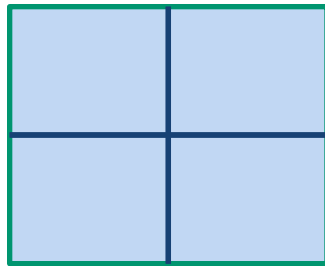
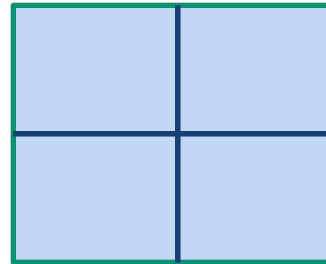


# Product Life Cycles and the Boston Matrix

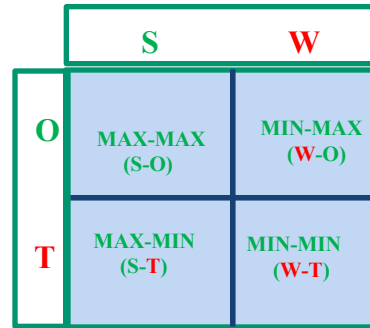
# Maticice (český snímek-Skorkovský)



Bostonská matice  
+ životní cyklus produktu

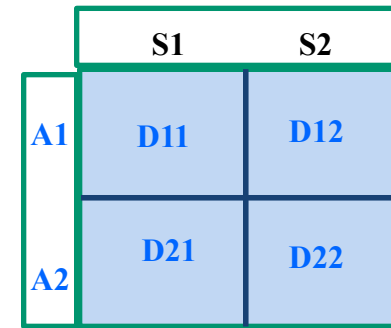


Gartner Magic Quadrant



SWOT

SO-ofenzivní  
 WO – mírně ofenzivní  
 ST - defenzivní  
 WT- ústupková strategie



Rozhodovací matice (neurčitost)

(MaxMax, MaxMin,  
 Hurwitz,..)  
 Si=strategie (typ výroby)  
 Ai-alternativy (např. poptávka)  
 Dij-důsledky  
 (např. Výnosy-Náklady-Ušlý zisk)

Co	Je to	Není to	Rozdíl	Příčina
<b>Kdo</b>	Konzultant 1	Konzultant 2	Neznalost účetnictví	Rozsah školení
<b>Kdy</b>	Doba dovolených	Mimo prázdniny	Konzultant 1 si vybral dovolenou v květnu	Konzultant 2 je na Tahiti
<b>Kde</b>	U klienta	Ve firmě dodavatele	Více kvalitních konzultantů k dispozici	Špatné plánování zdrojů
<b>Rozsah</b>	Chybné kontrolní hlášení	Bankovní výpisy a příkazy	Nová aplikace	Rozsah školení

Kepner-Tregoe

# Product Life Cycles and the Boston Matrix

- **Product Life Cycle** – shows the stages that products go through from development to withdrawal from the market
- **Product Portfolio** – the range of products a company has in development or available for consumers at any one time
- **Managing product portfolio** – important for cash flow

# Product Life Cycles and the Boston Matrix

- **Product Life Cycle (PLC):**
  - Each product may have a different life cycle
  - PLC determines revenue earned
  - Contributes to strategic marketing planning
  - May help the firm to identify when a product needs support, redesign, reinvigorating, withdrawal, etc.
  - May help in new product development planning
  - May help in forecasting and managing cash flow

# Product Life Cycles and the Boston Matrix

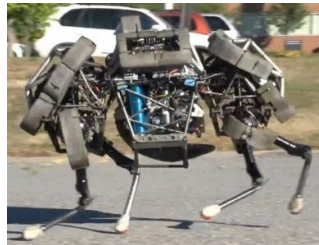
- **The Stages of the Product Life Cycle:**
  - Development
  - Introduction/Launch
  - Growth
  - Maturity
  - Saturation
  - Decline
  - Withdrawal

# Product Life Cycles and the Boston Matrix

- **The Development Stage:**
- Initial Ideas – possibly large number
- May come from any of the following –
  - Market research – identifies gaps in the market
  - Monitoring competitors
  - Planned research and development (R&D)
  - Luck or intuition
  - Creative thinking – inventions, feeling
  - Futures thinking – what will people be using/wanting/needing 5,10,20 years hence?

# Development stage – R&D

- MS DOS -> Windows
- iPhone - > Smart phones
- nano technologies
- Kinect sensors ->
- Robotics->
- Cloud (IT)



# Product Life Cycles and the Boston Matrix

- **Product Development: Stages**

- New ideas/possible inventions
- Market analysis – is it wanted? Can it be produced at a profit? Who is it likely to be aimed at?
- Product Development and refinement
- Test Marketing – possibly local/regional
- Analysis of test marketing results and amendment of product/production process
- Preparations for launch – publicity, marketing campaign



# Product Life Cycles and the Boston Matrix

- **Introduction/Launch:**
  - Advertising and promotion campaigns
  - Target campaign at specific audience?
  - Monitor initial sales
  - Maximise publicity
  - High cost/low sales
  - Length of time – type of product

# Product Life Cycles and the Boston Matrix

- **Growth:**

- Increased consumer awareness
- Sales rise
- Revenues increase
- Costs - fixed costs/variable costs, profits may be made
- Monitor market – competitors reaction?

# Product Life Cycles and the Boston Matrix

- **Maturity:**
  - Sales reach peak
  - Cost of supporting the product declines
  - Ratio of revenue to cost high
  - Sales growth likely to be low
  - Market share may be high
  - Competition likely to be greater
  - Price elasticity of demand?
  - Monitor market – changes/amendments/new strategies?

# Product Life Cycles and the Boston Matrix

- **Saturation:**
- New entrants likely to mean market is 'flooded'
- Necessity to develop new strategies becomes more pressing:
  - Searching out new markets:
    - Linking to changing fashions
    - Seeking new or exploiting market segments
    - Linking to joint ventures – media/music, etc.
  - Developing new uses
  - Focus on adapting the product
  - Re-packaging or format
  - Improving the standard or quality
  - Developing the product range

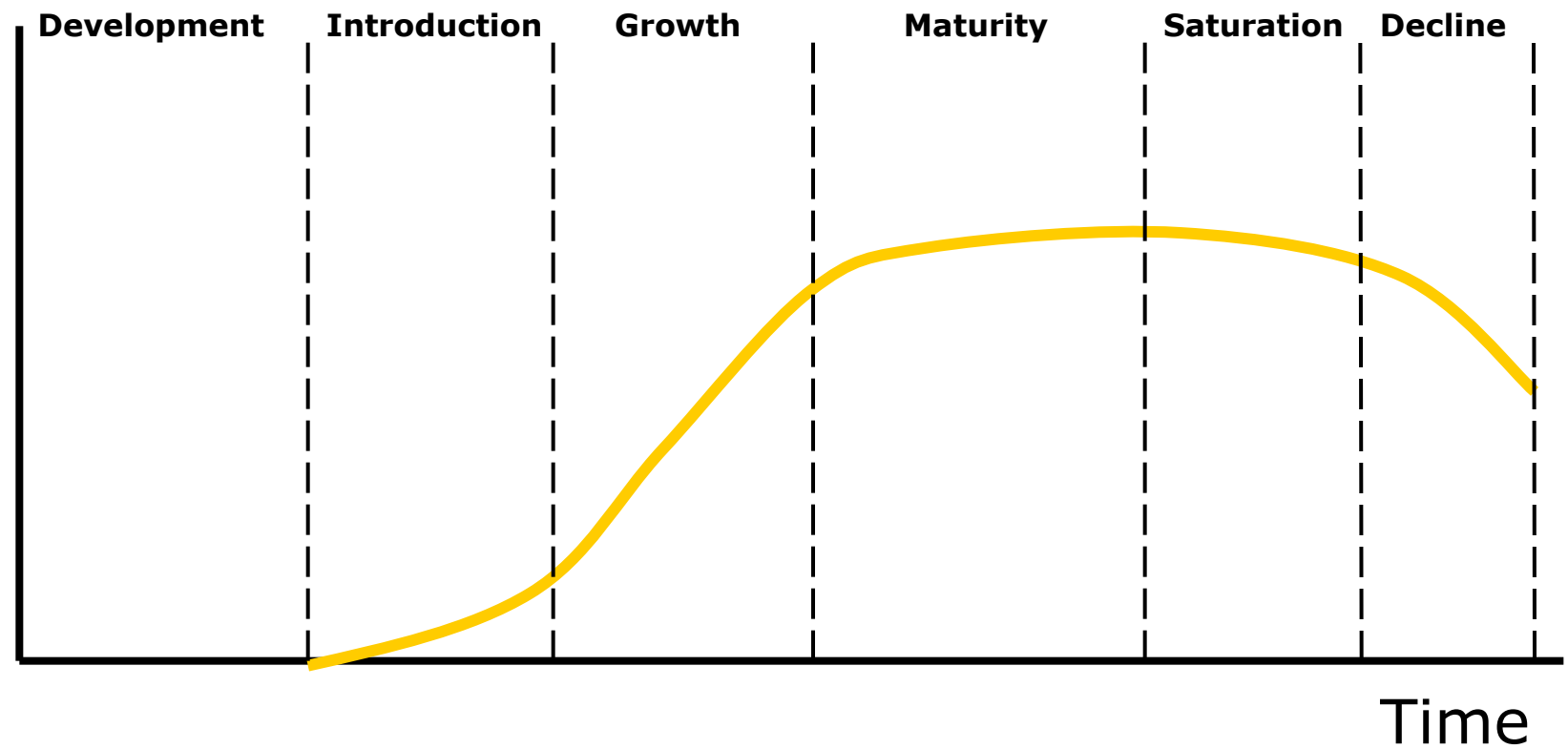
# Product Life Cycles and the Boston Matrix

- **Decline and Withdrawal:**

- Product outlives/outgrows its usefulness/value
- Fashions change
- Technology changes
- Sales decline
- Cost of supporting starts to rise too far
- Decision to withdraw may be dependent on availability of new products and whether fashions/trends will come around again?

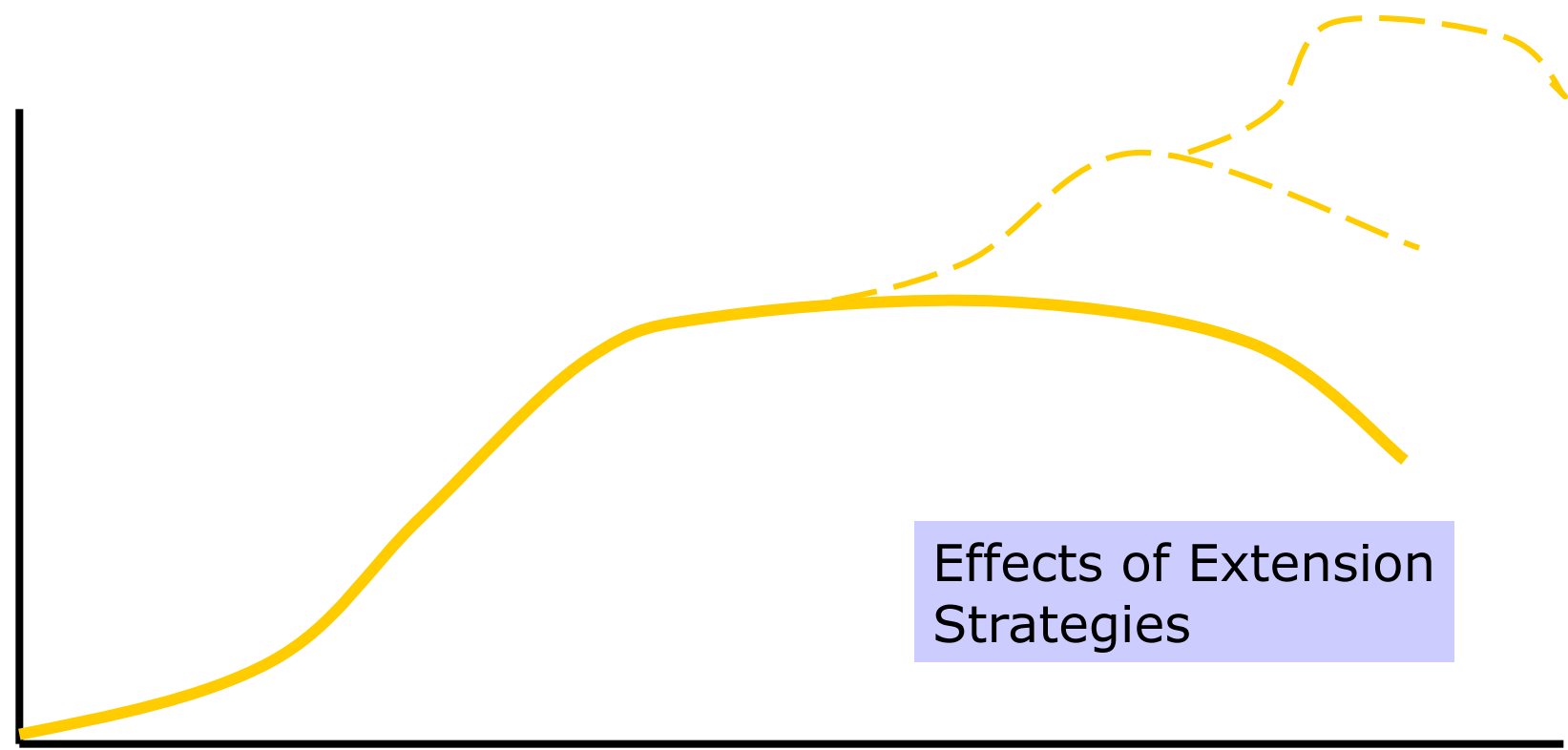
# Product Life Cycles and the Boston Matrix

Sales



# Product Life Cycles and the Boston Matrix

Sales



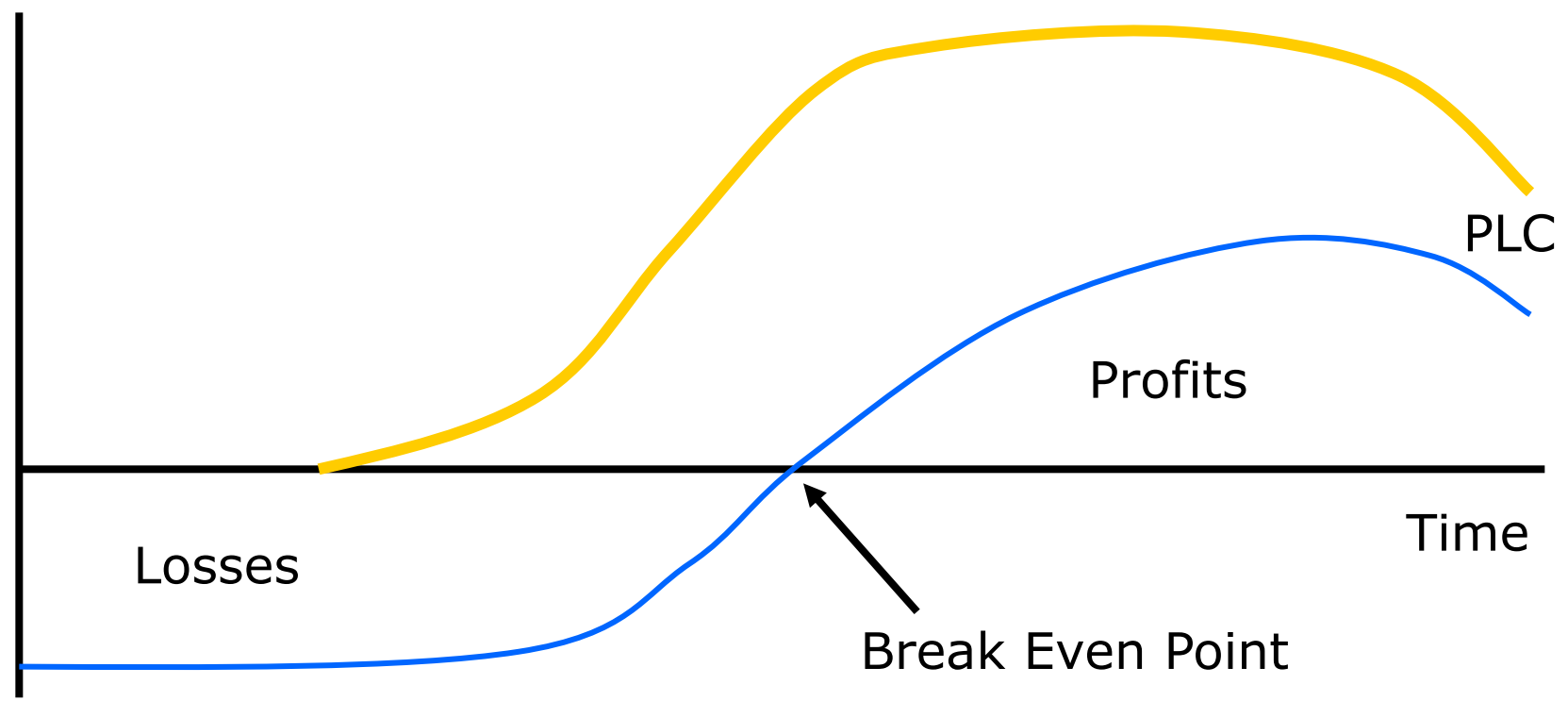
Effects of Extension Strategies

Time

# Product Life Cycles and the Boston Matrix

PLC and Profits

Sales/Profits



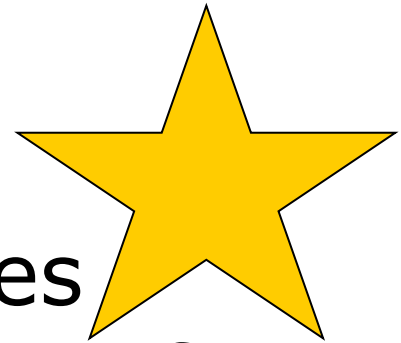


# The Boston Matrix

- **The Boston Matrix:**
  - A means of analysing the product portfolio and informing decision making about possible marketing strategies
  - Developed by the Boston Consulting Group – a business strategy and marketing consultancy in 1968
  - Links growth rate, market share and cash flow

# The Boston Matrix

- Classifies Products into four simple categories:
- **Stars** – products in markets experiencing high growth rates with a high or increasing share of the market
  - Potential for high revenue growth



# The Boston Matrix



- **Cash Cows:**
  - High market share
  - Low growth markets – maturity stage of PLC
  - Low cost support
  - High cash revenue – positive cash flows

# The Boston Matrix

- **Dogs:**

- Products in a low growth market
- Have low or declining market share (decline stage of PLC)
- Associated with negative cash flow
- May require large sums of money to support



Is your product starting to embarrass your company?

# The Boston Matrix

- **Problem Child:**
  - Products having a low market share in a high growth market
  - Need money spent to develop them
  - May produce negative cash flow
  - Potential for the future?



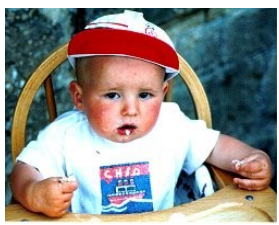
Problem children – worth spending good money on?

# The Boston Matrix

Market Growth

High

Problem Children



Stars



Dogs



Cash Cows



Low



Market Share  
High

# The Boston Matrix

- **Implications:**
- **Dogs:**
  - Are they worth persevering with?
  - How much are they costing?
  - Could they be revived in some way?
  - How much would it cost to continue to support such products?
  - How much would it cost to remove from the market?

# The Boston Matrix

- **Implications:**
- **Problem Children:**
  - What are the chances of these products securing a hold in the market?
  - How much will it cost to promote them to a stronger position?
  - Is it worth it?



# The Boston Matrix

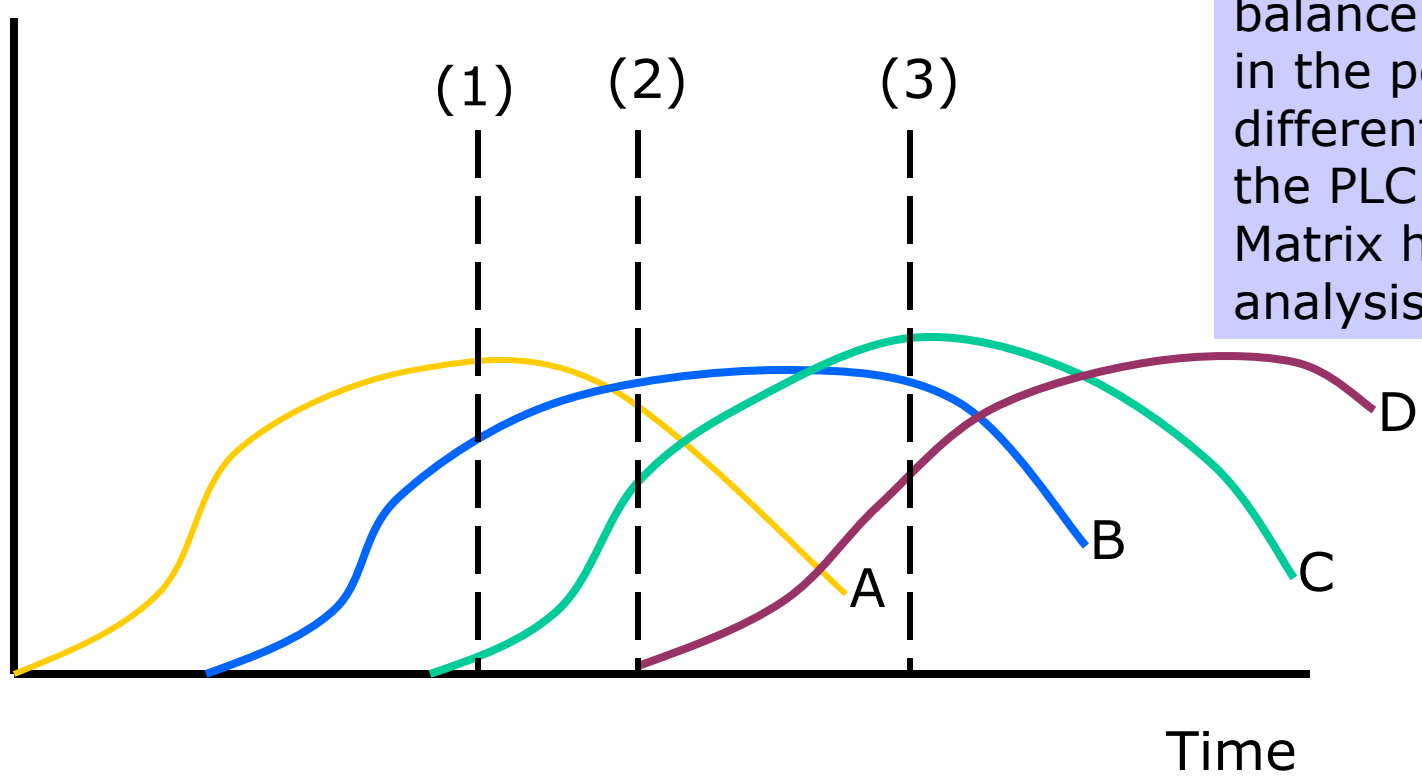
- **Implications:**
- **Stars:**
  - Huge potential
  - May have been expensive to develop
  - Worth spending money to promote
  - Consider the extent of their product life cycle in decision making

# The Boston Matrix

- **Implications:**
- **Cash Cows:**
  - Cheap to promote
  - Generate large amounts of cash – use for further R&D?
  - Costs of developing and promoting have largely gone
  - Need to monitor their performance – the long term?
  - At the maturity stage of the PLC?

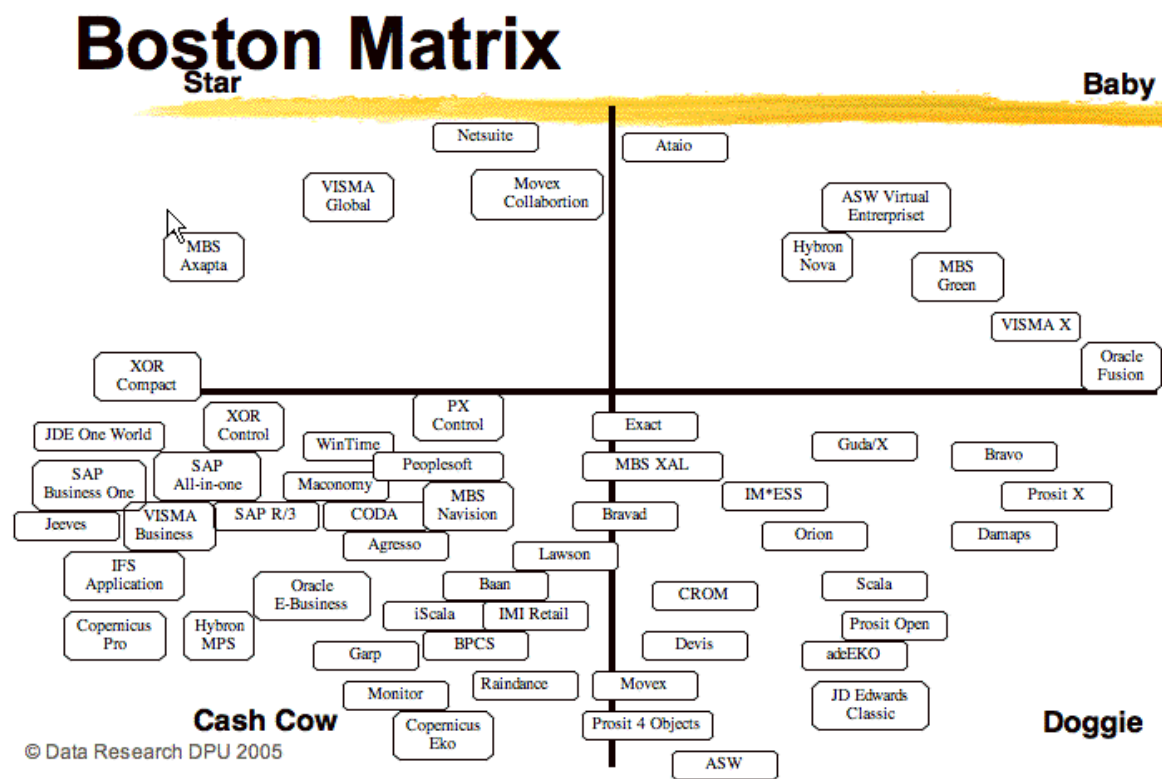
# The Product Life Cycle and the Boston Matrix

Sales



Importance of maintaining a balance of products in the portfolio at different stages of the PLC – Boston Matrix helps with the analysis

Bostonská matice – zdroj : [http://www.dpu.se/boston\\_e.html](http://www.dpu.se/boston_e.html)



## And the reality....

**ERP market  
Just this minute**

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