

# Market Exploration



Metaplan®

# If you want to understand markets, you have to know what really makes your customers tick.

## The challenge:

Customers are often unaware of the principles by which they take decisions.

What are their needs?

What are they concerned about?

What interests are they pursuing?

Figuring this out is hard for organizations. They risk falling victim to their own blind spots.

... Their assumptions about their (previous) customers: »We've been the market leader for 50 years so we know our customers«

... Their belief in their own product: »Our product convinces through quality«

... Their own work routine: »When am I supposed to manage this as well?«

Efforts to understand the market are failing. You're no longer getting through to your customers and losing touch with them.

For market strategies to work, you need to know your customers better than they know themselves.

We help you to find out.

# We understand your customers better than they understand themselves

We look at your customers' interests and explore their frequently unarticulated needs and wishes.

We focus on the stakeholders that are needed for successful market development.

We identify the levers you have for market development.

**We work with you to develop starting points for successful market strategies.**

We question the assumptions your organization has made about the market.

We reveal previously unrecognized barriers and market potentials.

# The Metaplan Market Exploration

## Exploring beyond the obvious

Understanding the logics and rationalities of internal and external market participants – beyond the assumed boundaries

**Phase 1**  
Understanding your internal logic

**Phase 2**  
Understanding your customers' needs (if necessary, iteration of phases 2–4)

## Deep-dive analysis

Bringing together the organization's assumptions and customers' needs

**Phase 3**  
Analyzing and evaluating conversations

**Phase 4**  
Formulating hypotheses and validating them in the market

## Finding and steering the right course

Thinking ahead to what needs to be done to respond to market needs

**Phase 5**  
Deriving strategic recommendations for action

**Phase 6**  
Reviewing your own organizational structures

**Optional:** You're not alone when sailing the new course!

Accompanying change well and keeping an eye on market dynamics

**Phase 7**  
Supporting implementation

**Phase 8**  
Evaluate the change

## Possible interaction formats

Preliminary discussions

Interviews

Group discussions

Workshop

One-on-one conversations

Executive sparring

# Questions we use to think with you about your customers

## Exploring beyond the obvious

What does the market look like from a customer perspective?

What assumptions do customers make about their own customers?

What constraints are they are subject to in working the market?

What really makes your customers tick?

What influences their (purchasing) decisions?

What social trends exist?

What are competitors doing?

What laws is the market subject to?

## Deep-dive analysis

To what extent are the organization's assumptions aligned with those of their customers?

What new findings has this exploration brought to light?

What are the customers' unarticulated interests and needs?

Which hypotheses (about unarticulated needs) have been confirmed?

What other conclusions can be reached?

## Finding and steering the right course

What can we learn from the insights gained from this market analysis?

What implications does the analysis have for our strategy?

How would the organization have to change to be successful in the market?

What makes it difficult to meet new market requirements in the current organizational structure?

What would we have to change structurally?

## Optional: You're not alone when sailing the new course!

How can we transform our internal cooperation so as to work the market in the best possible way?

How do we bring managers and employees to take on responsibility?

What do we take with us for the roll-out?

Where is it worthwhile running a pre-pilot?

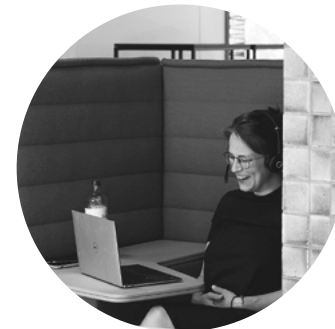
What makes us successful in the market?

What market requirements are we not yet meeting?

What has improved in the organization as a result of the structural change?

Where do we need to readjust?

# Who we are – and what distinguishes us



We are a scientifically organization and strategy consulting firm with more than more than 50 consultants in nine countries worldwide.

We combine experience from organizational sociology teaching and research with decades of consulting experience in a wide range of industries.

We work with you to discover which decision-making patterns move the market players relevant to you.

# We look forward to meeting you!



Interested in an initial meeting  
and / or sparring on your  
topics? Just get in touch.

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