





## Scenario

Alpha Ltd., Beta Ltd., Gamma Ltd. and Delta Ltd. are young companies. They are competitors at the same market. They all have completed one financial year (four quarters). The companies reached different results during the first financial year.

A company is a company with low image, other is a company with HR issues, the third is a company with cash flow issues and the fourth is a company with sound positions.



The owners of the companies have decided to **appoint new managements** (the participants of the course) and ask them to:

- Review the strategies of the companies according to the instructions (see details later at the “Goals of the teams” section)
- Ensure that the companies have secured liquidity positions
- Stabilize the operation and set the companies on a growth path
- Complete the goals set by the owners (and communicated by the trainer)

## Objectives

**There are many goals for the different teams:**

- Establish a strategy for counterbalancing the difficult image position
- Improve the image of the company and target to reach the market average image indicator level
- Reach a profitable operation by the end of the next calendar year
- Stabilize the cash flow position and set the company on a growth path
- Review the strategy and set the company on a growth path with cash positive and profitable operation
- Stabilize the cash flow position of the company.
- Re-structure the HR structure and review the HR and sales strategies
- Reach a profitable operation by the end of the third calendar year (8 quarters from now)
- Stabilize the cash flow position and set the company on a growth path
- Remain highest know how company at the market
- Defend the market share of the company and remain the market player with the largest turnover
- Keep the net profit margin above 25%

**For every team:**

- Prepare and present the new strategy of the companies! Use a presentation tool (e.g. Power Point or Keynote)!
- Prepare a cash flow forecast (after 2Y2Q) with a minimum outlook of 4 quarters in Excel spreadsheet!

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