Key Issues

- George’s view: "I never thought the company was not as profitable as it was before. The company has not been able to increase its profit margin significantly over the past few years.
- Advanced technologies and superior quality salesforce.

Alternative Solutions

- George’s view: "I didn’t think the company was not as profitable as it was before. The company has not been able to increase its profit margin significantly over the past few years.

Most Important Situational Factors

1. Product
2. Price
3. Distribution
4. Salesforce
5. Communications

Selected Strategy

- George’s view: "I didn’t think the company was not as profitable as it was before. The company has not been able to increase its profit margin significantly over the past few years."
**Key Issues**
- Omega versus Rolex: "Omega designs to be known for not just ensure its quality, but for its quality's sake."
- Increasing cost to make the product more effective to sell a differentiated series to compete with Rolex, gain market share over three years, drive sales more than services to Rolex in 2010.
- Brand differentiation and identity
- Advanced technology and superior quality, sales force.

**Alternative Solutions**
- Omega vs. Rolex
- "Omega is a long-term purchase."
- "In order to achieve the results, simple superiority (the S3) and competitive advantage (the S3) are necessary."
- "Product differentiation (Swiss, Swissman, Swissman, Swissman)"
- Brand message and communications strategy

**Most Important Situational Factors**
- 1. Product
- 2. Price
- 3. Distribution
- 4. Salesforce
- 5. Communications

**Selected Strategy**
- Increase advertising and marketing spend in order to educate consumers and subsequently increase market share.
- "In order to achieve the results, simple superiority (the S3) and competitive advantage (the S3) are necessary."
- "Further growth of Omega's market share and Swiss in additional stores."
- "Enhance communications strategy by focusing on Omega's brand message rather than the product."
- "Use positive feedback from media to increase the high-end product image."
On Weldon's Watch: Recalls at Johnson & Johnson from 2009 to 2010
Most Important Situational Factors

- 1. Product
- 2. Price
- 3. Distribution
- 4. Salesforce
- 5. Communications
Key Issues

• Omega versus Rolex - "I want Omega to be Exclusive but not so exclusive it's out of reach". Simply increasing cost to make the product seem more 'exclusive' is not a sufficient tactic to compete with Rolex, gain market share or increase sales. Omega's advertising spend was three times less than that of Rolex's in 2010.
• Brand differentiation and identity
• Advanced technologies and superior quality, sales force

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Alternative Solutions

Omega vs Rolex:
- Solution is a long term prospect
- Reposition Omega in the market, simple increasing price
  will not create exclusivity
- Products four specialities (Seamaster, Speedmaster, Deville
  and Constellations)
- Brand message and communications strategy
Selected Strategy

Omega vs Rolex
- Increase advertising and marketing spend in order to educate consumers and consequently increase market share
- Further celebrity endorsements to enhance Omega's brand equity within the US
- Further growth of Omega monobrand and Swiss multibrand stores
- Enhance communications strategy by focusing on Omega's brand message rather than its products
- Review the Price range of products
- Continue with a heavy focus on R&D to ensure that this high-end product remains technologically advanced
On Weldon's Watch: Recalls at Johnson & Johnson from 2009 to 2010