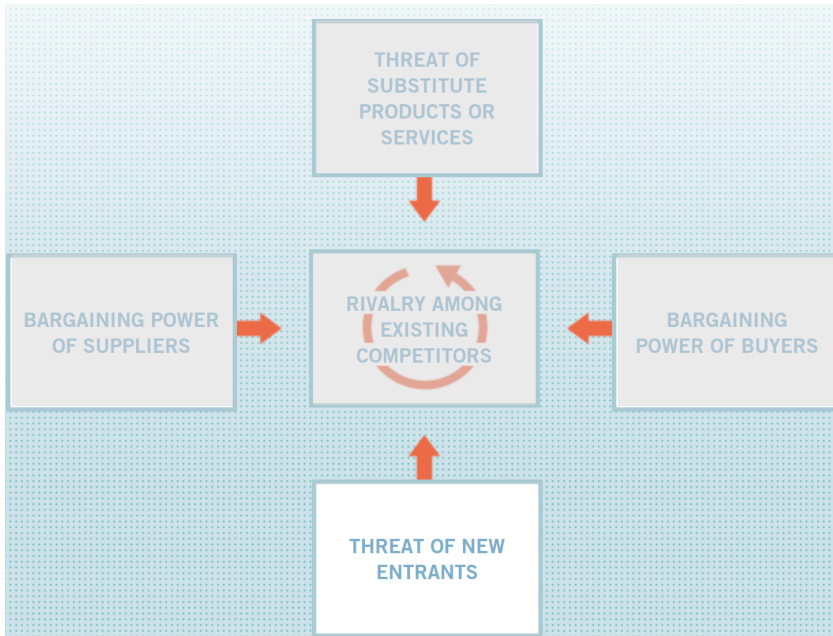
- Major Suppliers in Airline Industry are: Aircraft OEM, Engine OEM, Airports and Fuel Suppliers
- It is hard for Airline to switch Supplier:
 - Fleet commonality costs
 - Dependence on Major Airports
 - High costs or time-consuming



Source: Harvard Business School, Institute of Strategy & Competitiveness, "The Five Forces".

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PORTER'S 5 FORCES > THREAT OF NEW ENTRANTS



THEORY

Threat depends on size of industry barriers:

- Economies of scale
- Brand Awareness
- Distribution channels access
- Government restrictions
- Technology Patents

New entrants force prices down and increase costs for retaining Customers

PRACTICE: AIRLINE INDUSTRY

- Barriers to enter Airline Business is low:
- Access to aircraft through financing / leasing
- Availability of young and skilled personnel

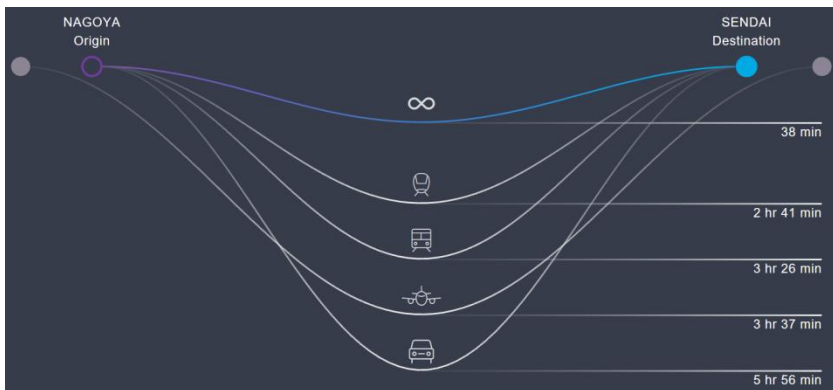
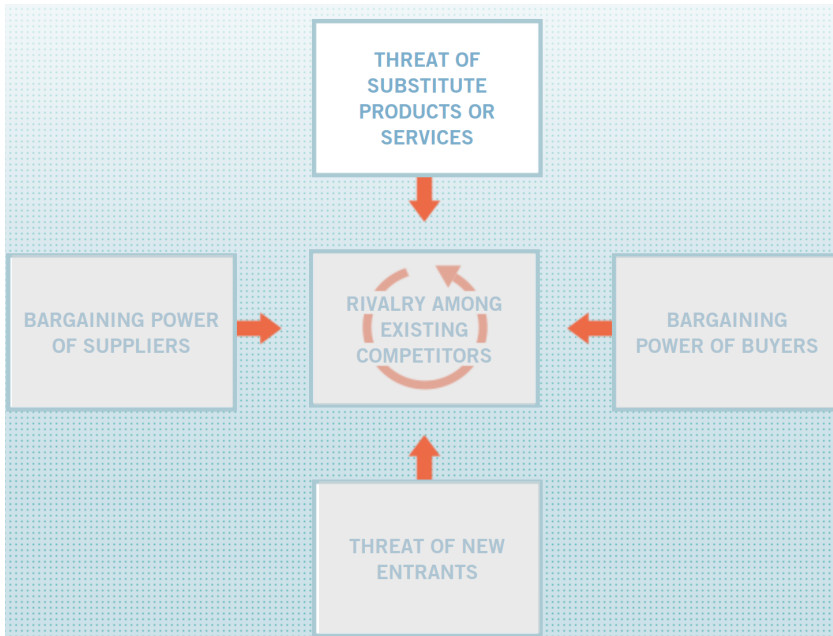
New entrants have advantage of lower wages and newer / more cost-efficient aircraft



Source: Harvard Business School, Institute of Strategy & Competitiveness, "The Five Forces".

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PORTER'S 5 FORCES > THREAT OF SUBSTITUTE PRODUCTS / SERVICES



THEORY

The threat of a substitute is high if:

- It offers an attractive price-performance trade-off in comparison to Industry's Products / Services
- Buyers' cost for switching to the substitute is low

When a substitute product / service meets a Customer's need in a different way, Industry's profitability is reduced.

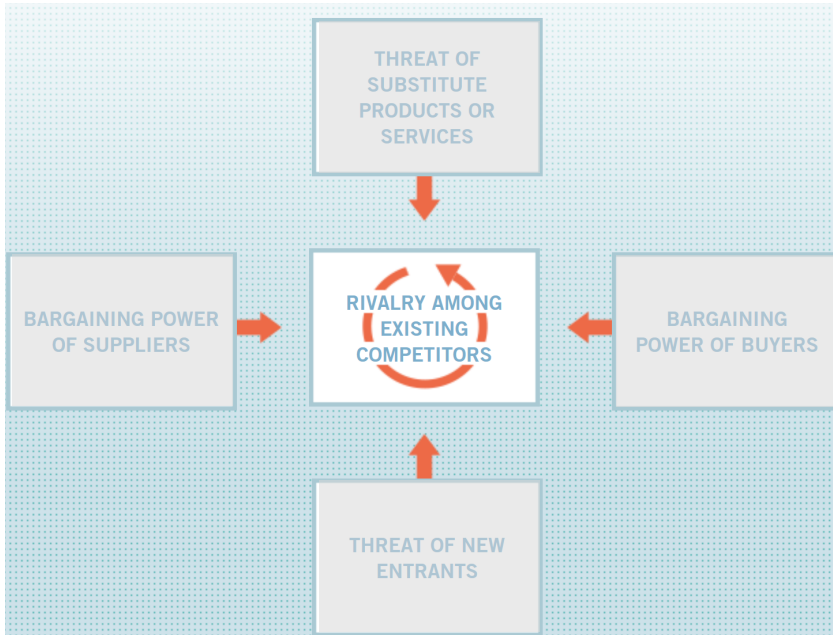
PRACTICE: AIRLINE INDUSTRY

- There are not (yet) effective substitute for Airline travel, specially for big distances.



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PORTER'S 5 FORCES > RIVALRY AMONG EXISTING COMPETITORS



THEORY

Rivalry tends to be high if:

- There are lots of competitors, equal in size / capacity
- Industry growth is slow
- Exit barriers are high
- There are high fixed costs, which triggers price war

Intense Rivalry causes high cost of competing, reducing industry profitability

PRACTICE: AIRLINE INDUSTRY

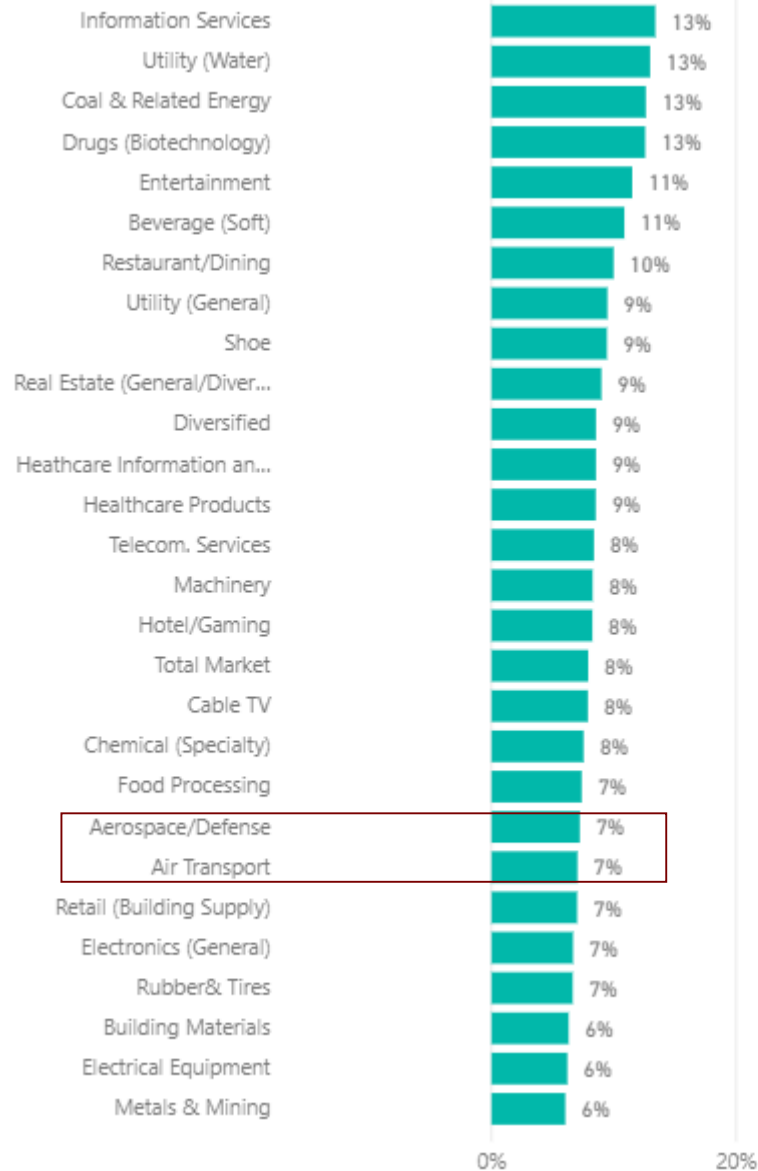
- There are lots of Airlines competing for every route
 - Differentiation is low, fixed costs are high
 - Pressure to offer technology improvements, cabin features and Customer Service



Sources: Harvard Business School, Institute of Strategy & Competitiveness, "The Five Forces"

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AEROSPACE : A HIGHLY COMPETITIVE INDUSTRY



- *Competitive Industries lead to smaller net margins*
- *In order to survive in this type of Industry, it is very important to make good and fast decisions*
- *In order to support effective management, marketing tools are a powerful and required support.*

Source: <https://financialrhythm.com/profitability-margins-industry/>

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MARKET INTELLIGENCE CASE STUDY: RULE OF 70-110

During the market assessment in the regional market in order to support a new product strategy, Embraer found that:

There was a capacity gap

Operator's capacity was not optimized

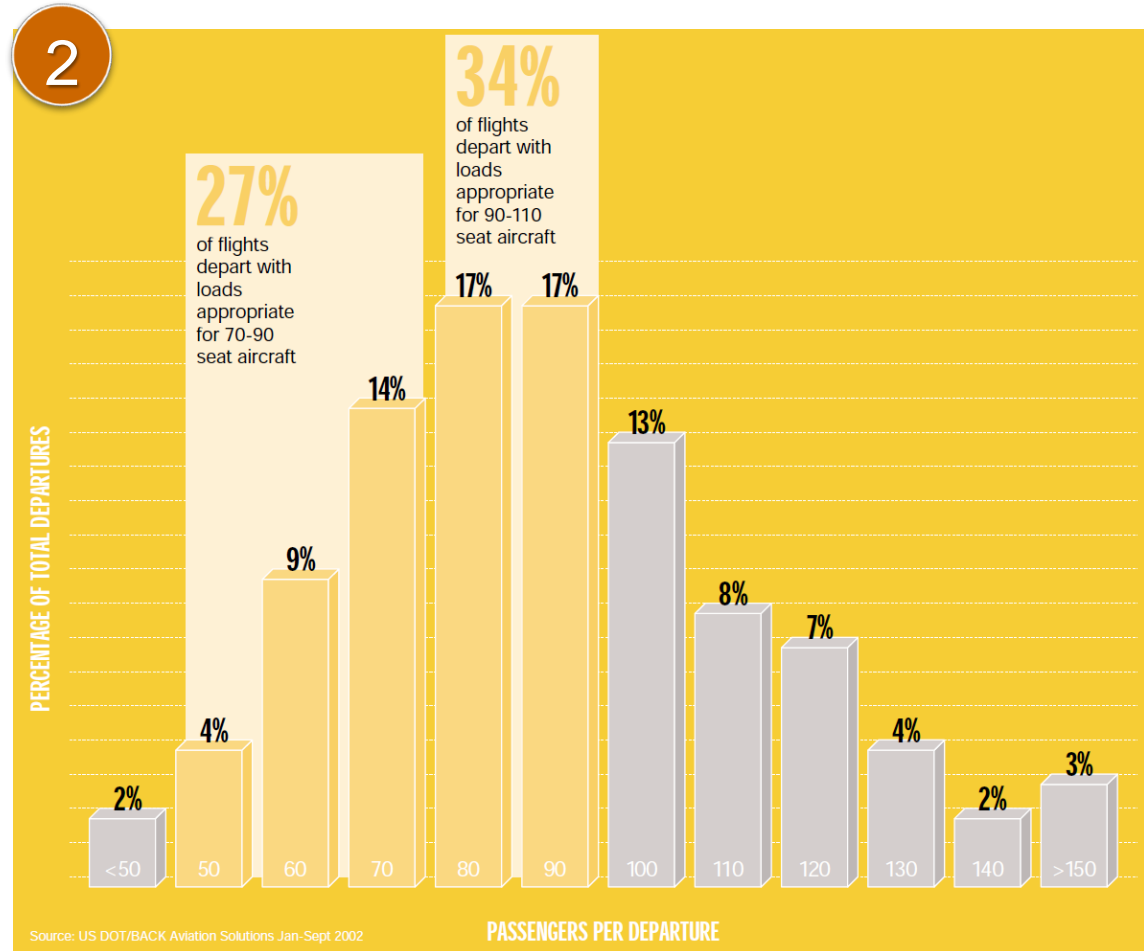
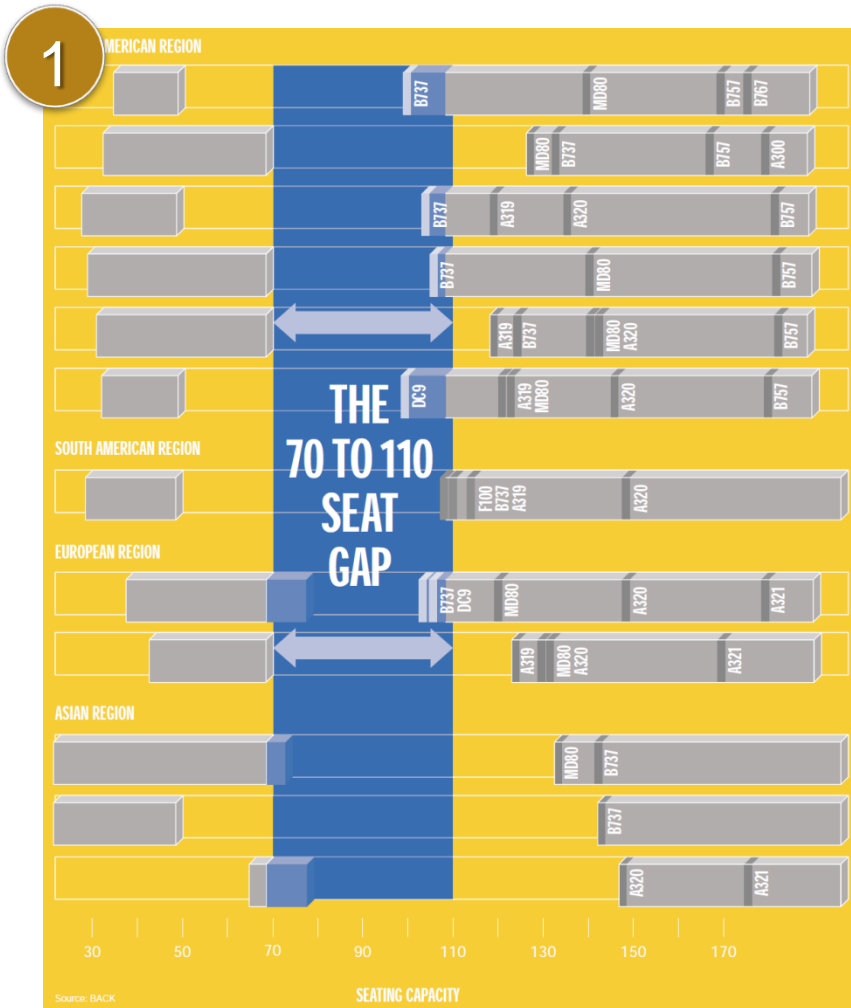
New market opportunities were pushing the limits on regional jets

Commercial fleet was ageing

Source: http://adm.embraercommercialaviation.com/MarketInfo/rule_of_70_to_110.pdf.

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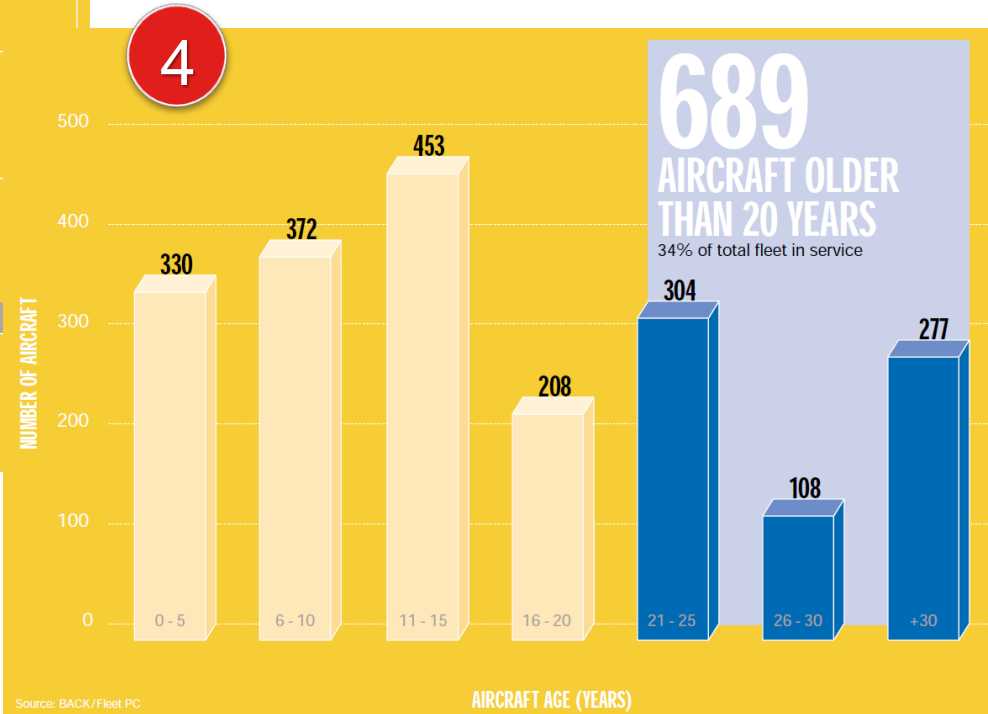
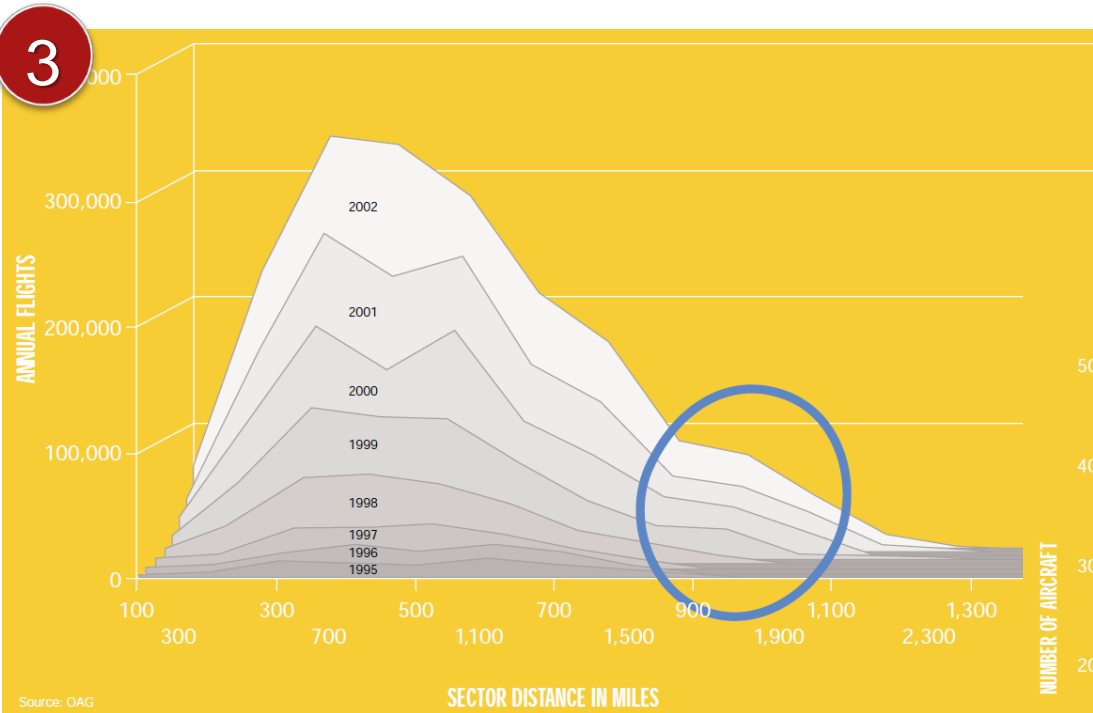
MARKET INTELLIGENCE CASE STUDY: RULE OF 70-110



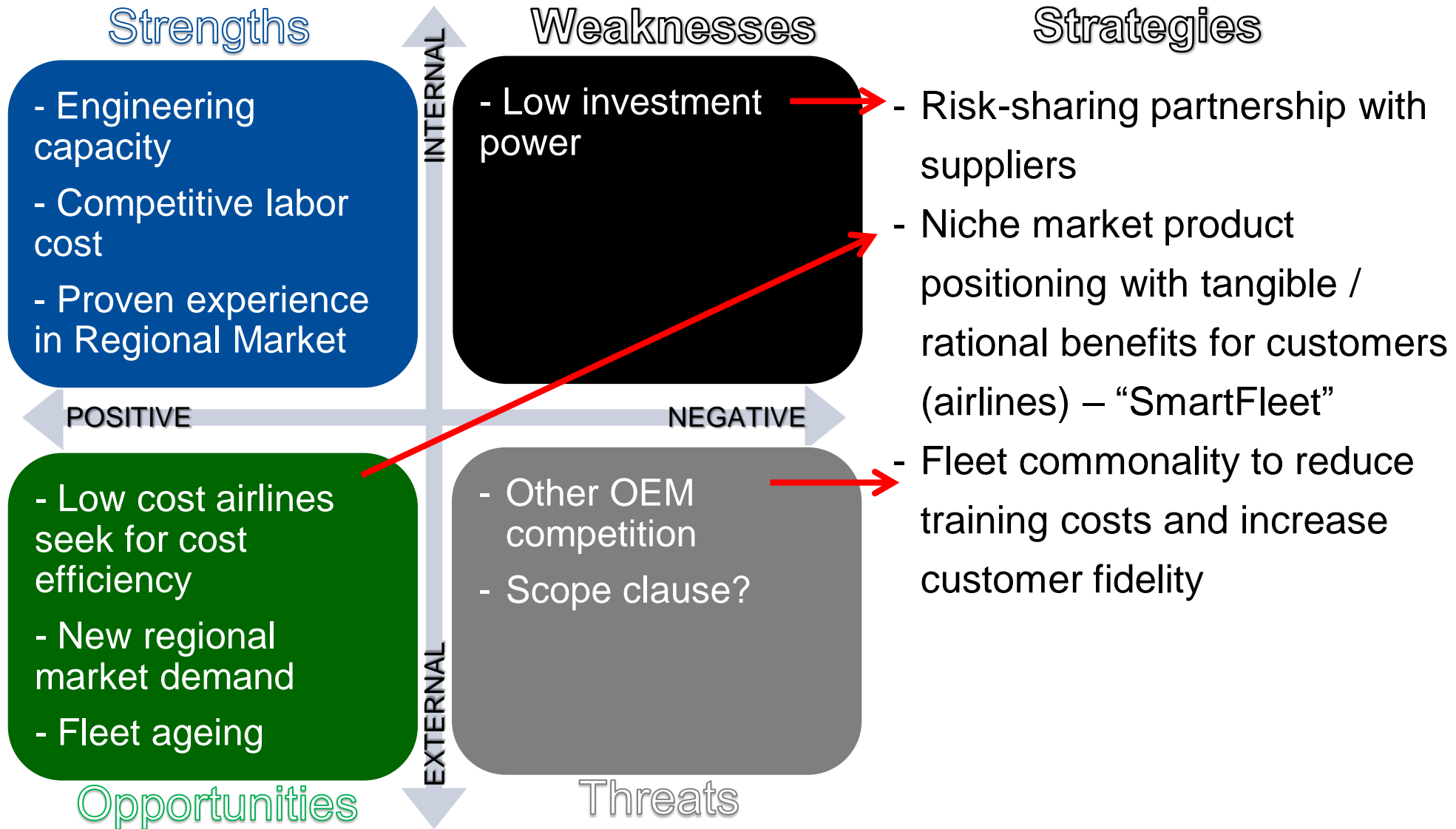
Source: http://adm.embraercommercialaviation.com/MarketInfo/rule_of_70_to_110.pdf.

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MARKET INTELLIGENCE CASE STUDY: RULE OF 70-110




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MARKET INTELLIGENCE CASE STUDY: RULE OF 70-110

“Incrementally large aircraft retains passengers and keeps airline competitive and profitable”



	MTOW (Ton)	Seats*	Range (nm)**	MAX Cruise Speed	TAT (min)
195	52.3	116	2,300	M 0.82	15
190	51.8	100	2,450		
175	40.4	78	2,200		
170	37.2	72	2,100		

* Full Pax, Long Range Cruise; ** Single class @ 32" pitch

Source: Embraer fleet info: www.embraercommercialaviation.com; Picture: www.shutterstock.com.

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MARKET INTELLIGENCE CASE STUDY: RULE OF 70-110

2018

DELIVERED ITS 1,500TH A/C
70 OPERATORS, 5 CONTINENTS

1999

LAUNCHED AT PARIS
AIRSHOW

2004

TRIPLE CERTIFICATION
ANAC, FAA, EASA

Source: Embraer fleet info: www.embraercommercialaviation.com; Picture: www.shutterstock.com.

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AIRLINE INDUSTRY: WHAT IS NEXT?

ZOOM VS THE 7 LARGEST AIRLINES STOCK PERFORMANCE (% Change, Jan 31 – May 12, 2020)



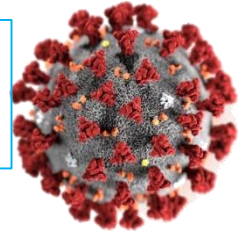
Source: Barchart, as of May 15, 2020

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WHAT WILL BE THE NEXT NICHE?



*Scenario construction exercise:
Which will be a strong Market Segment after COVID-19?*

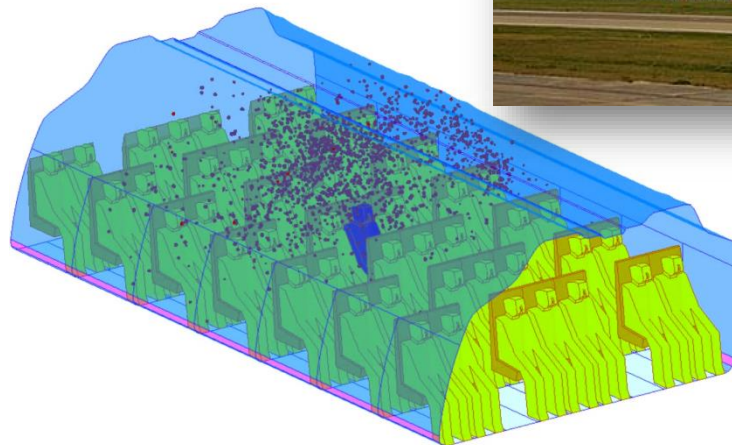


SEATING CAPACITY?

TYPICAL ROUTE
DISTANCE?

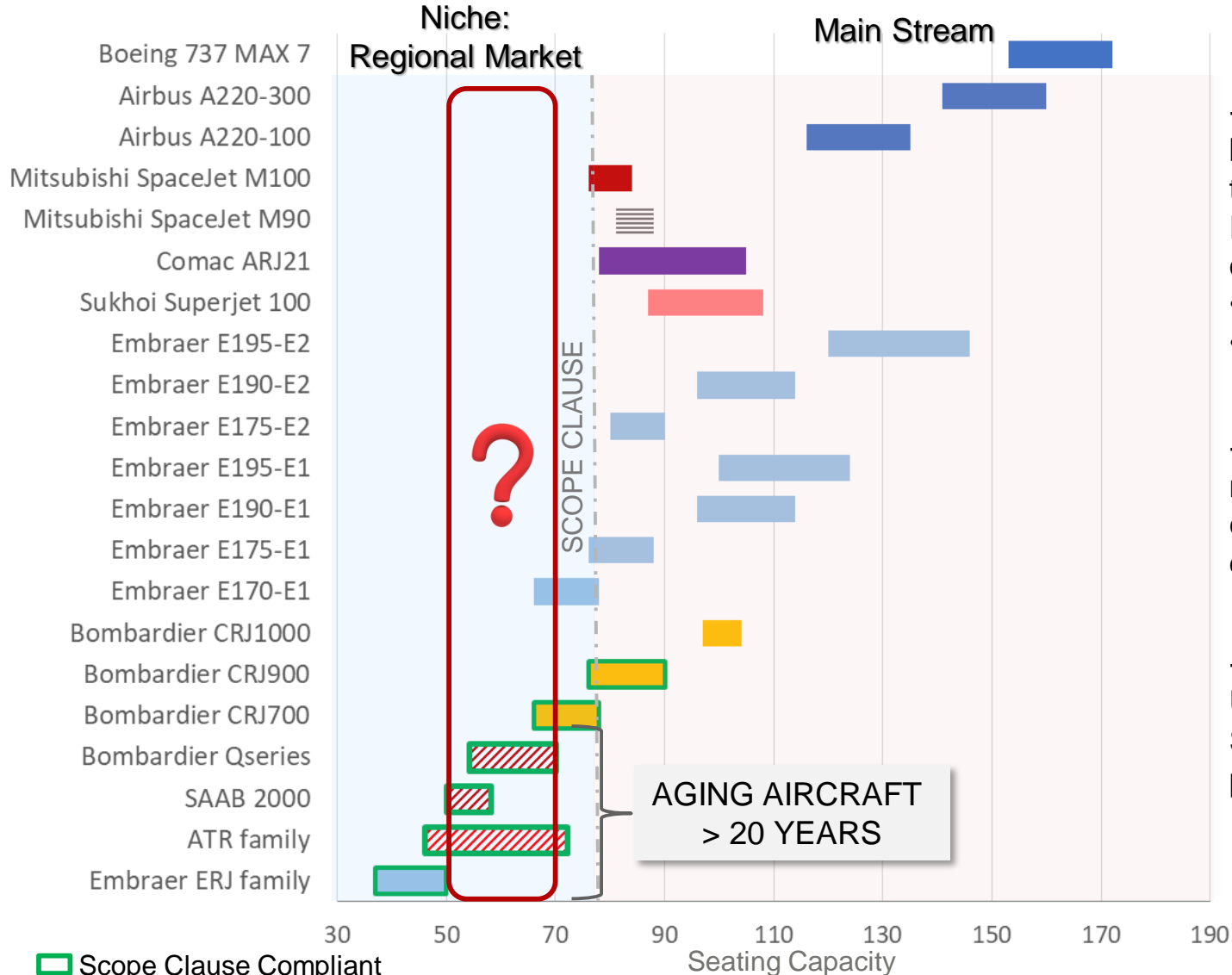
ENGINE TYPE?

ADDITIONAL
CERTIFICATION
REQUIREMENTS?



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WHAT WILL BE THE NEXT NICHE?



- Scope Clause is an agreement between pilots and airlines in order to protect Main Carriers' pilots jobs: Regional Carriers are limited to operate Aircraft sizes up to:

- < 76 seats
- MTOW < 86,000 lb

- On Dec, 2019 Scope Clause was negotiated and maintained. It is expected that it will last for the next decade.

- Current Scope Clause jeopardize US market for Embraer E2 and SpaceJet M90. SpaceJet M100 may pass, if MTOW is reduced.

Source: "The Regional Market and Scope Clauses", <https://leehamnews.com>; Jan, 17th, 2020.

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WHAT WILL BE THE NEXT NICHE?



- *Dornier 328 Turboprop is under modernization by DRA GmbH, Sierra Nevada Subsidiary in Germany.*
- *DRA GmbH was founded in Aug, 2019, as a new OEM*



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Closing:

Questions?

Thank you!



**MITAC
Academy**