



Storewars Business Simulation



Storewars is one of the World's most sophisticated **total business management simulations,**

used by leading manufacturers & retailers in over 40 countries. It is a unique management development programme that examines the interaction between suppliers & retailers.

The Storewars concept was developed over a period of 4 years at INSEAD business school, alongside the bestselling book by Professor Marcel Corstjens "*Storewars The Battle for Mindspace & Shelfspace*".

The programme has been designed for key management executives, from Boardroom to business unit, working in any business that is linked to modern retail.

Since 1995, Storewars has been run over 600 times in 43 countries for 15,000+ executives from 500+ companies.

Storewars is a dynamic total business

management simulation, where participants take charge of a \$100 million virtual company, develop strategies, negotiate and make decisions that determine its success.

In each course, 18—35 participants divide into 5 teams, take control of 2 retailing & 3 manufacturing companies, which they manage for a virtual period of 2 years. During the 3—5 day course, the teams compete and interact to capture market share and drive value in their businesses.

Key lessons are reinforced through continuous coaching & feedback on the impact of strategic and tactical decisions made during the simulation. Additionally there are breakout lectures and sessions that relate the lessons back to real market issues.



Key learning objectives include:

General skills

- Total business management: managing company resources to reach market goals
- Creating & implementing company, market, product & customer strategies
- Transforming information & data into profitable decisions
- Effective strategic & tactical decision making
- Working in multifunctional teams
- “Soft & hard” negotiation skills
- Communication skills
- Emotional Intelligence development

Specialist skills

- Retailer strategy & tactics
- Manufacturer strategy & tactics
- Managing product portfolios: manufacturer & retailer perspectives
- New product development & launch
- Private label management
- Understanding the drivers in the retailer-manufacturer relationship
- Establishing mutually profitable trading relationships
- Understanding consumer & shopper marketing
- Brand power & store power: managing mindspace & shelfspace

Storewars participants **become part of a team** who will run a company

The Storewars simulation is based on real market behaviour and is modelled on real market and company data. The course participants form management teams responsible for all aspects of company performance. The virtual companies operate across two markets and in two product categories. The underlying simulation is computer-driven and replicates the complex interplay between manufacturers, retailers and consumers/shoppers.

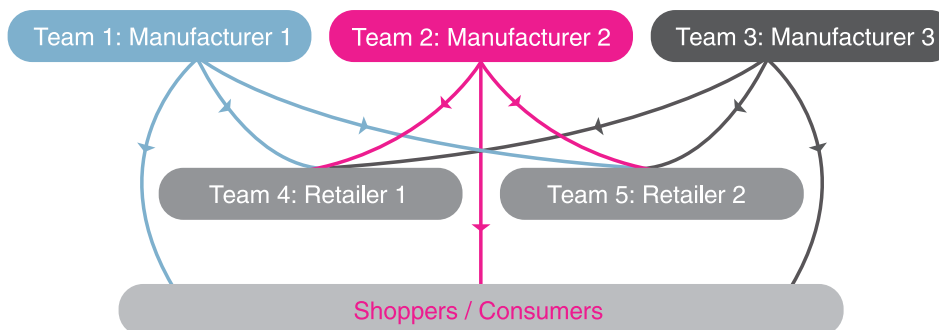
Decision Making

At the start of the simulation each company is provided with their last period's trading results, together

with market profiles, brand information and research data on the competition. From this information, a full set of strategic business decisions must be made. The manufacturers will, for example, decide manufacturing quantities, brand positioning, marketing, pricing and new product development. The retailers have to make decisions on pricing policy, store positioning, shelf space allocation, own label strategy, service levels and inventory management.

Negotiations

A further appeal of Storewars is the realistic recreation of the retailer-supplier negotiating



process within the course. The teams negotiate with each other to influence issues such as trading terms and conditions as well as listing, pricing and marketing policies for each brand and category in each market.

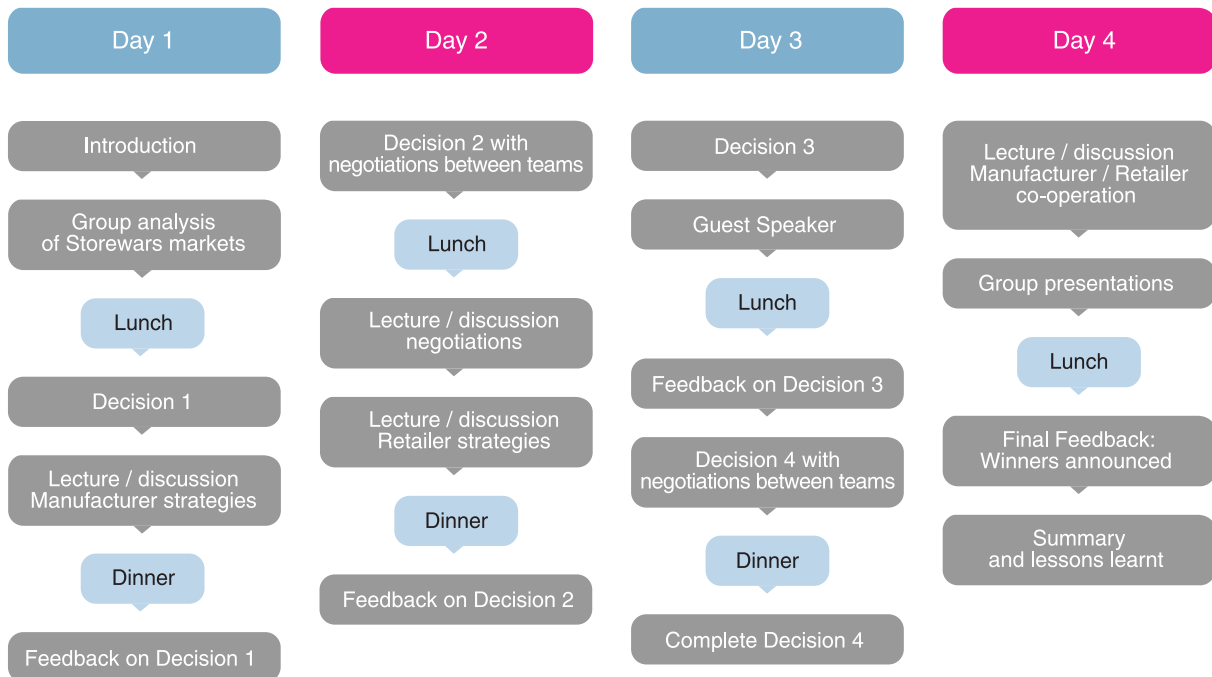
Feedback

Each set of decisions is then fed into the computer to produce a specific set of outcomes.

The computer programme uses a model refined over ten years at INSEAD based on real world data and market behaviour. After each six month simulated period, the teams are presented with feedback on the strategies they have selected, the impact of their decisions and the results of their negotiations. The outcomes are determined entirely by the relative strategies adopted by the participants and the success or otherwise of their negotiations.

Standard 4-day agenda

(Storewars typically runs from 3 to 5 days)



The Storewars programme can be custom designed to your organisational needs

Prior to running the programme, we explore particular aspects relevant to your business and identify the shifts in behaviour needed to achieve your learning objectives. The agenda is tailored to meet these goals. In addition to the simulation there is time allocated for lectures, workshops, case studies or corporate presentations. In many cases this has provided a good opportunity for companies to outline new strategies or sales and marketing initiatives.

Learning Sessions

Learning sessions linking the decisions made in the virtual companies to the real world are interspersed through the programme and are customised to deal with any live issues the client needs

to address. These participative discussions are led by an expert in the subject. If appropriate this may be a speaker from inside your business or an external specialist from our pool of experienced marketers and academics.

The simulation requires from 18-35 participants. There are various formats available depending on the number of people you wish to train and your development objectives:

Corporate courses:

All participants are drawn from the same company. While participants may come from one discipline in one market, Storewars also works well as a cross-functional development tool, i.e. where delegates come from different disciplines such as sales, marketing, commercial or logistics. Many companies also use Storewars as an international development tool, with participants coming together from several markets.

Shared courses:

2 or 3 companies may choose to collaborate on running a Storewars simulation. For example a supplier may invite a retail trading partner in order to network and reach common development objectives.

Open courses:

Participants come from a variety of companies and mix with peers from across the industry. There are regular open courses run throughout the year in a number of geographical locations.

10 Reasons why Storewars

- 01** Storewars has been run over **600 times** & has been attended by more than **15,000 management executives** in over **40 countries**
- 02** Storewars has been repeatedly used by blue-chip **multinational manufacturers & retailers** for over 12 years
- 03** Storewars trains participants to understand the dynamics of the **modern trade environment** and to apply knowledge & skills in their day-to-day work roles
- 04** Storewars examines trade issues from **both retailer & manufacturer perspectives**, helping both sides to drive a profitable partnership
- 05** Storewars compels participants to use **a full range of management & communication** skills to achieve concrete objectives
- 06** Storewars was developed using **actual sales & marketing data** from manufacturers & retailers across multiple markets
- 07** Storewars was **developed at INSEAD** business school, one of the World's top 10 international business schools
- 08** Storewars is supported by **original cutting edge research** as presented in the best-selling book "Storewars: The Battle for Mindspace & Shelfspace"
- 09** Storewars was **created by Marcel Corstjens**, The Unilever Chaired Professor of Marketing at INSEAD
- 10** Storewars was tailor-made at the request of major multinational manufacturers looking for a **targeted tool** to help them work optimally with increasingly powerful retailers



"Fast moving consumer goods marketing has become a struggle between manufacturers and retailers for control of MINDSPACE and SHELFSPACE. Marketing for manufacturers now involves understanding retailers, their business and marketing strategies, their strengths and their limitations. The major aim of modern marketing is to affect the balance of power between retailers and their suppliers."

Marcel Corstjens, developer of Storewars, Professor of Marketing at INSEAD.

To discuss further how Storewars can benefit your organization, please contact:

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Clients:

ACNielsen; Adidas; Ahold; Bacardi; British American Tobacco; Beeline; Beiersdorf; Bosch; Cadbury Schweppes; Carlsberg; Carrefour; Clorox; Coca-Cola; Colgate-Palmolive; Daewoo Electronics; Danone; Deloitte; Diageo; Ferrero; Gillette; Harvard Business School; Heineken; Hewlett Packard; Imperial Tobacco Group; Johnson&Johnson; JT International; Kellogg

Company; Kimberly Clark; Kraft Foods; Masterfoods; Metro; Motorola; Nestle; Nokia; Novartis; Perfetti Van Melle; Philip Morris; Philips; Procter & Gamble; PricewaterhouseCoopers; X5 Retail Group; Reckittbenckiser; SAB Miller; Sara Lee; SC Johnson; Schwarzkopf & Henkel; Sun InBev; Supervalu; Tchibo; Tesco; Toyota; Unilever; Wal-Mart; Wrigley; Xerox

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