



War Game Summary

A brief overview of the Coleago War Game process

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Overview of the War Game process

Participating in a Coleago War Game is like running a mobile business, only harder!

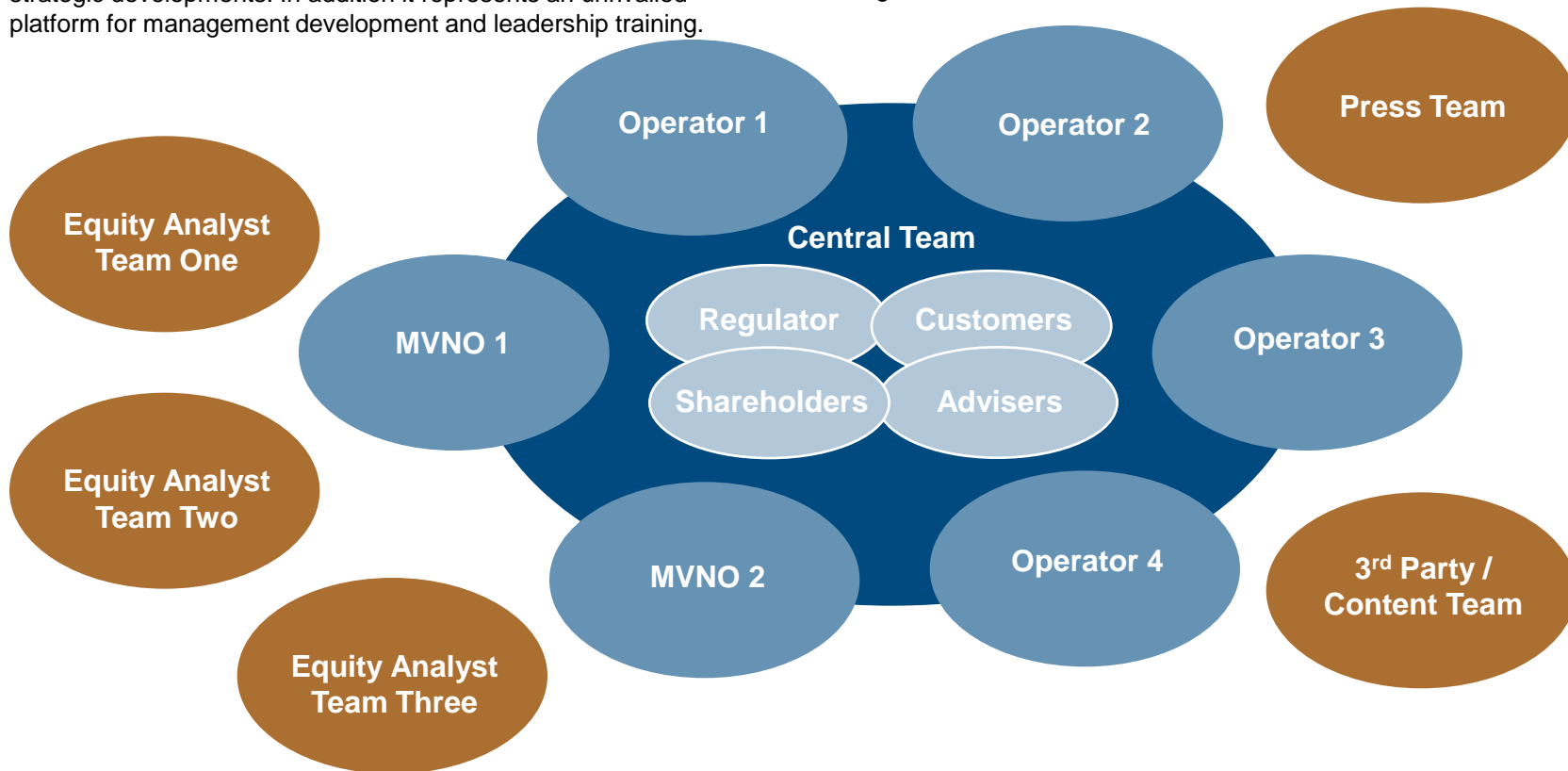
The basic structure of the game

The War Game will simulate the future mobile market in the country where it is played. Employees are placed in teams to represent all the participants in the mobile market including the press, vendors, financial markets etc. Each team must compete to achieve its own, specific set of shareholder objectives over 5 interactive rounds. Teams must first prepare a strategic plan and then round-by-round tactical and operational plans through which they implement their strategy. The game is highly interactive, creative, challenging, frighteningly realistic and has a good track record at predicting key strategic developments. In addition it represents an unrivalled platform for management development and leadership training.

Activities performed by participants

In addition to preparing their strategic, tactical and operational plans over the 2.5 days of the War Game, teams must also:

- Participate in an episode of Question Time / Panel debate
- Present at an Analyst Briefing
- Attend a shareholder EGM
- Prepare and perform an advertising campaign
- Consult with the regulator
- Negotiate deals



Management development benefits

A War Game provides all the challenges associated with actually running a telecoms business

Management skills	
Leadership	Players must perform one of the executive functions of a mobile operator. These are highly challenging, multi-faceted roles which test their ability to win the buy-in of fellow team members, and manage simultaneously the potentially conflicting needs and demands of customers, shareholders, the press, the financial community, regulators and suppliers
Teamwork	To be successful players must demonstrate effective teamwork. Additionally because the teams are multi-disciplinary participants are forced to think about the business from new perspectives, War Gaming helps to break down silos within the organisation
Strategic and tactical thinking	Players produce strategic and tactical plans round by round in an effort to beat the competition, forcing them to think outside of the box
Ability to operate under pressure	The War Game is highly challenging, fast moving and requires participants to step out of their comfort zone and make quick decisions
Holistic understanding of the business	Participants must look at the big picture dynamics of the telecommunications market, rather than just focusing on their function or department
Ability to analyse market data	Players receive financial statements and market data which they must analyse to understand their market position and develop a competitive response
Communication and Presentation	Through the many group-wide presentations and inter-team communications
Negotiation	Players negotiate deals with third parties such as content providers throughout the course of the game

Strategic analysis and planning benefits

The War Game provides insightful strategic analysis as well as operational and tactical “quick wins”

Elements of strategy	
A bottom up and top down review of strategy	The War Game process combines the benefits of bottom up strategy idea generation with a top down review and formulation of the final strategy to ensure clarity and consistency of the final strategic plan
Ensuring buy-in to company strategy	War Gaming involves key employees in the process of strategy development and so improves “buy-in” to the company strategy and increases the companies ability to successfully implement the strategy
A complete strategic review process	<p>The War Game delivers the following:</p> <ol style="list-style-type: none"> 1) Understanding the likely future positioning of players within the market 2) Predicting the likely future strategies and tactics of players 3) Developing strategic responses to the threats from competitors and new technologies 4) Developing strategies for new services such as higher speed mobile broadband services 5) Examining the financial impact of alternative strategic choices and tactics 6) Understanding the impacts of regulatory changes 7) Understanding the evolution of the industry value chain
New perspectives	Sharing ideas and insights from across the organisation – bringing new perspectives to old challenges
Creative idea generation	Providing a real catalyst for innovation – a powerful alternative to desk-based brainstorming
Tactical and operational “quick wins”	Generating a substantial number of tactical and operational initiatives that can be translated to “quick wins” for the business

Contact



Stefan Zehle, MBA
CEO, Coleago Consulting Ltd

Tel: +44 7974 356 258
stefan.zehle@coleago.com



Graham Friend, MA
Managing Director, Coleago Consulting Ltd

Tel: +41 798 551 354
graham.friend@coleago.com

Further information: www.coleago.com