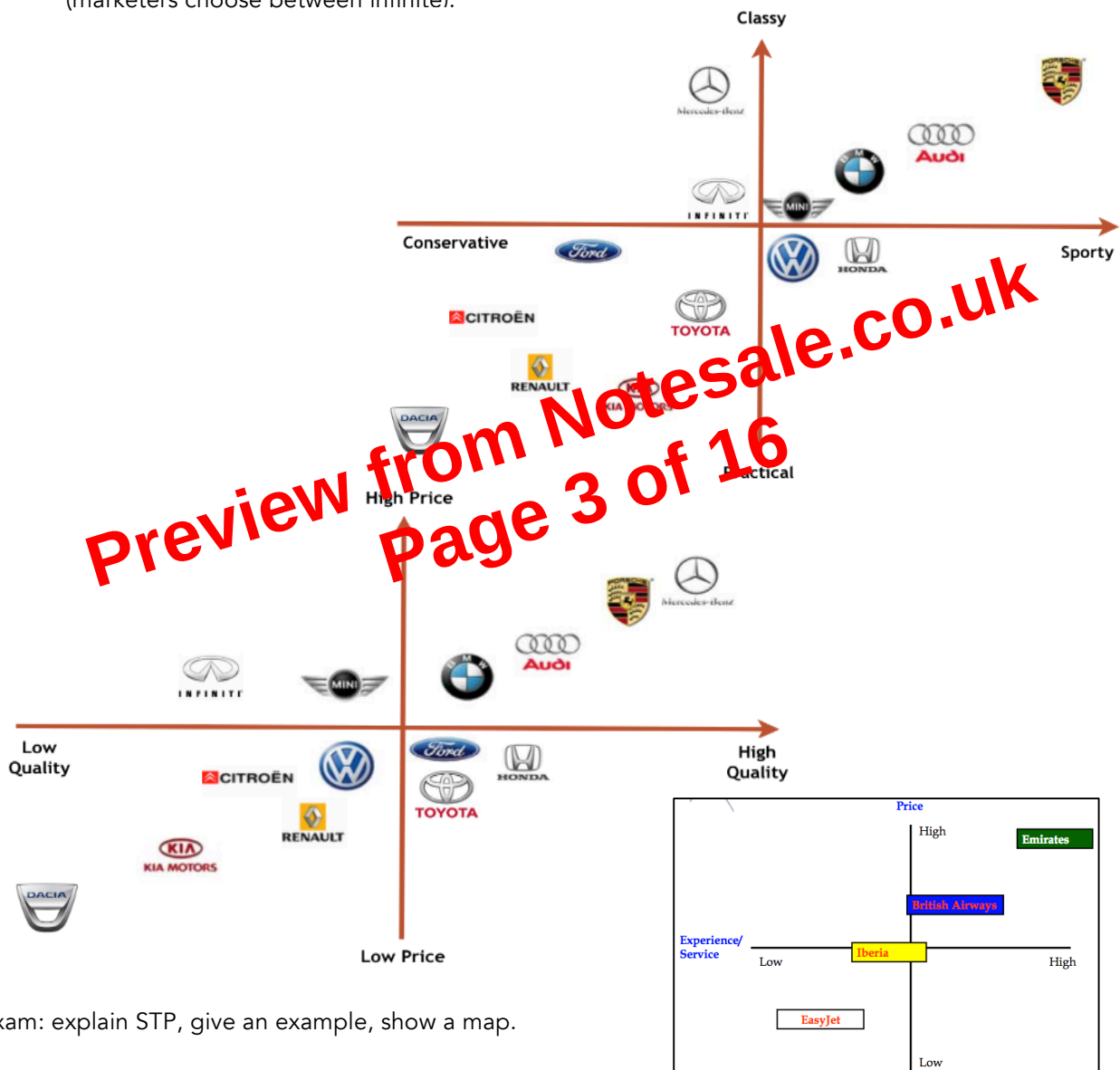


5) **Positioning** = arrange for a product/service to occupy a clear, distinctive and desirable place relative to competing products in the minds of target consumer segments. A good brand positioning helps guide marketing strategy by clarifying the brand's essence, identifying the goals it helps the consumer achieve, and showing how it does so in a unique way. Marketers do this by manipulating the marketing mix (product, place, price, promotions), as well as the company's brand name; plus, other bases for differentiation can include personnel service (experience) and additional services offered together, such as the experiential elements (service, atmospherics, procedures, various add-ons).

Ex. Amazon: "For World Wide Web users who enjoy books, Amazon.com is a retail bookseller that provides instant access to over 1.1 million books. Unlike traditional book retailers, Amazon.com provides a combination of extraordinary convenience, low prices, and comprehensive selection."

- **Product positioning map:** place products and/or services on a grid based on two variables (marketers choose between infinite).



Exam: explain STP, give an example, show a map.

Organizational Behaviour

Organisational Behaviour systematically analyses what happens in organisations looking at three levels of analysis (the individual, the group and the entire organisation) and adopting different frames of analysis (e.g. political, cultural, structural, relational):

- **Individual** processes: personality, preferences, decision-making and learning styles, motivation
- **Group** processes: team building & maintenance, communication, joint decision-making, conflicts
- **Organizational** processes: major changes in the environment, organization structure, organization culture, interorganizational relations, public issues.

An organization can be seen as a:

- **Social system**/Team (personnel perspective) → where human relations play a major part in achieving the organizational goals → focus on individual attitude, behaviour, motivation, team effort and collaboration.
- **Machine** (structural perspective) → mechanistic tool in which inputs are transformed into outputs by following specific procedures and to attain a specific aim → rules, regulations, operating procedures, standards, roles and responsibility, tasks, efficacy.
- **Political arena** (political perspective) → organization seen through the lens of politics, patterns of competing interests, conflicts, and power roles → focus on coalition, power plays, network development, power, influence, conflict.
- **Theatre** (cultural perspective) → organization is seen as a stage where different organizational actors play different and changing roles → focus on role playing, social interaction, symbols and metaphors, hidden meanings.

Organization studies helps us understand the organizational paradox:

- Why we make irrational decisions → How can a world-class research organization (NASA) decide to launch a space flight while having all the evidence that it is unsafe to fly?
- Why effective teams seem to make more mistakes: they report more mistakes and communicate on errors as a source of learning.
- Why incentives can do harm.
- Why not the most effective managers get promoted fastest.
- Why diversity is helping and hurting (and what factor it depends on).
- Why some organizations adapt and change (and how they do this) while others fail.

Personality Profiles

People have a natural tendency to assume certain roles that coincide with their personality profile. Teams can leverage the strengths of specific profiles by giving them more weight at particular project stages and for performing particular tasks.

- Relations with other people:
 - **Extroversion** → may seem shallow to I's → stimulation and variety, contact with others, open-door manager (easily interrupted), meetings seen as useful, communications stressed.
 - **Introversion** → may seem withdrawn to E's → self-contained (work things through), organized, one thing at a time, subordinates sometimes, feel in the dark.
- Acquiring and processing information:
 - **Sensing** → ...materialistic... → matter-of-fact, empirical, practical, dislike of fuzzy problems, specialist/functional, perspective.
 - **Intuition** → ...dreamers... → generating ideas, enjoy new jobs, moving around, insight, future oriented, top-down view.
- Decision making:
 - **Thinking** → ...cold... → tough-minded (quantitative), appreciate analytic style, clear criteria, impersonal, detached, task-oriented, logical, fairness → steps back from the situation, takes a detached look at it, makes an objective and logical decision.
 - **Feeling** → ...emotional... → value-centred, people-oriented, personal perspective, warmth, over-committed, traditionalists → puts self into the situation, assesses how he/she would experience the situation, makes a personalized, subjective decision.
- Dealing with the world and ambiguity:
 - **Judging** → ...rigid... → output oriented, "time is money", prefer action to analysis, implementation oriented, action perspective.
 - **Perceiving** → ...messy... → priority, take on many projects, overload, emphasize diagnosis.