



Illustration: Rafiki

The Customer Value Challenge

Four ranges of cars, four customer profiles: in this marketing-oriented business simulation, identify what your customers value, and find a balance between your value proposition and profitability.

What do participants do?

From their analysis of the customers preferences, they will design, manufacture and bring to the market four car ranges: **Low cost, Family, Eco-Friendly & Image.**

They will tackle the three components of a business model:

- **Build a value proposition** for each customers' segment, visually adapting the value curves for marketing and engineering propositions;
- **Review the company's internal value chain**, and
- **Validate the profit equation**, the financial outcome of the two preceding components.

To be successful, participants should align the value proposition with the value chain and achieve a consistent business model.

They will have to find the right mix between an attractive offer, fluctuating costs and increasing investments, thereby understanding the dynamics of profitability.

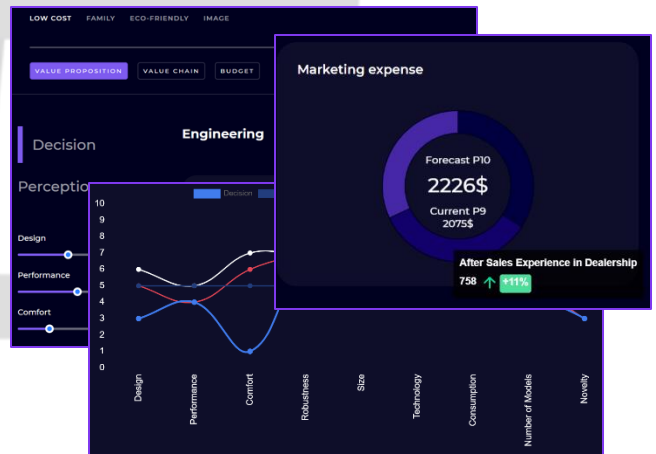
In addition to financial profits, they will have to **improve their company environmental and social performance** over time.



View of the Students' Dashboard – access metrics regarding your company & competitive environment to make their next decision.

What are the learning objectives?

- **Understand customers and market dynamics** – players will look at a diverse product portfolio through the lens of segmentation and positioning, how to manage their product life cycle and how to manage their product mix, thanks to concepts such as the McKinsey Matrix and running competitive analyses.
- **Design and deploy a company strategy** – how to build unique value propositions, cater to clients' expectations, structure costs/expenses, analyze market results and decide on their company's next investments in a highly competitive environment.
- **Know which metrics to look at** – thanks to our interactive dashboard showing a large array of information, such as cash flow breakdown, income statements and other fundamental metrics, such as ROCE, players will visualize critical information and understand how to tap into it to make sound decisions.
- **Experience the dynamic interactions** of marketing, engineering, finance & employee satisfaction.
- **Work and make decisions in a group setting**, under time and resource constraints.



Views from the decision screen

Duration, logistics, and target group

Target group – University: Strategy, Marketing & Capstone courses at advanced undergraduate and graduate levels; Corporate: newly appointed managers, middle and high potential managers.

Duration – From 8 to 24 hours playing time; Can be spread over multiple days, weeks, or months.

Logistics – From 12 participants; Online, face-to-face or blended facilitation: Participants & professors have access to videos, screencasts and pre reading material to understand the rules of the game autonomously.