

# Decision Map

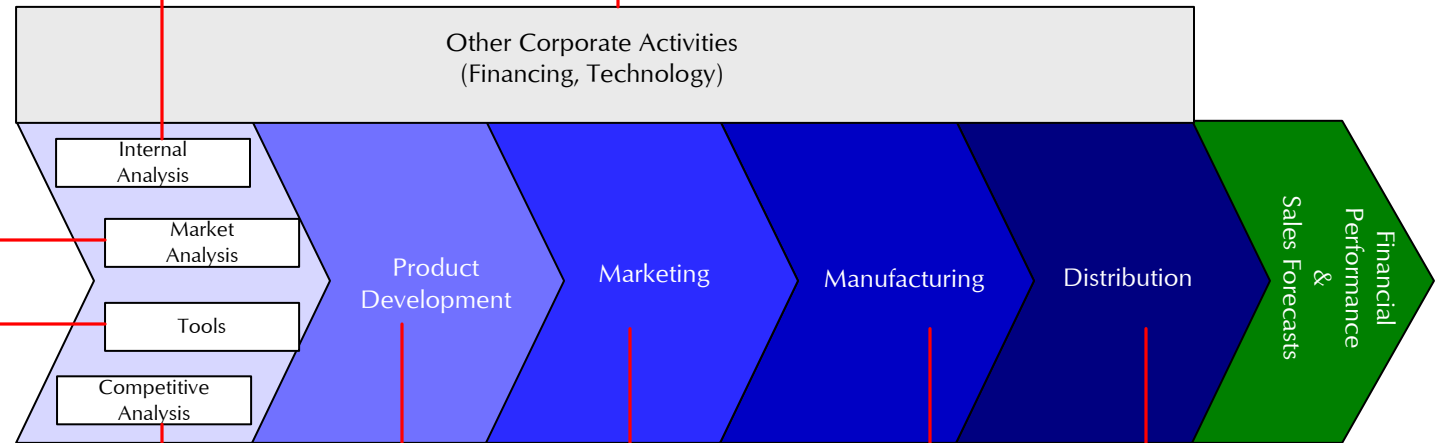
- Analyze past performance
- Monitor product contributions
- Assess firm capabilities

- Build technology competencies
- Issue/refinance short term debt
- Issue/pay-off bonds
- Issue/repurchase stock
- Pay dividends

- Analyze customer segments/demand
- Research consumer customer needs and wants by vehicle class
- Review economic forecasts
- View position maps
- Analyze specific regional trends
- Examine new customer groups

- Analyze sales by customer type
- Conduct focus group sessions
- Test product development concepts
- Compare two competing products
- Test market products by price and marketing levels
- Analyze growth-share characteristics of existing products

- Evaluate competitors' products
- Monitor competitors' investments
- Review competitors' marketing efforts
- Assess competitors' production
- Analyze competitors' financials and metrics



**Note:**

- Some decisions have more leverage than others.
- Decision-making is not necessarily sequential.
- Strategy should drive your decisions.
- Beware of sub-optimization (e.g., adjusting one area and not paying attention to the whole).
- Forecasts are based upon historical competitive information.

- Design new product concepts
- Upgrade existing products
- Generate development proposals
- Add development centers
- Modify product attributes

- Set regional advertising budgets
- Focus direct mail efforts
- Conduct public relations efforts
- Set product advertising budgets
- Establish product promotion strategy
- Set MSRP pricing and dealer invoice

- Increase/decrease distribution channels
- Train distributors
- Support distributors

- Increase/decrease capacity
- Schedule production
- Set flexible production