

Final Control
Identifying and Sustaining Competitive Advantage

jonamos, Instructor
30 April 2012

True or False

Choose the single best answer to each true or false question

1. T / F Making money is the main reason a company is in business.
2. T / F The biggest marketing flaw in most companies is their failure to fully identify and reap the benefits of their competitive advantage.
3. T / F It's always a good idea to compete on price when you are in competition with a category killer.
4. T / F Identifying and communicating your CA will dramatically increase the number of deals you close.
5. T / F "Nothing we do is more important than staying competitive – keeping that winning / leading edge – nothing"
6. T / F A Competitive Advantage does not have to be true if it is carefully and thoughtfully communicated
7. T / F A competitive advantage, once found, should be applied to every segment of your business.
8. T / F If you are a good listener, reformulation is unnecessary.
9. T / F Understanding principal motivators is a good way to understand the buyer.
10. T / F To achieve excellent results, it is best to focus the solution on satisfaction.
11. T / F People understand and respect corporate generalities like, responsiveness, quality assurance, and delivery options.
12. T / F Everyone has a high customer retention rate. There is really no need to talk about that.

QCM

Choose the single best answer for each question below.

1. What are the two determinants for competitive strategy?
 - 1) Attractiveness of industries for long-term profitability and the relative competitive position within an industry
 - 2) The amount of money you allocate to the CA program and the Energy that the Board gives the Strategy
 - 3) The identification of the strategy by marketing and the communication of that strategy to each level of the organization
 - 4) Trends in the market and what the competition is doing
2. Competitive Advantage:
 - 1) Can be anything that marketing decides is important and distinctive
 - 2) Is the reason customers choose to buy from you instead of the other guy
 - 3) Is determined by the Board of Directors and then passed down the hierarchy in order to establish objectives
 - 4) Is something that is attained for the life of the company
3. What is the biggest threat to a business manager today?
 - 1) As a business manager, consultant or owner, the biggest threat you face is losing sight of your most important target – your customer.
 - 2) As a business manager, consultant or owner, the biggest threat you face is losing site of your competition.
 - 3) As a business manager, consultant or owner, the biggest threat you face is failure to listen to your team.
 - 4) As a business manager, consultant or owner, the biggest threat you face is not paying attention to individual employee benefits.
4. What are three potential strategies for competitive advantage?
 - 1) Positioning, marketing and strategy
 - 2) Cost, differentiation and focus
 - 3) Cost, strategy and differentiation
 - 4) Identification, communication and openness
5. Which of these is NOT a synonym for competitive advantage?
 - 1) Unique selling position
 - 2) Distinguishing features
 - 3) Service boosters
 - 4) Discriminators
6. What is the key to going head to head with a category killer when you don't have the same budgets for marketing and advertising? You need:
 - 1) Excellent networking and personal contacts
 - 2) The customer on your side
 - 3) To rethink and then implement a more rigorous marketing strategy
 - 4) To involve the employees at every organizational level

7. One of the keys to creating a sustainable CA
- 1) Marketing understands better than anyone what the company can produce and how it can compete
 - 2) Employees, through MBO, must be implicated from the very beginning
 - 3) The only perceptions that matter are those of your customer
 - 4) You need to imitate what the big boys are doing
8. Which of these aspects is NOT a part of creating a competitive advantage:
- 1) CAs are objective not subjective
 - 2) CAs are quantifiable - not arbitrary
 - 3) CAs can be shared by the competition in some niche markets
 - 4) CAs are not clichés
9. What is the difference between a customer and a client?
- 1) Nothing
 - 2) A customer buys product and a client buys service
 - 3) A customer buys service and a client buys product
 - 4) A client has a higher priority than a customer
10. Which of these is NOT a principal motivator?
- 1) Certainty
 - 2) Judgment
 - 3) Control
 - 4) Approval
11. If your customer needs to be recognized as an expert, then his / her principal motivator is:
- 1) Certainty
 - 2) Control
 - 3) Recognition
 - 4) Approval
12. CA s are more than just strengths.
- 1) They are the foundation of everything you do, every decision you make and every position you take regarding your customer.
 - 2) They are a list that is reviewed and evaluated every quarter by the Board of Directors
 - 3) They are an important aspect of predicting the bonus for each employee at the end of the year
 - 4) They reinforce delivery

Short written responses

1. What is meant by a) market-led and b) product-led new product development?
2. How do values influence a business culture and the development of its competitive advantage?