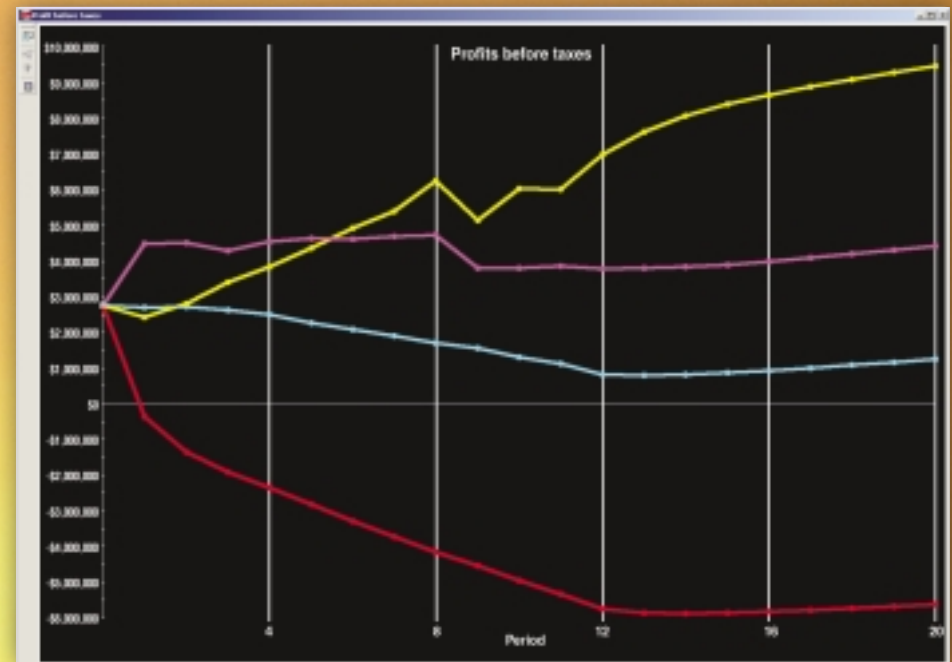


ACS and ValueWar®

The no-risk approach to testing your competitive-strategy decisions



INSIGHT TO ACTION

ADVANCED
COMPETITIVE
STRATEGIES

To succeed in today's fast-changing and unforgiving

markets, you must be creative and realistic. Your challenge is to make the right business decisions in a world of hungry competitors, choosy customers, and economic turbulence.

Since 1992, Advanced Competitive Strategies, Inc. (ACS) has helped managers around the world make better decisions and obtain profoundly better results.

Working with ACS and its proven ValueWar® software technology, you can test a strategy to see what results it will deliver, or explore a range of strategies to determine which performs best. You can evaluate strategic options across multiple market environments to ensure that your choice will stand up to competitive pressure. You can rehearse implementation — year-by-year or even quarter-by-quarter. You gain competitive advantage because you can see the results of a strategy before you commit to it.

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“The war game let us experiment with different strategy options under various conditions and against aggressive competitor behavior. What we learned by confronting the likely actions of our competitors — and by seeing quantitative projections in real time — convinced us to change strategies.”

Dave Yard

Shell Oil Company

Define your market, refine your strategies

“The war college was a lot of fun, but also a dramatic learning experience. People saw how their decisions could influence or be measured in a market-share or profitability or cost basis. As a result, they started thinking more strategically. We were highly satisfied not only with the simulation tools, but with the activities our people went through and their enthusiasm for what they learned.”

Don Nelson
US Cellular

When you work with ACS, you benefit from proven expertise and innovative technology.

We know strategy

ACS consultants have a unique approach to strategy. Not only are they creative, insightful, and rigorous; they also know how to avoid the narrowness of conventional thinking.

See what works

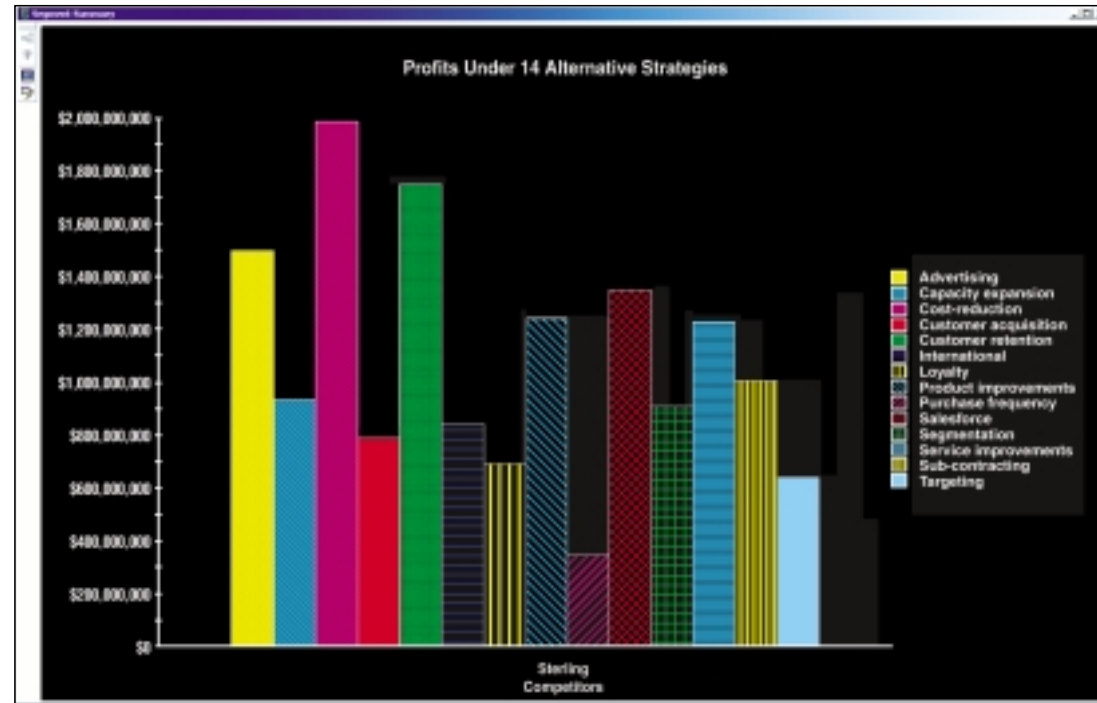
You've never seen anything like ValueWar, the world's most powerful, flexible, and realistic business simulator. ValueWar lets you examine one strategy in-depth or quickly compare the performance of many strategies. Knowing what works and what doesn't, you can put your business on a path that promises success.

Get a custom-built model

ACS consultants work with you to customize ValueWar with qualitative and quantitative information you have already on-hand. The result is a model that replicates your market as nothing else can.

Simulate any strategy

You can simulate and analyze almost any action that you or a competitor might take. You can experiment with programs to increase customer loyalty, attract new customers, reposition a product, raise or lower prices, cut costs, build brand equity, increase awareness, enter new markets, and more. Given strategies for your business and your competitors, ValueWar quickly projects five years of profits, market share, and other performance measures for your business.



ValueWar can quickly calculate results of thousands of strategy combinations, yours and your competitors', for up to five years.

Will your strategy work if market conditions change? Working with ACS, you can test your strategy options in multiple scenarios: paradigm-breaking revolution, environments of minor change, or business-as-usual conditions.

Explore creative options, without risk

ACS has revolutionized the field of competitive-strategy development.

Find winning strategies, even in a crisis

Analyzing strategies with ACS and ValueWar encourages creative thinking because you can test strategies without risk. With the cost of potential failure removed, you can examine unconventional options that just might be winners. And freed from the burden of slow, labor-intensive analysis, you can quickly and rigorously evaluate your options, even in a crisis.

Get unprecedented realism

Because we customize ValueWar for you, it knows what makes your business tick: how customers choose suppliers, competitive dynamics, economic projections, and what actions are available to you and your competitors. Clients tell us ValueWar behaves just like their real-world businesses.

See your business's futures

ValueWar tells you what to expect if you do *this* and your competitors do *that*. If you have strategy alternatives or are unsure how competitors may behave, ValueWar makes it easy for you to test any combination. You don't have to worry about missed opportunities or hidden dangers. Only ValueWar can do this, because it can project thousands of possible scenarios.

The obvious answer is sometimes not the best. Managers working with ACS often discover strategies that promise far better results.

Significant breakthroughs, not incremental improvements

ACS helps you find significant breakthroughs, not incremental improvements. One client, working with ACS to test a strategy before implementing it, discovered, to their surprise, that the plan would be disastrous.

Though they had spent months developing the original plan, just two days of simulation convinced the managers to abandon their strategy. Working with ACS, they developed and adopted a completely different course of action, one that promised far better results. Because they experienced the simulation together, the management team reached quick consensus on the need for change and the direction of change.

The managers calculated that avoiding the mistake was worth \$133 million in profits.

Dramatic insights like these are common for managers who work with ACS consultants and technology. No other competitive-strategy development process produces comparable insights so quickly and so cost-effectively.

Improve your strategies and your strategic thinking

“The war colleges are rigorous, confrontational, informative, and downright addictive. There’s a huge value in being able to test your assumptions and your customers’ perceptions of you before you put your strategy into place. You see things you normally don’t even recognize because they’re so pervasive. Plus, the work you go through in building the model is like a master’s-level course in your own business.”

Barbara McCloskey

British Airways

ACS offers virtual competitions, rapid-response crisis management, strategy analysis for your portfolio, management-development seminars, and software licenses.

Virtual competitions

War games help you get inside the heads of your competitors and anticipate actions they may take in real life. Managers role-play their competitors, develop strategies, see results, then test alternatives.

Strategy proving grounds provide more intensive evaluation of strategy options, usually with a smaller group. At the proving grounds, you can test numerous strategies and examine their performance under a wide range of circumstances.

Crisis management

When decisions must be made under extreme time pressure, ACS can provide solid answers in as little as one-to-two weeks, without sacrificing rigor or realism.

Portfolio analysis

You can use ValueWar with some or all business in your company’s portfolio. Senior managers get a forward-looking, rigorous overview, just what they need to allocate resources and to monitor performance effectively. And managers throughout the company acquire a common language of strategy.

Management development

In-house management-development seminars use ValueWar to teach leading-edge strategy concepts in a highly interactive environment. ACS seminars give you new ways to think about the competitive-strategy issues. Fun and engaging, these ACS seminars break through conventional ideas about strategy.

ValueWar licenses

You can license ValueWar for use within your company. ACS will train your staff to use the model with one or more businesses. With your own in-house experts, you can integrate ValueWar into your strategy-development and decision-making processes.



ACS has spent more than 15 years refining the most formidable strategy simulator in the world.

A smarter way to make strategy decisions

“With today’s market uncertainties and the rapid growth in Latin American markets, we have many competitors trying to take away our number-one position. With scenario planning, we can do competitive analysis and test our strategies before we commit. This has clearly contributed to our leadership position.”

Adrian Cruz

SmithKline Beecham

How you answer questions like these will determine your business’s success or failure:

- The old rules seem not to apply. What should I do differently?
- Even smart managers sometimes choose bad strategies. How can I avoid these mistakes?
- Conditions in my market are unfavorable. Should I wait for things to improve, or should I risk investing now?
- I think I know what to do, but the cost of failure is high. How can I improve my odds of success?
- My competitors are taking action. Should I do nothing, follow their lead, or do something completely different?
- My market is about to change. How should I respond?
- I want superior performance. What bold move will help me win?

When you have questions like these, conventional techniques can’t help, but ACS and ValueWar can.

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