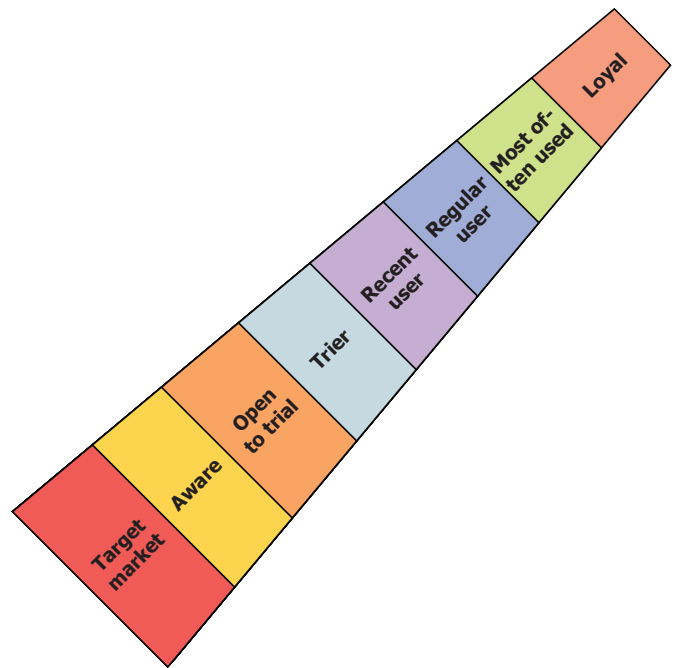


Competitive Advantage

Create a Winning Marketing Strategy

**“Study, segment and target clients
- the only way to succeed on the
market”**

Four retail companies are competing for customers in a highly competitive, rapidly changing marketplace. Participants take on the role of the management team and compete on Product, Price, Promotion and Customer Service. Their challenge is to make the right decisions – to meet customer needs, and create required return.



Teams manage the strategic, operational and financial variables that will help optimize the costs and capture higher percentage of the markets and create profit.

Tough decisions challenge the teams:

- What to purchase standard and/or premium?
- Pursue all markets segments... or just a few?
- Invest heavily in more qualified employees or offer standard service?
- What is the right quantity to purchase?
- Invest in promotion, focus on image or prestige or price?

Teams learn the importance of blending of product, price, promotion and customer service to boost sales and profitability over a 5 years period. Working together, they increase their awareness of the complex nature of inter-departmental relationships. And in the process, they understand what it takes to be different or vanish – as well as how to bring their new skills and insights into reality.

Participants about the simulation

“...Engaging learning experience. Interesting and fun presentation of our business. Immediate feedback on our strategy and actions. ”

Marketing manager - European food retailer

“... It were clients, us and the competitors. Whatever strategy we made, we could immediately test it on the market created by our colleagues. Then we could analyze, discuss and share different experiences...”

Country manager - European food retailer

“... Great instrument for strategy creation. We could test strategies that we can not even dream about in the real business. We could see the competitors’ replies, counter strategies and effects. We came out from the room with a clear direction were our company should go, why and how...”

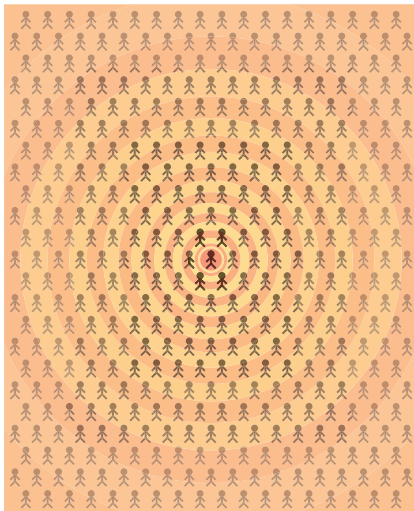
General manager - International retailer

Target participants

Every manager and employee that has influence on the decisions for sales and distribution, corporate positioning, product portfolio or merchandise purchases.

The simulation is designed for companies that:

- Want to reinforce their competitive advantages and increase market share;
- Want to reposition on the market to benefit from changing market conditions;
- Want to strengthen the bonds among marketing, sales, purchasing and human resources departments;
- Need to align national with regional sales policies and advertising campaigns;
- Want to show the difference of being different to the bottom line result to their employees and managers;
- Are going through the process of repositioning and corporate restructuring;
- Want their employees to understand the importance of blended mix of product portfolio, pricing, customer service, advertising and purchasing.



Key results

- Develop effective sales plans and strategies that are consistent with overall company positioning.
- Choose the right marketing tactics and advertising campaigns.
- Match employees qualification with the overall corporate positioning.
- Manage and allocate scarce resources to remain competitive and profitable.
- Select competitive product portfolio and pricing.

Key concepts

Attracting the right customers

- Customer needs, values and preferences;
- Customer segmentation.

Product portfolio management

- Standard vs. Premium products;
- Target customers;
- Pricing;
- Stock management.

Prioritizing based on the right information

- Product lifecycle;
- Rolling forecast;
- Capacity utilization;
- Benchmarking.

Staying competitive in a changing market

- Value propositions;
- Promotion and Customer Service;
- Positioning and branding;
- Operational efficiency - Standard vs. "Gold" employees;
- "Red and blue oceans";
- Market intelligence.

Facts

Material

- Board-based business simulation;
- Software for Comprehensive Retail Analysis.

Number of participants

- 4 competing teams. 8-20 participants.

Participants

- Managers and other employees in decision making positions.

Time required

- 1 - 1.5 days, corresponding to 5 years of operations.