



# Managing the Marketing Portfolio

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**Peter Rees**

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# About Us



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**TRADER**

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**Trader Classified Media is a Leader in classified advertising with strong local brands serving local markets**

**CERCAeTROVA**

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We have more than 350 print titles and 60 websites in 21 countries

**Expressz**

**BALCÃO**

**TRADING POST**

In 2002 we listed over 25 million items of content in 75 million ads.

**Segundamano**

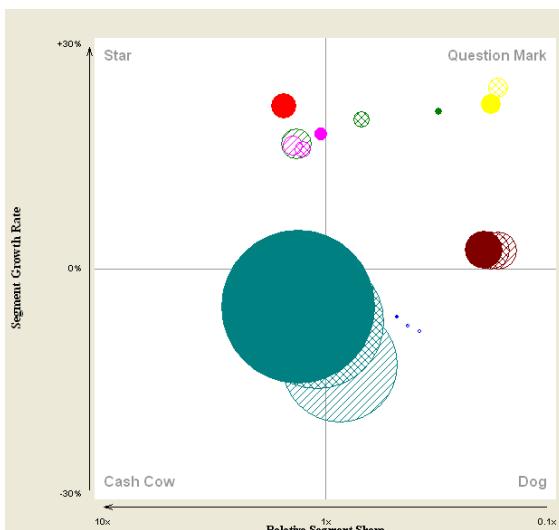
**LaCentrale**

We reach 9 million readers a week and our websites together attract 5.6 million unique visitors each month.

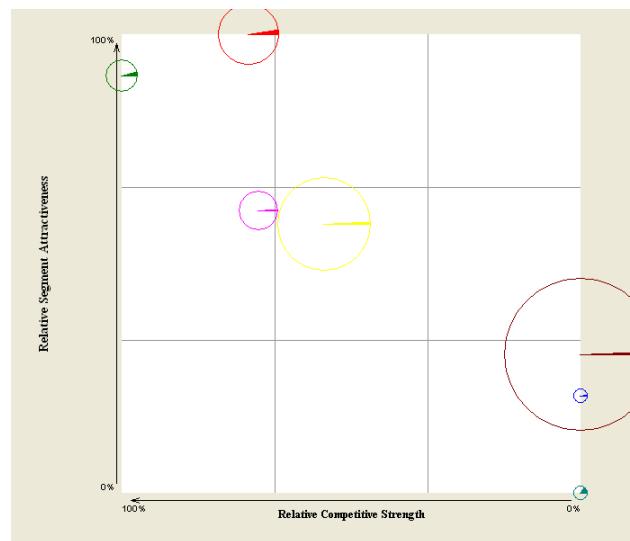
**AUTOBIT**  
B I Z N E S S

# Portfolio Management

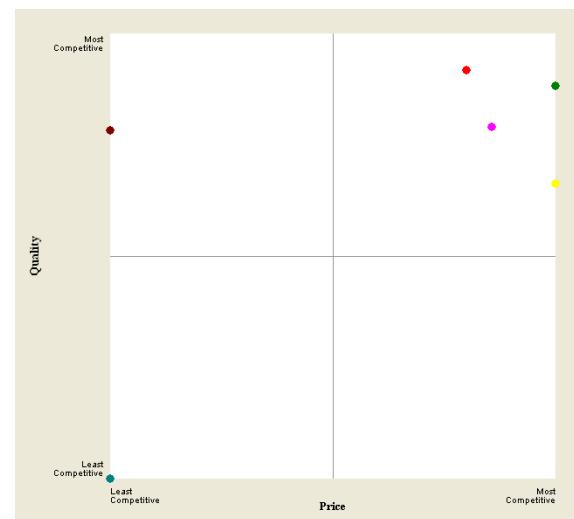
## Some Thoughts



**Boston Matrix**



**Directional Policy Matrix**



**Perceptual Map**

# Portfolio Management

## Some (More) Thoughts



**At a high level – S/W Based Portfolio Management tools are useful:**

- ✓ Helps strategic and longer term thinking
- ✓ Understand business economics better, improves quality of business plans
- ✓ Improve communications – Corporate to business units
- ✓ Eliminate weaker businesses and focus investment

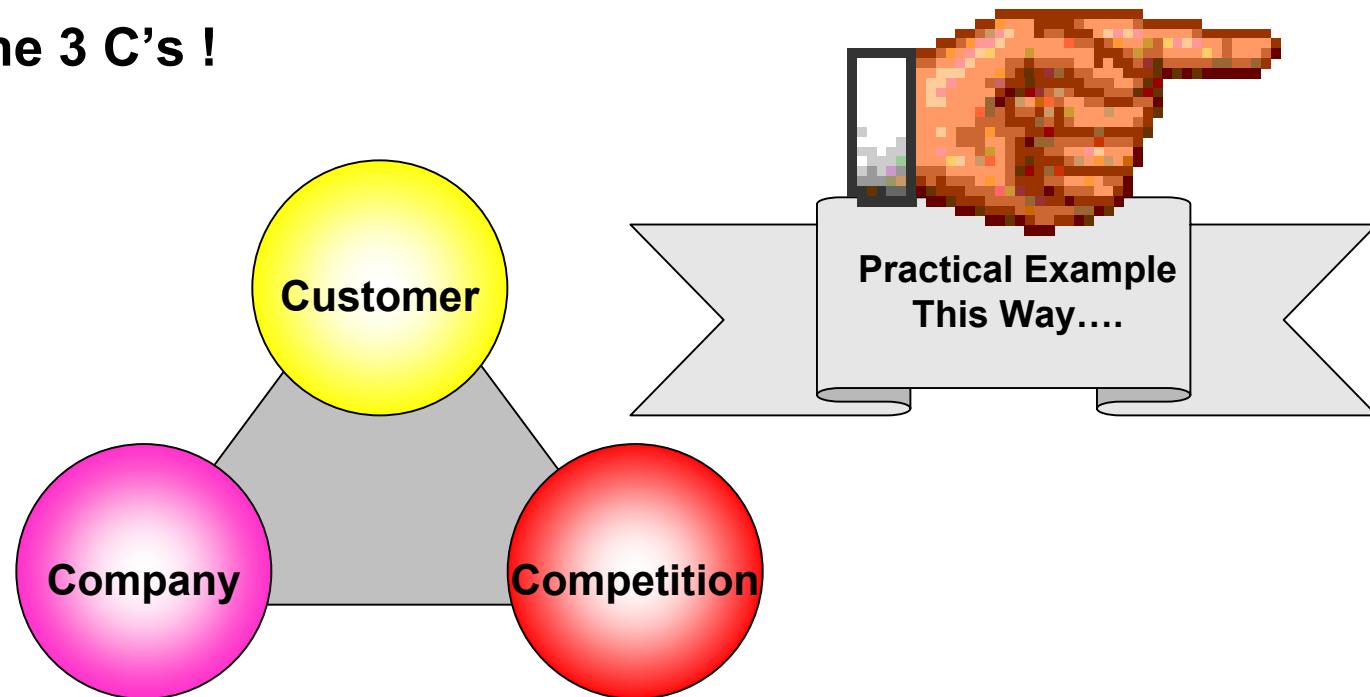
**BUT – there are limitations:**

- ✗ May lead to too much emphasis on market share growth and entry into high growth businesses
- ✗ Sensitive to the rating and weights given inside the models
- ✗ Don't take account of business synergies
- ✗ Can cause everything to be 'stuck in the middle'

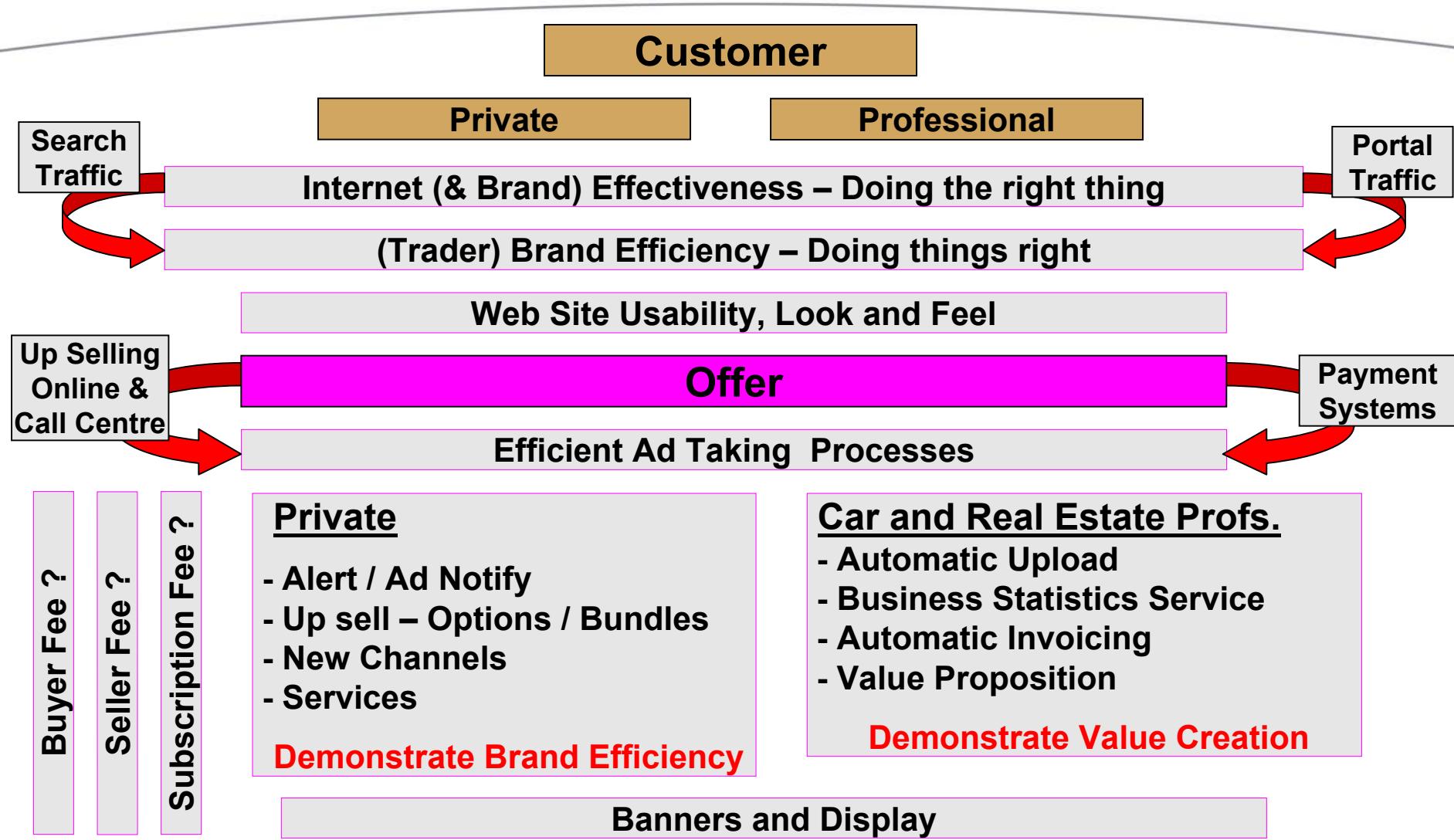
# Portfolio Management

## Some (Final) Thoughts

- Portfolio Management is a good 'Theoretically based' technique
- Benchmarking is another – 'Practically Based' technique
- Don't fall into the 'IBM trap' and just look inwards!
- Remember the 3 C's !



# An Example Internet Business Model



# Evaluation Criteria

- **Usability / Look and Feel / Corporate Requirements**
- **Business drivers – Benchmark – Not Discussed Today**
- **Functionality**
  - Ad Taking System
  - Payment System
  - Up Selling Strategy – Call Centre and Online
  - Seller Fees Model
  - Buyer Fees Model
  - Power Page Offers
  - Banners
  - Subscription Fees
  - Services
  - Direct Marketing

# Comparative Site Usability

N.B. Masked Data

|                  | Link to Paper | Ad Notify | Look & Feel | Number Ads | Contact Us | Register | Privacy | About Us | Disclaimer |
|------------------|---------------|-----------|-------------|------------|------------|----------|---------|----------|------------|
| www.oursite.com  | Y             | Y         | Y           | Y          | Y          | Y        | Y       | Y        | Y          |
| www.oursite.com  | Y             | Y         | Y           | Y          | Y          | Y        | Y       | Opt      | Y          |
| www.oursite.com  | Y             | N         | Y           | Y          | Y          | N        | Y       | N        | Y          |
| www.oursite.com  | Y             | Y         | Y           | Y          | Y          | Y        | Y       | Y        | Y          |
| www.oursite.com  | Y             | Y         | Y           | Y          | Y          | Y        | Y       | N        | Y          |
| www.oursite.com  | Y             | Y         | Y           | Y          | Y          | Y        | Y       | YSMS     | Y          |
| www.oursite.com  | Y             | Y         | Y           | N          | Y          | Y        | Y       | N        | Y          |
| www.oursite.com  | Y             | Y         | Y           | Y          | Y          | Y        | Y       | Y        | Y          |
| www.oursite.com  | Y             | Y         | Y           | Y          | Y          | Y        | Y       | Y        | N/A        |
|                  |               |           |             |            |            |          |         |          |            |
| www.compsite.com | Y             | Y         | Y           | Y          | Y          | Y        | Y       | N        | Y          |
| www.compsite.com | Y             | Y         | Y           | N          | Y          | Y        | N       | N        | N          |
| www.compsite.com | Y             | Y         | Y           | Y          | Y          | Y        | Y       | N        | N/A        |
| www.compsite.com | Y             | Y         | Y           | y          | Y          | Y        | N       | N?       | N          |
| www.compsite.com | Y             | Y         | Y           | Y          | Y          | Y        | Y       | Y        | N          |

# Comparative Site Functionality

N.B. Masked Data

|                      | Price Guide |   |      |     |   |   |     |     |   |     |     |      |
|----------------------|-------------|---|------|-----|---|---|-----|-----|---|-----|-----|------|
| Online Svcs          |             |   |      |     |   |   |     |     |   |     |     |      |
| Fast Track           |             |   |      |     |   |   |     |     |   |     |     |      |
| Pay for Ad Placement |             |   |      |     |   |   |     |     |   |     |     |      |
| Outbound Up Sells    |             |   |      |     |   |   |     |     |   |     |     |      |
| Outbound Renewals    |             |   |      |     |   |   |     |     |   |     |     |      |
| Dir. Mkt Programme   |             |   |      |     |   |   |     |     |   |     |     |      |
| Pay for Fresh        |             |   |      |     |   |   |     |     |   |     |     |      |
| Pay for Access       |             |   |      |     |   |   |     |     |   |     |     |      |
| Online Payment       |             |   |      |     |   |   |     |     |   |     |     |      |
| Online Up sell       |             |   |      |     |   |   |     |     |   |     |     |      |
| Online Ad Taking     |             |   |      |     |   |   |     |     |   |     |     |      |
| www.oursite.com      | Y           | Y | Y CC | N   | Y | N | Y   | Y   | N | Y   | Y   | Y    |
| www.oursite.com      | Y           | Y | Y CC | Y   | Y | Y | Y   | Y   | Y | Y   | Y   | N    |
| www.oursite.com      | Y           | Y | Y CC | N   | N | N | Y   | Y   | N | Y   | Y   | Y    |
| www.oursite.com      | Y           | Y | Y CC | N   | N | Y | Y   | Y   | Y | Y   | Y   | Y    |
| www.oursite.com      | Y           | N | Y PL | Y   | N | N | Y   | Y   | N | Y   | Y   | N    |
| www.oursite.com      | Y           | Y | Y PL | Y   | Y | Y |     | Y   | Y | Y   | Y   | Y Pr |
| www.oursite.com      | Y           | N | Y C  | N   | N | N | N   | N   | N | N   | Y   | N    |
| www.oursite.com      | Y           | Y | Y PL | Y   | N | Y | Y   | Y   | Y | Y   | Y   | Y    |
| www.oursite.com      | Y           | Y | Y CC | N/A | Y | Y | N/A | N/A | Y | Y   | N/A | Y    |
| www.compsite.com     | Y           | Y | Y CC | Y   | Y | N | N   | N   | N | N   | Y   | N    |
| www.compsite.com     | Y           | N | Y PL | N   | N | N | N   | N   | N | N/A | Y   | N    |
| www.compsite.com     | Y           | N | Y PP | N   | N | N | N/A | N/A | N | N   | Y   | N    |
| www.compsite.com     | Y           | N | Y CC | N   | N | ? | ?   | ?   | ? | ?   | Y   | Y    |
| www.compsite.com     | Y           | Y | Y CC | N   | N | Y | Y   | Y   | N | N/A | Y   | Y    |

# Conclusions

- There needs to be focus on ALL the following areas:
  - Ad Taking System
  - Payment System
  - Up Selling Strategy – Call Centre and Online
  - Seller / Buyer / Subscription Fees Model
  - Power Page / Dealer Offers
  - Banners
  - Services
  - Direct Marketing
  - Portals and Search Engines

# Conclusions

- The Internet is a key tool to add value to our brand
- There is a wide variance in the efficiency of our Internet performance across countries, in similarly developed markets – **Be 1st !**
- We need to ensure that measurement of business drivers is done consistently and accurately. Especially traffic and online ad volumes
- We are developing a single methodology supported by standard data sources on internal, external market and competitor data
- **Portfolio Management / Benchmarking is a key tool!**

*trader*



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