

## Product portfolio development in competitive environment

Last years were for company Arcelik very successful. Thanks to financial results on domestic and their main markets it was able to gather relatively big funds for further expansion. Besides support for its leading brand Beko, company acquired majority stake in Romanian manufacturer of washing machines Arctic and through its parent company it took over bankrupt traditional German audio-video producer Grundig. Company management has very ambitious plans for future, where a large part of development activities should concentrate of white household technics (cooling and cooking assortment, washing machines, dyer etc.).

Although washing machines of Beko have already very good position on several regional markets, goal of strategy is to increase presence and market share on European markets. Slovak market can be considered not only as one of European markets, but as well as testing market for strategy verification.

You have got invitation on branch management meeting in Bratislava, where future alternatives of company development should be discussed. Because of other work duties you have only 45 minutes to prepare on the meeting. As handouts for meeting you have exact results of washing machines market panel survey prepared by one of leading market research agencies GFK. You tasks for preparation are:

***Question 1: How would you characterize the situation of company Arcelik on Slovak washing machines market, where you see in mentioned data strengths, weaknesses, opportunities and threats?***

Of course with your team you suggest that more exact problems will be discussed by the meeting. Therefore you should prepare for other questions of market and company situation and future. Answer following additional questions and tasks:

***Question 2: How would you characterize washing machines market in Slovakia? How we can split market according the different aspects of marketing? Although we have information only for two years can you see some changes there and movement amount segment?***

***Question 3: Who are main player on the market and who you consider as the most important competitor for company Arcelik?***

***Question 4: If company Arcelik decides to concentrate more intensive on Slovak market and gain bigger market share, what strategic alternatives they have?***

***Question 5: Compare different alternatives you have found in question 4 and evaluate them on the base of their strengths, weaknesses, risks and opportunities! Which alternative do you consider as the most appropriate?***