


The screenshot shows a web application interface for a '3-Year Strategic Plan'. At the top right, there are navigation buttons for 'Y9 - Y11 Plan', 'Feb', 'Print', and 'Save'. The main content area is titled 'Step 1: Strategic Vision Statement'. It contains two paragraphs of instructional text: 'In the space below, write 2-4 sentences setting forth the long-term direction and strategic path that management intends to follow...' and 'You may want to summarize the essence of your strategic vision in a catchy phrase or slogan...'. Below this is a text box containing a sample vision statement: 'Dynamic optix strives to lead the market in digital cameras by providing our customers with the most advanced technology available at the best price...'. On the left side, there is a vertical navigation menu with items like 'Performance Charts', 'Decision Entries - Year 9', 'Glo-Bus Statistical Review', 'Competitive Intelligence Reports', 'Company Operating Reports', '3-Year Strategic Plan', 'Strategic Vision Statement', 'Performance Targets', 'Entry-Level Camera Plan', 'Multi-Featured Camera Plan', 'Geographic Operating Projections', 'Save Plan Entries', and 'Help'. At the bottom left, there is an 'Alerts & Chat Center' section with a 'Send' button.

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3-Year Strategic Plan

Y9 - Y11 Plan


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Step 2: Objectives / Performance Targets


The performance targets that you and your co-managers set should be at least as high as investor expectations – see pages 2 and 3 of the GSR for the performance levels that investors are expecting in each of the plan years. Bonus points are awarded for setting objectives and achieving performances higher than investor expectations. Penalties in scoring are assessed for setting objectives and achieving performances below investor expectations.

| Performance Targets | Year 9 | Year 10 | Year 11 |
|--------------------------|----------|----------|----------|
| Earnings Per Share (EPS) | \$ 3.82 | \$ 6.13 | \$ 9.30 |
| Return on Equity (ROE) | 21.1 % | 25.5 % | 27.8 % |
| Stock Price | \$ 46.94 | \$ 50.70 | \$ 52.70 |
| Credit Rating | A | A | A |
| Image Rating | 95 | 95 | 95 |

Alerts & Chat Center



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GLO-BUS

3-Year Strategic Plan

Y9 - Y11 Plan

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Step 3: Entry-Level Strategy for Achieving Performance Targets

Which of the following best describes the generic competitive strategy that company management intends to use in entry-level cameras during the next three years? What evidence is there to indicate that pursuit of this entry-level camera strategy is currently on track?

The company will employ a focus strategy for entry-level cameras aimed at:

Becoming a global market leader in entry-level camera sales to retailers
(and de-emphasizing, but not necessarily eliminating, sales of multi-featured cameras).

We expect to pursue a competitive advantage in entry-level cameras based on:

Low-cost Leadership

Differentiating our cameras from the offerings of rival companies

Evidence indicating that our company is currently having some success in pursuing a differentiation strategy in the entry-level camera segment in North America:

| Areas of Potential Differentiation from the Entry-Level Camera Offerings of Rivals in North America | Our Company's Differentiation Efforts in Y8 | Industry Average in Y8 (based on data in Competitive Intelligence Reports) | Amount Above or Below Year 8 Industry Average |
|---|---|--|---|
| P/Q Rating | 3½ stars | 3 stars | 10.0 stars |
| Models Offered | 3 | 3 | 0 |
| Administrative Expenses | \$ 5 | \$ 8 | \$ -3 |
| Tech Support Budget | \$ 200 | \$ 161 | \$ 39 |
| Warranty Period | 1 year | 6 months | +6 months |
| Number of Promotions | 1 | 1 | 0 |
| Length of Promotions | 1 wk | 1 wk | 0 weeks |
| Promotional Discount | 10% | 10% | 0% |
| Number of Retailers — Chain | 44 | 24 | 20 |
| Online | 109 | 51 | 58 |
| Shops | 3745 | 2079 | 1,666 |

Alerts & Chat Center

Send

North America

| | Historical Operating Performance | | | | | | Company D's Projected Operating Performance | | |
|---------------------------------------|----------------------------------|-----------|--------|-----------|--------|-----------|---|---------|---------|
| | Year 6 | | Year 7 | | Year 8 | | Year 9 | Year 10 | Year 11 |
| | Co. D | Ind. Avg. | Co. D | Ind. Avg. | Co. D | Ind. Avg. | | | |
| Entry-Level | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 156.31 | 158.49 | 161.18 | 161.51 | 166.22 | 162.57 | 168.74 | 171.00 | 173.00 |
| Units Shipped to Retailers (000s) | 286.00 | 206.00 | 359.00 | 220.00 | 438.00 | 247.00 | 513.00 | 588.00 | 663.00 |
| Cost of Units Shipped (\$ per unit) | 133.12 | 108.74 | 134.09 | 108.42 | 128.71 | 106.93 | 122.18 | 120.00 | 115.00 |
| Delivery Expenses (\$ per unit) | 8.00 | 8.03 | 8.00 | 8.04 | 8.00 | 8.05 | 8.00 | 8.00 | 8.00 |
| Marketing Expenses (\$ per unit) | 11.13 | 13.68 | 8.04 | 12.68 | 7.92 | 12.29 | 6.94 | 6.65 | 6.35 |
| Administrative Expenses (\$ per unit) | 6.61 | 8.12 | 5.52 | 7.86 | 5.03 | 7.24 | 4.53 | 4.03 | 3.53 |
| Multi-Featured | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 361.44 | 369.86 | 372.73 | 379.68 | 377.78 | 378.58 | 383.50 | 389.00 | 395.00 |
| Units Shipped to Retailers (000s) | 68.00 | 50.00 | 92.00 | 53.00 | 121.00 | 60.00 | 140.00 | 160.00 | 180.00 |
| Cost of Units Shipped (\$ per unit) | 270.79 | 276.22 | 285.66 | 268.08 | 271.22 | 261.43 | 261.57 | 252.57 | 243.57 |
| Delivery Expenses (\$ per unit) | 13.00 | 13.03 | 13.00 | 13.03 | 13.00 | 13.05 | 13.00 | 13.00 | 13.00 |
| Marketing Expenses (\$ per unit) | 11.12 | 13.67 | 8.05 | 12.72 | 7.90 | 12.51 | 7.21 | 6.52 | 5.83 |
| Administrative Expenses (\$ per unit) | 6.60 | 8.09 | 5.52 | 7.84 | 5.00 | 7.30 | 4.50 | 4.00 | 3.50 |

Europe-Africa

| | Historical Operating Performance | | | | | | Company D's Projected Operating Performance | | |
|---------------------------------------|----------------------------------|-----------|--------|-----------|--------|-----------|---|---------|---------|
| | Year 6 | | Year 7 | | Year 8 | | Year 9 | Year 10 | Year 11 |
| | Co. D | Ind. Avg. | Co. D | Ind. Avg. | Co. D | Ind. Avg. | | | |
| Entry-Level | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 156.30 | 158.54 | 154.25 | 151.92 | 160.60 | 158.44 | 176.17 | 186.55 | 196.93 |
| Units Shipped to Retailers (000s) | 233.00 | 210.00 | 309.00 | 222.00 | 403.00 | 245.00 | 553.00 | 653.00 | 753.00 |
| Cost of Units Shipped (\$ per unit) | 133.15 | 108.13 | 133.90 | 107.60 | 128.79 | 106.07 | 122.18 | 120.00 | 115.00 |
| Delivery Expenses (\$ per unit) | 8.00 | 8.02 | 8.00 | 8.05 | 8.00 | 8.07 | 8.00 | 8.00 | 8.00 |
| Marketing Expenses (\$ per unit) | 5.91 | 13.06 | 6.48 | 12.56 | 7.68 | 11.45 | 6.85 | 6.20 | 5.55 |
| Administrative Expenses (\$ per unit) | 6.61 | 8.12 | 5.46 | 7.96 | 5.03 | 7.34 | 4.50 | 4.00 | 3.50 |
| Multi-Featured | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 361.45 | 369.05 | 345.89 | 353.52 | 365.00 | 367.59 | 400.39 | 425.39 | 445.00 |
| Units Shipped to Retailers (000s) | 55.00 | 52.00 | 82.00 | 55.00 | 110.00 | 61.00 | 140.00 | 165.00 | 180.00 |
| Cost of Units Shipped (\$ per unit) | 270.65 | 275.37 | 285.68 | 268.47 | 271.60 | 262.93 | 261.57 | 252.57 | 243.57 |
| Delivery Expenses (\$ per unit) | 13.00 | 13.02 | 13.00 | 13.05 | 13.00 | 13.06 | 13.00 | 13.00 | 13.00 |
| Marketing Expenses (\$ per unit) | 5.93 | 13.09 | 6.59 | 12.82 | 7.71 | 11.63 | 6.87 | 6.20 | 5.55 |
| Administrative Expenses (\$ per unit) | 6.56 | 8.09 | 5.51 | 7.95 | 5.04 | 7.39 | 4.50 | 4.00 | 3.50 |

Asia-Pacific

| | Historical Operating Performance | | | | | | Company D's Projected Operating Performance | | |
|---------------------------------------|----------------------------------|-----------|--------|-----------|--------|-----------|---|---------|---------|
| | Year 6 | | Year 7 | | Year 8 | | Year 9 | Year 10 | Year 11 |
| | Co. D | Ind. Avg. | Co. D | Ind. Avg. | Co. D | Ind. Avg. | | | |
| Entry-Level | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 156.31 | 158.62 | 154.99 | 155.71 | 165.66 | 161.98 | 158.84 | 162.25 | 165.25 |
| Units Shipped to Retailers (000s) | 159.00 | 212.00 | 244.00 | 227.00 | 321.00 | 249.00 | 402.00 | 477.00 | 552.00 |
| Cost of Units Shipped (\$ per unit) | 133.14 | 107.65 | 134.07 | 108.52 | 128.79 | 106.45 | 122.18 | 120.00 | 115.00 |
| Delivery Expenses (\$ per unit) | 8.00 | 8.02 | 8.00 | 8.04 | 8.00 | 8.05 | 8.00 | 8.00 | 8.00 |
| Marketing Expenses (\$ per unit) | 4.69 | 13.52 | 5.12 | 12.84 | 9.16 | 12.22 | 7.18 | 6.18 | 5.18 |
| Administrative Expenses (\$ per unit) | 6.60 | 8.11 | 5.51 | 7.77 | 5.03 | 7.33 | 4.50 | 4.00 | 3.50 |
| Multi-Featured | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 361.46 | 368.63 | 358.43 | 363.24 | 376.49 | 376.08 | 367.69 | 372.09 | 375.09 |
| Units Shipped to Retailers (000s) | 39.00 | 53.00 | 61.00 | 56.00 | 91.00 | 62.00 | 117.00 | 147.00 | 177.00 |
| Cost of Units Shipped (\$ per unit) | 270.77 | 275.36 | 285.59 | 266.34 | 271.49 | 260.42 | 261.57 | 252.57 | 243.57 |
| Delivery Expenses (\$ per unit) | 13.00 | 13.02 | 13.00 | 13.04 | 13.00 | 13.05 | 13.00 | 13.00 | 13.00 |
| Marketing Expenses (\$ per unit) | 4.67 | 13.51 | 5.16 | 12.87 | 9.14 | 12.25 | 7.24 | 7.00 | 6.75 |
| Administrative Expenses (\$ per unit) | 6.56 | 8.10 | 5.51 | 7.79 | 5.02 | 7.35 | 4.50 | 4.00 | 3.50 |

Latin-America

| | Historical Operating Performance | | | | | | Company D's Projected Operating Performance | | |
|---------------------------------------|----------------------------------|-----------|--------|-----------|--------|-----------|---|---------|---------|
| | Year 6 | | Year 7 | | Year 8 | | Year 9 | Year 10 | Year 11 |
| | Co. D | Ind. Avg. | Co. D | Ind. Avg. | Co. D | Ind. Avg. | | | |
| Entry-Level | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 156.31 | 158.44 | 158.77 | 158.94 | 148.02 | 137.69 | 158.74 | 163.74 | 168.75 |
| Units Shipped to Retailers (000s) | 337.00 | 207.00 | 396.00 | 221.00 | 412.00 | 254.00 | 530.00 | 590.00 | 650.00 |
| Cost of Units Shipped (\$ per unit) | 133.13 | 109.69 | 133.82 | 109.64 | 128.18 | 107.15 | 122.18 | 120.00 | 115.00 |
| Delivery Expenses (\$ per unit) | 8.00 | 8.01 | 8.00 | 8.03 | 8.00 | 8.05 | 8.00 | 8.00 | 8.00 |
| Marketing Expenses (\$ per unit) | 10.94 | 13.53 | 7.80 | 12.86 | 6.27 | 11.34 | 7.78 | 7.54 | 7.32 |
| Administrative Expenses (\$ per unit) | 6.60 | 7.96 | 5.44 | 7.64 | 4.91 | 7.20 | 4.50 | 4.00 | 3.50 |
| Multi-Featured | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 361.46 | 367.30 | 367.15 | 371.44 | 317.18 | 318.07 | 354.33 | 367.15 | 374.00 |
| Units Shipped to Retailers (000s) | 83.00 | 51.00 | 102.00 | 55.00 | 141.00 | 64.00 | 146.00 | 154.00 | 162.00 |
| Cost of Units Shipped (\$ per unit) | 270.82 | 274.20 | 285.67 | 267.72 | 271.13 | 260.91 | 261.57 | 252.57 | 243.57 |
| Delivery Expenses (\$ per unit) | 13.00 | 13.01 | 13.00 | 13.03 | 13.00 | 13.05 | 13.00 | 13.00 | 13.00 |
| Marketing Expenses (\$ per unit) | 10.96 | 13.48 | 7.97 | 12.92 | 6.37 | 11.30 | 7.71 | 7.52 | 7.31 |
| Administrative Expenses (\$ per unit) | 6.60 | 7.94 | 5.54 | 7.69 | 4.98 | 7.17 | 4.50 | 4.00 | 3.50 |

Corporate-Level Financials

| | Historical Corporate-Level Financials | | | | | | Company D's Projected Corporate-Level Financials | | |
|---|---------------------------------------|-----------|--------|-----------|--------|-----------|--|---------|---------|
| | Year 6 | | Year 7 | | Year 8 | | Year 9 | Year 10 | Year 11 |
| | Co. D | Ind. Avg. | Co. D | Ind. Avg. | Co. D | Ind. Avg. | | | |
| Total Interest Costs (\$000s) | 2,337 | 2,163 | 940 | 977 | -59 | 126 | 0 | 0 | 0 |
| Stock — Shares Issued (000s) Shares Repurchased | 0 | 0 | 2500 | 458 | 0 | 125 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750 | 750 |
| Average Annual Dividend (\$/share) | 0.50 | 0.97 | 1.13 | 1.00 | 0.00 | 1.02 | 1.80 | 4.00 | 5.55 |

3-Year Income Statement Projections

| | Company D's Projected Income Statements (\$000s) | | | Company D's Projected Income Statements (\$000s) | | |
|--------------------------------------|--|---------|---------|--|---------|---------|
| | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 11 |
| Net Revenues — Entry-Level Cameras | 158,651 | 206,216 | 251,690 | 331,972 | 396,365 | 463,893 |
| Multi-Featured Cameras | 88,556 | 121,967 | 164,845 | 204,497 | 243,668 | 278,179 |
| Total | 247,207 | 328,183 | 416,535 | 536,468 | 640,033 | 742,072 |
| Cost of Units Shipped to Retailers | 201,469 | 271,485 | 328,056 | 386,148 | 435,069 | 471,325 |
| Delivery Costs | 11,305 | 14,845 | 18,611 | 23,043 | 26,602 | 30,031 |
| Marketing Costs | 11,168 | 11,634 | 15,622 | 18,302 | 19,609 | 20,434 |
| Administrative Expenses | 8,320 | 9,027 | 10,185 | 11,450 | 11,754 | 11,629 |
| Operating Profit — North America | 3,344 | 7,552 | 17,013 | 27,508 | 37,070 | 49,838 |
| Europe-Africa | 4,205 | 3,008 | 11,916 | 35,179 | 56,260 | 81,143 |
| Asia-Pacific | 3,207 | 3,557 | 11,796 | 16,347 | 25,523 | 37,694 |
| Latin America | 4,189 | 7,075 | 3,336 | 18,491 | 28,147 | 39,977 |
| Total | 14,945 | 21,192 | 44,061 | 97,525 | 147,000 | 208,652 |
| Interest Costs | 2,337 | 940 | -59 | 0 | 0 | 0 |
| Pre-Tax Profits | 12,608 | 20,252 | 44,120 | 97,525 | 147,000 | 208,652 |
| Income Taxes | 3,782 | 6,076 | 13,236 | 29,258 | 44,100 | 62,596 |
| Net Profits | 8,826 | 14,176 | 30,884 | 68,268 | 102,900 | 146,056 |
| Earning Per Share (\$ per share) | 0.88 | 1.13 | 2.47 | 5.46 | 8.76 | 13.28 |
| Dividends Per Share (\$ per share) | 0.50 | 1.13 | 0.00 | 1.80 | 4.00 | 5.55 |
| Return on Equity | 8.5% | 9.4% | 17.1% | 30.1% | 36.4% | 39.7% |
| Shares of Stock Outstanding (\$000s) | 10,000 | 12,500 | 12,500 | 12,500 | 11,750 | 11,000 |

Multi-Featured Strategy for Achieving Performance Targets

Our strategy will entail some combination of the above strategies and does not match any of the generic competitive strategies very well. (Explain the company's strategy in the space below. Then present evidence that your company is showing progress in pursuing the strategy with some success using information from the GSR and the Competitive Intelligence Reports.)

This strategy consists of offering a base multi-featured camera at a slightly higher price than the competition, yet still providing longer warranty periods. This strategy works because Dynamic optix carries a large portion of the market share in each region. Further, we will adjust promotions, advertising and warranties based on market share in the future; our goal is to maintain 15% or better.

Evidence our company is on track to achieving market leadership in the targeted segment(s):

| Geographic Market Segments to Focus On for Entry-Level Cameras | Our Company's Y9 Market Shares in the Targeted Segment(s) | Industry Average Y9 Market Shares in the Targeted Segment(s) (based on Competitive Intelligence Report data) | Industry Leader's Y9 Market Shares in the Targeted Segment(s) (based on Competitive Intelligence Report data) |
|--|---|---|--|
| North America | 0.0% | 0.0% | 0.0% |
| Europe-Africa | 0.0% | 0.0% | 0.0% |
| Asia-Pacific | 0.0% | 0.0% | 0.0% |
| Latin America | 0.0% | 0.0% | 0.0% |
| Worldwide | 0.0% | 0.0% | 0.0% |

There is little supporting evidence that our planned global low-cost leader strategy is currently on track because this is a new strategy that we intend to institute in the next three years.

Asia-Pacific

| Areas of Potential Differentiation from the Entry-Level Camera Offerings of Rivals in Asia-Pacific | Our Company's Differentiation Efforts in Y9 | Industry Average in Y9 (based on data in Competitive Intelligence Reports) | Amount Above or Below Year 9 Industry Average |
|--|---|--|---|
| P/Q Rating | 65.0 stars | 55.0 stars | 10.0 stars |
| Models Offered | 0 | 0 | 0 |
| Administrative Expenses | \$ 5 | \$ 8 | \$ -3 |
| Tech Support Budget | \$ 200 | \$ 183 | \$ 17 |
| Warranty Period | 1 year | 6 months | +6 months |
| Number of Promotions | 1 | 1 | 0 |
| Length of Promotions | 1 weeks | 1 weeks | 0 weeks |
| Promotional Discount | 0% | 0% | 0% |
| Number of Retailers — Chain | 20 | 24 | -4 |
| Online | 52 | 52 | 0 |
| Shops | 2345 | 2137 | 208 |

Latin America

| Areas of Potential Differentiation from the Entry-Level Camera Offerings of Rivals in Latin America | Our Company's Differentiation Efforts in Y9 | Industry Average in Y9 (based on data in Competitive Intelligence Reports) | Amount Above or Below Year 9 Industry Average |
|---|---|--|---|
| P/Q Rating | 65.0 stars | 55.0 stars | 10.0 stars |
| Models Offered | 3 | 3 | 0 |
| Administrative Expenses | \$ 5 | \$ 8 | \$ -3 |
| Tech Support Budget | \$ 200 | \$ 176 | \$ 24 |
| Warranty Period | 1 year | 6 months | +6 months |
| Number of Promotions | 1 | 1 | 0 |
| Length of Promotions | 1 weeks | 1 weeks | 0 weeks |
| Promotional Discount | 0% | 0% | 0% |
| Number of Retailers — Chain | 53 | 25 | 28 |
| Online | 118 | 53 | 65 |
| Shops | 4395 | 2133 | 2262 |

Entry-Level Strategy for Achieving Performance Targets

The company will employ a focus strategy for entry-level cameras aimed at:

Becoming a global market leader in entry-level camera sales to retailers

(and de-emphasizing, but not necessarily eliminating, sales of multi-featured cameras).

We expect to pursue a competitive advantage in entry-level cameras based on: **Differentiating our Cameras**

North America

| Areas of Potential Differentiation from the Entry-Level Camera Offerings of Rivals in North America | Our Company's Differentiation Efforts in Y9 | Industry Average in Y9 (based on data in Competitive Intelligence Reports) | Amount Above or Below Year 9 Industry Average |
|---|---|---|---|
| P/Q Rating | 65.0 stars | 55.0 stars | 10.0 stars |
| Models Offered | 3 | 3 | 0 |
| Administrative Expenses | \$ 5 | \$ 8 | \$ -3 |
| Tech Support Budget | \$ 200 | \$ 161 | \$ 39 |
| Warranty Period | 1 year | 6 months | +6 months |
| Number of Promotions | 1 | 1 | 0 |
| Length of Promotions | 1 weeks | 1 weeks | 0 weeks |
| Promotional Discount | 0% | 0% | 0% |
| Number of Retailers | | | |
| Chain | 44 | 24 | 20 |
| Online | 109 | 51 | 58 |
| Shops | 3745 | 2079 | 1666 |

Europe-Africa

| Areas of Potential Differentiation from the Entry-Level Camera Offerings of Rivals in Europe-Africa | Our Company's Differentiation Efforts in Y9 | Industry Average in Y9 (based on data in Competitive Intelligence Reports) | Amount Above or Below Year 9 Industry Average |
|---|---|---|---|
| P/Q Rating | 65.0 stars | 55.0 stars | 10.0 stars |
| Models Offered | 3 | 3 | 0 |
| Administrative Expenses | \$ 5 | \$ 8 | \$ -3 |
| Tech Support Budget | \$ 200 | \$ 172 | \$ 28 |
| Warranty Period | 1 year | 6 months | +6 months |
| Number of Promotions | 1 | 1 | 0 |
| Length of Promotions | 1 weeks | 1 weeks | 0 weeks |
| Promotional Discount | 0% | 0% | 0% |
| Number of Retailers | | | |
| Chain | 32 | 25 | 7 |
| Online | 96 | 52 | 44 |
| Shops | 3195 | 2125 | 1070 |

Strategic Vision Statement

In the space below, write 2-4 sentences setting forth the long-term direction and strategic path that management intends to follow. The statement should clearly articulate your answer to "where we are headed" and why the direction in which you intend to point the company makes good business sense. Your strategic vision statement should describe the kind of digital camera company that management is trying to create and the market position you are trying to stake out.

You may want to summarize the essence of your strategic vision in a catchy phrase or slogan.


For more details of what a strategic vision is all about and the characteristics of a good vision statement, consult your textbook.

Dynamic optix strives to lead the market in digital cameras by providing our customers with the most advanced technology available at the best price. Our main objective is 100% customer satisfaction by offering the most value through quality and excellence so our customers always come out on top.

Objectives / Performance Targets

The performance targets that you and your co-managers set should be at least as high as investor expectations — see pages 2 and 3 of the GSR for the performance levels that investors are expecting in each of the plan years. Bonus points are awarded for setting objectives and achieving performances higher than investor expectations. Penalties in scoring are assessed for setting objectives and achieving performances below investor expectations.

| Performance Targets | Year 9 | Year 10 | Year 11 |
|--------------------------|----------|----------|----------|
| Earnings Per Share (EPS) | \$ 3.82 | \$ 6.13 | \$ 9.30 |
| Return on Equity (ROE) | 21.1% | 25.5% | 27.8% |
| Stock Price | \$ 46.94 | \$ 50.70 | \$ 52.70 |
| Credit Rating | A | A | A |
| Image Rating | 95 | 95 | 95 |



GLO-BUS

3-Year Strategic Plan
Y9 - Y11 Plan
Help
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Step 4: Multi-Featured Strategy for Achieving Performance Targets

Which of the following best describes the generic competitive strategy that company management intends to use in multi-featured cameras during the next three years? What evidence is there to indicate that pursuit of this multi-featured camera strategy is currently on track?


Our strategy will entail some combination of the above strategies and does not match any of the generic competitive strategies very well. (Explain the company's strategy in the space below. Then present evidence that your company is showing progress in pursuing the strategy with some success using information from the GSR and the Competitive Intelligence Reports.)

This strategy consists of offering a base multi-featured camera at a slightly higher price than the competition, yet still providing longer warranty periods. This strategy works because Dynamic optix carries a large portion of the market share in each region. Further, we will adjust promotions, advertising and warranties based on market share in the future; our goal is to maintain 15% or better.

Alerts & Chat Center



Send



3-Year Strategic Plan

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Step 5: 3-Year Operating Projections by Geographic Region

- Performance Charts
- Decision Entries - Year 9
- Glo-Bus Statistical Review
- Competitive Intelligence Reports
- Company Operating Reports
- 3-Year Strategic Plan
- Strategic Vision Statement
- Performance Targets
- Entry-Level Camera Plan
- Multi-Featured Camera Plan
- Geographic Operating Projections
- Save Plan Entries
- Help

| Digital Camera Operations in North America | Historical Operating Performance | | | | | | Company D's Projected Operating Performance | | |
|---|----------------------------------|--------------|----------|--------------|----------|--------------|--|---------|---------|
| | Year 6 | | Year 7 | | Year 8 | | Year 9 | Year 10 | Year 11 |
| | Co. D | Ind. Avg. | Co. D | Ind. Avg. | Co. D | Ind. Avg. | | | |
| Entry-Level | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 156.31 | 158.49 | 161.18 | 161.51 | 166.22 | 162.57 | 168.74 | 171.00 | 173.00 |
| Units Shipped to Retailers (000s) | 286.00 | 206.00 | 359.00 | 220.00 | 438.00 | 247.00 | 513 | 588 | 663 |
| Cost of Units Shipped (\$ per unit) | 133.12 | 108.74 | 134.09 | 108.42 | 128.71 | 106.93 | 122.18 | 120.00 | 115.00 |
| Delivery Expenses (\$ per unit) | 8.00 | 8.03 | 8.00 | 8.04 | 8.00 | 8.05 | 8.00 | 8.00 | 8.00 |
| Marketing Expenses (\$ per unit) | 11.13 | 13.68 | 8.04 | 12.68 | 7.92 | 12.29 | 6.94 | 6.65 | 6.35 |
| Administrative Expenses (\$ per unit) | 6.61 | 8.12 | 5.52 | 7.86 | 5.03 | 7.24 | 4.53 | 4.03 | 3.53 |
| Multi-Featured | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 361.44 | 369.86 | 372.73 | 379.68 | 377.78 | 378.58 | 383.50 | 389.00 | 395.00 |
| Units Shipped to Retailers (000s) | 68.00 | 50.00 | 92.00 | 53.00 | 121.00 | 60.00 | 140 | 160 | 180 |
| Cost of Units Shipped (\$ per unit) | 270.79 | 276.22 | 285.66 | 268.08 | 271.22 | 261.43 | 261.57 | 252.57 | 243.57 |
| Delivery Expenses (\$ per unit) | 13.00 | 13.03 | 13.00 | 13.03 | 13.00 | 13.05 | 13.00 | 13.00 | 13.00 |
| Marketing Expenses (\$ per unit) | 11.12 | 13.67 | 8.05 | 12.72 | 7.90 | 12.51 | 7.21 | 6.52 | 5.83 |
| Administrative Expenses (\$ per unit) | 6.60 | 8.09 | 5.52 | 7.84 | 5.00 | 7.30 | 4.50 | 4.00 | 3.50 |

| Digital Camera Operations in Europe-Africa | Historical Operating Performance | | | | | | Company D's Projected Operating Performance | | |
|---|----------------------------------|--------------|----------|--------------|----------|--------------|--|---------|---------|
| | Year 6 | | Year 7 | | Year 8 | | Year 9 | Year 10 | Year 11 |
| | Co. D | Ind. Avg. | Co. D | Ind. Avg. | Co. D | Ind. Avg. | | | |
| Entry-Level | | | | | | | | | |
| Average Net Revenues (\$ per unit) | 156.30 | 158.54 | 154.25 | 151.92 | 160.60 | 158.44 | 176.17 | 186.55 | 196.93 |
| Units Shipped to Retailers (000s) | 233.00 | 210.00 | 309.00 | 222.00 | 403.00 | 245.00 | 553 | 653 | 753 |
| Cost of Units Shipped (\$ per unit) | 133.15 | 108.13 | 133.90 | 107.60 | 128.79 | 106.07 | 122.18 | 120.00 | 115.00 |
| Delivery Expenses (\$ per unit) | 8.00 | 8.02 | 8.00 | 8.05 | 8.00 | 8.07 | 8.00 | 8.00 | 8.00 |
| Marketing Expenses (\$ per unit) | 5.91 | 13.06 | 6.48 | 12.56 | 7.68 | 11.45 | 6.85 | 6.20 | 5.55 |
| Administrative Expenses (\$ per unit) | 6.61 | 8.12 | 5.46 | 7.96 | 5.03 | 7.34 | 4.50 | 4.00 | 3.50 |
| Multi-Featured | | | | | | | | | |

<http://www.glo-bus.com/users/flash/index.html>

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