



Strategic Perspectives Simulation



The **Strategic Perspectives Simulation** is a versatile simulation that can be used to teach a variety of topics: strategy formulation and execution, competitive analysis and market segmentation, business acumen and system dynamics, and financial concepts. It is intended for mid-level, hi-potential and senior leaders.

Simulation Decisions and Activities

Working in teams, participants assume the role of General Manager responsibility for a global manufacturing and services business, which is part of a large parent company consisting of multiple business units. As General Manager, teams oversee a complex global business. They must manage multiple product lines, support several market segments with diverse buying requirements, and lead several business functions.

To be successful, teams must not only define and deliver a strategic value proposition, but they must make operational and organizational decisions aligned with their strategy. To drive successful execution, teams must make effective leadership decisions to engage global stakeholders to deliver results. The Strategic Perspective Simulation is a competitive exercise where simulation teams vie for customer orders and market share.

Throughout the simulation experience, participants are involved in three unique, but integrated activities: making simulation decisions, addressing business issues, and participating in facilitated exercises and role plays.

Simulation Decisions

Simulation teams make strategic and operating decisions for several financial quarters. The decisions are organized functionally and include the following categories:

- **Sales Forecasting:** Teams are responsible for developing quarterly sales forecasts. Sales forecasts determine the amount of product required to satisfy customer demand as well as the plant capacity required to produce it.
- **Sales and Marketing:** Teams manage their sales force by hiring and developing both sales representatives and marketing professionals. They determine what markets to serve, establish product prices, set payment terms, and invest in marketing campaigns.
- **Technology and Engineering:** Teams manage an engineering staff by hiring and assigning them to areas of technology focus including research, product engineering, and innovation projects.
- **Supply Chain Management:** Teams manage their product supply chain, considering whether to manufacture products themselves, outsource to suppliers, or pursue a hybrid strategy.
- **Service:** Teams manage a post-sales service organization. They must manage headcount and invest in the development of their service capability.
- **Finance and Administration:** Teams must manage the finances of their business by issuing and retiring debt, and hiring and developing finance and administrative resources.
- **Leadership:** Teams have the opportunity to communicate to organizational stakeholders to set direction and establish strategic priorities. They also need to manage their time as General Managers of the business.

To learn more about the **Strategic Perspectives Simulation** or to schedule a simulation demonstration, contact info@insight-experience.com.

Business Issues

In addition to making recurring quarterly decisions, participants are asked to respond to unique marketplace and organizational issues. The issues are designed to highlight and reinforce specific learning objectives and can be easily customized for client needs.

Examples include:

- Entering and supporting emerging markets.
- Responding to an environmental or safety issue.
- Managing a disruption in the global supply chain.
- Outsourcing a function to improve financial performance.
- Responding to a change in strategic direction.

Facilitated Exercises

Facilitated exercises are used to provide practice on specific skills. These can include role plays, presentations, or negotiation exercises. The exercises are integrated with and augment the simulation decisions and business issues described above: they help turn theory and concepts into real, practical skills that can be applied by participants at work.

Simulation performance is based on how well participants manage and respond to all three activities: the simulation decisions, business issues and facilitated exercises.

Designed for the 21st Century

The Strategic Perspectives Simulation can be customized to address specific challenges companies face in today's dynamic global business environment. Possibilities include:

- **Outsourcing and Partnering:** The simulation can be configured to enable teams to outsource entire functions or departments within them, and to challenge teams to address the dynamics of managing outsource partner relationships.
- **Economic Constraints:** The economic backdrop of the simulation can be adjusted to reflect current business conditions. Market segments can be configured to be fast growing or recessionary; availability to credit can be constrained or relaxed; government policies can be imposed to affect business economics and market dynamics.
- **Resource and Supply Chain Volatility:** The cost of raw materials in the product supply chain can be modified to mirror changes in commodity markets. Access to markets and raw materials can be cut-off to reflect pandemic and other natural disaster scenarios.

Application

The Strategic Perspectives Simulation is relevant for mid-level and senior leaders as well as high-potential employees. The simulation is designed to be conducted in multiple decision rounds spanning three to six business quarters. It can be delivered as an independent exercise, which requires 1 ½ to 2 days to conduct. And it can be integrated with other program content in a longer learning experience; it is often conducted as part of longer workshops spanning multiple days. The Strategic Perspectives Simulation can be configured and delivered as an instructor-led, classroom based experience or as a facilitated online offering.