



# The Competitive Advantage

In this business simulation with a focus on corporate strategy, run a multi-product corporation with your team, and learn to do the right things right. Define and create a competitive advantage and become the leader on your market, by leveraging resources at all levels of the company.

## What do participants do?

Organized in teams of up to 6 participants, players will manage a 4-product portfolio, each displaying different customer sensitivities, costs sensitivities, and growth rates.

In competition against other teams, they will need to:

- **Optimize their portfolio** by creating a sustainable competitive advantage based on a unique value proposition;
- **Allocate their resources** based on their understanding of competitive forces, markets and perceived customer value;
- **Reach a balance between profitability and market leadership** as early as possible to win the game.

Starting all equal, participants make repeated decisions in terms of price; quantities to produce; marketing and R&D budgets; production capacity investment; Production budget; HR & Quality investments; Bank loans and financing.

All teams type in their decisions for a given round into a **web-based interface**: the educator runs the model, which considers all decisions and natural sensitivities of the model. A new market situation is generated, based on the previous round, and based on which players will make their next decision.

## What are the learning objectives?

- **Setting up a strategic plan** that takes advantage of all business opportunities while considering customer profiles, cost sensitivities and the economical environment in which the simulation is taking place.
- **Understand how profitability can be achieved**, and why it matters for the development of the organization.
- **Designing and operating an effective management system** incorporating key metrics, thereby facilitating the team decision-making, the implementation and the overall business success.
- **Monitoring results in real time and adapting fast** to a highly competitive, ever changing environment, as in reality.
- **Identify the sources of competitive advantage** and incorporate them in the formulation of the strategy.
- **Explore the real-life dynamics of business** from decision making as a team to monitoring results, based on tangible KPIs that will orient future decisions.

This method allows participants to take away key learnings from their own, unique experience doing business!

## Duration, logistics, and target group

**Target group** – Middle and High potential managers; Heads of functional business areas/units; Any group with an interest in understanding the dynamics of business – e.g., startup incubators, onboarding of new employees, etc.

**Duration** – From 7 to 16 hours playing time; Can be spread over multiple days, weeks, or months.

**Logistics** – From 9 participants; Online, face-to-face or blended facilitation: Participants & professors have access to videos and pre reading material to understand the rules of the game autonomously.

## Example of training agenda

	Day 1	Day 2	Day 3
Morning	Workshop and game introduction	Decision #3	Decision #6
	Decision #1	Debrief; Forecasting and Cash-flow	Debrief; Pricing
	Debrief and theory about strategy	Decision #4	Decision #7
Afternoon	Decision #2	Debrief; Customer-driver approach	Debrief; Sharing key learnings
	Debrief; Theory about decision process and benchmarking	Decision #5	Action plan; Declaration of winners
		Debrief; Business Intelligence	