



Market2Win Limited and The Malcolm McDonald Academy

SAM2Win Simulation

Decision Period Questions

7.8.21 pmpeb

Group Assignment:

Answer the assessment and analysis questions associated with each decision period of the simulation.

This is an opportunity for the group to:

- Discuss the Key Account research, analysis, and planning processes
- Role and requirements of a key account manager
- Effectiveness of simulations/games as a learning tool
- Provide feedback on what additional competencies and knowledge could be included

Challenge the assumptions and evaluate the appropriateness of the knowledge, understanding, and beliefs, in the context of the simulation using the "What, So What, Now What" (WSN) critical reflection framework to discover gaps in the understanding of a concept and to learn from others' perspectives, and retrospectives.

The WSN provides an organized means of fostering awareness (What), evaluating information (So What), and experimenting with new behaviours and or actions (Now What) to increase the effectiveness of an individual, group, team, or an organization.

Framework:

- a. **What?** – description - What happened? What did you learn? What did you do? What did you expect? What was different? What was your reaction?
- b. **So What?** – analysis -Why does it matter? What are the consequences and meanings of your experience(s)? How do your experience(s) link to your professional and/or personal development?

- c. **Now What?** – synthesis - What are you going to do as a result of your experience(s)? What would you do differently? How will you apply what you have learned?

Definition:

Group - a collective of self-determining individuals who possess complementary skills, abilities and experiences brought together by common interests and experience who work, interact and cooperate with one another to accomplish a goal in a specified time period; information and resources are shared with other group members; however, each member is accountable for his/her specific goals and work tasks; success is measured by what each individual accomplishes

Types of groups:

1. formal group - created by the management of an organization to perform a particular task
2. informal group - formed naturally by individuals around a common interest, identity, or professional or personnel goal

Period 2 (Decision Round 1): Account Segmentation

Learning Objectives:

Topics

- Strategic Constraints
- Account Segmentation
- Cultural Influences on Marketing Strategy and Plan
- PESTEL or PEST Analysis
- Five Forces of Competitive Position Analysis (Dr. Michael Porter)
- Account Coverage Strategy (Dr. Philip Kotler)
- Mission Statement
- Past Performance Analysis
- Financial Projection
- Relationship Analysis

Questions

1. What is a constraint within the context of the key account management function?
2. Define and discuss business to business (B2B) selling processes
3. Define segmentation
 - a. How is segmentation used in key account management?
 - b. List and distinguish the requirements for effective segmentation: measurability, accessibility, substantiality, and actionability
 - c. How is the Globalman account segmented?
4. How does culture and its influences affect buyers needs and wants?
5. Discuss the reason for conducting a PESTEL Analysis
 - a. How the tool can be used by key account managers
6. Discuss how the Michael Porter's Five Forces Framework may be used to analyse the competition
7. Discuss Dr. Philip Kotler's market coverage strategy and how it can be to key account management?
8. How well developed is the group 's organization's Mission Statement for the Globalman account? Reference the Account Plan Executive Summary section in the SAM2Win simulation
9. What is a KPI (Key Performance Indicator)?
 - a. Discuss the difference between a feedback and a feedforward KPI
 - b. Provide an example of a feedforward KPI metric in the SAM2Win simulation?
10. Define Return on Sales (ROS) or operating profit margin ratio
 - a. Discuss how the ratio is used to evaluate operating performance in the SAM2Win simulation
11. Why is it important to conduct a financial statement analysis of a company's accounting reports to gauge its past, present, or projected future performance with a key account?
12. Discuss the differences between a Key Account Strategy and a Key Account Plan?
13. How would you describe the relationship between Globalman and the Account?
 - a. How does this relationship differ by product line and by decision-making unit (DMU)?
 - b. What type of relationship could be achieved?

References:

1. *Marketing Plans* 8th Edition, McDonald and Wilson - Chapters 1-3
2. *Key Account Management, The Definitive Guide*, Chapter 3 *Relationship Stages*, Woodburn, and McDonald (Wiley)
3. *Marketing Navigation, How to Keep Your Marketing Plan on Course to Implementation Success* by Bradford, Erickson, and McDonald
4. *The Dictionary of Selling Terminology*, Pamela Peterson and Kent Kubie, Wessex Press, Inc, (2021)
(<https://wessexlearning.com/collections/salesandaccountmanagement/products/dictionary-of-selling>)
5. *Principles of Marketing* 8th Edition, Gary Armstrong and Philip Kotler
6. *Michael E. Porter on Competition*, Michael E. Porter
7. *Rethinking Sales Management*, Relationship Development Box, Beth Rogers (Wiley) pp 22-25
8. *Intelligence in The Art of War* by Sun Tzu

Additional readings:

1. *Market Your Way to Growth: 8 Ways to Win*, Phillip Kotler and Milton Kotler
(<https://danielhkim.net/2015/05/05/philip-kotler-8-ways-to-market-your-way-to-growth/>)
2. *Competing on Social Purpose*, Harvard Business Review (HBR), Sep-Oct 2017, page 95
3. Harvard Business School, The Institute for Strategy and Competitiveness (ISC)
(www.isc.hbs.edu/strategy/business-strategy/Pages/the-five-forces.aspx)
4. *The Biology of Corporate Survival*: HBR, Jan-Feb 2016, page 47
5. *The Future and How to Survive It*: HBR, Oct 2015, page 49
6. *Key Performance Indicators* – (www.applicationperformancemanagement.org/performance-testing/key-performance-indicators/)
7. *Reference for Business* – (www.referenceforbusiness.com)

Period 3 (Decision Round 2): Revenue Opportunity Targeting

Learning Objectives:

Topics

- Product Portfolio Analysis methods
 - GE Matrix - multifactoral analysis
 - Boston Consulting Group's product portfolio matrix (BCG)
 - Directional Policy Matrix (DPM)
- Product development
- Strategic focus
- Dr. Henry Mintzberg's intended, emergent versus realized strategies assumptions
- Ansoff Matrix or *Product/Market Expansion Grid* marketing strategies
- Competitor Analysis

Questions:

1. What processes or analysis tools did the group use to develop the account strategy?
2. Explain how companies identify attractive sales opportunities and choose an opportunity-targeting strategy
3. Has the group identified new product opportunities?
4. What processes did the group use to identify its top revenue opportunities in the Globalman account?
5. How did the group identify future opportunities?
6. Using Mintzberg's intended, emergent versus realized strategies as a guide, how is the strategy changing?
7. Are there any key assumptions the group has not identified or did the group make the wrong assumption?
8. How could the 4-box Ansoff Matrix addressed in the Value and Strategy page of the Account Plan be used?
 - a. How much of the future profits from Globalman will come from each of the four Ansoff quadrants?
 - b. What are the implications?
9. What tools are used to analyse the competition?
 - a. Which competitor poses the biggest threat?
 - b. How does the information change the SWOT analysis?
 - c. Where would the competitor information be added to the Account Plan?

References:

1. *Marketing Plans* 8th Edition by McDonald and Wilson - chapter 4

Additional readings:

1. *The Alchemy of Growth: Practical Insights for Building the Enduring Enterprise*, 2000 by Mehrdad Baghai, Steve Coley, David White, Stephen Coley
2. *GlobalB2B: Mapping Frontier Economies*, HBR, December 2016
3. *Shell Directional Policy Matrix* – (www.jbdon.com/shell-directional-policy-matrix.html)
4. *Practitioners' Use of the Directional Policy Matrix* (DPM)

- (cws.cengage.co.uk/.../key_analytical_tools/directional_pol_matrix.pdf)
5. *GE McKinsey Matrix* - SM Insight (www.strategicmanagementinsight.com/tools/ge-mckinsey-matrix.html) and (<https://strategicmanagementinsight.com/topics/strategic-planning-process.html>)
 6. *Marketing Management and Strategy*, Peter Doyle and Philip Stern, Pearson College Division; 4th edition, 2006
 7. *Strategies That Fit Emerging Markets*, Tarun Khanna, Krishna G. Palepu and Jayant Sinha HBR, 2005
 8. *Red Ocean Traps*: HBR, March 2015, p 68
 9. *The Core Competence of the Corporation* by Prahalad and Hamel and (<https://strategicmanagementinsight.com/topics/resource-based-view.html>)
 10. The Ansoff Matrix – (www.ansoffmatrix.com)
 11. Henry Mintzberg – (www.mintzberg.org/books)
 12. Value Based Management - (http://valuebasedmanagement.net/about_us.html)
 13. *How to Hedge Your Strategic Bets*, HBR, May 2016, p 81

Period 4 (Decision Round 3): Value Positioning

Learning Objectives:

Topics

- Value Maps
- Value Proposition
 - Re-score and refine the portfolio analysis (Target Opportunities Portfolio (TOP))
- Competitive Intelligence
- Marketing Effectiveness Matrix
- Competitor Profile
- Risk management

Questions

1. Define and discuss the reason why key account managers use Value Maps
 - a. How well is the key account group positioned on the Value Maps?
 - b. What does the group need to do to improve its position?
2. Define what a Value Proposition is
 - a. Discuss the Value Proposition ranking in the key segments and opportunities?
 - b. How could the group position to move to a higher ranking?
 - c. Are there any segments and or opportunities where the group is over-performing?
3. Discuss the process of collecting and analysing actionable information about competitors and the account to form a viable business strategy
4. What analysis tools did the group use to identify the right segments and opportunities?
5. What competitor analysis has the group done in the Account Plan?
 - a. How could the analysis be used to develop the competitive strategy?
6. What occurs when a poorly developed account strategy has good execution?
7. How would the group describe its risk tolerance versus the competitors – higher, lower, just right?
8. What type of risk did the group face and what steps did the group take to mitigate the risk?

References:

1. *Marketing Plans* 8th Edition, McDonald and Wilson - Chapter 5
2. *Malcolm McDonald on Value Propositions: How to Develop Them, How to Quantify Them*, Malcolm McDonald and Grant Oliver, Kogan Page, (2018)
3. *PRE-SUASION: A Revolutionary Way to Influence and Persuade* by Robert Cialdini
4. *Positioning: The Battle for Your Mind*, 2000, Al Ries, Jack Trout, Philip Kotler (Foreword)

Additional readings:

1. *Competitive Advantage: Creating and Sustaining Superior Performance*, Michael E Porter
2. Value Map overview
(http://faculty.msb.edu/homak/homahelpsite/webhelp/Content/Value_Map_Overview.htm)
3. *How to Get Eco System Buy-in*, HBR, Mar-Apr 2017
4. *Value Proposition* (www.investopedia.com/terms/v/valueproposition.asp)
5. *Increase Your Return on Failure*: HBR, May 2016, p88
6. *Competitor Profile Matrix*
(www.strategicmanagementinsight.com/tools/competitive-profile-matrix-cpm.html)
7. *The Elements of Value*, HBR, Sep 2016, p47
8. *When Marketing is Strategy*, HBR, Dec 2013, p101
9. *Predicting Your Competitor's Reaction*, HBR, Apr 2009, p90
10. *Competitive Profile Matrix (CPM)*
(www.strategicmanagementinsight.com/tools/competitive-profile-matrix-cpm.html)
11. *Transient Advantage*, HBR, June 2013, p62
12. *Intelligence in The Art of War* by Sun Tzu

Period 5 (Decision Round 4): Account Planning

Learning Objectives:

Topics

- Marketing warfare
- Tactical focus
- Cutting market entry costs
- Three-year Plan with Annual Objectives
- Marketing Sales and Profit Objectives
- Product Group Analysis
- Resources and Actions
- Measurement and Review

Questions

1. A dominant market company typically competes differently than a smaller company. How is the group planning to change the strategy based on its current position?
2. How could the group be more efficient in allocating its budget?
3. Should the group develop a three-year account plan with annual objectives?
4. Discuss the revenue and profit objectives developed for the next 1 to 3 years?
5. How could revenue and profit objectives be split by product group?
 - a. What resources and actions are needed and or required?
6. How will the group measure and review performance?

References:

1. *Marketing Plans* 8th Edition, McDonald, and Wilson: Chapters 6 -11
2. *Marketing Warfare: 20th Anniversary Edition*, Al Ries

Additional readings

1. *Managing Global Accounts*, Noel Capon video book, Bronxville, NY: Wessex, 2014
(<https://videobooks.wessexlearning.com/p/managing-global-accounts>)
2. *The Big Lie of Strategic Planning*, HBR, Jan-Feb 2014, p79
3. *How Great Companies Think Differently*, HBR, Nov 2011, p66
4. *Marketing Metrics: The Definitive Guide To Measuring Marketing Performance* by Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer and David J. Reibstein
5. *Cases in Managing Key, Key, and Global Customers*, Noel Capon and Christoph Senn
(www.wessexlearning.com)
6. *Strategic Account Strategy* Vol. 1.1, by Noel Capon, Wessex Press, Inc., New York, NY
(<https://wessexlearning.com/collections/salesandaccountmanagement/products/sas>)

Period 6 (Decision Round 5): Account Plan Implementation

Learning Objectives:

Topics

- Short-term versus s long-term results
- Efficiency and effectiveness
- Operational focus
- Final objectives and actions
- Plan, Pilot, Roll-out and Refine processes
- Implementation Plan
- Change leadership

Questions:

1. How will the group balance the need for short-term profits versus long-term results?
 - a. If the account strategy were repeated with similar accounts, would it build or destroy shareholder value over the next 3 years?
2. Review the budget to determine if the budget has been applied to the most viable revenue opportunities
3. Discuss why the specific objectives and actions were chosen for the final period.
4. Does the group need to develop or update the 3 Year Account Plan?
5. What are the operational issues within the context of the account strategy?
6. How could the group break down the future implementation into phased steps (e.g., Plan, Pilot, Roll-out, Refine)?
7. Does the group need a separate implementation plan?
8. What other implementation challenges may need to be addressed?

References:

1. *Marketing Plans* 8th Edition, McDonald, and Wilson: Chapters 12 -14

Additional readings:

1. *Putting the balanced scorecard to work*, *Harvard Business Review*, Kaplan, R.S. and Norton, D.P. (1993) September-October 134, 42.
2. What is the difference between efficiency and effectiveness marketing measures? (www.smartinsights.com/goal-setting-evaluation/goals-kpis/definition-efficiency-and-effectiveness/)
3. *Planned Opportunism*, HBR, May 2016, p55
4. *Why Strategy Execution Unravels*: HBR, Mar 2015, p58
5. *New Project? Don't Analyse – Act*, HBR, Mar 2012