Back Bay Battery Simulation Group Reflective Report

Case Study

As President of the Back Bay Battery Inc., a \$240 million revenue division, manufacturing more than \$40 billion consumer electronics, our task is to increase revenue & keep the business profitable, even after the numerous competitors and changing consumer base. The moves of our competitors are invisible to us. We start at the end of the 2" year and take effective decisions till the 10" year.

2 main products of our division: Absorbed Glass Mat (AGM) battery & Supercapacitor (SC) battery. AGM batteries brings 80% of the business revenues, rest is by Supercapacitor batteries. 3 Market segments: Automobile, Warehouse and Marines.

This report encapsulates the strategy we followed giving the best result, maximizing our total revenue, sales and market share.

Challenges faced:

Market pressure on pricing due to rivalry among existing competitors & introduction of new competitors. Thus, having an effect on consumers bargaining power. Another one was when and how much to invest in which feature, based on the R&D of previous data & received forecasts regarding demand of AGM & SC batteries, their specific feature & prices.

Have to analyze the strategy carefully to increase the revenue & provide better products using various industry frameworks (Value discipline and Porter's 5 forces framework). Also, to ensure reasonable growth in business revenue enhancing the market share while competing with existing & new coming rivalries in the market.

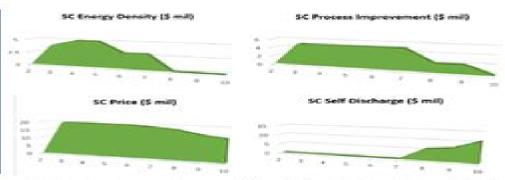
Respective Simulation Highest Revenues



Strategy: The One Which Worked Well

With the learnings of previous assessment runs, we formulated the strategy accordingly, and focused on the Supercapacitor batteries this time, keeping in mind the swift saturation of Automobile market, the multiple players & the high demand of AGM and SC batteries.

As it is evident that Energy Density (ED) and Price matters the most for all the three segments. Since ED of AGM was a lot better than SC initially, so, our focus was on improving Uhre process fior: manufacturing cost of each unit of SC was quite high then it's selling price. So, in order to make it profitable, investing highly in it's PL ED and slightly reducing prices initially gave push to the sales of SC AGM was already profitable in terms of manufacturing, all other features also were doing better organically in respect to SC.



Therefore, with careful R&D, we just reduced the price for AGM battries over the years (3" to 10") gradually, and invested mindfully at the right amount at the right time in Energy Density, Self Discharge features and Process Improvement activity of Supercapacitor. The selling price reduction was kept gradual initially as we needed to maintain the trade off between manufacturing cost and selling price to keep it profitable without loosing the market share. Towards the 10" year, reduced prices bit aggressively.

With the above strategy, we were able to get cumulative revenue of \$2495.2 mil by the end of the 10th year, which is quite good.

Conclusion

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Stanley A. Mumma

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