First meeting: Alignment

Strategic Initiatives

* Company brand name
* Slogan
* Logo
* Vision and mission statement
* Situational Analysis (SWOT + PESTEL)

Strategy Planning

* Create a strategy based on the goal ~~and research data (e.g., customer)~~
* Markets can be volatile so be able to pivot and change (be flexible)
* Effects of Marketing, R&D, logistics ~~and finance~~
* Branding, Advertising, Public Relations (PR) campaigns

Round 1 (1 operational year) 10/03/2023

* Company Profile
* Logo
* Slogan
* Vision/Mission
* Chairmans
* Business Plan (stick to 5P’s strategy)
* Analysis:
* Competitive
* Product Leadership
* **Elaborate on Decision:**
* At Sneaky, we are dedicated to providing our customers with the best possible products that lead the industry in terms of innovation, performance, and style. Our commitment to product leadership means that we constantly strive to develop new and innovative designs that push the boundaries of what's possible.
* We invest heavily in research and development to ensure that our products are at the forefront of the industry, and we are constantly seeking feedback from our customers to ensure that their needs and preferences are reflected in our designs. Our team of experienced designers, engineers, and marketers work tirelessly to deliver the highest quality products that exceed our customers' expectations.
* We believe that our focus on product leadership sets us apart from the competition, and we are committed to maintaining our position as a leader in the industry. Our customers can trust that when they choose Sneaky, they are choosing products that are innovative, reliable, and stylish.
* Market (Entry Strategy)
* Man (quality + customer intimacy)
* Woman (quality + customer intimacy)
* **SWOT**
* Opportunities
* Growing market for high-quality sneakers due to increasing focus on health and wellness
* Growing trend towards sustainable and eco-friendly products
* Expansion into new markets through strategic partnerships and acquisitions
* Focus on digital marketing and social media to reach younger consumers
* Threats
* Intense competition from established players in the market
* Fluctuating raw material prices and supply chain disruptions
* Economic downturns and consumer spending changes
* Potential shifts in consumer preferences and fashion trends
* Government regulations and trade restrictions that impact the import/export of products.
* Strengths
* High-quality products that are durable and comfortable
* Strong brand image and reputation in the market
* High level of customer intimacy and focus on customer needs
* Innovative product designs that appeal to customers
* Strong distribution network and partnerships with retailers
* Experienced and knowledgeable management team
* Employee learning and growth: HR Care places a strong emphasis on the professional development of its employees. This is evident in the company's training programs, mentorship opportunities, and career advancement paths.
* Employee satisfaction: By prioritizing employee learning and growth, HR Care is able to create a positive work environment that promotes job satisfaction and employee retention. This can result in higher productivity, better customer service, and a stronger company culture.
* Weakness
* High pricing may limit market penetration
* Dependence on a few key suppliers for raw materials
* Counterfeiting: The sneaker industry is plagued by counterfeiting, which can dilute the brand image and result in lost revenue.
* Seasonality: The demand for sneakers can fluctuate with the seasons, with sales typically peaking in the summer and around holidays.
* Dependence on fashion trends: The sneaker industry is heavily influenced by fashion trends, and a misstep in design or style can result in excess inventory and lost sales.
* **Elaborate on Decision:**
* Based on the SWOT analysis, there are several opportunities for a high-quality sneakers shoes company with a focus on customer intimacy, including expanding the product range, offering customization, emphasizing social responsibility, expanding e-commerce capabilities, and partnering with fashion designers or other brands. However, it is important to carefully evaluate the potential impact on costs, production efficiency, and brand image when considering these options.
* Identity
* Targets
* Customer/market
* Highest Quality (2nd as a target) (KPI) - 1st achieved
* Market Leader in quality segments (2nd as a target) - 1st achieved
* Percentage of having decline a sale (2%) - 18.34% achieved – stock issue
* Learn & Growth
* Education level of staff (75% as a target) - 71.66% achieved
* Motivation staff (75% as a target) - 64.76% achieved
* Sustainability policy
* Gender equality
* Responsible consumption and production
* Climate Action
* **Elaborate on decision:**
* By emphasizing responsible consumption and production practices, our company aims to reduce waste and environmental impact while promoting circularity in the sneaker industry. This statement reflects the company's commitment to sustainability by taking a proactive approach towards responsible consumption and production. To achieve this, the company may adopt practices such as using sustainable materials, reducing waste in production processes, and implementing recycling programs for end-of-life sneakers. By doing so, the company can reduce its carbon footprint and promote a circular economy, where resources are reused, recycled, and repurposed. Additionally, the company can promote sustainability by educating customers on the importance of responsible consumption and encouraging them to choose products that are environmentally friendly and durable.
* Perspective
* Growth (ANSOFF)
* Product development
* You are developing new products for existing markets. How can your existing customer be better serviced and how will your products become better than those of your competitors?
* **Elaborate decision:**
* By developing new products for our existing markets, we aim to better serve our customers by offering them innovative and high-quality sneakers that meet their evolving needs and preferences, while also differentiating ourselves from our competitors. This statement highlights the company's focus on product development to better serve existing customers and gain a competitive advantage. To achieve this, the company may invest in research and development to identify new materials, designs, and features that enhance the performance, comfort, and style of their sneakers. Additionally, the company may seek feedback from customers to understand their preferences and tailor their product development efforts accordingly. By doing so, the company can improve customer satisfaction and loyalty, while also differentiating themselves from competitors by offering unique and innovative products.
* Decisions
* Management:
* 2 Employees
* Customer Manager (low wages)
* Marketing Manager (low wages)
* Activities focused on
* Large Clients
* Important customers, measured by turnover, receive extra attention from you. This personal approach will make them feel more valued and increases their loyalty. Furthermore, it will increase the chance for sales in this target group.
* Market Analysis
* Focusing on data quality will allow you to better analyze a market or your competition. The names of your competitors will be visible so you know which competitors are active in the different segments.
* Risk Management
* Managing risk ensures a company's safety. Additionally, it will create trust for providers of capital and may result in lower interest rates for new loans.
* Purchasing
* Increase warehouse size 3000 -> 6000?
* Mens/Woman Sneakers
* Distributor
* Fast delivery
* Order limits
* 500-3000
* Order months
* 12 (Dec)
* Marketing
* Product
* Agreements
* Research & Development
* Research & Development
* Research & Development: 2 (people)
* Budget R&D: 100%
* ~~Machine~~
* R&D research projects
* ~~Decrease purchasing costs~~
* Reliability: 40%
* Quality research to unlock stars: 40%
* Innovation research: 20%
* Price
* Mens/Women: 125 euros
* Place
* Selective distributor
* Using selective distribution, you only use stores and outlets that fit your product. It will have a positive impact on your position within the quality market, as well as improve your customer-relationship, but will have a slight negative effect on your position in the price-market.
* Promotion
* Online Marketing
* Website SEO
* Extended
* ~~Advertise on search engine results (adwords)~~
* Advertise using a large online social network
* Monthly Budget: 5000 euros
* Advertise on online Linked business network
* Monthly Budget: 200
* Billboard
* Staff
* Recruitment
* Recruitment Program: Basic
* On Boarding
* Current Workforce
* Maximum workload per employee 100%
* Current amount of FTEs (Full Time Employees) 0 (9 employees)
* ~~Purchase HCM~~
* Reward
* Renumeration (increase wages): 1%
* Bonuses on Above Target: 2%
* Profit sharing: 0%
* Education
* Development high potential program
* Education budget: 1000 euros
* Time per employee allocated for training purposes: 0.05FTE
* Coaching and mentor's program
* ~~Mandatory internal courses~~
* ~~Financial (loan)~~

RESULTS

Internal Results

*Inventory*

 Write number

*Staff*

Write number

Financial Results

 Write number

Round Feedback thoughts summary

Positives

* Keep minimum staff & R&D (as a startup build foundation)
* Give bonuses to on above target
* Focus Market
* Marketing campaigns (SEO)
* Product development with highest quality

Negatives

* Low investment
* Low Risk (stronger competitors could have won)
* Low Inventory
* Low R&D

Second Meeting for 17/03/2023

Goals:

* Increase R&D 2 -> 4 employees
* Quality Star from 40 -> 50% (reduce Innovation and Reliability 5% each)
* Increase staff education to achieve 75%
* Increase Motivation to achieve 70% (reduced from 75%)
* Increase Warehouse Size
* Increase Employees for children new target group Persona
* Change Targets from Decline in sales to Overall Position in market

Round 2 (1 operational year )17/03/2023

* Business Plan
* Market
* + kids Quality Only (should have removed the customer intimacy from men/women and add to kids)
* Purchasing
* Warehouse size from 6000 -> 12k (previous settings was not saved it should have been 9k in round 2)
* Distributor Jit Style 0-1 weeks delay (revious settings was not saved we had 15% out of stock with 2 weeks delay)
* Order Limits 1000-2000
* Men/women/kids
* Marketing
* **Product**
* Agreements
* Research & Development
* Research & Development
* Research & Development: 4 people
* Budget R&D: 100%
* Machine
* R&D research projects
* Reliability: 35%
* Quality research to unlock stars: 50%
* Innovation research: 15%
* **Price**
* Men/Women/**kids**: 125 euros
* **Promotion**
* Online Marketing
* Website SEO
* Extended
* Advertise using a large online social network
* Monthly Budget: 5000 euros
* Advertise on online Linked business network
* Monthly Budget: 200
* **Kids** TV
* Billboard
* Newspaper for Businesspeople (Men and women in the quality segment.)
* Staff
* Current amount of FTE’s 9 -> 13
* Remuneration 1->2%
* Bonus above target 1->2%
* Bonus on target 0->1%
* Education Budget 0->1200 per employee
* Time training FTE’s 0.05FTE -> 0.1FTE
* Mandatory Internal Courses for social media 750 per person
* Teach staff about the dangers of social media. What are the risks, what do you do with the questions, and how do you respond to complaints?

 RESULTS

Internal Results

*Inventory*

 Write number

*Staff*

Write number

Financial Results

 Write number

Round Feedback thoughts summary

Positives

* Kids Market
* Increased Education
* Increased R&D
* Cash Flow!!!

Negatives

* 127% Increase in Ranking (1.1k to 2.6k)
* Low Motivation Increase

Third Meeting: Alignment

Goals:

* **Just realized some rules**
* From round 1 wrong decision about Management activities (e.g., market analysis)
* Should have focused more on Hire new Managers
* Motivation of employees
* Marketing (as marketing not analysis)
* 0 Sales on Men/Women Target Customers Intimacy Group
* Should have been testing on children price acceptance as testing group (they were our last added group anyway so reputation should not be harmed)
* Remove Customer Intimacy from Women, Men Add to Children
* Sustainability Policy 4th option education quality (50k cost extra per year)
* Keep inventory to 12k because of cost for saved assets + warehouse size expenses?
* In Balance Sheet Current Assets Inventory says 12k is it shoes left from previous round?
* Careful calculate how many each year and when to add more
* R&D 8 people
* R&D 110 Budget
* 5% reliability 90% Quality Star 5% innovation
* Price 115 men/women 105 kids?
* Promotion SEO (all) + Billboard + Magazine for kids (bigger strong reach) + newspaper + Flyers
* Staff HR recruitment to maximum ((each round we hire employees because somebody leaves... hiring cost 5k per new employee))
* HCM Machine? (Increases loyalty meaning that employees won't leave the company so no re-hire again to spend money 1k for new employee (if it has HR recruitment to maximum its 1k otherwise its 5k per new employee))
* Remuneration +1% wages?
* Increase all Bonus x Targets by 0.5%?
* No profit or profit sharing (this year will concise of some risky moves! Watch out)
* Education budget from 12k to 15k?
* FULL mandatory internal courses

**Topics to Discuss:**

KoneB:

* From 17% market share to 42% (we have 44%)
* 600 bonus on target (we have 650)
* Still big ranking difference but market share is an issue should we decrease prices to match our competitors?
* They are focused on Quality Only men/women (2.x bonus and we 1.x bonus in that target Group)
* They are extra focused on Marketing in Management Activities

Price-ades:

* Big market share Price category (2nd rankning)
* We should invade new market if we want win (Test childen shoes first by lowering price?)
* e.g., 110 men/women 100 children?

Round 3 (2 operational year’s) 31/03/2023

1st Round

* Business Plan
* Market
* + kids test for customer intimacy and quality (lower price 99 euros)
* Women/Men shoe sneakers from 125 to 109 euros only quality focused not customer intimacy
* Sustainability Policy Added Quality education 50k per round
* Management
* Same managers
* 1 Manager Employee with wage 40k and severance package 10k
* 1 Senior Sales Rep with wages 43k and 12k severance package
* Activities to focus in Management team
* Networking (unlocks more managers better one)
* Personal attention to employees
* Large Clients
* Purchasing
* Warehouse size from 12000
* Distributor Jit Style 0-1 weeks delay
* Order Limits 1000-3000
* Men/women/kids
* Marketing
* **Product**
* Agreements in Sustainability (increases production cost 15%)
* Research & Development
* Research & Development: 8 people
* Budget R&D: 125%
* R&D research projects
* Reliability: 0%
* Quality research to unlock stars: 100%
* Innovation research: 0%
* **Price**
* **5 stars**
* Men/Women: 109 euros
* **kids**: 99 euros (test customer intimacy if they buy safe option instead of moving all 3 in new unknown unexpected market)
* **Promotion**
* Online Marketing
* Website SEO
* Extended
* Price per click (added): 5 euros
* Advertise using a large online social network
* Monthly Budget: 5000 euros
* Advertise on online Linked business network
* Monthly Budget: 200
* Kids Magazine
* Billboard
* Flyers
* Newspaper for Businesspeople (Men and women in the quality segment.)
* Staff
* Current amount of FTE’s 13 -> +17
* Remuneration 2->3%
* Bonus above target 2->3%
* Bonus on target 1->2%
* Education Budget 1200->1500 per employee
* Time training FTE’s 0.1FTE->0.15FTE
* Mandatory Internal Courses for
* social media 750 per person
* Teach staff about the dangers of social media. What are the risks, what do you do with the questions, and how do you respond to complaints?
* Compliance (500 per person)
* Make your employees aware of the local laws and company policy.
* Privacy Data Leaks (850 per person)
* Data leaks can be harmful for your customer’s privacy. On top of that you don’t want your company’s data to be used by competitors or other untrusted governments. This training program teaches staff how to prevent data leaks and how to deal with them if they occur.
* KPI scores
* 1st in quality segment (KPI)
* 1st in quality market share
* 2nd choice but 1st in Overall Market Share
* 85% Education level
* 67% motivation
* RESULTS
* Internal Results
* *Inventory*
* Write number
* *Staff*
* Write number
* Financial Results
* Write number

2nd Round

* Business Plan
* Market
* Quality & Customer Intimacy for everyone
* Management
* New manager
* 1 Marketing Manager (we upgraded from simple employee to manager) with wage 70k and severance package 40k
* 1 Senior Sales Rep with wages 43k and 12k severance package
* Activities to focus in Management team
* Networking (unlocks more managers better one)
* Risk Mangement
* Large Clients
* Purchasing
* Warehouse size from 16000 (in the end of the round 7k shoes left in inventory and each round had ~3k+ left stock)
* Distributor Jit Style 0-1 weeks delay
* Order Limits 1000-3000
* Men/women/kids
* Marketing
* **Product**
* Agreements in Sustainability (increases production cost 15%)
* Research & Development
* Research & Development: 8 people
* Budget R&D: 125%
* R&D research projects
* Reliability: 0%
* Quality research to unlock stars: 100% (road for 7th star)
* Innovation research: 0%
* **Price**
* **6 stars**
* Men/Women/kids: 99 euros (this year had External factors such as Economic uncertainty and increased labor in the globe)
* **Promotion**
* Kids Magazine
* Billboard
* TV in action movies advertisement and broadcast reality shows (as news in external factors influenced our choice)
* Staff
* Current amount of FTE’s 17->32 (more employees less workload per employee from 100% workload. We achieved this year 64% per employee)
* Remuneration 5.1% (news said employees demand 2% increase in wages and less workload)
* Bonus above target 3%
* Bonus on target 2%
* Education Budget 2000k per employee
* Time training FTE’s 0.2FTE
* Mandatory Internal Courses for
* social media 750 per person
* Compliance (500 per person)
* Privacy Data Leaks (850 per person)
* KPI scores
* 1st in quality segment (KPI)
* 1st in quality market share
* 1st choice in overall market leader but dropped 2nd (bad choice of us)
* 100% Education level
* 70% motivation
* RESULTS
* Internal Results
* *Inventory*
* Write number
* *Staff*
* Write number
* Financial Results
* Write number

Round Feedback thoughts summary

Positives

* New Market
* Slow steady moves no risk
* Increased overall sales (but lost market share in quality segment overall)

Negatives

* Slow Moves risk for minimal growth
* Market Develpoment Anssof not selected as option
* A little more employees that should need(?)
* No Innovation R&D for new market in first rounds
* Overall Market Leader (share maximum number) still was 1st and should have been 2nd because price segment had more customers (2nd round drop to us/lost position 1st to 2nd)
* Lost Revenue and more expenses than profit

Fourth meeting: Alignment

Analysis -> Market -> Demand Develpoment per market group see effectiveness points about what to reduce or increase

Topics to Discuss:

1) How to increase profit and reduce expenses?

2) How to increase good quality Inventory (latest shoes)?