



Successful training in strategy implementation for Kärcher's senior management

Kärcher considers managers to be its change agents and wanted this group to go through the program and prepare for a customer-centric approach to doing business. Given the importance of the initiative, Kärcher wanted to 'pull out all the stops' to help the target audience understand the basics of customer-centric behavior. This strategy simulation was perfectly suitable for target groups with existing fundamental business knowledge and senior management levels.

The challenge

Kärcher wanted to develop a special and challenging training for its senior management. This would help convey the understanding and implementation of Kärcher's strategic development.

The solution

To meet the client's challenges, TIS developed a management simulation with a strategy game nature – known as "Management Wargaming" in the Anglo-American usage. Customized on Kärcher's specific business areas, target groups and strategic elements, the focus was on the development and the evaluation of strategic moves for a common understanding.

- Over 4 periods – each simulating one business year – participants take over the management of a virtual company and decide on a strategy and the products' main aspects from a customer perspective (e.g. quality, pricing, sales and communication)

CASE STUDY



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strategies). Therefore, highly dynamic situations due to the consideration of qualitative features were accomplished.

- The main indicators for success are based in psychological empathy, as well as well-founded prognosis of the customers' and competitors' dynamics.

The results

With this training approach a better understanding for Kärcher's corporate strategy has been achieved.

- Senior managers got the chance to take a bird's eye view on a corporation, to develop their own strategy and identify the impacts.
- The combination of open and closed elements with a strategy simulation framework offers more space for the participants' ideas and strategies.