

Exercise your business mind

When times are tough, you need people to think constructively and act decisively. Do your people have a shared understanding of what the company is up against – and the way forward?

Celemi Performance: A half-day workshop that challenges you to explore the market conditions and possible ways forward. Come prepared to compete in a crowded marketplace!

CELEMI Performance™ – in a nutshell

Benefits:

Management teams – or other groups of decision makers – can use the workshop as a framework for a strategic planning session.

All employees can gain a shared understanding of the strategic challenges and the way forward.

Managers can use the workshop as a platform for communicating how ongoing initiatives are in line with the strategic direction.

Timing:

4 hours

Number of participants:

4 to several hundred people, divided into teams of 4

Materials:

Board based, with computer-based facilitator presentation tools.



The seminar at a glance – the flow

A case story in three chapters

- The challenge - Getting the basics right

Evaluating the market conditions:

- What are you up against?
- What decisions need to be made, to be profitable?

- Adding value – Creating the competitive advantages

Analyzing customer information and determining needs:

- Which customer segments are most profitable – in the short run and in the long run?
- How can you add value to your offer, in order to meet the needs of your targeted customers?

- Winning the business – Going for the right customers!

The strategy meets reality:

- Did you win the customers you intended to?
- How profitable was your market strategy – in the short run and in the long run?



The seminar at a glance – back to your own real world

Back to your own real world

- Sharing insights about the way forward

Defining burning issues and the potential for action:

- What are your key challenges and issues?
- What top level decisions and current initiatives affect these areas?
- How can you contribute (and turn perceived threats into opportunities for growth)?

Optional support to deepen the understanding

- The Celemi Profit Simulator – try for yourself, and see how small changes affect the bottom line.
- Other Celemi simulations to continue the learning process and further target key challenges and issues defined during the Celemi Performance seminar



Conceptual themes

Offering

- Product lifecycles
- Disruptive technologies
- Sustainability
- Lean production

Markets

- Differentiated market strategies
- Market intelligence

Operations efficiency

- Organizational structure
- Supply chain

Customer strategy

- Value-added services
- Customer needs and preferences
- Customer intelligence
- Customer segmentation
- Targeting preferred customers

Market strategy

- Competition profiling
- Ways of strategizing – customer- vs. competition focus

Growth and sustainable profitability

- Securing cash flow
- Creating long-term value

Overview of WorkMat® – Chapters 1 and 2

Chapter 1

Offering

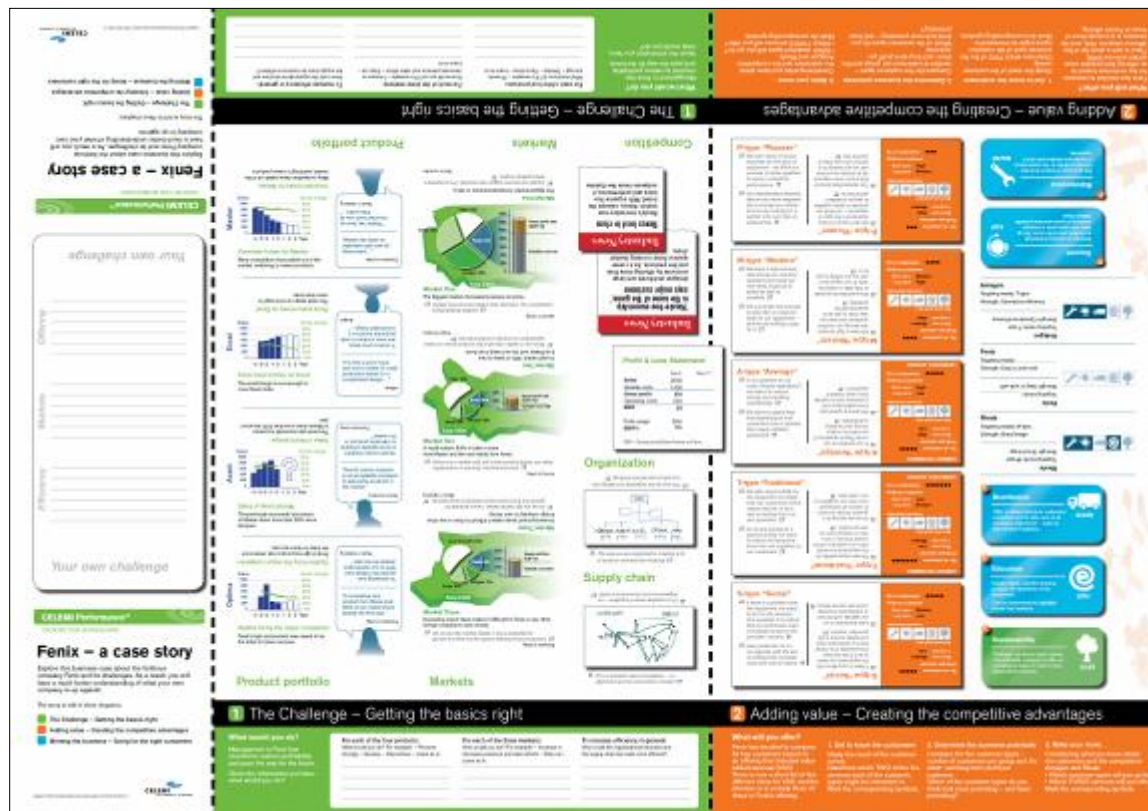
Review the product portfolio – what would you promote, develop, discontinue?

Markets

Analyze the market data – where would you increase your presence, or step out?

Efficiency

Evaluate the current structure – how could the organization and the supply chain become more efficient?



Chapter 2

Adding value

Enhance your offer through value-added services – in order to stay competitive in the marketplace.

Customer needs

Determine which services the five main customer segments are looking for.

Business potential

Pinpoint the customers that you want to target – in order to be profitable in the short AND long run.

Overview of WorkMat® – Chapter 3

Chapter 3A

Win customers

Simulate the dynamics of the marketplace and learn whether your strategy paid off.

Adjust profile

Evaluate your strategy – do you need to revise your offering, or invest in your brand?

3A Winning the business – Going for the right customers

Rival
What we offer: How we are seen: Competitive efficiency: Brand image:

Forte
What we offer: How we are seen: Competitive efficiency: Brand image:

Antagon
What we offer: How we are seen: Competitive efficiency: Brand image:

3B Winning the business – Evaluating the outcome

a. Customers per segment

Segment	Customers	Revenue	Profit
Segment 1	100	1000	500
Segment 2	200	2000	1000
Segment 3	300	3000	1500
Segment 4	400	4000	2000
Segment 5	500	5000	2500
Segment 6	600	6000	3000
Segment 7	700	7000	3500
Segment 8	800	8000	4000
Segment 9	900	9000	4500
Segment 10	1000	10000	5000

b. What was the outcome?

At the end of the year, the company's revenue was 10000, profit was 5000, and the number of customers was 1000.

c. Improvement

Revenue: 10000, Profit: 5000, Customers: 1000. The company's revenue and profit were both 10% higher than in the previous year.

Something to ponder

Small improvements, great effects. The company's revenue and profit were both 10% higher than in the previous year.

3A Winning the business – Going for the right customers

To win, you need to have a clear strategy to target your customers. This means you need to know who your customers are, what they want, and how to reach them. You also need to know how to win against your competitors.

3B Winning the business – Evaluating the outcome

1. Customers per segment: Did you get the customers you wanted? Did you get the right customers?

2. What was the outcome?: Calculate the outcome (Profit) for each segment. Add up the profit for all segments. This is the total profit for the company.

3. Improvement: Calculate the new EBIT for the company. Compare this to the old EBIT. This is the improvement in EBIT.

CELEMI Performance™

What if...? In the example, the company's revenue and profit were both 10% higher than in the previous year.

Chapter 3B

Targeting

Determine if you won the customers you intended to win.

Profit & cash flow

Calculate the outcome, i.e. the gross profit in the short term and the long term.

Leverage effects

Reflect on how – and why – small improvements can have a great impact on the bottom line.

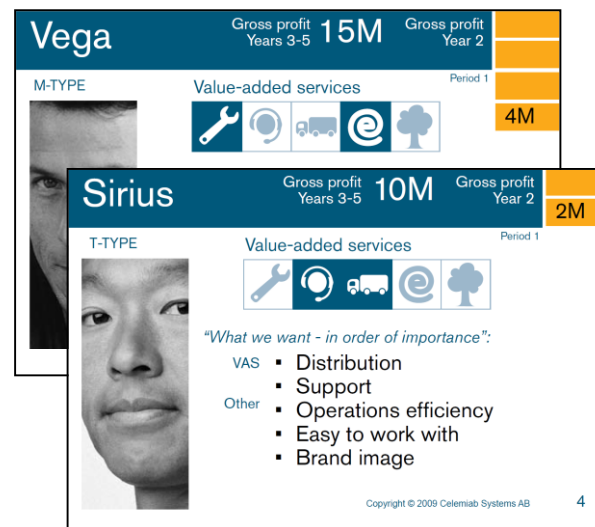
Overview of materials – Customers

Five customer types



Example

Customers in your market



Decision support

The customers are grouped into five main types based on their needs and on their profitability – in the short- and long run.

All customer information is transparent – contract terms, needs, and preferences.

Simulating the market place

Each customer selects the provider that best matches their expectations. First, they look for the services they need, and second, for the qualities they prefer: strong brand image, easy to work with, and the provider's operations efficiency.

Overview of materials – Facilitator support

Discussion and analysis

The facilitator's computer support allows for analysis of different strategies and comparisons of their profitability.



Ways of strategizing

Reflect on different ways of arriving at a market strategy – which one did you use? All strategies rely on solid customer information!

Outcomes of different strategies

A set of programmed slides allow you to see the detailed outcome of each possible strategy – this can be used for analysis, and/or to run a brief extra round of the simulation.

Back to your own world

Sharing insights about the way forward

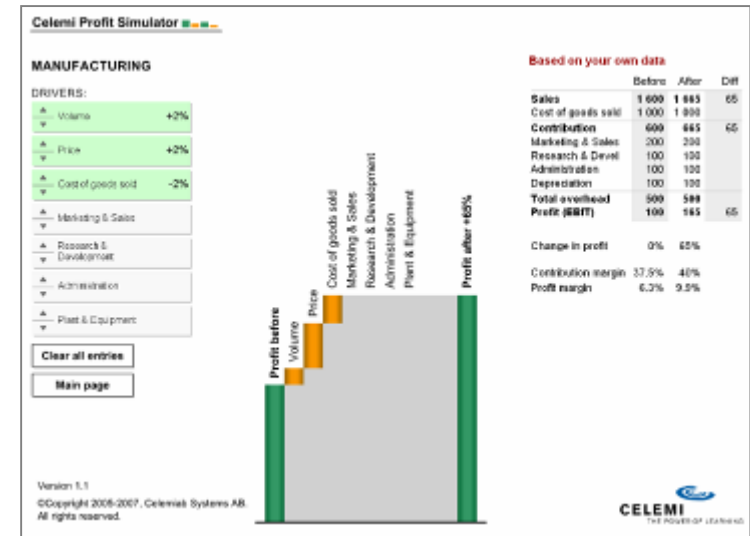
Participants are invited to define their own burning issues, related to:

- Offering / product portfolio
- Markets
- Organizational efficiency
- Supply chain efficiency
- Competitive advantages; e.g. value-added services
- Customer preferences
- Positioning and targeting
- ...

For each issue they wish to raise, the teams suggest a way forward.

On-going initiatives in the organization should be presented at this time, linked to the issues that they address.

This discussion should be prepared in advance to reflect your company's own reality, strategy and plans.



The Celemi Profit Simulator can be customized with your own data, so that you can explore the impact of small changes – using your own numbers.

Celemi learning programs: Guiding principles

“It’s not *what* you know, it’s *how* you know it.”



You cannot just absorb other people’s knowledge...



...you must **create** your own.

To deliver useful and sustained knowledge, a learning program should...

- capture the participants’ attention and trigger their imagination.
- address the key elements of the client’s reality – revealing what it is that drives the business.
- be based on a strong and consistent conceptual platform.

The assumptions and metrics built into simulations should be...

- sophisticated enough without being confusing.
- concise enough without being superficial.
- credible enough not to be dismissed.

Lessons learned – teams make a self-assessment



The market and the competition tend to pick a strategy for us.



We are good at developing successful strategies based on how our market unfolds.

Our pricing helps us to attract customers but not to make profit.



Our pricing strategy definitely helps us to maximize our profit.

We tend to go for the wrong customers.



We go for the right customers.

We act more as if we try to be “all things to all people.”



We know our target customers and we are able to attract them.

We are more interested in what the competitors are doing than what the customers are asking for.



Our product portfolio is well aligned with what customers are asking for.

We could earn far more by using our capacity in a smarter way.



We utilize our capacity in a very profitable way.

We spend our development resources rather poorly.



We use our scarce development resources very wisely.

We are quite unaware of what the competitors are doing and don't know where they are heading.



We are well aware of what the competitors are doing and can see where they are heading.

We have an image that reflects our weaknesses ...



We have an image that reflects our strengths ...



What clients say...

- 85%** estimate that it would have taken weeks or longer to learn what they learnt in the seminar if traditional teaching had been the method used
- 93%** judge the Celemi simulations very good or outstanding
- 99%** regard the Celemi materials to be of high or very high quality
- 97%** recommend the seminar to others

Source: Gallup Malmö, Sweden

Are you ready to exercise your business mind?

"The message is clear and to the point – if we don't sell what the customers want, we're out of the game."

"Nothing is constant in the world around us. We need to review our strategy frequently, and keep finding new ways of making money."

– CEO of Nohau, European system development provider





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THE POWER OF LEARNING

