

# ROMP

by ROMA, Market Positioning

***Methodology of commercial analysis and planning,  
elaborated and developed by ROMA CONSULTING,  
for the definition of the commercial strategic priorities.***

*“by failing to prepare, you are preparing to fail”  
(Benjamin Franklin – 1706-1790)*

## ➤ BUSINESS PLANNING

- Business planning and market intelligence are one of the main success factors of the companies, together with the necessary competitiveness.
- A study of 2013, made by IPBT (Instituto Brasileiro de Planejamento Tributário) on new Brazilian companies of all industrial and services sectors, shows that
  - 15% of the companies have closed down in the first year of life and
  - 42% of the companies have closed down in the first five years of life .
- The main causes of business failure have been:
  - 43% = lack of planning and market information
  - 17% = fiscal complexity and bureaucracy
  - 15% = difficult access to credit and to financial investments, cash flow problems
  - 12% = high costs and complex management
  - 6% = disagreement among the partners

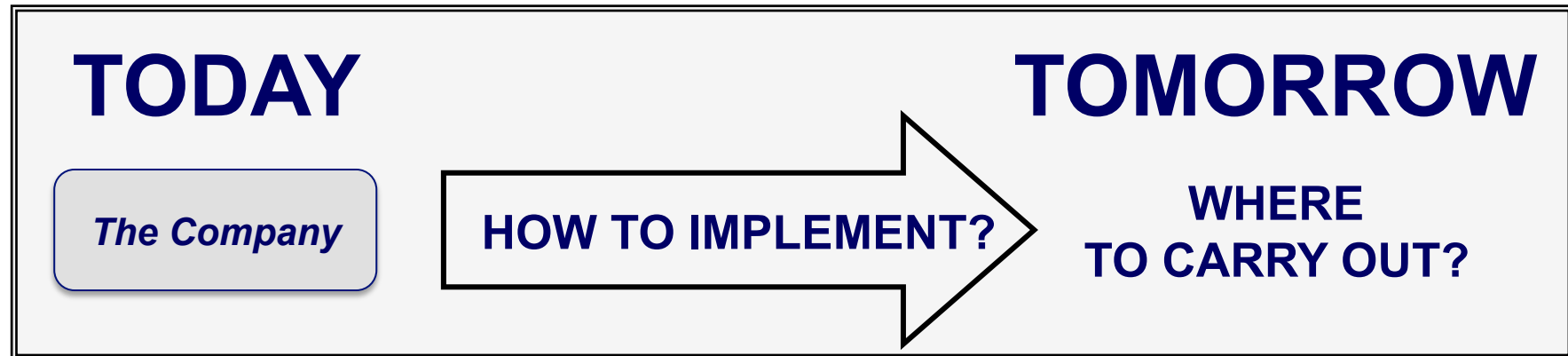
**42% x 43% = 18% OF BRAZILIAN COMPANIES, OPENED IN THE LAST 5 YEARS,  
HAVE FAILED BECAUSE OF  
LACK OF PLANNING AND MARKET INFORMATION**

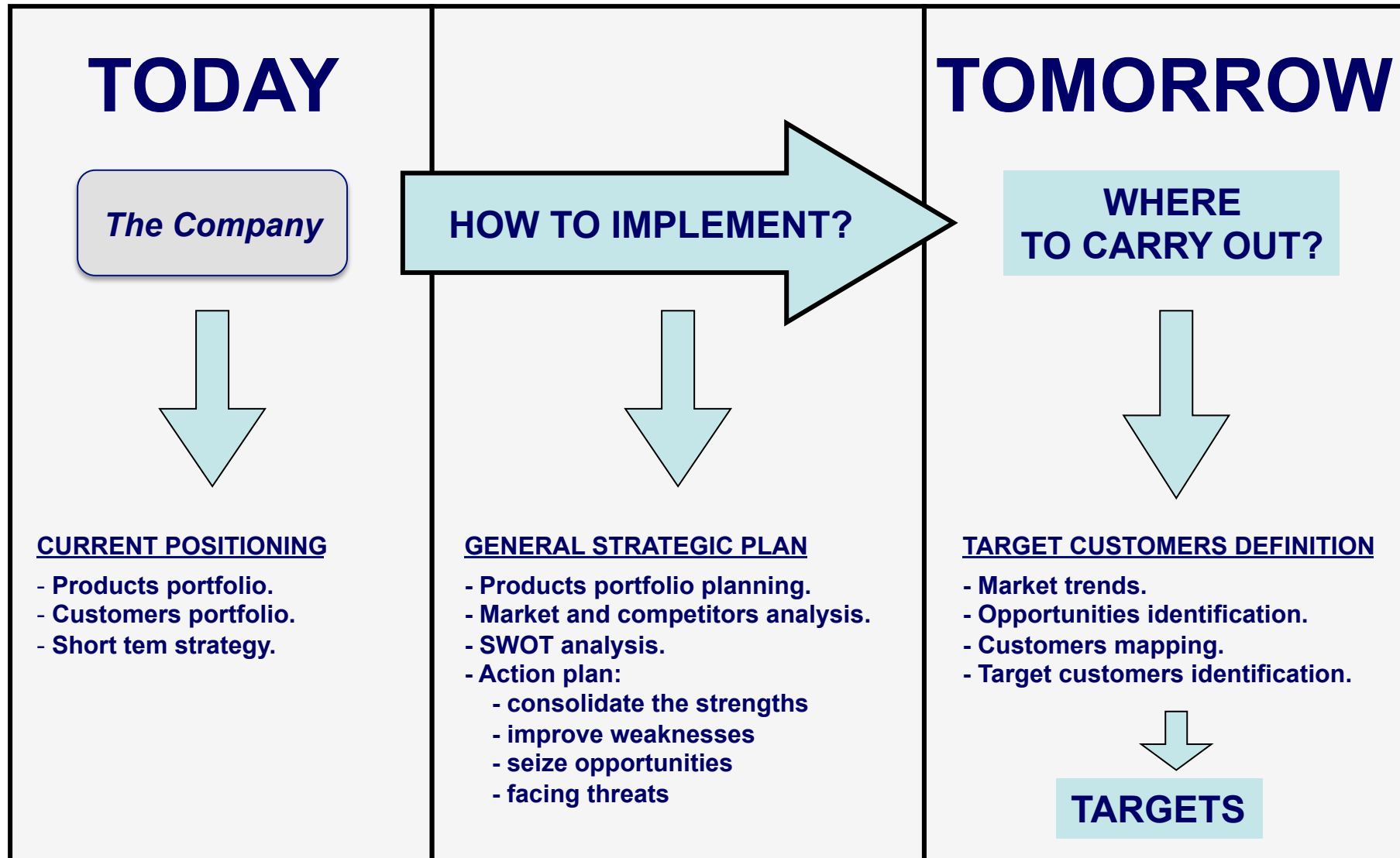
*“strategy without tactics is the slowest route to victory;  
tactics without strategy is the noise before the defeat”*  
(Sun Tzu – The art of war – 513 A.D.)

✓ **Positioning / current target**

✓ **“Commercial” definition of VISION, MISSION, VALUES**

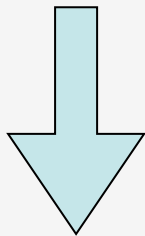
- ✓ **Identification of the “path”:**
- HOW TO IMPLEMENT
  - WHERE TO CARRY OUT





# TODAY

*The Company*



### CURRENT POSITIONING

- Products portfolio.
- Customers portfolio.
- Short tem strategy.

### CURRENT POSITIONING

- Products portfolio:
  - Which products are our specialty?
  - Which products are of our interest today?
  
- Customers portfolio:
  - Ranking current customers by sales.
  - Ranking current customers by relationship.
  - Ranking current customers by potential.
  - Identification of “in touch” customers:
    - ranking by relationship
    - ranking by potential
  
- Short tem strategy:
  - Short term target customers definition:
    - Client 1    why?
    - Client 2    why?
    - Client 3    why?
    - ...            why?
    - Client X    why?
  
- Strategic priorities:
  - Customers mapping by strategic priority.



### HOW TO IMPLEMENT?

#### GENERAL STRATEGIC PLAN

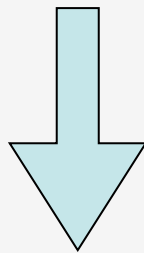
- Products portfolio planning.
- Market and competitors analysis.
- SWOT analysis.
- Action plan:
  - consolidate the strengths
  - improve weaknesses
  - seize opportunities
  - facing threats

#### GENERAL STRATEGIC PLAN

- Planning our product portfolio:
  - product lines planning.
  - Priority of the product lines, identifying the strengths and weaknesses.
- Market and competitors analysis:
  - Identification of our main competitors.
  - Analysis of the strengths and weaknesses of the identified competitors.
  - Analysis of the threats and opportunities of the identified competitors.
- SWOT analysis:
  - SWOT analysis of the competition.
  - Identification of market needs.
  - SWOT analysis of our positioning.
  - Weighted analysis of the results.
  - Positioning with respect to market needs.
- Action plan:
  - Identify and explain the actions to
    - consolidate the strengths,
    - improve weaknesses,
    - seize opportunities,
    - facing threats.

# TOMORROW

WHERE  
TO CARRY OUT?



### TARGET CUSTOMERS DEFINITION

- Market trends.
- Opportunities identification.
- Customers mapping.
- Target customers identification.



TARGETS

### TARGET CUSTOMERS DEFINITION

#### - Automotive market trend:

- Production and sales data of the previous year.
- Forecasts for this year.
- Trends for the coming years.
- Identification of the key factors that may influences the trends.

#### - Opportunities identification:

- Identification of market potential by product line.
- Identification of the main projects of the customers (potential opportunities).
- Definition of the list of customers to be evaluated (= "target" customers).

#### - Customers mapping (ROMP tool):

- Definition of the evaluation criteria of our positioning.
- Definition of the "weight" of each criterion.
- Mapping of our positioning into the "target" customers.

#### - Identification of the "target" customers:

- Based on the results of the ROMP analysis:
  - identify the well positioned customers with medium / high potential;
  - Identify the badly positioned customers with high potential;
  - map the customers by strategic priority.



TARGETS

# ROMP METODOLOGY

## Customers mapping by strategic priority

*The application of the ROMP methodology includes the following steps.*

<b>STEP</b>	<b>RESPONSIBLE</b>	<b>PARTICIPANTS</b>
<b>1) <u>TARGET CUSTOMERS IDENTIFICATION</u></b> <ul style="list-style-type: none"> <li>List of current customers (by plant), highlighting the product lines manufactured..</li> <li>Complement with more potential customers.</li> </ul>	COMPANY	COMPANY (ROMA)
<b>2) <u>COMMERCIAL RELATIONSHIPS WITH THE CUSTOMERS</u></b> <ul style="list-style-type: none"> <li>Identification of the “commercial owner ” and of the possible co-owners.</li> <li>Assessment of the current level of relationship (good / medium / low / none).</li> <li>Any evidence of an actual strategic classification.</li> </ul>	ROMA	ROMA Executives and Leaders
<b>3) <u>DEFINITION OF THE EVALUATION CRITERIA OF CUSTOMERS</u></b> <ul style="list-style-type: none"> <li>Criteria identification (eg.: market positioning, product portfolio, company size, our penetration, our interest, our relationship, ...).</li> <li>Definition of the weight of each criterion for our business.</li> </ul>	ROMA	ROMA Executives and Leaders
<b>4) <u>CUSTOMERS MAPPING BY STRATEGIC PRIORITY</u></b> <ul style="list-style-type: none"> <li>Evaluation of each customer for each criterion (score: 0-5), in plenary meeting with all participants.</li> </ul>	ROMA	all
<b>5) <u>DATA STATISTICAL PROCESSING</u></b> <ul style="list-style-type: none"> <li>Realization of ranking customers by strategic priority.</li> <li>Identification of the “A level” customers and the customers distribution by owner / co-owner.</li> <li>Customers distribution by strategic priority.</li> </ul>	ROMA	ROMA
<b>6) <u>CORRELATION OF CUSTOMERS STRATEGIC PRIORITIES WITH RELATIONSHIPS LEVEL</u></b> <ul style="list-style-type: none"> <li>Identification of our priorities in the improvement activities of relationships.</li> <li>Definition of strategic guidelines.</li> </ul>	ROMA	ROMA Executives and Leaders

*“if you want to build a ship, do not allow your men to collect pieces of wood, but teach them the nostalgia of the endless sea” (Antoine de Saint Exupéry – 1900-1944)*



### CUSTOMERS MAPPING BY STRATEGIC PRIORITY

#### MAPEAMENTO CLIENTES

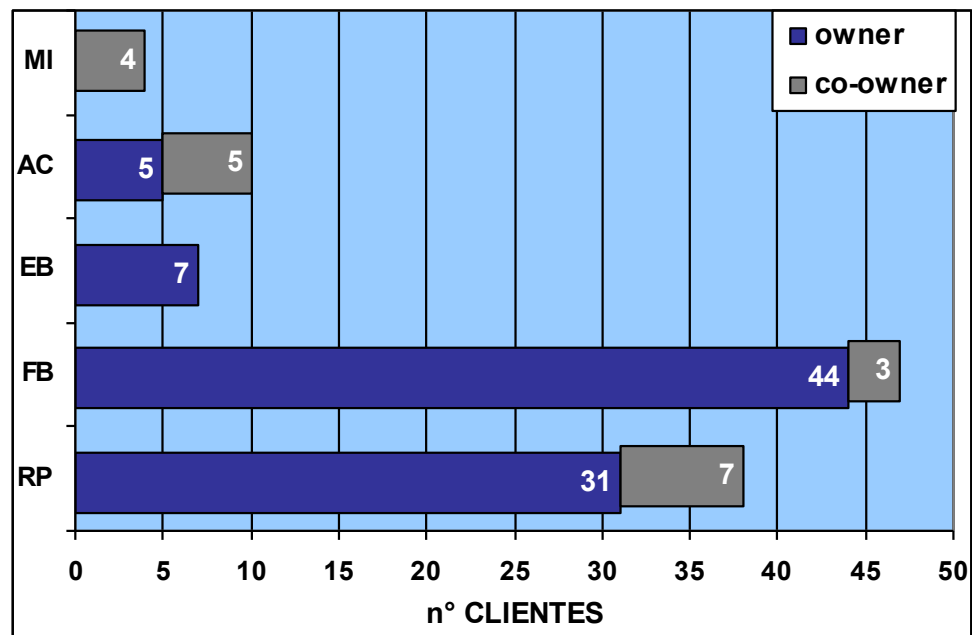
ATUALIZAÇÃO  
DD/MM/AA

posicionamento  
mercado  
portfólio  
produtos  
dimensão  
empresa  
nossa penetração  
nosso  
interesse  
relacionamento  
cliente

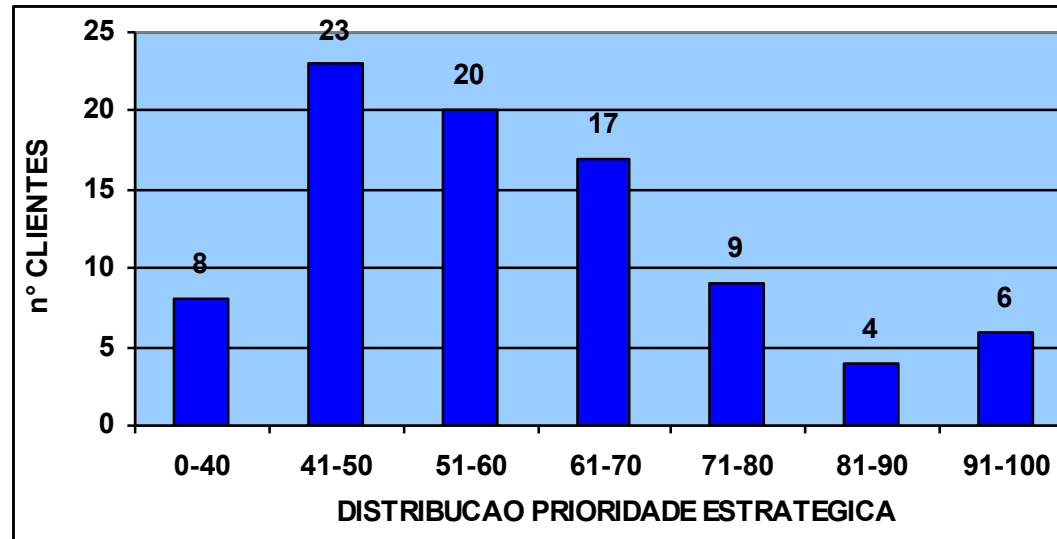
	CLIENTE	Comercial		Setor de mercado	relacionamento Cliente				ABC prioridade estratégica (12/2007)	prioridade estratégica (calculado base 100)	avaliação por critério: pontuação 0÷5 (ver planilha "prioritã strategica")					
		owner	co-owner		nível			a construir			posicionamento mercado	portfólio produtos	dimensão empresa	nossa penetração	nosso interesse	relacionamento cliente
					bom	médio	baixo									
1	CL01	RP		autopeças	MI				A	96	4	5	5	5	5	5
2	CL02	RP		integrador	RP				A	96	5	5	5	4	5	5
3	CL03	AC	MI	montadora	MI				A	94	5	5	5	5	5	4
4	CL04	AC		autopeças	AC				A	94	5	4	5	5	5	5
5	CL05	AC		integrador		AC			A	93	5	5	5	5	4	4
6	CL06	FB	MI	montadora	FB				A	91	4	5	5	5	5	4
7	CL07	FB		autopeças		FB			A	86	4	5	5	5	5	3
8	CL08	FB		integrador	MI				A	86	5	4	5	4	5	4
9	CL09	RP		montadora	RP				A	83	5	3	5	3	5	5
10	CL10	FB		autopeças		FB			A	81	4	4	5	4	4	4
11	CL11	RP		integrador	RP				A	80	4	4	5	2	4	5
12	CL12	RP		montadora	RP				A	80	4	3	5	3	5	5
13	CL13	FB	AC	autopeças			FB		B	77	5	3	3	4	5	4
14	CL14	RP		integrador	RP				A	76	4	3	5	2	5	5
15	CL15	FB		montadora		FB			B	76	4	5	5	2	5	3
16	CL16	RP		autopeças	RP				C	75	4	4	5	2	4	4
17	CL17	RP		integrador	RP				A	75	4	3	5	2	4	5
18	CL18	FB	RP	montadora		MI			A	74	5	5	5	2	5	2
19	CL19	FB	AC	autopeças		FB			A	74	4	5	5	3	5	2
20	CL20	FB	AC	integrador			FB		A	70	4	4	5	2	4	3

### STATISTICAL ANALYSIS OF RESULTS: distribution of customers by owner / co-owner

GERENCIAMENTO CLIENTES pro capite	owner							total	co-owner	total pro capite
	0-40	41-50	51-60	61-70	71-80	81-90	91-100			
RP nome		12	5	6	5	1	2	31	7	38
FB nome	7	10	9	10	4	3	1	44	3	47
EB nome		1	5	1				7		7
AC nome	1		1				3	5	5	10
MI nome									4	4
<b>TOTAL CLIENTES</b>	<b>8</b>	<b>23</b>	<b>20</b>	<b>17</b>	<b>9</b>	<b>4</b>	<b>6</b>	<b>87</b>		



### STATISTICAL ANALYSIS OF RESULTS: distribution of customers by strategic priority

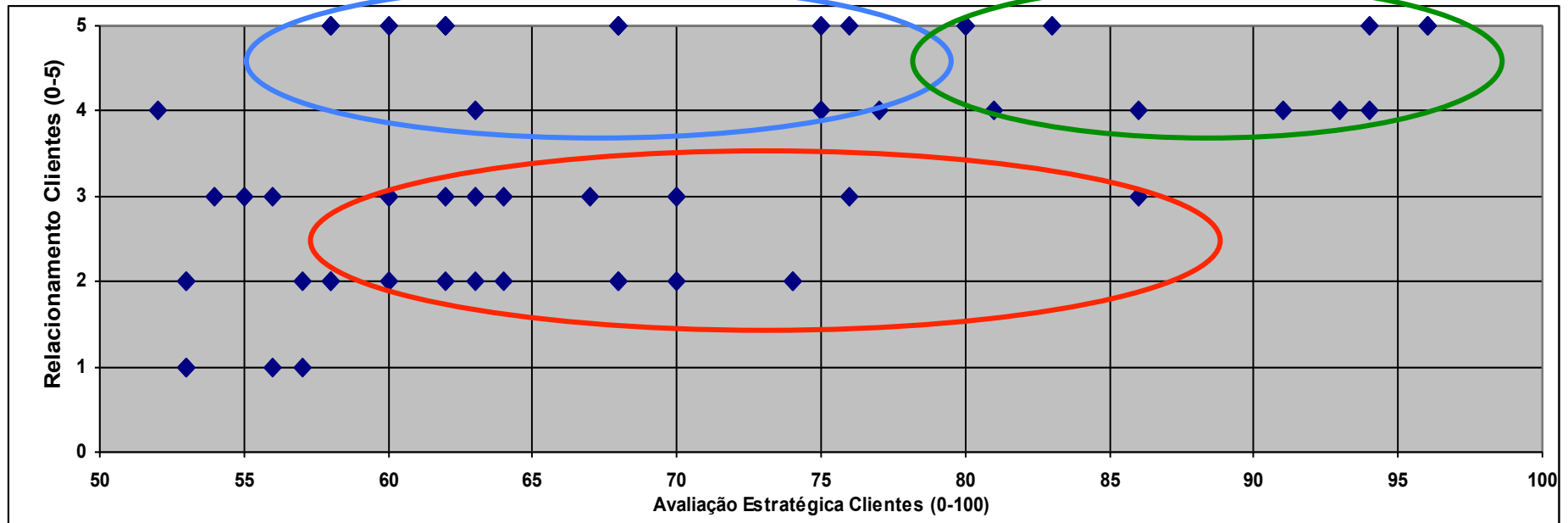


0-40	41-50	51-60	61-70	71-80	81-90	91-100
8	79					
31		56				
51			36			
68				19		
77					10	
81						6
87						

*In this case it was decided to consider the "A level" customers with strategic priority > 50.*

**n° CLIENTES NIVEO A**

### CORRELATION OF THE STRATEGIC PRIORITY OF THE "A level" CUSTOMER WITH RELATIONSHIP DEGREE

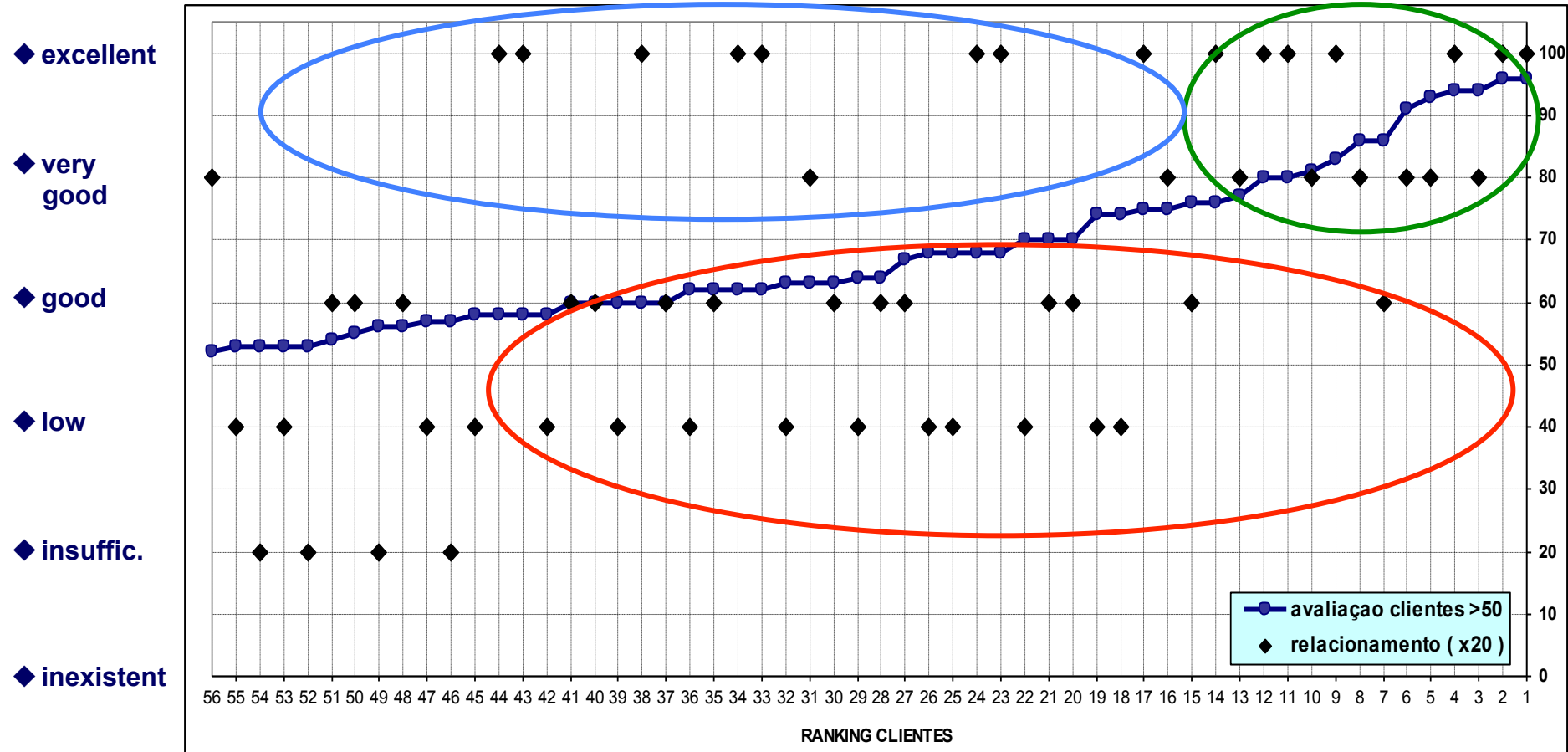


#### CUSTOMERS RELATIONSHIP:

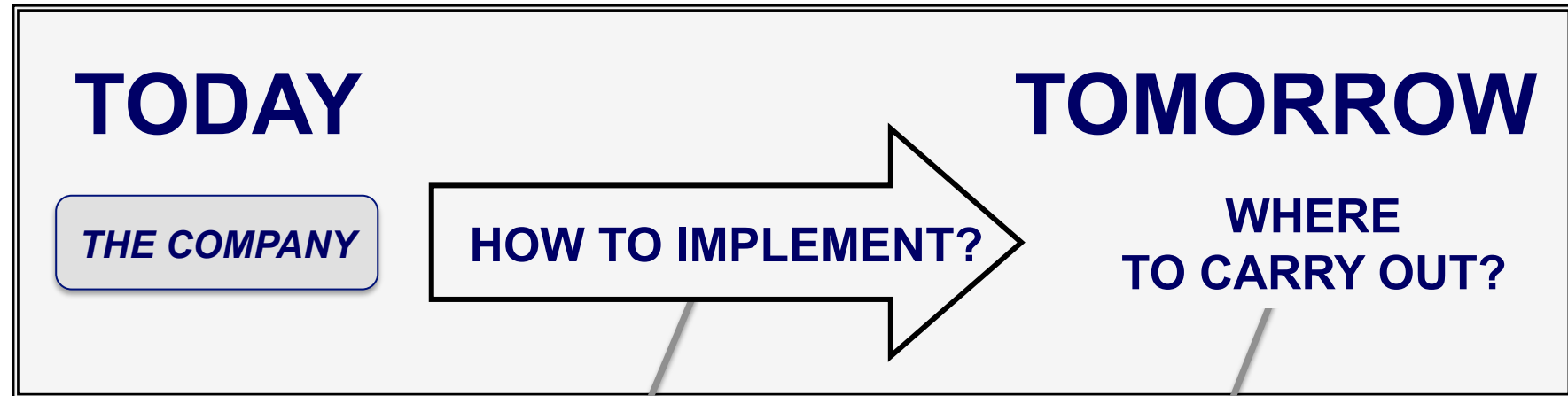
5 = excellent  
 4 = very good  
 3 = good  
 2 = low  
 1 = insufficient  
 0 = inexistent

○ = Strategic customers whose relationships need to be improved  
 ○ = "premium" customers  
 ○ = Strategic customers well positioned

### CORRELATION OF THE STRATEGIC PRIORITY OF THE "A level" CUSTOMER WITH RELATIONSHIP DEGREE



- = Strategic customers whose relationships need to be improved
- = "premium" customers
- = Strategic customers well positioned



### ➤ MARKET

The SWOT analysis (“market needs” and “competition”) provide the guidelines for improving the company's position on the market.

The resulting actions will be determined by the evaluations of what is needed to

- ✓ consolidate the strengths
- ✓ improve weaknesses
- ✓ seize opportunities
- ✓ facing threats

### ➤ CUSTOMERS

ROMP methodology provides the guidelines of the commercial strategy to be implemented, in terms of:

- ✓ identification of target customers and their prioritization
- ✓ general guidelines for the company in the relationship with the Customers
- ✓ distribution of the tasks in the commercial department of the company
- ✓ orientation and focus of each employee of the commercial department

*... thank you !*



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***ROMA CONSULTING is a Brazilian company, of Italian origin, based in Campinas (São Paulo), specialized in consultancy in the automotive industry, offering:***

- ***market analysis and business development services***
- ***consultancy in commercial, industrial, quality, logistics and purchasing***
- ***support for foreign companies who want to operate in Brazil***
- ***corporate advisory services***
- ***plans of reorganization and restructuring***

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