

## CELEMI Performance™

“When times are tough, you need people to think constructively and act decisively.”

This can be a serious challenge, if people in your organization tend to view the glass as half empty rather than half full. So how can you encourage people to see the opportunities, rather than focusing on the limitations? In Celemi Performance™, teams of four participants exercise their business minds by following the case story of Fenix Inc. In three chapters, they help Fenix Inc. to get the basics right, create a competitive advantage, and finally to win the business. Throughout the workshop, participants draw parallels to their own reality, reflecting on the challenges and opportunities for their own company.

*Develop a shared understanding of what your organization is up against – so that you can unite around the way forward.*

Participants from all levels and functions can come together for a constructive dialogue about a broad range of strategically important issues, such as:

- Product life cycles
- Disruptive technologies
- Supply chain efficiency
- Value-added services
- Customer segmentation
- Short-term vs. long-term profitability

To win the business, the teams must compete for customers against Fenix Inc.'s main rivals in the marketplace. If teams choose a successful market strategy, they may meet their profitability goal – or even exceed it.

## Exercise your business mind



In the debrief discussions, participants are challenged to reflect on different ways of arriving at a market strategy – for instance, by focusing on the customers or on the competition. The facilitator PowerPoint supports an analysis of the outcomes of their choices.

As a final activity, participants sum up their insights regarding the burning issues and way forward for their own organization and are invited to define how they can contribute within their own area of responsibility.

### What clients say

*“The message is clear and to the point – if we do not sell what the customers want, we are out of the game... Nothing is constant in the world around us. We need to review our strategy frequently, and keep finding new ways of making money.”*

– CEO, Nohau

*“The participants on my team greatly improved their knowledge around the main issues that influences a business. We used the Performance program as a platform to discuss our company's new strategy – what we need to reconsider in our company, such as our product- and service offering and market presence – and why.”*

– Business unit manager, software manufacturing company

**Who benefits**

- Management teams – or other groups of decision makers – can use the workshop as a framework for a strategic planning session.
- All employees can gain a shared understanding of the strategic challenges and the way forward.
- Managers can use the workshop as a platform for communicating how ongoing initiatives are in line with the strategic direction.

**Key results**

Celemi Performance supports a dialogue on strategic issues across functional and hierarchical boundaries. In addition, the workshop:

- Creates broad, shared understanding of the key issues and factors that influence the business.
- Highlights the fundamental importance of customer focus, including a solid understanding of customer needs.
- Illustrates how small improvements can have a great effect on the bottom line.
- Inspires people to focus on what can be done, even when business conditions are tough.

**Key concepts**

## Offering

- Product lifecycle
- Disruptive technologies
- Sustainability
- Lean production

## Markets

- Differentiated market strategies
- Market intelligence

## Operations efficiency

- Organizational structure
- Supply chain

## Customer strategy

- Value-added services
- Customer needs and preferences
- Customer intelligence
- Customer segmentation
- Targeting preferred customers

## Growth and sustainable profitability

- Securing cash flow
- Creating long-term value

**Facts****Material**

Board-based business simulation.

**Number of participants**

From 4 to several hundred participants. Participants are grouped in teams of 4 with one facilitator for every 20-24 people.

**Participants**

Employees at all levels.

**Time required**

4 hours.

**Facilitator**

Managers or other internal people within your own organization. Facilitator support materials are provided and Celemi can run Train-the-Trainer sessions as needed. Facilitators from Celemi's partner network are also available.

**Languages**

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