



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	