

Minolta Camera Case Analysis

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Company Overview

- One of leading Japanese manufacturers of still and video cameras, lenses and accessories
- Headquartered in persistent product categories
- All camera and equipment manufactured in Japan
- A public for camera and lenses, a variety for business machines and other products
- Camera and lenses - 70% of sales
- Remaining Products - 30%
- One-manual office copiers, light emitting diodes, hand calculators & specialized optical instruments
- Main competitors: Olympus, Nikon, Canon, and Asahi Pentax as well as a foreign brand Leica

SWOT Analysis

Strengths:

- Quality of camera technology
- Cost cutting major market (US & Europe)

Weaknesses:

- Little customer base distribution with Canon and Nikon
- Lack of "good word" recognition from camera market to brands

Opportunities:

- Decision to retain higher price margins, and reduce the level of competition due to increasing customer loyalty (change of an established market will not have an easy go to market share through price competition)

Threats:

- Existing market share due to:
 - "Good word" recognition
 - Lower competition costs (Japan manufacturing)

Service Gaps

Service	Customer Expectation	Current Service	Service Gap
Product Quality	High	High	Low
Product Variety	High	Low	High
Product Price	Low	High	High
Product Support	High	Low	High
Product Innovation	High	Low	High

Cost Gaps

- Having the eastern market function at a much lower cost
- Service output gaps - "existing gray markets"
- Service support - service demanded by minolta

Marketing Strategy & Mix

- Fairly standardized from country to country but many of the important dimensions of marketing activities were determined in Goals
- Products, model names, and packaging identical in all markets
- Advertising also highly standardized
- Uniform warranty available for all products
- Free stockists warranty service
- Cameras developed in Japan and sent to foreign distributors and subsidiaries



Group 1: Alex Piilo, Amber Traill, Brianna Self, Gary Ryckman, Spencer Turbitt, Stephen Vizl

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Company Overview

- One of leading Japanese manufacturers of still and video cameras, lenses and accessories
- Headquartered in persistent product categories
- All camera and equipment manufactured in Japan
- A public for camera and lenses, a variety for business machines and other products
- Camera and lenses - 70% of sales
- Remaining Products - 30%
- One domestic office regions, light sensing division, hand calculators & specialized optical accessories
- Main competitors: Olympus, Nikon, Canon, and Asahi Pentax as well as a foreign brand Leica

SWOT Analysis

Strengths:

- Depth of camera technology
- Cost cutting major market (US & Europe)

Weaknesses:

- Little customer base distribution with Canon and Nikon
- Lack of "go to" strategic focus to more difficult to fund

Opportunities:

- Focus to retain higher profit margins, and reduce the level of competition due to increasing customer size & change (as customer changes will not have to worry as much about internal price competition)

Threats:

- Canon and Nikon
- Sony and Fuji
- More competition within Japan (Nippon)

Service Gaps

Service	Minolta	Canon	Nikon
Customer Support	Low	High	High
Product Variety	High	High	High
Price	High	Low	Low
Quality	High	High	High
Brand Loyalty	Low	High	High

Cost Gaps

- Having the most market function at a much lower cost
- Service output gaps - testing gray markets
- Service support - service demanded by minolta

Marketing Strategy & Mix

- Fairly standardized from country to country but many of the important dimensions of marketing activities were determined in Goals
- Products, model names, and packaging identical in all markets
- Advertising also highly standardized
- Uniform warranty available for all products
- Free worldwide warranty service
- Cameras developed in Japan and sent to foreign distributors and subsidiaries



Group 1: Alex Piilo, Amber Traill, Brianna Self, Gary Ryckman, Spencer Turbitt, Stephen Vizl

Company Overview

- One of leading Japanese manufacturers of still and movie cameras, lenses and accessories
- Moderately priced to premium priced cameras
- All cameras and equipment manufactured in Japan
- 4 plants for cameras and lenses, 2 plants for business machines and other products
- Cameras and Lenses = 82% of sales
Remaining Products = 18%
(electrostatic office copiers, light sensing devices, hand calculators & specialized optical instruments)
- Main camera/lens competitors: Nikon, Canon, and Asahi Pentax as well as a foreign brand Leica.

SWOT Analysis

Strengths:

- Experts in camera technology
- Has a strong export market (US & Europe)

Weaknesses:

- Little say/control over distribution with Goddard (which is why the “grey area” smuggler issue is more difficult to handle)

Opportunities:

- Chance to obtain higher profit margins, and solve the issue of competition due to “smugglers” actions in US & Europe (the authorized dealers will not have to worry as much about intense price competition)

Threats:

Declining market share due to:

- “Grey area” Smugglers
- Intense competition (within Japan, Hong Kong)

Channel Structure

