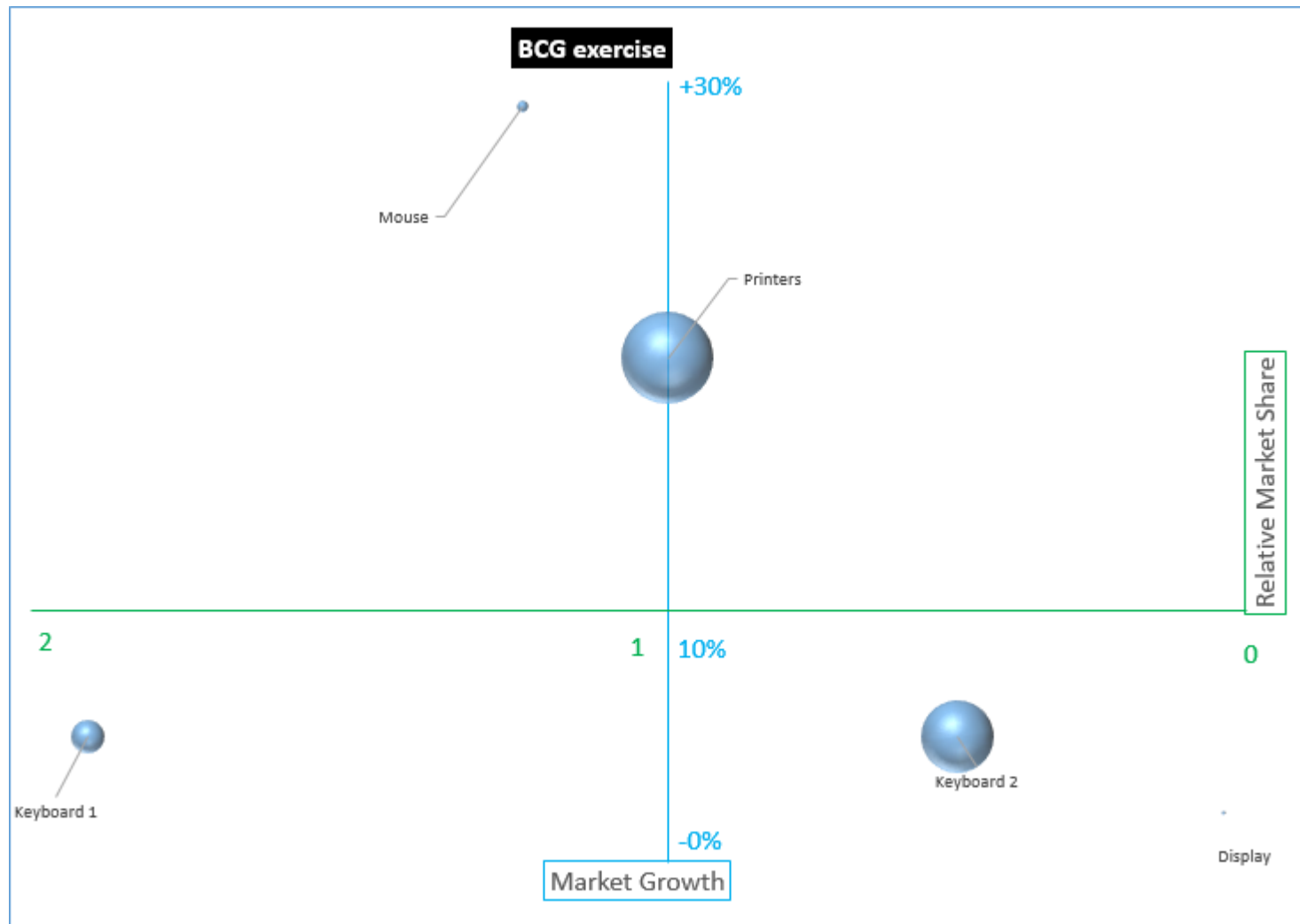


BCG exercise



How to create a BCG in Excel <https://youtu.be/1RFAoH-i3VA>

CASE Hewlett Packard – part 2



HP European Marketing Meeting

- Now you receive additional information on market shares. Define the relative market shares and the position in the BCG. About € 500 million Marketing Budget is available for this year. Discuss the budget split now again. You know that this 500 million will not cover business development divisions (question marks) !

Market Share in units (2017)	HP	Canon	Epson	Sony	Dell	Toshiba	Apple
Product Category							
Jet Printers	60%	10%	5%	0%	1%	0%	0%
Laser Printers	40%	20%	20%	0%	0%	5%	0%
Digitizing Devices	20%	40%	10%	1%	0%	1%	5%
Laptops	5%	0%	0%	5%	25%	20%	10%
Desktop Computer	30%	0%	0%	5%	20%	5%	2%
Web Servers	40%	0%	0%	2%	20%	5%	0%
Discs and Backups	2%	0%	1%	1%	10%	10%	0%
Tablets	15%	0%	0%	0%	2%	2%	65%

HP European Marketing Meeting

- Come to an agreement on how the € 500 million Marketing Budget will be distributed between the divisions based on the information you received and the analysis of the BCG. Do this as a **Business Development team** now instead of fighting for your own division.
- **Rules for budgeting at HP:**
 - Question Marks should be discussed in separate Business Development team meeting, don't use the 500 million budget for these SBU's.
 - Stars should receive about 100% to 20% of their own revenue, the more relative market share the lower the percentage.
 - Cash Cows need a maximum of 0,1% to 10% budget from their own revenue, the lower the market growth the lower the percentage.
 - Dogs, well, if don't need them, sell, kill. If they are an important image product, keep and use advertising budget to support their losses.

Assignment: HP budget Meeting

30 minutes to prepare in team

60 minutes role-play

Marketing Budget agreed on Flip Chart and compare with first meeting



Hewlett Packard BCG

How to create a BCG in Excel <https://youtu.be/1RFAoH-i3VA>

ASTRA GAZ

Business “Crisis” Simulation



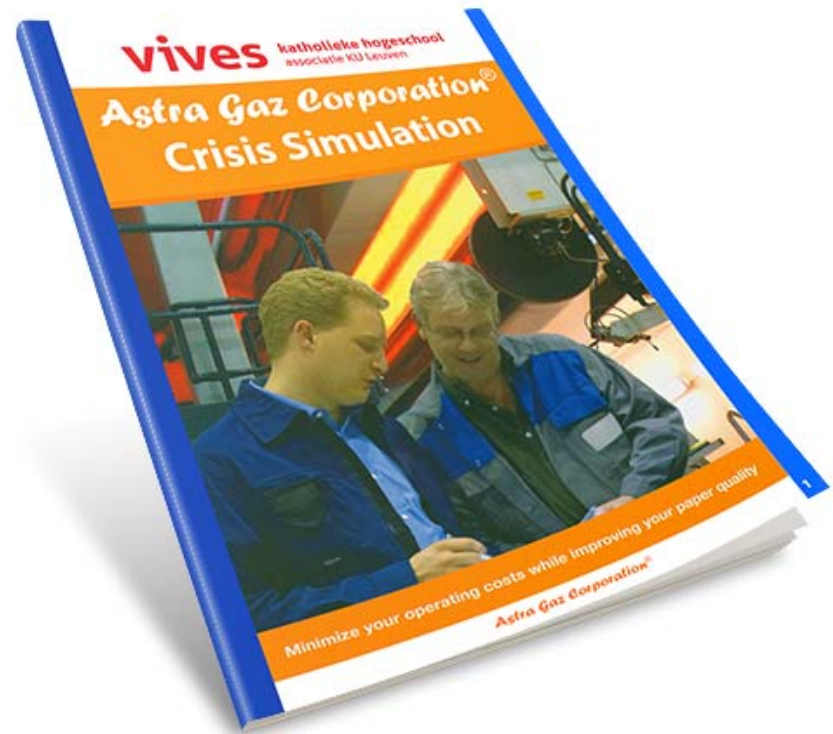
The Assignment

- You are hired as an external team of professional consultants to analyse the company Astra Gaz.
- Astra Gaz is a manufacturer and distributor of heating devices.
- Analyse the situation and develop a plan.



Astra Gaz CASE Material

- Initial information is available in your Astra Gaz manual, available online at:
 - www.HiFive.be/astragaz/manual
- Your teacher will have more information available.
- Additional information will land in your e-mail inbox.



The Assignment

Short Term Analysis

Analyse the financial situation in detail. Ask yourself *“is this company viable? what about their liquidity? customer payments? stock rotation? cash flow?”* You will need to use some financial analysis tools such as the balance sheet, income statement, cash flow using the limited information you received from Astra Gaz management. Is there a crisis situation? Do you have all the information needed to take a decision?



The Assignment

Long Term Analysis

You also need to focus on the long term, this is a more strategic. Focus on strategic marketing, the product portfolio choices that have to be made to get the company back on track on the long term (2 to 5 Years).



The Assignment

Long Term Analysis

- Analyse the short term and long term and propose different solutions for the short term and long term.
- Your teacher will be the Astra Gaz Sales Manager, acting CEO and CFO to replace the owner/CEO and CFO of the company.
- There could be more information available if you ask the right questions.

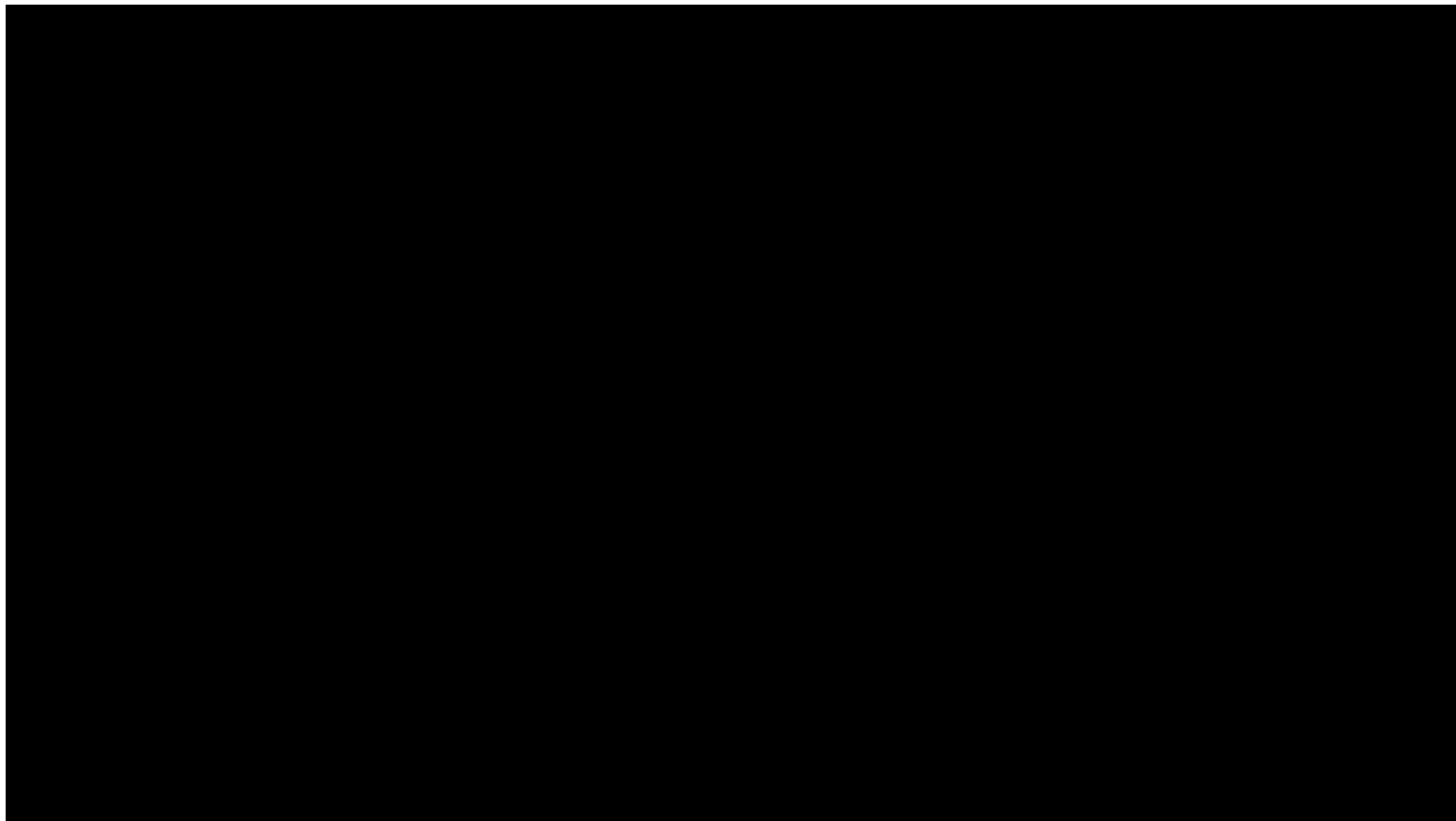


HiFive Studio
Training Publishing



The Assignment

Ask the right question



The Assignment

Long Term Analysis

- There will be an empty schedule available on the classroom door, choose your times slots to meet the Sales Manager?
- Sessions are 20 minutes. You may book as many sessions as you want. If you don't attend a booked session you'll get a fine (-eval).
- Additional tips will also land in your e-mail inbox.



The job of « Crisis » Manager

Analyse the financial health: Short term - Long term

Analyse the potential: Portfolio analysis, Sales forecast

Investigate organisation (hrm): Available expertise, Resources needed

Marketing Plan: Public Relations, Marketing and/or Business Development plan



Final debrief with Astra Gaz

1. Present short term issues and solutions.
2. Present long term issues and solutions.



ASTRA GAZ

Business “Crisis” Simulation

