

Presented by  
**SLC**

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# October 1-2, 2007

## THE DOMINANT CUSTOMER FORUM



# RIDING THE TIGER:

Developing Winning Strategies for Highly Unbalanced Customer/Supplier Relationships

### BY THE END OF THE PROGRAM, PARTICIPANTS WILL:

Assess the brand and service value they provide to the customer ■ Understand their customer's strategies and tactics ■ Develop profit maximizing solutions

# DOMINANT CUSTOMERS HAVE PERMANENTLY CHANGED THE DYNAMICS OF MANY INDUSTRIES.

Dominant customer dynamics are the most pressing issue facing companies today. As industries consolidate and channels gain more control over the end user, suppliers find it difficult to contend with increased customer leverage.

These issues affect every aspect of company management and decision making. Once viewed as a sales and marketing issue, managers are finding that traditional marketing tools such as branding, pricing tactics, and customer partnering are losing their effectiveness. The impact of dominant customers extends beyond marketing, impacting every area of company strategy and operations.

The Dominant Customer Forum will provide a framework for analyzing these issues and equip executives with techniques to combat the imbalance of power. Experts and distinguished academics will facilitate discussion among experienced executives, providing a risk free learning environment.

## THE IMPACT OF DOMINANT CUSTOMERS EXTENDS BEYOND MARKETING,

### DOMINANT CUSTOMER FORUM OFFERING

- Two to three senior executives from each company will participate in a one-day work session and will be invited to continue the discussion in future forums.
- Top industry and academic experts will guide discussion.
- The SLC team will interview all executives prior to the session to understand the specific issues that participating firms are facing.
- Cross-industry discussion where executives will freely exchange ideas. With the aid of our consultants and faculty, executives will compare performance, analyze the impact of dominant accounts, and develop new, powerful strategies in a safe environment.

### LOGISTICS

- Two to three executives from each company are welcome to attend (general managers and functional leaders). Participants are pre-selected to make sure competitors are not in the same room and to prevent collusion issues.
- Forum will be held during October 1-2, 2007. The first day will begin at 5pm with dinner and introductions, followed by a full day of discussions.
- The forum fee is \$20,000 per company and includes instructional materials and meals for three separate sessions for three executives. Each company must send two or three executives – multiple perspectives are required.

### LOCATION

- The forum will be held at the University of Chicago Gleacher Center, 450 N Cityfront Plaza Drive in Chicago, IL. The Gleacher Center is located in the heart of Chicago's Magnificent Mile.

### ABOUT SLC

Strategic Leverage Consultants is led by Milind Lele, a top strategy professor from the University of Chicago Graduate School of Business. SLC has 30 years of experience helping companies excel in competitive environments "ruled" by dominant customers. SLC uses proven proprietary frameworks for developing powerful strategies which are detailed in Milind Lele's groundbreaking books *Creating Strategic Leverage* and *Monopoly Rules*.

*"Lele exposes one of the two great frauds perpetrated on American management: that 'sustainable competitive advantage' is a guarantee of superior profitability (the other is 'best practices' as a source of enhanced profitability)."*

*John S. Shiely, Chairman and CEO  
Briggs and Stratton Corporation*

*"Monopoly Rules provides a fresh way of thinking about why companies succeed and where to look for new, breakthrough opportunities. Milind Lele's book is critical for anyone interested in sustaining differentiation in businesses; the monopoly rules are the step-by-step guidelines for success in a world in which the mass market is in tatters."*

*Dipak C. Jain  
Dean of the Kellogg School of Management,  
Northwestern University*

## IMPACTING EVERY AREA OF COMPANY STRATEGY AND OPERATIONS.

The Dominant Customer Forum will address several topics relevant to companies dealing with dominant customers.

### PROGRAM TOPICS

- **Are brands worth building?**  
Do brands still create value for the brand owner or are they merely driving in traffic into the Dominant Account without generating any additional returns to the firm?
- **Partner or Prey**  
How can you partner with the Tiger? How do you control information about your products, processes, sources of supply, and intellectual property in today's global economy?
- **Channels and Customer Strategies**  
Should you rethink the roles and value that your channels add? Is the channel an arena for enhancing your competitive position?
- **Pricing**  
Can you maintain any pricing power when dealing with Dominant Accounts? What strategies and tactics are companies using and which ones work and why? How can you price discriminate between different accounts?
- **Industry Consolidation**  
What is the impact of consolidation on suppliers, customers, and the overall balance of power?
- **Developing a Sales Playbook**  
Understand the Tiger's buying behavior and the motivations driving their actions. What strategies should be part of your Sales Playbook and how can you implement these strategies? How have these strategies been implemented in other organizations?

### MILIND LELE

Milind Lele, Managing Director, SLC, has consulted with companies in more than 20 industries. The focus of his work is primarily corporate strategy with a strong emphasis on increasing market capitalization. He is author of *Monopoly Rules* (2005), as well as *Creating Strategic Leverage* (1992), and *The Customer is Key* (1987). Additional writings have been published in *Harvard Business Review*, *Sloan Management Review*, *Planning Review*, and in news and business publications such as *The New York Times* and *Business Marketing*. Since 1983, Milind Lele has been active at the University of Chicago Graduate School of Business, teaching MBA and Executive Education courses in Business Strategy, Strategic Marketing, Industrial Marketing, International Marketing and Operations Management. He has also taught at the Kellogg School of Management, Northwestern University (1983/84), William E. Simon School, University of Rochester and at the Anderson School of Management, UCLA.

Lele earned a PhD from Harvard University in Applied Mathematics, a Bachelor of Engineering from the Indian Institute of Science in Bangalor, India, and a Bachelor of Science from the University of Pune in Pune, India.

# HOW TO REGISTER

Enrollment for the forum is limited to ensure an optimum faculty-to-executive ratio. All submissions will be carefully screened to ensure that there are no competitor relationships among participants.

register by phone: 312.346.7797 ext 213  
register by fax: 847.425.9469

BRING YOUR CUSTOMER ISSUES, FIND AN OPPORTUNITY, AND LEAVE WITH AN ACTION PLAN.

Name (Mr. Ms. Dr.)

Title

Company

Company Size (Revenue, Employees)

Industry

Division

Address 1

Address 2

City

State

Zip

Country

Telephone

Fax

Email

Dietary Restrictions/Preferences

## EXECUTIVE ASSISTANT CONTACT INFO

Name

Telephone

Email

### MAKE CHECKS PAYABLE TO:

SLC Consultants Inc.

### MAIL TO:

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### FOR MORE INFORMATION, CONTACT:

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