

# eNSEC 2019 – Instructions for Competitors

## General Instructions

There are two sessions in this competition. The first is for building rapport and uncovering needs. The second is for the demo presentation and getting the technical sign off on the deal.

You will have one meeting for each of the two sessions. You will be assigned a time slot for each session. You will meet with one or more judges during your meeting. Some judges may simply be observing and taking notes. Establish who you will be talking to prior to starting the roleplay.

You will be provided a link to a Microsoft Teams meeting for each meeting that you are competing in. Please don't share this link with anyone outside of your team. Please use your camera and remind the judge who is roleplaying to do the same, it will make it easier to build rapport. You may want to turn it off during your presentation/demo, but that is up to you.

## Evaluation

The judges will take notes on your performance and rank you relative to the other teams that they judged for that session. The rankings will be used along with the rankings of other judges to determine how each team performed relative to the others and ultimately to determine the winner of the competition. This method is easier for the judges and eliminates the bias and inconsistency that arises from using numerical scoring.

## Feedback

After each meeting the judges will provide feedback to you directly on your performance. Do not discuss any specifics of what information you should have uncovered. This is an extremely valuable part of the competition for you.

The feedback will begin with self-reflection. The judges will ask you to consider how you did, what you did well, and what you could improve on. Then they will provide you with their thoughts on your performance and suggestions for the future. Please listen carefully to your feedback and be respectful of the judges. This is not a time for you to justify your actions or behaviors in the meeting, it is a time to learn.

## Time Management

Each time slot for both sessions is 45 minutes. Once everyone is in the call, there will be up to 25 minutes for the roleplay. Following that will be up to 10 minutes of feedback. This leaves 10 minutes of loose time in case someone is having technical difficulties or fails to call in at the earliest possible time. If the meeting starts late, leave at least 5 minutes for feedback anyways and be strict about the time. It's important that you not go over time as another team is relying on having the full time for their meeting.

## Case Study

### Buyer Company Background

### History

Autricks, Inc. (fictional company) is a manufacturing solutions provider that delivers comprehensive design, manufacturing, supply chain and product management services for electronics in the automotive industry.

Autricks has been in business since 1995 and has gone through several transformations over its lifetime. It started as a manufacturer of high-quality mechanical parts for automobiles. In the mid 2000's, a change in market conditions and leadership led the company to shift most resources towards electronic components in vehicles. More recently, it has capitalized on its ability to rapidly innovate and introduce products along with its expertise in rigorous engineering and testing to satisfy demand for smart, autonomous systems.

## Culture

The culture at Autricks is born of three core values: ownership, diversity, and empathy.

**Ownership – Responsibility and ownership are manifest throughout the company.** Individuals take responsibility for everything and everyone under them as well as delivering results that accrue to the goals of their leaders. The company promotes those individuals who demonstrate ownership of their work and of the work of those who they are responsible for.

**Diversity – Autricks is a global company with engineering, manufacturing, and supply chain operations around the world.** They hire people from all backgrounds and walks of life because they believe that their unique experiences bring new perspectives and result in bold ideas. The company believes that its diverse workforce is one of its strongest assets in today's fast paced and ever-changing industrial landscape.

**Empathy – Autricks looks for and develops empathy in all its employees.** They believe that empathy is the best way to understand and serve their customers as well as each other. They work hard to teach and develop their employees as well as help those struggling with difficult life circumstances.

All three of these core values can be seen in the philanthropic and volunteering work that employees do individually and as teams throughout the year. Autricks is proud to have 100% employee participation in philanthropy whether by donating time or money towards charitable causes.

## Products and Services

Autricks provides end-to-end design and manufacturing of automotive electronics that helps their customers meet major trends in the transportation industry, so they don't fall behind their competition.

Among traditional electronic components in cars like drivetrain management, radio communications, passenger comfort, safety, and entertainment systems, Autricks has jumped into the newest and most disruptive electronics systems:

**Advanced Driver-Assistance Systems –** The development of high-precision, integrated cameras, LiDAR, and other sensing equipment in parallel with faster computers and smarter machine learning algorithms has led to a rapid rise in driver monitoring, assistance, and autonomous driving systems.

**Smart Human-Machine Interfaces –** Heads-up displays, gesture and voice control, smartphone integration, and more intuitive user interfaces are helping keep the eyes of the drivers on the road and improving the safety of people inside and outside the vehicle.

Intelligent Lighting – Utilizing LED and laser technology, Autricks has begun to redefine what is possible with exterior lights. Advances in this sector have led to improved safety, reliability, and even brand differentiation for Autricks' customers.

Increased Vehicle to Vehicle and Vehicle to Infrastructure Connectivity – Enabling vehicles to communicate with each other and their surroundings will pave the way for new scenarios in autonomous transportation, signal-free intersections, and traffic management.

These systems rely on advanced electronics and sensing components which Autricks designs and manufactures for companies like Toyota, Volkswagen, Ford, and many other car manufacturers. They must be produced at the highest quality levels and cannot fail in use.

### Business Drivers

The key drivers of business for Autricks are the desires of their customers for manufacturing efficiency, accelerated time-to-market and time-to-volume, access to advanced design and manufacturing technologies, and improved inventory management and purchasing power.

Manufacturing Efficiency – The knowledge, experience, and infrastructure that Autricks and other manufacturing solutions providers have allows them to manufacture products at a reduced total cost to their customers. Many companies are seeking to shift investment from inventory, facility, and equipment management to sales, marketing, and research and development. Outsourcing manufacturing to companies that are specialized in it is an increasingly common strategy.

Accelerated Time-to-Market and Time-to-Volume – Shorter product cycles are necessitating faster production deployment and ramp-up. Autricks leverages its global manufacturing centers and highly adaptable processes to take products from prototype to mass-market faster than ever before.

Access to Advanced Design and Manufacturing Technologies – Autricks uses the latest manufacturing technologies and design methodologies which result in reduced costs, higher quality, faster production, and less environmental impact.

Improved Inventory Management and Purchasing Power – Manufacturers like Autricks use the scale of their operations to source components at lower prices while efficiently managing procurement and inventory so that their customers don't have to.

### Risks

Competition from larger companies – Manufacturing is a highly competitive industry with several giants ten times the size of Autricks and many medium sized companies of a similar scale. Larger operations benefit from better economies of scale, more global resources, and a bigger war chest. In the event of price competition, environmental disaster, or any other unforeseen circumstances they can afford to lose more without going under. Larger companies also tend to be more diversified, further increasing their resilience.

Customers choosing to manufacture independently – The customers of Autricks may choose to manufacture these products on their own at any time if they believe that it would reduce their costs and/or improve their quality control. This would result in a massive loss of business.

Managing growth effectively – Growth that is uncontrolled may result in declining profitability. Rapid periods of business expansion place considerable strain on the management team, manufacturing resources, and information systems. Failure to anticipate and respond quickly to growth can result in material damage to operations.

Adverse changes in macroeconomic conditions – A general downturn in the global economy poses a serious risk to manufacturing providers, especially those which specialize in luxury goods.

Changes in demand of our customers’ end products – If customers experience a decrease in demand for their products, they will place fewer orders. Since Autricks relies on relatively few customers for most of its business, a large dip in the demand for even a handful of these customers can cause significant decline in revenue.

Fluctuations in the costs of materials – Manufacturing margins can be razor thin and a change in the cost of materials, their acquisition, or their transport can cut into profits. These fluctuations can happen for many reasons including but not limited to natural disasters, government regulation, or a supplier going out of business.

Strategy

Autricks’ vision is to become the most technologically advanced automotive electronics manufacturing provider in the world. To do this, the company is focusing on these key strategies:

Establish and Maintain Long-Term Customer Relationships – The customers that Autricks works with tend to not change much over time. Because of this, it is critical to establish, maintain, and grow relationships with each of these clients.

Offer Engineering Design Services – With expertise in both historical automotive electronics design, as well as proficiency with the newest developments, Autricks provides design consulting and value-add services that improve costs, performance, and manufacturability.

Relentlessly Pursue Technological Advances in Manufacturing – Improved manufacturing technologies have and will continue to reduce costs, improve quality, and accelerate the pace of production. By investing in these technologies, Autricks plans to differentiate itself from its competitors.

Leverage Global Production – Global production reduces risk of obsolescence and helps secure the lowest costs by enabling Autricks to respond to worldwide market fluctuations and deliver quality products with shorter supply chains.

Company Stats

Employees: about 14,000

Year Founded: 1995

Headquarters: Colorado Springs, CO

Manufacturing: Mexico, China, Ukraine, South Africa, Poland, India, Indonesia, Singapore, Brazil.

Year	Revenue (in Millions)	Expenses (in Millions)	Operating Income (in Millions)
------	-----------------------	------------------------	--------------------------------

2018	\$2,867	\$2,856	\$11.1
2017	\$2,478	\$2,461	\$16.7
2016	\$2,387	\$2,354	\$33.0
2015	\$2,322	\$2,285	\$36.8

## Seller Company Background

Slack Technologies, Inc. (originally Tiny Speck) is an American (formerly Canadian) software company founded in 2009 in Vancouver, British Columbia, Canada. The core team is largely drawn from the founders of Ludicorp, the company that created Flickr. Outside its headquarters in San Francisco, California, Slack operates offices in Dublin, Vancouver, New York City, Toronto, London, Tokyo, Oslo, Paris, Hong Kong and Melbourne. (Wikipedia)

Additional information can be found on Wikipedia, Slack's website, and other online resources. It is not necessary to know the details of Slack as a company. Information on the product can be found online as well. That should be researched and used by the competitors to its fullest extent.

## Pricing

The pricing and features are available on Slack's website. For Slack Enterprise Grid, you have a more flexible pricing model. Depending on the size of the company and the payment terms, Slack is willing to sell the software for anywhere from \$18/user/month to \$32/user/month. Larger companies can typically get better deals. Companies which pay up front for an entire year can as well. So long as you stay within these numbers, feel free to get creative about solving budgetary issues, if that becomes an important part of the discussion.

## Briefing

You represent Slack, the seller company. One of your sales reps reached out to Autricks' Director of IT, Riley Sommer, and has found some general interest in investigating a more modern communication tool. The sales rep recommended bring you, a Solutions Engineer, into the conversation to investigate the technical needs and provide expertise on the product. Riley agreed to a half hour call to decide if it's worth pursuing this opportunity further.

## Meeting Instructions

### Session 1: Rapport and Discovery

Your goal for the first session is to take a consultative approach, build rapport with your counterpart and discover what the technical and business needs are.

People do business with people they like and trust. You must build that trust during this meeting.

You must also discover what challenges the company and the person you are talking to face. Why are these problems? Why are they looking to solve them now? What kind of solutions are they exploring? What have they tried so far? Who is involved? What requirements do they have? Which problems must be solved, and which ones would be nice to solve?

You must discover the cost of doing nothing. What are the business issues that are driving this company's desire to investigate solutions? How important are these issues compared to others that the company is

facing? Is there budget for this? How and when will they decide? Do they really need a solution now, or are they just trying to get information from you with no desire to buy?

Keep in mind, you should not spend much of this time talking about your product or solution. You must first understand their technical challenges, the business issues, and how they tie together so you can demonstrate your value to them.

## Session 2: Technical Presentation and Demo

Your goal in the second session is to get a decision from key stakeholders. You should focus on their specific needs, show how your solution fulfills their requirements, and establish how this will help them reach their business goals. You should be able to quantify their pain, so you could show how your product will bring them value.

You must convince your audience that they will see the benefits they need from your solution. You may need to present numbers, tell a compelling story, and/or do a technical demo of the product. You must be able to read the attitudes of your counterparts and adjust accordingly.

Keep in mind, you may not have enough time to cover everything you'd like to. Figure out what is most important and be flexible enough to change your presentation and demo to fit your audience. Don't forget to engage your audience in dialogue and ensure you're presenting what matters to them.

In the end, don't walk away without knowing their decision. Ask for the sale. A "no" is better than a "maybe." If you don't know where they stand, you haven't accomplished the goal of this meeting.