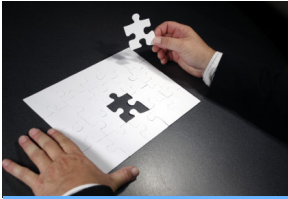


# Regional Strategy Development

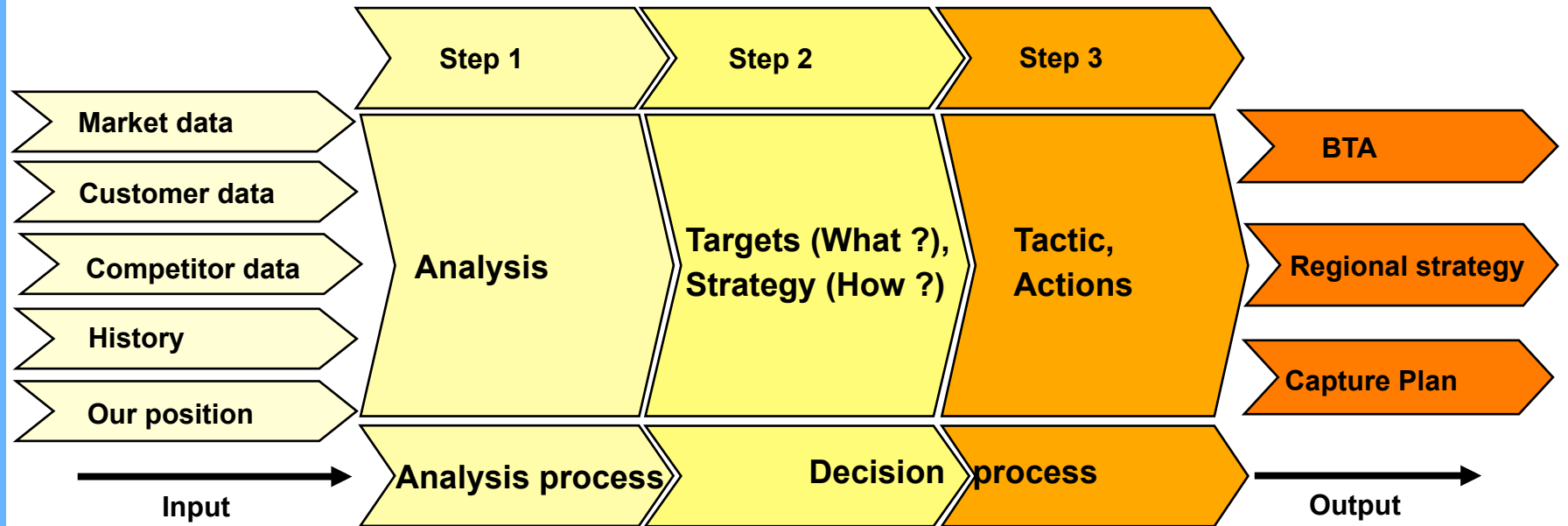
An example for business with

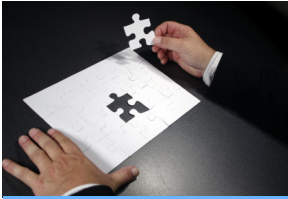
- **Configured systems**
- **Modular built solutions**
- **Solutions with application engineering  $\leq 20\%$**



## Regional / country strategy Development

=> The development of a regional / country strategy is done by 3 process steps:



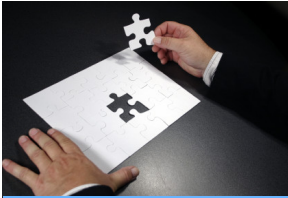


## Step 1: Analysis

- **Potential market**
- **General requirements of the market**
- **Customer buying criteria**
- **Our company in the market**
  - **Localisation of our company and competitors**
  - **SWOT**
  - **Market shares**
  - **Won / lost projects**
  - **Product portfolio**
- **Competition analysis**
  - **SWOT**
  - **Product portfolio**



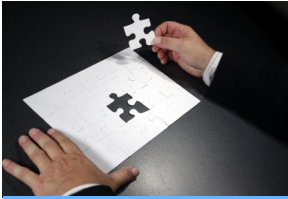




**Step 1: Analysis / Potential market**

**Future opportunities**

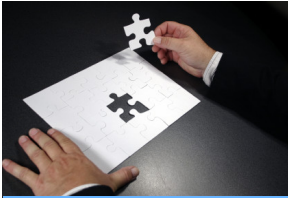
<b>Future opportunities</b>			<b>Project start</b>	
<b>City or Subregion</b>	<b>Type</b>	<b>No. Systems</b>	<b>Year</b>	<b>Description of opportunity</b>



## Step 1: Analysis / General requirements of the market

<b>Which products do we need to have for being successful ?</b>	
<b>Do we have to fulfil local contents for the value added ? And how much ?</b>	
<b>Existing JV's and their purpose</b>	

<b>Laws</b>	
<b>Norms</b>	
<b>General political conditions</b>	
<b>General commercial conditions</b>	
<b>Cultural situation</b>	



## Step 1: Analysis / Customer buying criteria and consequences

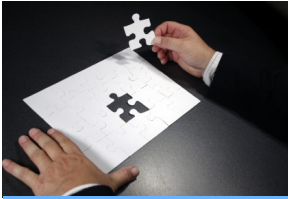
Price LCC	1
Proven reliability	2
Local expertise	3
Product fit / Design	4
Local content	5
Service/ Maintenance	6
Political support	7

**Template !!!**

**Transfer into competitive advantages/ consequences**

<p><b>Cost advantage necessary.</b>  <b>No premium price to be expected.</b>  <b>LCC must be documented and convincing.</b></p>
<p><b>Capitalize on proven solutions.</b>  <b>Take advantage of your structures against competitors structures.</b></p>
<p><b>Build up competence ( customer geographical and cultural proximity )</b></p>
<p><b>Re-use proven platforms but be flexible for product adaptation. Identify targets ( customer/products ) and focus on them</b></p>
<p><b>Identify local partners and maintain long term partnership</b></p>
<p><b>Integrated approach and business extension for service/ maintenance</b></p>
<p><b>Identify political players and lobbying capabilities</b></p>



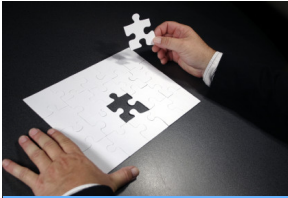


**Step 1: Analysis / Your market position / SWOT**

**SWOT**

**Region:**

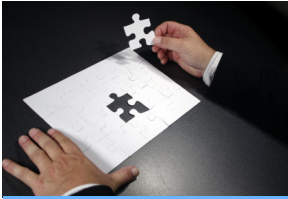
Strength	Weaknesses
Opportunities / Chances	Threats



## Step 1: Analysis / Your market position / lost – won projects

**Lost / won projects:**

Project / Customer	Awarded from	Year award.	Year comm.	Project Volume (Mio. €)	System type	other competitors
--------------------	--------------	-------------	------------	-------------------------	-------------	-------------------

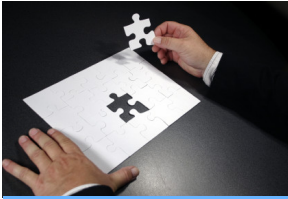


## Step 1: Analysis / SWOT Competitor

**SWOT**

**Region:**

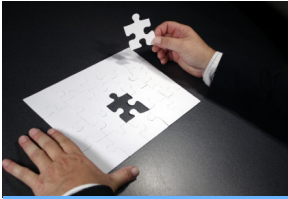
Strength	Weaknesses
Opportunities / Chances	Threats



## **Step 2: Targets and strategies**

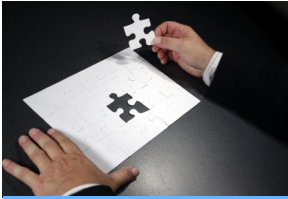
- **Regional targets definition**
- **List of the upcoming projects / tenders in the region and their evaluation**
- **Decision for focus acquisition projects**
- **Description of the strategy**





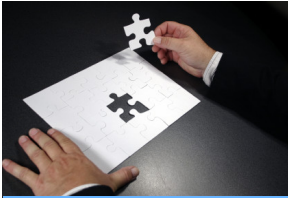
**Step 2: Targets and strategies / List of upcoming projects / tenders and their evaluation**

Customer / project	Turnover / profit	Turnover / Profit	Turnover / Profit	Chance analysis	Chance analysis	Chance analysis	Result: how many `yes` ?
	Does the turnover have an acceptable size ? ( Y / N )	Is there a good relation between project size and offer cost ? ( Y / N )	Is it a high profitable project ? ( Y / N )	Do we have a good position against our competitors ? ( Y / N )	Do we have good management contacts ? ( Y / N )	Is the project of a strategic importance ? ( Y / N )	



**Step 2: Targets and strategies / Decision for focus acquisition projects**

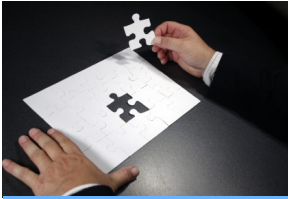
Customer / project	Result of evaluation	Strategy selection	Time schedule			
	# 'Yes' ?	D = direct, I = indirect, s = share, D = defence	Milestone 10	Milestone 20	Date of expected order entry	Project volume



**Step 2: Targets and strategies / Description of the strategy**

<b>Customer / project</b>	<b>Strategy selected</b>	<b>Main arguments for the selected strategy</b>

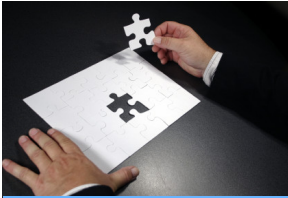




### **Step 3: Tactic and actions**

- **Tactics / actions**
- **Monitoring**
- **Conclusion**
- **Next steps**
- **Decisions**



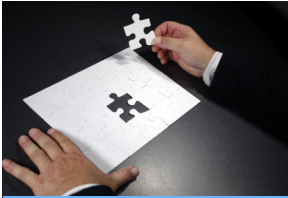


**Step 3: Tactics and actions / Monitoring**

**Monitoring:**

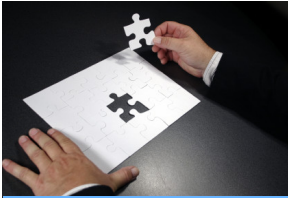
#	Monitor date 1	status*	Monitor date 2	status*	Reason, why action is not completed after 2 monitoring steps

\* => n = not, p = partially, c = complete fulfilled,  
alternatively insert % of completion !



**Step 3: Tactics and actions / Conclusions**

**Please describe in your own words the main conclusion for your business in the region**

**Step 3: Tactics and actions / Next steps, decisions**

<b>7. Next steps</b>

<b>8. Necessary decisions:</b>
1.   =>
2.   =>
3.   =>

Signature: _____
NN:            NN:            Date: