



by



## Conquer the Market® Participant's Booklet



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# 1.INTRODUCTION TO CONQUER THE MARKET®

## 1.1.Prelude

### Conquer The Market®

**An interactive, competitive, multi-stage, gamified, algorithm-based marketing department simulation derived from real-life scenarios.**



Spirit Brothers and Modew, energy drink firms which operate in a country with 82 million population named Bentola, currently offer eight different energy drinks in four different segments. You have recently resigned from your job at Spirit Brothers and undertook the position of Chief Marketing Officer at a newly established firm operating in the energy drinks market. Your new firm plans to introduce a new energy drink to the market where Spirit Brothers, Modew and other participants (if there are any) in this simulation will be the competition. As your firm's CMO, you will be responsible for all marketing stages of the new product development. The entire process has to be completed within the specified time and budget constraints. Based on your decisions, the simulation algorithm will calculate profit/loss, market share of the new product and your total score after product launch.

This simulation consists of three decision-making stages. Each stage affects the following stages based on your decisions. There is more than one correct and wrong answer.

Therefore, two participants may reach similar results despite making very different decisions.

**Conquer The Market® is an algorithm-based simulation, the results of which are calculated by computer using a statistical algorithm. Theoretically, there are an infinite amount of results. A wrong decision in the early stages of the simulation may later be compensated by making the right decisions in the following stages and vice versa. Therefore, there are several chances/risks for increasing/decreasing your score. There are no predetermined outcomes in Conquer The Market® where one decision sequence trumps others. All of your decisions have a cumulative effect on your final score. Results will be calculated by the algorithm. Scores will be sorted by profit/loss, market share, and points.**

**In this simulation, all participants compete in the same market. Your decisions will affect other participants' results and vice versa (if you are the only participant in this simulation, Conquer The Market® artificial intelligence will make decisions to counter your strategy). Therefore, before you make your decisions, you should consider how other participants may shape their strategies. At the end of the simulation, your aim is to achieve the highest profit and total score among all participants.**

All the necessary information and explanations can be found in the ([Appendix](#)). Should you encounter an unknown term or feel unfamiliar with the jargon, please read the ([Appendix](#)).

If your decisions are assessed as “**Very Wrong Decision**” by the algorithm, each very wrong decision will cost you **1,000,000, 15 points, 2, and 15% sales volume of the new product**. Some very wrong decisions have even worse effects on your score and the product's sales volume. On the other hand, each correct decision will increase the sales

volume of the new product and add points to your total score by varying amounts depending on the decision's importance level.

Please read the data and the information given in the simulation carefully. Using phones, calculators, and books is **allowed and encouraged**. Please do not hesitate to consult academic books and articles. By reading the information given in the simulation carefully, you can dramatically decrease the possibility of making a “**Very Wrong Decision**”.

**The information and the explanations given throughout the simulation are important and employable at all stages, not only for the stage in which they are given. In the later stages of the simulation, you may and very possibly will have to use some of the information provided in the previous stages.**

## 1.2.How to Log in

To log in to the simulation, please go to [www.marcadesimulations.com](http://www.marcadesimulations.com), and then click on the “Conquer the Market®” logo, as shown below:



After you click on the logo, you will see the login page. Please click on the “Login” button and enter the username and password assigned to your group. Please note that your username and password are case-sensitive.



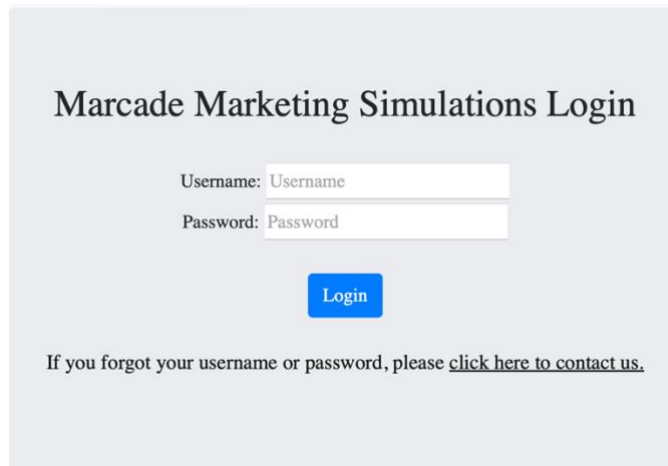
Welcome to Marcade Conquer the Market® Online Marketing Simulation

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If you are a participant or an employer/professor in a Marcade Simulation, please

[Register](#) or [Login](#)

If you are not an employer/professor or a participant with access to any Marcade Simulations yet, please [visit our website](#) for more information.



Marcade Marketing Simulations Login

Username:

Password:

[Login](#)

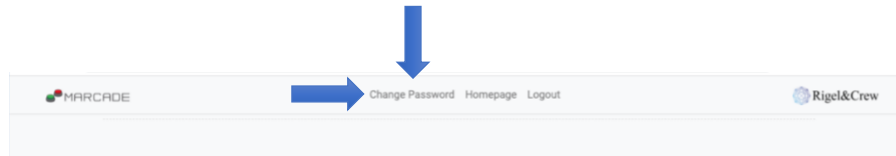
If you forgot your username or password, please [click here to contact us](#).

Usernames and passwords for all groups will be shared with you by your professor/employer. Please note that all group members will use the same username and password assigned to their group.

Different group members can log in simultaneously using the same username and password.



If you would like to change your password, please click on the “Change Password” link in the top menu after logging in to your account.



## 1.3.Interface

The first page you see after logging in to the simulation shows the details of the session, direct links to the “Prelude” part and the next unsubmitted stage, and the dates between which the simulation will stay active.

Welcome to Conquer the Market® Online Marketing Simulation

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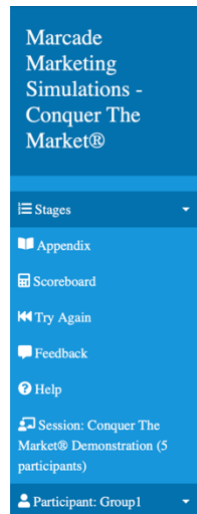
Dear Group1, please find below the list of your sessions. Please click on the link of an active session you would like to join. If you think there is a mistake, please [visit our website](#) and contact us.

If you would like to change your password, please click on the "Change Password" link in the top menu.

---

Active Sessions				
Session Name	Prelude	Next Unsubmitted Stage	Starts	Ends
Conquer The Market® Demonstration (5 participants)	<a href="#">Go to Prelude</a>	<a href="#">Marketing Plan</a>	Jan. 18, 2016, 10 a.m. (CET/CEST)	Aug. 22, 2026, 2 p.m. (CET/CEST)

As you proceed to the first stage, you can see a sidebar on the left side of the screen. The sidebar includes all the necessary links.

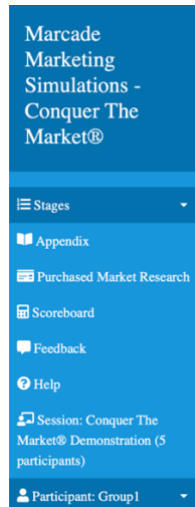


To directly access another stage, you can click on the “Stages” link and then the stage you would like to go to.

The “Scoreboard” link on the sidebar takes you to the page which shows the latest progress of the participants in your session.

Participant	Remaining time	Remaining budget	Score	Last submitted stage	Next unsubmitted stage
Group5	25 weeks	930 BTP	241	Marketing Plan	Results
Group4	34 weeks	0 BTP	204	Marketing Plan	Results
Group3	22 weeks	9,570 BTP	254	Marketing Plan	Results
Group2	27 weeks	870 BTP	267	Results	Competition Results
Group1	52 weeks	26,000,000 BTP	0	Prelude	Market Research

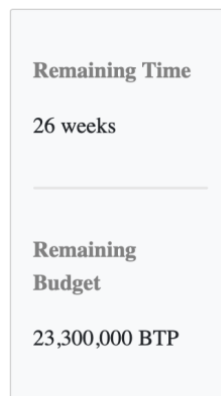
As soon as you proceed to the second stage, a new link named “Purchased Market Research” appears on the sidebar. You can see the results of all the market research you have purchased throughout the simulation by clicking on this link.



You can click on the “Toggle Sidebar” button if you would like to close the sidebar and expand the contents of the current stage to full page.



Many of your decisions require different amounts of time and budget. The time and the funding needed for your choices will be deducted from the total amounts given to you at the beginning of the simulation, and you do not need to keep track of them manually. The simulation will calculate your remaining time and budget automatically and continuously as you make selections. You can see your remaining time and budget in the box placed on the right-hand side of the screen.



The “Results” link takes you to the page where you can see the results of your decisions, the summary of your strategy and the marketing metrics for your marketing campaign. By clicking on the “Competition Results” link you can see the monthly and annual sales volumes of all the products in the market, and the comparison of your strategy with that of other participants. The “Feedback” link opens the Feedback page where you can share your thoughts about Conquer the Market® with us. The “Strategy Feedback” link opens the automated feedback page in which you can find the explanations for the reasoning behind your results. On this page, you will find overall remarks about the decision-making process of this simulation, as well as detailed feedback for every decision you made and their effects on your performance.



## 1.4.Support

Please do not hesitate to contact us if you cannot find what you are looking for in this booklet. We will do our best to clarify any question marks you may have in your mind.

Please remember that we cannot assist you with your decisions or strategy.

However, if you need further explanations about the contents of the simulation or if you encounter a technical issue, please send an e-mail to [support@marcade.games](mailto:support@marcade.games). Please write the name of your group/username and the session to the subject of your e-mail.

Alternatively, you can click on the “Help” link, which can be found on the sidebar after logging in to the simulation.

## 2.IMPORTANT NOTES

- The stages in the simulation follow a sequential logic. In other words, you need to submit your decisions for a stage before proceeding to the next one.
- There will be unexpected negative outcomes if you do not complete your annual decisions within time and budget constraints.
- All members of a group can access the simulation at the same time. However, **only one group member should submit group decisions.** The group member responsible for submitting the group decisions should ensure that all group members agree on the findings.
- **You will not be able to change your decisions once they are submitted.**
- The software will accept the chosen decisions on the browser of the person who clicks on the submit button. **Pressing the «Enter» key on the keyboard or clicking on the «Submit» button submits your decisions.**
- All the tables in the simulation are dynamic. You can move the cursor over the tables for additional information, click on the pictures/data to view them in isolation, and click on the menu on the top right for other options.
- Some decisions are so harmful to the strategy that they are labelled “very wrong decision”’s. Each very wrong decision has a cost of 1 million BTP, 2 weeks, 15 points and a 15% sales volume loss. Some very wrong decisions have even worse outcomes. So how can you know whether a decision is very wrong? By reading the appendix, the information given in the stage pages,

and by analysing the results of the market research you will purchase in the first stage.

- **Please do not use thousand separators (. or ,) when filling in the forms. If you prefer not to write a value, please leave the field as it is ("0"). The only exception to this rule is the “Pricing” decision in the Marketing Plan stage. You can use thousand separators (. or ,) in the pricing box.**

Please find below the minimum and maximum amounts of budget and time that can be spent in each decision-making stage and the industry averages. Please note that the estimates given below are not definitive. You may shape your strategy differently and spend more or less than the industry averages.

<b>Figure 1a – Average Marketing Expenditures per Stage</b>			
<b>Name of the Stage</b>	<b>Minimum Spending</b>	<b>Industry Average Range</b>	<b>Maximum Spending</b>
Market Research	0 BTP	3,000,000 – 5,300,000 BTP	8,200,000 BTP
Shaping the Product	0 BTP	Unknown	25,400,000 BTP
Marketing Plan	0 BTP	16,000,000 – 19,500,000 BTP	Unlimited

<b>Figure 1b – Average Number of Weeks Needed per Stage</b>			
<b>Name of the Stage</b>	<b>Minimum</b>	<b>Industry Average Range</b>	<b>Maximum</b>
Market Research	0 weeks	16 - 32 weeks	72 weeks
Shaping the Product	0 weeks	Unknown	14 weeks
Marketing Plan	0 weeks	22 - 36 weeks	Unlimited

## 3.STAGES

### 3.1.Prelude

“Prelude” is the page where the copyright notice, the list of the compatible devices and the software, all the explanations about the simulation, and the rules can be found. It is vital that you read and understand the Prelude part before you start the simulation.

### 3.2.Market Research

In this stage, you are expected to select the market research options which you believe are necessary to launch the new product successfully. Please evaluate all the information given until now and then decide which market research options would be more helpful in creating the optimum strategy for your new product.

Each market research option has a different cost and time requirement. Detailed explanations of all market research options are written below their respective categories. You may purchase some of the market research, all of them, or none, based on how you would like to shape your strategy and how you would like to distribute your marketing budget. It is entirely up to you to decide on the number of market research to purchase. You may refer to the “[Hints](#)” section to get some assistance.

There are question marks instead of numbers in some of the cells in the figures on the Market Research page. The reason for that is, as stated in the Prelude part, you have recently resigned from your job at Spirit Brothers. Therefore you have access to all of their latest data. However, as you have not worked at any of the other companies in the energy drinks market, you have access to only their publicly announced data. So, there are question marks in the parts about which you do not have any information.

**Very Important Note:** Please do not make any decisions about the details of your new product before finishing this stage. Our experience shows that some participants may be inclined to fix their strategy before purchasing any market research. We strongly advise against this tendency. Market research purchased in the first stage will provide crucial guidance in the following stages.

Below are the explanations of the market research options given in the first stage.

**Brand Association Research:** In Low and Lamb's work (2000), according to Aaker (1991), brand associations are the category of a brand's assets and liabilities that include anything "linked" in memory to a brand (Aaker, 1991). Keller (1998) defines brand associations as informational nodes linked to the brand node in memory that contain the meaning of the brand for consumers. Brand associations are important to marketers and to consumers. Marketers use brand associations to differentiate, position, and extend brands, to create positive attitudes and feelings toward brands, and to suggest attributes or benefits of purchasing or using a specific brand. Consumers use brand associations to help process, organise, and retrieve information in memory and to aid them in making purchase decisions (Aaker, 1991, pp. 109-13).

Every line and line group in a brand association map expresses how strongly the words are associated with the brand in the consumers' minds.

**Example:**





**Brand Awareness Research:** Brand awareness measures the accessibility of the brand in memory. Brand awareness can be measured through brand recall or brand recognition. Brand recall reflects the ability of consumers to retrieve the brand from memory when given the product category, the needs fulfilled by the category, or some other type of probe as a cue (Chandon, 2003).

**Brand Recall question example:**

“Please name all the brands of energy drinks you can think of.”

**Brand Recognition question examples:**

**Example A:** Here is a list of brand (ads, logos). Do you remember having seen this brand (ad, logo) before (yesterday/last month)?

**Example B:** Complete the following words: GR\_X , APH\_O, MIN\_TZA, L\_RN

**Consumer/Segmentation Research:** Your company currently does not have any knowledge about the expectations of the different consumer segments. Profiles of consumers in different segments can be drawn using consumer/segmentation research.

**Example:** Between 35-41 years old, male, blue-collar, strong family ties, has 1 to 3 kids, middle-income level, likes reading newspapers, high school graduate, listens to Bentola folk music.

**Tasting:** Tasting research shows the preferences of consumers between different products based on their taste. There are two tasting types. First, the product’s label, style and varietal are hidden from the taster to avoid bias or opinion (blind tasting). Second, the product’s label, style and varietal are shown to the taster so that the brand of the product is known (branded tasting).

**Dollar Metric by Income:** Dollar Metric is a research type which measures consumers' choices between two products when the price of one product stays the same, whereas the other product's price changes.

**Example:** Product A and Product B are in the same segment. When the price index of Product A and Product B is 100, 512 consumers out of 1,000 select Product B over Product A. When the price index of Product B is raised to 110, 462 out of 1,000 consumers select Product B, when the price index of Product B is increased to 120, 410 out of 1,000 consumers select Product B, when the price index of Product B is increased to 130, 352 consumers select Product B.

(Dollar metric research will give you results for price indexes between 90-170)

**Dollar Metric by Income:** For an increased cost and time, you can also purchase a more detailed Dollar Metric research for three different income groups (Low-Medium-High). The results of these research will be sorted into three different income groups (Low-Medium-High).

**Very Important Note:** As your product has not been launched yet during the first stage of the simulation, there is no data about your product that could be utilised to conduct any research. Therefore the Brand Association, Brand Awareness, Tasting, Dollar Metric and Dollar Metric by Income research you can purchase are conducted for the current products in the market. For example, the dollar metric comparisons are made between Spirit Brothers and Modew products currently available in the market. If you select dollar metric by income research for the superpremium and low-cost segments, the comparisons will be made between Stirr & Minotza and Lorn & Raddum. To see the segmentation of the products by their prices, please refer to [Figure 3 \(Pricing in Segments\)](#).

### Important Notes:

- All analyses and research in Conquer the Market® are taken from real life. You will be presented with their simplified versions. In real life, even a single market research result is generally presented in a report which takes no less than 200 pages. So, in our simulation, no raw data is given, and all market research results are simplified for convenience.
- Some of the research options in the first stage may yield overlapping results. Two different research options may give you information about similar fields or subjects. As the methods used by different research types may not always be the same, their results in overlapping areas and topics may or may not differ from each other. It is up to you to decide which of them would be more beneficial to craft the optimum strategy. Alternatively, you may purchase similar market research together for more detailed information.
- Some market research options are more valuable than others during the new product launch process, whereas some give you more useful information after a product has been launched. Please refer to the academic materials in the field of market research for more details.

## 3.3. Shaping the Product

In this stage, you will define the **name of your company and your product**. You are also expected to select the **target segment** of the product, as well as its **packaging type, colour, flavour, and ingredients**. In addition, if you would like to purchase a 1-year licence for any of the **new packaging technologies** you may buy them at this stage. You can also decide whether your production processes should adhere to **sustainability** principles. In addition, you can purchase a **competitive intelligence** report that uncovers the decisions of your competitors in the first two stages of the simulation. You can access the competitive intelligence report as soon as you proceed to the Marketing Plan stage.

You can also buy **additional tasting reports** for the same price and time given in the first stage. These tasting reports will include the comparison of the new product with Spirit

Brothers and Modew products in the same segment. Please note that as the new product has not yet been launched, and there is no brand image to be conveyed of the new product to the tasters during branded tasting, they will only know that it is your firm's product; therefore, the results will show the effect of your firm's brand image on tasters.

Before making your decisions in this stage, you should think about the consumer segment to which you would like to sell your product primarily because this stage and the following stage are about tailoring your product and its marketing plan based on the expectations of your primary target segment.

It is entirely up to you to decide on the consumer segment that you will target. To make a more informed decision, please read this booklet from start to finish, analyse the tables and figures, and evaluate the market research results you purchased in the simulation's first stage ([Market Research](#)).

The target segment of your product is the most critical decision at this stage. Because production costs change significantly based on the packaging type ([Price Analyses](#)). Therefore the kind of packaging you choose associated with your target segment will affect your product's price, ultimately affecting your net profit.

Please also read the explanation of the [Brand Relationship Spectrum](#) in the [Dictionary](#) part before deciding on the names of your company and your product.

Both Spirit Brothers and Modew use the [House of Brands](#) strategy for all of their current product portfolio. You may use the same or a different strategy for your product.

**Important Note:** Please do not forget to evaluate the market research you purchased in the first stage before you make your decisions in this stage. You can find the link to access them (Purchased Market Research) on the sidebar.

## 3.4. Marketing Plan

In this stage, you are expected to complete the marketing plan for your new product. The explanations of the decisions are written under their respective categories in the simulation. This is the longest stage in the simulation. In the first part of this stage, you are expected to make **PESTEL, 3C and SWOT analyses** for your product. After that, you will need to define its **target market** and write a **positioning statement**.

After you complete the first part, you will decide on the **penetration figures** for your new product. Before you make the penetration decisions please consult ([Penetration Numbers](#)) for the current penetration data of the Spirit Brothers products in the market. "Current number" rows in the table in ([Penetration Numbers](#)) demonstrate the product's current total penetration number for that outlet. "Max possible number" is the maximum number of outlets to which a product in that segment can be penetrated. Please select the outlet types your product will be sold at and the number of outlets your product will be penetrated to. Please note that the penetration number cannot exceed the maximum possible numbers specified for each segment.

If you would like to execute any activities before or after your new product's launch, you can execute **prelaunch and/or postlaunch** activities. You can also distribute **POP Materials** and **sponsor events/festivals**.

If you would like to execute **social media management** or run **advertisements** for your new product, you can select from the provided options in the Marketing Plan stage and decide on their budgets.

In the final part of the stage, you are expected to decide on the **price** of your product. Price is the most critical variable in the entire simulation towards the sales volume. Prices too low or too high will have detrimental effects on sales volume, whereas prices in the correct range will significantly increase it. A very wrong pricing decision can decrease the sales volume by more than 30%.

Please evaluate the price of the competition ([Pricing in Segments](#)), pricing analyses ([Pricing Analyses](#)), results of the market research you have bought and all the choices you have made in the previous stages. Then decide on the price of your new product and fill in the pricing analysis table.

After the pricing decision, you will select the **brand associations** you would like to emphasise for your new product. All conventional and digital marketing activities will be shaped based on your preferred brand associations. Based on how you would like to shape your strategy for the new product, you may select as many associations as you would like, or you may prefer to choose none of them.

The final decision in the simulation is the sales forecast. Please analyse the [five-year sales realisations](#) of the products and then forecast the next year's annual sales volume (in Hectoliters) for your product.

## 4.RESULTS

### 4.1.Individual Results

On the individual results page, you can see the summary and performance of your annual marketing plan as well as the amount of time and budget spent and left, the total sales forecast and realisation, the market share of your product, its EBIT per unit, EBIT per hectoliter, its total EBIT, and your total score.

The “Marketing Metrics” part provides valuable quantitative information about your marketing campaign. Many of the metrics in this part shed light on the efficiency, efficacy, effectiveness and profitability of the marketing activities executed for your product.

This part includes the calculation of the marketing metrics for every marketing activity, and CSAT is also calculated separately for each consumer segment. The metrics

calculated/measured include **ROMI, Share of Voice, Churn, PAR, BAR, CSAT, CLTV, IRR (per activity), Acquisition Cost, Payback Period, and Brand Associations for your product.** Please refer to the [Appendix](#) for the explanations and the calculation methods of the metrics.

**Important Note:** Metrics for Vouchers and Travel Programmes are not calculated as they are individually targeted activities. For example, their acquisition costs are always the same.

The metrics calculations accept the hurdle rate as “0” (zero) for convenience.

Marketing Metrics for Prabolet				
ROMI	75.42%			
Total Share of Voice (Excluding Spirit Brothers and Modew)	26.91%			
Churn	5.99%			
PAR	48.86%			
BAR	30.50%			
CLTV	43.84 BTP			
	Mainstream	Premium	Supremium	Low Cost
CSAT	68.86%	97.35%	49.76%	56.49%
Internal Rate of Return (IRR) (Excluding Hurdle Rate)				
Activity	IRR			
Radio and TV Ads	-0.72%			
Newspaper Ads	N/A			
Billboard Ads	326.54%			
Internet	N/A			
Facebook - Twitter - Instagram	-9.35%			
Viral Video	N/A			
Dedicated Website	14.51%			
Celebrity Influence	N/A			
Event Sponsorships	57.82%			

### Brand Associations for Promkso



## 4.2.Competition Results

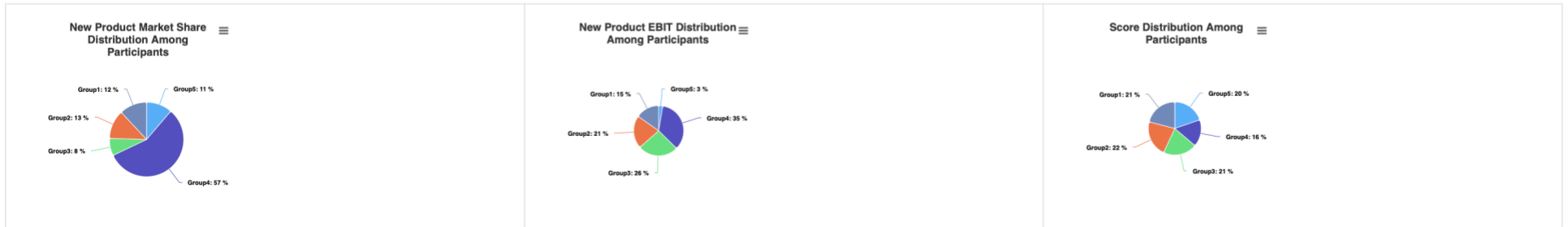
In the “Competition Results” part, you can find the monthly sales data and the total market share of all the current products in the market so that you can compare the performance of your product with that of the competition.

Brand	Sales Volume (HL)												TOTAL	SHARE IN COMPANY	TOTAL MARKET SHARE	FIRM TOTAL MARKET SHARE
	Jan.25	Feb.25	Mar.25	Apr.25	May.25	Jun.25	Jul.25	Aug.25	Sep.25	Oct.25	Nov.25	Dec.25				
GreX	7,073	7,903	9,339	11,099	17,553	19,490	21,227	22,333	17,736	11,852	6,982	6,748	159,339	79.35%	25.21%	31.77%
Aphro	828	1,012	829	951	1,112	994	861	1,218	852	986	1,141	1,156	11,946	5.95%	1.89%	
Minotza	31	34	34	94	101	154	177	190	97	48	35	33	1,036	0.52%	0.16%	
Lorn	4,022	3,850	3,787	1,736	740	725	728	798	1,736	3,134	3,457	3,773	28,493	14.19%	4.51%	
Driqs	6,434	7,189	8,495	10,096	15,967	17,729	19,310	20,316	16,134	10,782	6,351	6,138	144,948	72.61%	22.93%	31.58%
Uper	985	1,204	987	1,132	1,324	1,183	1,025	1,450	1,014	1,174	1,358	1,376	14,217	7.12%	2.25%	
Stirr	235	253	256	699	749	1,136	1,308	1,406	720	360	260	246	7,634	3.82%	1.21%	
Raddum	4,519	4,326	4,255	1,951	883	989	1,214	979	1,982	3,591	3,884	4,239	32,819	16.44%	5.19%	
Fuelz	3,390	3,246	3,193	1,464	624	611	614	673	1,464	2,642	2,914	3,181	24,020	100%	3.80%	3.80%
Lewsnord	5,347	5,975	7,060	8,390	13,270	14,734	16,047	16,883	13,408	8,960	5,278	5,101	120,458	100%	19.06%	19.06%
PowerX	493	530	537	1,464	1,568	2,379	2,739	2,944	1,507	753	545	516	15,979	100%	2.53%	2.53%
Ginger	1,855	2,267	1,858	2,130	2,492	2,227	1,929	2,730	1,909	2,209	2,557	2,590	26,761	100%	4.23%	4.23%
Prabolet	1,763	2,156	1,766	2,025	2,369	2,118	1,834	2,595	1,815	2,100	2,431	2,462	25,441	100%	4.03%	4.03%

You can also find the comparison of the most critical elements of your strategy (such as the time and the budget spent and left, the product details) the marketing metrics, and the results (such as the market share of the product, the share price of the company) with those of your competitors.



Participant	New Product Market Share	New Product EBIT	New Product Profit per Unit	New Product Profit per HL	Total Sales Forecast	Total Sales Realisation	CSAT (Target Segment)	Total Score
Group5	3.80%	3,451,933 BTP	0.72 BTP	143.70 BTP	37,200 HL	24,020 HL	99.72%	255.8
Group4	19.06%	45,821,488 BTP	1.26 BTP	380.39 BTP	4,400 HL	120,458 HL	99.81%	213.0
Group3	2.53%	34,429,741 BTP	4.31 BTP	2,154.58 BTP	36,000 HL	15,979 HL	99.67%	268.6
Group2	4.23%	27,895,684 BTP	3.44 BTP	1,042.39 BTP	2,400 HL	26,761 HL	99.41%	286.4
Group1	4.03%	20,135,995 BTP	2.79 BTP	846.51 BTP	16,945 HL	25,441 HL	97.35%	271.7
Participant	ROMI	Total Share of Voice (Excluding Spirit Brothers and Modew)	Churn	PAR	BAR	CLTV		
Group5	13.28%	18.53%	1.31%	50.05%	31.24%	54.13 BTP		
Group4	176.24%	14.45%	3.32%	49.61%	30.96%	36.51 BTP		
Group3	132.47%	21.51%	1.31%	45.79%	28.58%	324.63 BTP		
Group2	107.29%	18.60%	2.91%	43.21%	26.97%	114.63 BTP		
Group1	75.42%	26.91%	5.99%	48.86%	30.50%	43.84 BTP		



## **5.GRADING/PERFORMANCE ASSESSMENT**

We offer an integrated grading/performance assessment tool with three difficulty alternatives (Easy-Medium-Hard) for professors/employers. It is up to your professor/employer to utilise our tool or not. Unless we are specifically asked to lend assistance in grading/assessing your performance (in which case you will be notified of our involvement), we will not be responsible for how you are graded/assessed. Please direct your questions about the grades/performance assessment to your professor/employer.

If your professor decides to use the default values in our grading tool, the weights to be used in the calculation of your final grade will be as follows:

- 55% - Your total score
- 20% - EBIT of your product
- 10% - Total market share of your product
- 15% - Total CSAT of your product among the consumers in its primary target segment

These percentages may change at the discretion of the professor. They may decide to include other variables in your final grade, such as presentations, individual/group projects related to the presentation, individual/group reflection papers etc.

## **6.HINTS**

We are aware of the fact that Conquer the Market® is a comprehensive and sophisticated marketing simulation. It may sometimes cause its participants to feel a little bit overwhelmed.

That is one of the aims of this simulation. You will be bombarded with lots of data, research results, analyses and calculations. You will have to identify relevant information which will help craft your strategy, just as in real life.

To help you a little bit along the way, please find below some hints:

- In the first stage of the simulation, you are expected to purchase market research which you believe would help shape your strategy in the following stages. The more market research you purchase, the more information you will have on the dynamics of the industry as well as the expectations of different consumer segments. However, if you spend too much time and budget on market research, you will have less budget and time for other marketing activities. On the other hand, you may choose to spend less of your budget and time on market research. If you do so, you will have more limited information about the industry, but you will have more budget and time to execute other marketing activities. Which side of this trade-off to choose is up to you.
- The data and the results in our simulation are taken from real life. However, please remember that Conquer the Market® simulation has a world of its own. In real life, an energy drink company may have great success in the U.S.A, Germany, Spain etc., with its unique marketing strategy. This does not mean that the same strategy will be successful in Conquer the Market®. It may be, or it may not be. The fictitious country (Bentola) in our simulation may have different dynamics, and the consumer segments in our simulation may have different expectations than the consumers in the U.S.A., Germany, Spain, France, Turkey etc. Furthermore, your competitors in the simulation will create different strategies, so the dynamics of the competition in our simulation may be very different from the current energy drinks industry in real life. Therefore if you have any, you should leave your preconceptions about the energy drinks and overall FMCG industries aside and only focus on and analyse the information given in the simulation. Think of our simulation as a reflection of the real-life FMCG industry in a parallel universe. The rules, the logic of the

competition, and the results are the same, but the marketing strategies of the companies and their market shares are different.

- Conquer the Market® is a competitive simulation. If you join one of our sessions as part of your technical interview process as requested by the company you applied for a position at, then your primary aim will be to achieve the highest grade. Later on, we may set up a meeting with you to discuss the reasoning behind your decisions. However, if you join one of our sessions for an intradepartmental or interdepartmental competition, a competition between companies, universities, or your classmates, please keep in mind that achieving the best overall result in your session will be only one of your aims. Your primary aim will be to experience how academic knowledge is utilised in industry. In addition, you will have the chance to equip yourself with the necessary tools to excel in any technical interviews for marketing positions and improve your teamworking and negotiation skills. If you are a seasoned marketing professional, you will freshen up your knowledge in the field and grasp different perspectives about how to solve problems and dilemmas in scenarios you have not encountered before. In brief, do not just focus on getting a high grade. Focus on the process, and we assure you you will become a much more qualified marketing professional after being a part of the Marcade Experience.

## **7.1.Preparation Account**

Unless your professor/employer instructs otherwise, you will be given access to a preparation account for Conquer the Market® to familiarise yourself with the simulation and inspect its contents. The data and the decisions in the preparation account have been taken from a real session with actual participants. You can browse through all the stages, results, charts and graphs, except for the market research results. However, please note that you will not be able to make decisions using the preparation account.

## 7.2. Individual and Team Work

It is possible to participate in Conquer the Market® individually or as a group. If you participate in the simulation with your group, you will be expected to establish a good relationship with your teammates and work together. To have a better working relationship with your team members, you should decide on the following issues:

- You should work approximately 6 hours (excluding reading this booklet) to make your decisions and launch your product. The question you should discuss with your group members is: Will you complete your decisions in a single sitting, or will you meet/video conference more than once?
- Will you meet in person to work on your strategy, or will you set up online meetings?
- How will you plan your meetings if the group members live in different time zones (e.g., the USA – China – France)?
- Who will be responsible for submitting group decisions? (Please click [here](#) for the explanation of the reason why we expect you to assign a group member to submit decisions)
- Will you work on the simulation as a team, or will you distribute the responsibilities for different stages based on your specialisations/interests? (Please note that, statistically, groups that had worked together as a team have demonstrated much stronger performances in our simulation so far.)

# 8.APPENDIX

## 8.1.Dictionary

**Acquisition Cost:** Acquisition cost is the ratio of acquisition spending to the number of customers acquired.

**BAR:** BAR stands for Brand Advocacy Ratio. It assesses how well companies turn brand awareness into brand advocacy. In other words, it monitors the number of customers who progress from "aware" to "advocate". It can be calculated using the formula: Spontaneous advocacy / spontaneous awareness, in other words, the number or percentage of people in the market who spontaneously recommend the brand to others/number or percentage of people in the market who spontaneously recall the brand when asked about a particular category (Kotler et al., 2017)

**Brand Relationship Spectrum:** Brand Relationship Spectrum is a brand architecture tool which defines the relationship of a product's brand with the brand of the parent company that manufactures it. It establishes a concrete, systematic approach to branding. Each branding option has its upsides and downsides. Brand Relationship Spectrum has four main and nine sub-categories. Please find below the explanations of the four main categories:

**1 - ) House of Brands:** The product is branded independently from the company which manufactures it, or the parent brand is printed on a tiny area on the product's label. For example, Yumoş is a Unilever brand. However, the "Unilever" brand is printed on the bottom of the back label in small fonts (in some versions, there is no Unilever brand printed at all). The objective here is to separate the brand image and the associations of Yumoş from that of Unilever. Yumoş is aimed to be a stand-alone brand.

House of Brands strategy is convenient for niche markets and target market precision. However, as the parent brand is not in the foreground, this strategy needs branding and marketing processes to be completed from scratch for each new brand. It is also not a

suitable alternative for economies of scale, and any potential synergy is unattainable with this strategy.

In case of the product's success or failure, the parent brand's image is affected only marginally.

As each new brand has its own personality and image, the House of Brands strategy gives vast freedom in launching new products.

It is the most expensive branding strategy to be used. It causes the brand portfolio to become very complex and does not contribute enough to the parent brand's brand equity.

**2 - ) Endorsed Brands:** The parent brand visibly shows its support for the endorsed brand. “Universal Pictures, A Sony Company”, and “Obsession by Calvin Klein” are examples of endorsed brands. The instances where part of the parent brand's name is used in the endorsed brand, such as Nescafe and McRoyal, are also considered endorsed brands.

It is a suitable strategy for the typical brand management mindset. With the credibility of the parent brand, this strategy paves the way for the endorsed brand to become a separate parent brand in the future if it is successful in the market.

The endorsed brand strategy is a suitable alternative when the parent brand's brand awareness and image cause difficulties in entering a new market or segment. If the endorsed brand has unfavourable results in the market, the parent brand's image also gets damaged (but less compared to the Branded House strategy).

**3 - ) Sub-brands:** The parent brand and sub-brands stand together, and their names are unseparated. Sony Playstation, Microsoft Office, HP Deskjet, and Gillette Mach 3 are some sub-brand examples.

Sub-brand carries the brand associations and the brand image of the parent brand. It also creates its own brand image and brand associations. It is a suitable strategy for entering new markets or making a line extension. The parent brand supports the sub-brand whilst

not entirely risking its own brand image. In case of success or failure of the sub-brand, the parent brand also gets affected.

**4 - ) Branded House:** All brands are grouped under one visible parent brand, and the parent brand is always the dominant brand. Examples of this strategy include BMW, Virgin, Nokia.

It is the cheapest brand strategy to execute and manage. The focus on brand management is clear and straightforward. All brands under the parent brand contribute to brand equity. On the other hand, as the parent brand's brand image is affected by all products of the company, an unsuccessful product/brand in the market may have grave repercussions for the parent brand and vice versa.

It is not a suitable strategy for entering niche markets, and it also makes being innovative and growing harder for the company compared to other strategies.

**BTP:** Bentola Pound. Currency of Bentola.

**Celebrity Influence:** Social media celebrities share posts on their accounts about the brand/product in return for a certain fee.

**Celebrity Horeca Tour:** Social media celebrities are entertained in selected horeca outlets where the product is the centre of attention and share posts about the brand/product in their accounts.

**Churn:** Churn is the annual percentage of existing customers who choose not to do business with you. Assume your customer churn is 25% over the course of a year. If you have 100 existing customers at the start of the year, you will have 75 by the end of the year if you do nothing to retain the 25 customers who leave.

**CLTV:** CLTV is the abbreviation for customer lifetime value. It is one of the most critical metrics in marketing. The CLTV metric allows a business to reasonably predict the revenue a customer will contribute over their estimated average retention period. It can be calculated using the formula:



$$-AC + \sum_{n=1}^N \frac{(M_n - C_n)p^n}{(1+r)^n}$$

AC is the acquisition cost, the margin coming from a customer is M, the number of periods is n, the cost of marketing is C, the retention rate is p, the hurdle rate is r, and the number of years or periods overall is N. The Greek sigma means sum. CLTV is, in other words, a customer's net present value (NPV).

Since your marketing strategy will continuously change during the simulation, a new CLTV calculation will be made annually.

**COGS:** Cost of goods sold. Includes all costs pertaining to the production and handling of the product.

**CSAT:** CSAT stands for customer satisfaction.

**Drive:** The aim is to establish one-to-one contact with consumers. Selected outlets are visited with branded vehicles and branded clothing by hostesses and their supervisors. During the visit, they give information about the product to consumers/potential consumers, execute an activity/play a game with them, and give POP materials as gifts to the consumers. With the consumers' approval, they administer a quick survey and take the consumers' contact information. Drives have an extremely high impact and are very strong at forming brand associations and increasing brand awareness.

**EBIT:** Earnings before interest and tax.

**Gini Index:** “The Gini index or Gini coefficient is a statistical measure of distribution developed by the Italian statistician Corrado Gini in 1912. It is often used as a gauge of economic inequality, measuring income distribution or, less commonly, wealth distribution among a population. The coefficient ranges from 0 (or 0%) to 1 (or 100%), with 0 representing perfect equality and 1 representing perfect inequality”. (Chappelow, 2019).

**Horeca:** Horeca is an abbreviation for Hotel-Restaurant-Cafe. However, in many sectors, places such as cafes, brasseries, restaurants, hotels, and beach clubs are all considered Horeca outlets. Horeca outlets are places where the price of a product includes servicing by employees and consuming the product on the premises.

**IRR:** IRR is the abbreviation for Internal Rate of Return. It is the rate at which funds are internally compounding for a campaign or programme. If the IRR is greater than the hurdle rate, the investment results in a profit and is feasible; otherwise, the investment is causing a loss. In our simulation, the hurdle rate is set to 0. A positive IRR means that you earned more money than was spent, and a negative IRR means that you earned less money than you spent. IRR is calculated using the formula:

$$0 = -C_0 + \frac{(B_1 - C_1)}{(1 + IRR)} + \frac{(B_2 - C_2)}{(1 + IRR)^2} + \frac{(B_3 - C_3)}{(1 + IRR)^3} + \dots + \frac{(B_n - C_n)}{(1 + IRR)^n}$$

where B is benefit, C is cost, the numbers and n are time periods, and IRR should equal the hurdle rate.

**KA:** Key account. Includes chain groceries and general merchandise retailers where consumers shop for their weekly/monthly household needs.

**PAR:** PAR stands for Purchase Action Ratio. It gauges how effectively a firm turns brand awareness into brand purchase. It can be calculated using the formula: Purchase action / spontaneous awareness, in other words, the number or percentage of people in the market who purchase the brand/number or percentage of people in the market who spontaneously recall the brand when asked about a particular category (Kotler et al., 2017)

**Payback Period:** The payback period is the time it takes for the cumulative cash flows to transition from negative to positive. In other words, it is the time needed to reach the break-even point.

**POP Materials:** Point of purchase materials. All materials, including promotional materials given to outlets, servicing materials for the product, or material gifts given to

consumers, dealers, or outlets, are POP materials. Glass, coasters, bottle openers used to serve the product, and keychains, pencils, and USB sticks given as gifts are all POP materials.

**Positioning statement:** The positioning statement is the main statement of a product. It is the backbone of its marketing plan. There cannot be a marketing plan without a positioning statement. It defines the **target market** of the **brand**, its **frame of reference**, and the **point of difference**, as well as the **reason to believe** that the brand is capable of delivering on its promises.

A proper positioning statement must include all elements written in bold font above. Please find below a correct, proper and efficient positioning statement:

For deadline-oriented business people (target market), Gratome Express (brand) is the overnight package delivery service (frame of reference) that is the most reliable (point of difference) because of its sophisticated package tracking system (reason to believe).

**Price Index:** The price index compares the unitary value of the selected product to the reference product. The reference product is always set at 100 index. For example, if a 33cl product with a 10 BTP price tag is selected as the reference with 100 index, a 33cl product with a 12 BTP price tag will have 120 index. On the other hand, a 20cl product with a 12 BTP price tag, considering that the price index definition is the unitary value by comparison, will have a price index of:  $33/20 * 12/10 * 100 = 198$ .

**Pseudo-Party Organisation:** Parties organised without using the brand's name. All characteristics, signs, and codes of the brand to remind the consumers of the brand are used except the brand itself.

**ROMI:** Return on Marketing Investment. ROMI is one of the most critical measures of the success of your campaign. It shows the incremental revenue generated by marketing spending. If the ROMI of a campaign is positive, it means that the profit generated by the campaign was more than the budget spent for that campaign. In other words, the campaign was financially successful. There are many ways to calculate ROMI. In this simulation, the

hurdle rate is set at “0”. Therefore, we can calculate ROMI as: ((Incremental Financial Value Created by Marketing Activities – Marketing Spending) / Marketing Spending)

**Share of Voice:** Share of voice measures the advertising presence of a particular product or brand. In other words, it quantifies the percentage of brand advertising in a specific market compared to the total advertising in that market. It can be calculated using the formula: Brand Advertising / Total Market Advertising.

**Tasting/Sampling:** Consumers are visited in selected outlets and are offered to taste the product. Information about the product is also given. Their feedback are noted, and their contact information is taken with their approval.

**Traditional Outlets:** Traditional outlets are places which only sell products to customers. They do not offer in-house product servicing or consumption options. Convenience stores and supermarkets are examples of traditional outlets.

**Travel Programme:** Selected people (outlet owners or potential influencers) are invited to a domestic/foreign trip with both touristic and brand-related purposes (e.g. a trip to a foreign country where an annual energy drinks festival is held). Employees or managers from the marketing department generally accompany them. Despite its low primary contact rate, the secondary contact rate is quite high. Because travel programmes typically cause a very high brand loyalty among their participants, thus turning them into brand ambassadors.

**VAT:** Value-added tax.





**Vouchers:** Selected people (outlet owners, outlet employees or potential influencers) are given gift vouchers (e.g. technological products, travel, clothing). Despite its low primary contact rate, the secondary contact rate is quite high. Because gift vouchers generally cause a very high brand loyalty among the people who receive them, thus turning them into brand ambassadors.

## 8.2. Tables and Information

### 8.2.1. Current Products in the Market

Currently, there are eight products in the energy drinks market. Please find below their prices, price indexes and market shares by volume.

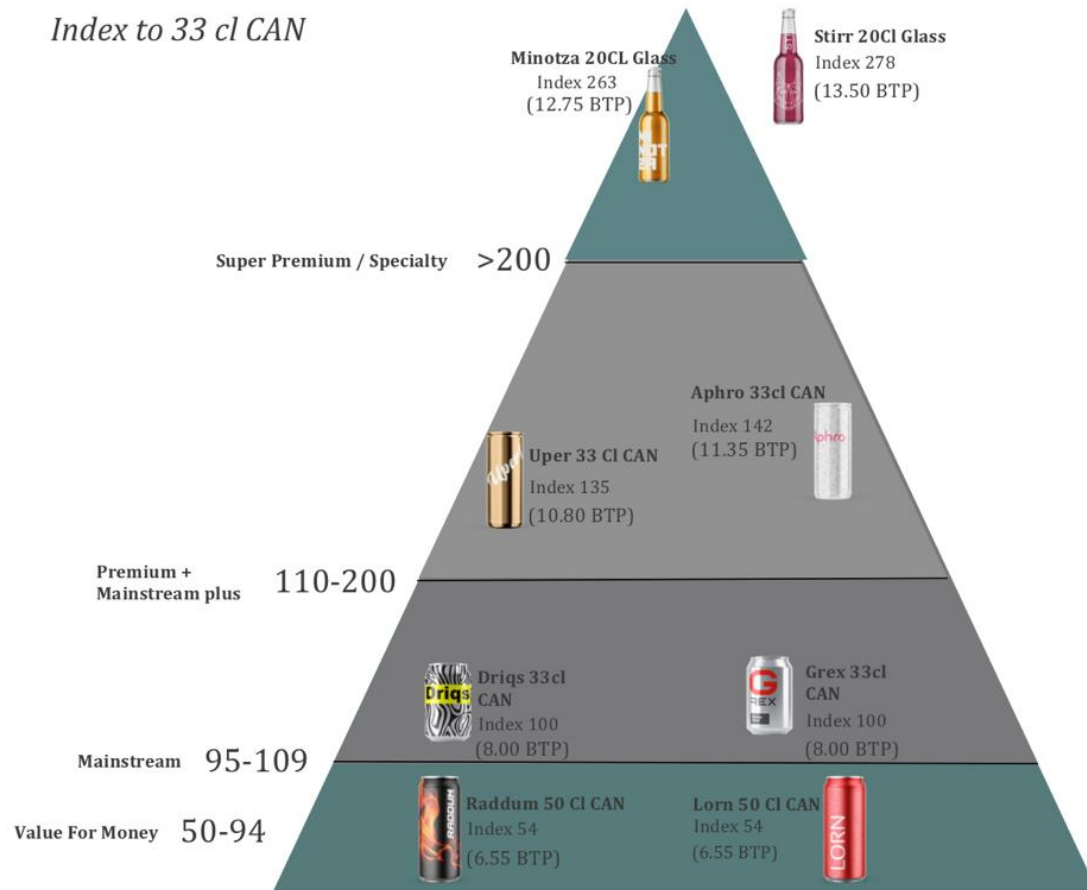
**Figure 2 – Current Products in the Market**

Product	Firm	Price	Price Index	Market Share
 Lorn	Spirit Brothers	6.55 BTP	54	6.7%
 Raddum	Modew	6.55 BTP	54	6.8%
 Grex	Spirit Brothers	8 BTP	100	31.4%
 Driqs	Modew	8 BTP	100	40.3%
 Uper	Modew	10.8 BTP	135	3.1%
 Aphro	Spirit Brothers	11.35 BTP	142	4.8%
 Minotza	Spirit Brothers	12.75 BTP	263	1.7%
 Stirr	Modew	13.5 BTP	278	2.2%

## 8.2.2.Pricing in Segments

The figure below demonstrates how the current products in the market are categorised based on their target markets and price indexes.

**FIGURE 3 – PRICING IN SEGMENTS**



## 8.2.3.Colour and Packaging Alternatives

**FIGURE 4 – COLOUR AND PACKAGING ALTERNATIVES**

	<b>Black</b>	<b>Blue</b>	<b>Red</b>	<b>Purple</b>	<b>Pink</b>
	<b>Colour Code: #000000</b>	<b>Colour Code: #0E82B5</b>	<b>Colour Code: #B50E0E</b>	<b>Colour Code: #6223BB</b>	<b>Colour Code: #BD19B8</b>
20 Cl Can					
20 Cl Glass Bottle					
33Cl Can&Sleek Can					
50Cl Can					

## 8.2.4. Penetration Numbers

Bentola has three types of outlets to which energy drinks can be penetrated: **Horeca**, **Key Account**, and **Traditional**. Please find their explanations in the [Dictionary](#) part.

The figures below show the market penetration data for the current Spirit Brothers products and the maximum possible penetration for each consumer segment.

**FIGURE 5 – GREX PENETRATION DATA**

GreX Penetration Numbers			
Category	Channel	Current Penetration Number	Mainstream Maximum Possible Penetration
	Supermarket	8,163	8,791
	Convenience Store	31,047	33,072
<b>Traditional</b>		<b>39,211</b>	<b>41,864</b>
	Mainstream	8,505	8,867
	Premium	1,850	1,971
	Show-Off & Low Cost	1,357	1,463
<b>Horeca</b>		<b>11,712</b>	<b>12,301</b>
	B500	258	281
	ZEM	281	305
	Rakros	527	527
	Vooten	98	98
<b>Key Account</b>		<b>1,163</b>	<b>1,211</b>



**FIGURE 6 – APHRO PENETRATION DATA**

Aphro Penetration Numbers			
Category	Channel	Current Penetration Number	Premium Maximum Possible Penetration
	Supermarket	5,652	7,446
	Convenience Store	10,799	24,298
<b>Traditional</b>		<b>16,451</b>	<b>31,744</b>
	Mainstream	6,424	7,872
	Premium	1,408	1,729
	Show-Off & Low Cost	1,342	1,478
<b>Horeca</b>		<b>9,174</b>	<b>11,079</b>
	B500	6	207
	ZEM	3	231
	Rakros	402	467
	Vooten	84	94
<b>Key Account</b>		<b>494</b>	<b>999</b>

**FIGURE 7 – MINOTZA PENETRATION DATA**

Minotza Penetration Numbers			
Category	Channel	Current Penetration Number	Superpremium Maximum Possible Penetration
	Supermarket	5,113	5,741
	Convenience Store	9,449	22,948
<b>Traditional</b>		<b>14,563</b>	<b>28,689</b>
	Mainstream	5,791	6,424
	Premium	1,548	1,850
	Show-Off & Low Cost	1,010	1,116
<b>Horeca</b>		<b>8,350</b>	<b>9,390</b>
	B500	3	153
	ZEM	6	164
	Rakros	358	407
	Vooten	88	97
<b>Key Account</b>		<b>455</b>	<b>821</b>

**FIGURE 8 – LORN PENETRATION DATA**

Lorn Penetration Numbers			
Category	Channel	Current Penetration Number	Low Cost Maximum Possible Penetration
	Supermarket	6,638	7,625
	Convenience Store	29,630	31,385
<b>Traditional</b>		<b>36,268</b>	<b>39,010</b>
	Mainstream	5,157	6,424
	Premium	20	965
	Show-Off & Low Cost	1,342	1,463
<b>Horeca</b>		<b>6,520</b>	<b>8,852</b>
	B500	244	267
	ZEM	259	287
	Rakros	337	429
	Vooten	2	33
<b>Key Account</b>		<b>842</b>	<b>1,015</b>

The figure on the next page shows the total number of outlets in Bentola and their distribution percentages. You may penetrate your product to all of these outlets, some or none of them. However, we strongly recommend that, **for each outlet type**, you penetrate your product to **at least 70%** of the number of the outlets of the current Spirit Brothers product (Grexx, Minotza, Stirr, Lorn) in the segment that you plan to aim as your primary target market is penetrated to. You may decide not to sell your product in some channels; however, please keep in mind that meeting the minimum required penetration numbers for

each outlet category is essential. If your product fails to meet the minimum expected penetration, its sales volume will suffer greatly.

**FIGURE 9 – TOTAL NUMBER OF OUTLETS AND THEIR DISTRIBUTION PERCENTAGES**

Outlet Numbers and Distribution			
Category	Channel	Percentage of Category Total	Total Outlet Number
	Supermarket	21%	8,971
	Convenience Store	79%	33,747
<b>Traditional</b>		<b>100%</b>	<b>42,718</b>
	Mainstream	72%	9,048
	Premium	16%	2,011
	Show-Off & Low Cost	12%	1,508
<b>Horeca</b>		<b>100%</b>	<b>12,567</b>
	B500	23%	284
	ZEM	25%	309
	Rakros	44%	542
	Vooten	8%	99
<b>Key Account</b>		<b>100%</b>	<b>1,234</b>

## 8.2.5.Pricing Analyses

Analysing the pricing tables will be extremely helpful in creating your strategy. As the price of your product is the most critical decision in the entire simulation, please inspect the figures on the next page carefully.

The costs pertaining to the production of an energy drink change based on its packaging type and its target segment (20-33-50Cl, Glass-Can). Therefore, the production costs will be different based on the packaging type you choose for your product.

Please find below the complete price analyses for Grex, Minotza, Aphro, and Lorn:

**FIGURE 10 – GREX PRICING ANALYSIS**

Grex Pricing			
	BTP/33Cl	BTP/per HL	%
Consumer price incl. VAT	8.0 BTP	2,424 BTP	
Consumer price excl. VAT	6.78 BTP	2,054 BTP	18%
Retailer buying price excl. VAT	5.9 BTP	1,786 BTP	15%
After discount	5.17 BTP	1,567 BTP	14%
Net Price	5.17 BTP	1,567 BTP	
Energy drink + packaging	2.13 BTP	646 BTP	
Trans.& band.& hand. cost	0.22 BTP	68 BTP	
COGS	2.35 BTP	714 BTP	
After COGS	2.82 BTP	854 BTP	
Transportation & sales and distribution	0.29 BTP	88 BTP	
Sales force	0.38 BTP	115 BTP	
Marketing	0.49 BTP	148 BTP	
Non-sales fixed cost	0.45 BTP	136 BTP	
Spirit Brothers Margin	1.21 BTP	366 BTP	

**FIGURE 11 – APHRO PRICING ANALYSIS**

Aphro Pricing			
	BTP/33Cl	BTP/per HL	%
Consumer price incl. VAT	11.35 BTP	3,439 BTP	
Consumer price excl. VAT	9.62 BTP	2,915 BTP	18%
Retailer buying price excl. VAT	8.36 BTP	2,535 BTP	15%
After discount	7.34 BTP	2,223 BTP	14%
Net Price	7.34 BTP	2,223 BTP	
Energy drink + packaging	2.98 BTP	903 BTP	
Trans. & band. & hand. cost	0.25 BTP	76 BTP	
COGS	3.23 BTP	979 BTP	
After COGS	4.11 BTP	1,245 BTP	
Transportation & sales and distribution	0.46 BTP	139 BTP	
Sales force	0.63 BTP	191 BTP	
Marketing	0.74 BTP	224 BTP	
Non-sales fixed cost	0.78 BTP	236 BTP	
Spirit Brothers Margin	1.5 BTP	454 BTP	

**FIGURE 12 – MINOTZA PRICING ANALYSIS**

Minotza Pricing			
	BTP/20Cl	BTP/per HL	%
Consumer price incl. VAT	12.75 BTP	6,375 BTP	
Consumer price excl. VAT	10.81 BTP	5,403 BTP	18%
Retailer buying price excl. VAT	9.4 BTP	4,698 BTP	15%
After discount	8.24 BTP	4,121 BTP	14%
Net Price	8.24 BTP	4,121 BTP	
Energy drink + packaging	3.16 BTP	1,580 BTP	
Trans.& band.& hand. cost	0.5 BTP	250 BTP	
COGS	3.66 BTP	1,830 BTP	
After COGS	4.58 BTP	2,291 BTP	
Transportation & sales and distribution	0.45 BTP	225 BTP	
Sales force	0.82 BTP	410 BTP	
Marketing	1.11 BTP	553 BTP	
Non-sales fixed cost	0.86 BTP	430 BTP	
Spirit Brothers Margin	1.35 BTP	673 BTP	

**FIGURE 13 – LORN PRICING ANALYSIS**

Lorn Pricing			
	BTP/50Cl	BTP/per HL	%
Consumer price incl. VAT	6.55 BTP	1,310 BTP	
Consumer price excl. VAT	5.55 BTP	1,110 BTP	18%
Retailer buying price excl. VAT	4.83 BTP	965 BTP	15%
After discount	4.23 BTP	847 BTP	14%
Net Price	4.23 BTP	847 BTP	
Energy drink + packaging	1.75 BTP	350 BTP	
Trans.& band.& hand. cost	0.21 BTP	42 BTP	
COGS	1.96 BTP	392 BTP	
After COGS	2.27 BTP	455 BTP	
Transportation & sales and distribution	0.28 BTP	56 BTP	
Sales force	0.43 BTP	86 BTP	
Marketing	0.24 BTP	47 BTP	
Non-sales fixed cost	0.43 BTP	86 BTP	
Spirit Brothers Margin	0.9 BTP	180 BTP	



## 8.2.6.Industry Report

The energy drinks market in Bentola has been expanding since 2004. Although small decreases in the total market volume were seen in some years, the general trend has been upwards. In 2023, the total market volume reached an all-time high of **613,598 hectoliters**. The total market volume is expected to go further up in the following years.

Please find below the past and current data for the total market volume.

Figure 14 – Total Sales Volume Data - Past		
Year	Total Sales Volume (HL)	Change
2019	543,225	N/A
2020	584,321	↑ 7.6%
2021	556,331	↓ -4.8%
2022	578,124	↑ 3.9%
2023	613,598	↑ 6.1%

## 8.2.7.Five-Year Sales Volume Tables

**Figure 15 – Modew Current Products Sales Volume Data – Last 5 Years**

BRAND	SALES VOLUME (HL)												TOTAL	SHARE IN COMPANY	TOTAL MARKET SHARE	MODEW TOTAL MARKET SHARE
	Jan.19	Feb.19	Mar.19	Apr.19	May.19	Jun.19	Jul.19	Aug.19	Sep.19	Oct.19	Nov.19	Dec.19				
<b>Driqs</b>	11,320	12,648	14,946	17,762	28,091	31,190	33,971	35,740	28,383	18,968	11,174	10,799	254,992	79.98%	46.94%	58.69%
<b>Uper</b>	1,173	1,433	1,174	1,347	1,575	1,408	1,220	1,726	1,207	1,397	1,617	1,637	16,914	5.31%	3.11%	
<b>Stirr</b>	429	461	468	1,275	1,365	2,070	2,384	2,562	1,312	656	475	449	13,906	4.36%	2.56%	
<b>Raddum</b>	4,657	4,459	4,385	2,011	858	840	844	924	2,011	3,629	4,003	4,369	32,990	10.35%	6.07%	
	<b>Jan.20</b>	<b>Feb.20</b>	<b>Mar.20</b>	<b>Apr.20</b>	<b>May.20</b>	<b>Jun.20</b>	<b>Jul.20</b>	<b>Aug.20</b>	<b>Sep.20</b>	<b>Oct.20</b>	<b>Nov.20</b>	<b>Dec.20</b>				
<b>Driqs</b>	11,693	13,065	15,438	18,347	29,016	32,218	35,090	36,918	29,318	19,593	11,542	11,155	263,393	79.22%	45.08%	56.90%
<b>Uper</b>	1,269	1,551	1,271	1,457	1,705	1,524	1,320	1,868	1,306	1,512	1,750	1,772	18,305	5.51%	3.31%	
<b>Stirr</b>	446	480	487	1,325	1,419	2,153	2,478	2,664	1,364	682	493	467	14,459	4.35%	2.47%	
<b>Raddum</b>	5,129	4,911	4,830	2,215	945	925	929	1,018	2,215	3,998	4,409	4,812	36,336	10.93%	6.22%	
	<b>Jan.21</b>	<b>Feb.21</b>	<b>Mar.21</b>	<b>Apr.21</b>	<b>May.21</b>	<b>Jun.21</b>	<b>Jul.21</b>	<b>Aug.21</b>	<b>Sep.21</b>	<b>Oct.21</b>	<b>Nov.21</b>	<b>Dec.21</b>				
<b>Driqs</b>	10,858	12,133	14,337	17,039	26,946	29,920	32,587	34,284	27,227	18,195	10,719	10,360	244,605	78.53%	43.97%	55.99%
<b>Uper</b>	1,205	1,472	1,206	1,383	1,618	1,447	1,253	1,773	1,240	1,435	1,661	1,682	17,375	5.58%	3.12%	
<b>Stirr</b>	412	443	449	1,223	1,310	1,987	2,288	2,460	1,259	630	456	431	13,349	4.29%	2.4%	
<b>Raddum</b>	5,103	4,886	4,806	2,204	940	920	925	1,013	2,204	3,978	4,387	4,788	36,154	11.61%	6.5%	
	<b>Jan.22</b>	<b>Feb.22</b>	<b>Mar.22</b>	<b>Apr.22</b>	<b>May.22</b>	<b>Jun.22</b>	<b>Jul.22</b>	<b>Aug.22</b>	<b>Sep.22</b>	<b>Oct.22</b>	<b>Nov.22</b>	<b>Dec.22</b>				
<b>Driqs</b>	10,987	12,277	14,507	17,241	27,266	30,274	32,973	34,691	27,550	18,411	10,846	10,482	247,506	77.89%	42.81%	54.96%
<b>Uper</b>	1,240	1,516	1,242	1,424	1,666	1,489	1,290	1,825	1,277	1,477	1,710	1,732	17,889	5.63%	3.09%	
<b>Stirr</b>	420	451	458	1,247	1,335	2,025	2,332	2,507	1,283	642	464	439	13,603	4.28%	2.35%	
<b>Raddum</b>	5,470	5,237	5,151	2,362	1,008	986	991	1,086	2,362	4,263	4,702	5,132	38,749	12.2%	6.7%	
	<b>Jan.23</b>	<b>Feb.23</b>	<b>Mar.23</b>	<b>Apr.23</b>	<b>May.23</b>	<b>Jun.23</b>	<b>Jul.23</b>	<b>Aug.23</b>	<b>Sep.23</b>	<b>Oct.23</b>	<b>Nov.23</b>	<b>Dec.23</b>				
<b>Driqs</b>	10,977	12,266	14,494	17,225	27,241	30,247	32,943	34,659	27,525	18,394	10,836	10,473	247,280	76.91%	40.3%	52.40%
<b>Uper</b>	1,319	1,612	1,321	1,515	1,772	1,584	1,372	1,941	1,358	1,571	1,818	1,841	19,022	5.92%	3.1%	
<b>Stirr</b>	417	448	454	1,237	1,325	2,010	2,314	2,487	1,273	637	461	436	13,499	4.2%	2.2%	
<b>Raddum</b>	5,747	5,502	5,412	2,481	1,124	1,258	1,544	1,245	2,521	4,567	4,940	5,391	41,731	12.98%	6.8%	

**Figure 16 – Spirit Brothers Current Products Sales Volume Data – Last 5 Years**

BRAND	SALES VOLUME (HL)												TOTAL	SHARE IN COMPAN Y	TOTAL MARKET SHARE	SPIRIT BROTHERS TOTAL
	Jan.19	Feb.19	Mar.19	Apr.19	May.19	Jun.19	Jul.19	Aug.19	Sep.19	Oct.19	Nov.19	Dec.19				
GreX	5,971	6,672	7,883	9,369	14,817	16,452	17,918	18,852	14,971	10,005	5,894	5,696	134,500	64.62%	24.76%	38.31%
Aphro	1,803	2,203	1,805	2,070	2,422	2,165	1,875	2,653	1,856	2,147	2,485	2,517	26,001	12.49%	4.79%	
Minotza	225	241	245	667	715	1,084	1,248	1,341	687	343	248	235	7,279	3.5%	1.34%	
Lorn	5,696	5,454	5,364	2,460	1,049	1,027	1,032	1,131	2,460	4,439	4,896	5,344	40,352	19.39%	7.43%	
	Jan.20	Feb.20	Mar.20	Apr.20	May.20	Jun.20	Jul.20	Aug.20	Sep.20	Oct.20	Nov.20	Dec.20				
GreX	6,906	7,716	9,118	10,836	17,137	19,028	20,725	21,804	17,316	11,572	6,817	6,589	155,565	66.39%	26.62%	40.10%
Aphro	1,931	2,361	1,934	2,218	2,594	2,319	2,009	2,842	1,988	2,300	2,662	2,697	27,856	11.89%	4.77%	
Minotza	257	276	280	763	818	1,240	1,428	1,535	786	393	284	269	8,330	3.56%	1.43%	
Lorn	6,007	5,751	5,657	2,594	1,107	1,083	1,088	1,192	2,594	4,682	5,163	5,635	42,553	18.16%	7.28%	
	Jan.21	Feb.21	Mar.21	Apr.21	May.21	Jun.21	Jul.21	Aug.21	Sep.21	Oct.21	Nov.21	Dec.21				
GreX	6,849	7,653	9,043	10,747	16,996	18,872	20,554	21,625	17,173	11,477	6,761	6,534	154,285	67.62%	27.73%	41.01%
Aphro	1,843	2,252	1,845	2,116	2,475	2,212	1,917	2,711	1,897	2,194	2,540	2,572	26,575	11.65%	4.78%	
Minotza	258	277	281	765	820	1,243	1,431	1,538	788	394	285	270	8,348	3.66%	1.5%	
Lorn	5,499	5,265	5,179	2,375	1,013	992	996	1,092	2,375	4,286	4,727	5,159	38,957	17.07%	7.0%	
	Jan.22	Feb.22	Mar.22	Apr.22	May.22	Jun.22	Jul.22	Aug.22	Sep.22	Oct.22	Nov.22	Dec.22				
GreX	7,414	8,284	9,789	11,633	18,398	20,428	22,249	23,408	18,590	12,423	7,318	7,073	167,009	68.72%	28.89%	42.04%
Aphro	1,926	2,355	1,929	2,212	2,588	2,313	2,004	2,835	1,983	2,294	2,655	2,689	27,783	11.43%	4.81%	
Minotza	276	297	301	820	878	1,332	1,533	1,648	844	422	305	289	8,943	3.68%	1.55%	
Lorn	5,548	5,312	5,225	2,396	1,022	1,000	1,005	1,101	2,396	4,324	4,769	5,205	39,304	16.17%	6.8%	
	Jan.23	Feb.23	Mar.23	Apr.23	May.23	Jun.23	Jul.23	Aug.23	Sep.23	Oct.23	Nov.23	Dec.23				
GreX	8,553	9,557	11,293	13,421	21,225	23,567	25,668	27,005	21,446	14,332	8,443	8,160	192,670	70.66%	31.4%	44.60%
Aphro	2,042	2,496	2,045	2,345	2,743	2,452	2,124	3,005	2,102	2,432	2,815	2,851	29,452	10.8%	4.8%	
Minotza	322	346	351	956	1,024	1,553	1,788	1,922	984	492	356	337	10,431	3.83%	1.7%	
Lorn	5,662	5,421	5,332	2,445	1,043	1,021	1,026	1,124	2,445	4,413	4,867	5,312	40,111	14.71%	6.7%	

## 8.2.8. Distribution of POP Materials

All materials, including promotional materials given to outlets, servicing materials for the product, or material gifts given to consumers, dealers, or outlets, are POP materials. Glasses, coasters, bottle openers used to serve the product, keychains, pencils, and USB sticks given as gifts, are all POP materials.

When the distribution amount is high enough, POP materials increase the brand awareness of a product and assist its consumers in forming favourable brand associations.

If you do not distribute any POP materials, the sales volume of your product will not decrease. POP materials generally do not directly correlate with sales volume.








The only exception to this is the number of glasses distributed. It directly affects the sales volume, brand awareness, brand associations and brand equity. Why?

Think about any place (restaurants, bars, cafes and other on-trade outlets) which serves drinks. And think about a particular brand of drink that you frequently order. What kind of glass do they use for that product? If the marketing is done right, the product will be served only with the glass designed for that particular product. If you do not distribute enough glasses, your product will most probably be served without a glass, and worst case scenario, with the glass of a competing product. That is one of the worst things that could happen. It destroys your product's brand equity very quickly in the eyes of the consumer.

**Therefore, it is crucial that you distribute at least 12 glasses per penetrated Horeca outlet.**

**Example:** Let's assume you decided to penetrate your product to 3,000 horeca outlets in Bentola. Since you need at least 12 glasses per horeca outlet, you would need to distribute at least:  $3,000 * 12 = 36,000$  glasses in total.

Please find below the five-year mean average distribution amounts of different POP materials.

<b>Figure 17 – POP Materials Average Distribution</b>		
<b>POPM</b>	<b>Outlet Type</b>	<b><u>Average Distribution</u></b>
 Glass	Horeca	Total # of penetrated horeca outlets * 12
 Pencil	All	70 to 100% of total # of penetrated outlets
 Hat	All	70 to 100% of total # of penetrated outlets
 Menu Holder	Horeca	70 to 100% of total # of penetrated horeca outlets
 Product Display	Key Account	70 to 100% of total # of penetrated key accounts
 Umbrella	Traditional	70 to 100% of total # of penetrated traditional outlets
 Product Display	Traditional	70 to 100% of total # of penetrated traditional outlets

## 9.ABOUT US

### 10.1.Conquer the Market®

Conquer the Market® was created by [Marcade](#), a company that specialises in creating interactive, multi-stage, gamified, competitive marketing simulations using real-life scenarios. Seasoned marketing professionals with both deep academic knowledge of the field and vast marketing experience in various sectors and renowned marketing professors took part in the creation process of Conquer the Market®.

The algorithm of Conquer the Market® consists of the theoretical and academic foundations of marketing and the evolution of real-life data from actual companies in a way that can reveal a predictive mechanism after going through intense statistical and mathematical analysis processes. We take pride in our algorithm because we can ensure that it delivers the same results you would get when you manage a marketing department in real life. Our algorithm has been extensively tested and continuously updated in line with the latest developments in the field of marketing.

Conquer the Market® can be used by universities, HR departments and marketing departments of companies. Our simulation combines academic knowledge with real-life scenarios and helps you experience how theoretical knowledge is utilised in solving real-life marketing problems.

Therefore, undergraduate and postgraduate (including MBA and EMBA) students are encouraged to participate in our simulation. Conquer the Market® assists you gain marketing experience without taking the actual risk. In real life, a very wrong marketing decision might cost your company millions or even billions of dollars and cause you to lose your job. But in our simulation, all that happens is you get a lower score. So, no risk but much experience.

Marketing departments of companies can use our simulation to experience new scenarios, expand the marketing knowledge of their employees, and strengthen their teamwork skills.

Human resources departments can use Conquer the Market® as a training programme, conduct interviews for marketing department applicants, or carry out cross-functional transition interviews for current employees. It is an excellent tool for technical and personal assessment.

We also offer the chance for universities/companies to be part of an interuniversity/intercompany competition to gauge where they stand among their counterparts.

Conquer the Market® is a brand management, new product development and marketing management simulation that has three stages; Market Research, Shaping the Product, and Marketing Plan. Conquer the Market® is a simplified version of Conquer the World®. In addition to Conquer the World®'s target segment, it is also suitable for people with more limited knowledge in the field of marketing and for people who would like to experience how it feels like to work in a marketing department to decide whether they would like to become a marketing professional or not.

In addition to the above, we offer optional **live discussion session(s)** during or after a session. We answer all questions participants have in their minds after they complete the simulation or a round.

## 4.2.MARCADE

[Marcade](#) is a subsidiary of [Rigel & Crew Marketing Consultancy](#), a company that offers 360 degrees marketing consultancy. [Marcade](#) specialises in creating interactive, multi-stage, gamified, competitive marketing simulations using real-life scenarios.

As Rigel & Crew, we have been assisting actual companies to improve their marketing efficiencies and efficacies. We have been doing this for many years now. The ROI figures we have achieved for our clients are much higher than our competitors.

In addition, we have accumulated a great deal of experience in various sectors over the years. In brief, we know what we are doing, and we decided to share what we know with people who would like to gain experience in the field of marketing. We value education above everything. Therefore, as Rigel & Crew, we decided to share our expertise and knowledge to assist people in becoming more qualified marketing professionals. Thus, Marcade was born.

We currently offer three different marketing simulations:

**Conquer the Internet®**, a digital marketing and digital marketing metrics simulation that includes digital marketing decisions about Search Engine Marketing, E-Mail Marketing, Forums and Chat Rooms, Social Networks, Celebrity Endorsement, Mobile Marketing, Crisis Management, and the measurement of 20 different digital marketing metrics such as CPC, Impressions, CTR, TCR, Clickthroughs, CPM, Reach, Average Frequency, Conversions, Bounce Rate, Engagement Rate etc.

The difficulty level for this simulation is: **Easy**. Participating in the simulation requires no prior marketing or digital marketing knowledge.

The details of **Conquer the Market®** are explained in the previous pages. Please click [here](#) for more information.



The difficulty level for this simulation is: **Medium**. Understanding of basic marketing concepts would be helpful in Conquer the Market®.

Our most comprehensive simulation is **Conquer the World®**. Conquer the World® is not an introductory simulation to the marketing field. If you would like to decide whether a career in marketing is for you, you should participate in our other simulations.

So, how does Conquer the World® differ from other marketing simulations?

Conquer the World® is for people who already know that they would like to be marketing professionals or already are. This simulation has a high difficulty level and requires prior knowledge in the marketing field.

- Participants compete in the global market in **Conquer the World®**. The competition takes place globally, not in a domestic market
- Participants are responsible for the composition of the global marketing department as well
- Participants decide on the training & development activities for their companies' marketing departments
- **Conquer the World®** includes advanced marketing research options such as conjoint analysis, Van Westendorp PSM etc.
- **Conquer the World®** offers very detailed marketing analytics & conventional marketing metrics & digital marketing metrics (more than 30 metrics measured annually)
- **Conquer the World®** includes decisions about very detailed product features
- **Conquer the World®** includes advanced technical analyses
- **Conquer the World®** includes an integrated stock market
- **Conquer the World®** has comprehensive conventional & digital marketing decisions

- **Conquer the World®**, based on how the simulation is set up, offers **one to twelve years** of competition within the simulation
- **Conquer the World®** has more than 600 decisions to be made by each participant
- **Conquer the World®** can be a separate course or a supplementary tool for marketing classes, a short or long-term training programme, or an assessment tool for companies
- **Conquer the World®** has a modular structure; in other words, we can add new modules and features to our simulation on demand. We can create a tailor-made simulation for your university/company
- **Conquer the World®** has a total runtime of 12 to 110 hours based on how the session is set up

In Conquer the World®, there are decisions related to various subcategories of marketing and related fields, such as:

- Brand Management
- Channel Marketing
- Digital Marketing
- Event Management
- HR Activities for Marketing
- Marketing Analytics
- Marketing Communications
- Marketing Management
- Marketing Metrics
- Market Research
- Marketing Research
- Negotiation Analysis
- New Product Development
- POP Management
- Product Management
- Social Media Management
- Statistics for Marketing

- Strategic Marketing
- Time and Budget Management
- Trade Marketing

Conquer the World® is a complete marketing suite for your courses and a perfect technical assessment/training tool for companies.

The difficulty level for Conquer the World® is: **Hard**.

All of our simulations are interactive, multi-stage, gamified, and competitive.

The data and results in our simulations are taken from real life and actual companies. Participants of our simulations make decisions in a real-life context.

In addition, we offer optional live discussion sessions. We answer all questions participants have in their minds after they complete a simulation or a round. We explain the reasoning behind participants' results in a live discussion session.

Also, our simulations have received overwhelmingly positive feedback at undergraduate and postgraduate levels and companies so far, which means they have been extensively tested and verified. You can use them in your classes/courses/company without hesitation or doubt.

Our current NPS (Net Promoter Score) stands at 96.

Undergraduate and postgraduate students from prestigious universities (such as Universidad de Navarra, home to IESE Business School, which was ranked [#1 in the world](#) for its full-time MBA by The Economist), and marketing professionals from multinational companies (such as Coca Cola, Danone, Inditex, Novartis) have been participating in our simulations since our company was established.

As of 2024, we have successfully implemented our simulations with companies and universities across four continents and in numerous countries.

Please click [here](#) for more information about Marcade and our simulations.

## References

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