Business Forecasting & Analytics Forum
June 6-7, 2017 • Boston, MA

Competitive Wargaming
and Simulations Workshop
Develop situational awareness of competitive position
June 7, 2:15 pm

Presenter: Arik Johnson – Aurora WDC

Arik Johnson is Chairman of Aurora WDC, the intelligence advisory firm he founded in 1995. After stepping aside as CEO in late 2009, today Arik serves as Managing Director and lead architect at Aurora’s R&D lab, think tank network and intelligence policy institute, the Center for Organizational Reconnaissance (COR). Arik is a Fellow of the Strategic and Competitive Intelligence Professionals society and has chaired SCIP’s annual international conference (2006), served on SCIP’s board of directors (2004 – 2006), won SCIP’s Catalyst award (2005), and served as a chapter coordinator, as well as, trustee and development committee chair of the CI Foundation.

View presentation online at:
https://jpkgroupsummits.com/attendee4/
### Your Goals --- My Goals

<table>
<thead>
<tr>
<th>Your Goals…</th>
<th>My Goals…</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>When is a game appropriate?</td>
</tr>
<tr>
<td></td>
<td>Understand what makes a good sponsor</td>
</tr>
<tr>
<td></td>
<td>Mechanics of the game</td>
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<td></td>
<td>Key Concepts</td>
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<td></td>
<td>Logistics and Timing</td>
</tr>
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<td></td>
<td>Scoping Document</td>
</tr>
<tr>
<td></td>
<td>Let’s take her for a spin…</td>
</tr>
</tbody>
</table>
Two Types

Builds Capability
- Uses a generic business scenario to educate managers in strategic decision-making.
- It will put the participants in a safe environment.
- Participants will gain experience in radical decision making.
- The experience will promote team building.

Builds Specific Response
- Explore and test future competitive strategies in order to discover any weaknesses in a plan and to identify possible consequences of plan adoption.
- Is tailored to the needs of a particular firm.
- Is used to facilitate the firm’s strategic planning process.
- Participants will also gain experience.
- Team-building exercise.
Any of the popular wargaming methodologies can be adapted to successful games. The key is to pick one and stick with it, until you are comfortable with not only managing the various nuances of the selected process, but also in training your Facilitators to do so as well.
Supports All Planning Levels

- **Vision, Mission, & Purpose**
  - The reasons for which we are in this business
  - What we value in the bigger picture
  - Which stakeholders are important to us and why

- **The Strategy**
  - How do we plan to satisfy our stakeholders?
  - Which goals, markets (scope), and resources?
  - What will be our basis for competing?

- **Operational Level**
  - Links our strategy and tactics
  - Focuses on key market and services positions
  - Specific objectives ... e.g. sales or market share

- **Tactical Concerns**
  - Operationalizing plans at the front-lines
  - Varies from situation to situation
  - Nearest-term targets, how we make money
Wargames Bring Value

- Shared experience, learning, and team building
- Focus on assumptions and “what ifs”
- Tangible deliverables
Why do cars have brakes?
Why do cars have brakes?

How you answer that question reveals a great deal about how you approach both Risk and Reward.

Most people would say brakes help slow you down…

Consider that brakes allow you to go faster!
The Power of the Process

Simulations bring to surface ideas that are not apparent when looking from the inside out...
Our level of success in the Market is determined by all 3 lines of force. No matter how successful we are in implementing our strategy, the actions of market externals and all forms of competition will impact our performance.
The competitive nature of the process drives to Deliverables.
A look at the Teams in Action

- The Home Team
- Competitor Team
- Market Team
- Facilitators
## Silver Bullet Analysis - Example

### Silver Bullet Analysis

<table>
<thead>
<tr>
<th>Customer Need / Want</th>
<th>Competitor Status Codes</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ABC</td>
<td>XYZ</td>
</tr>
<tr>
<td>Economic Value</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Clinical Evidence</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Overall Cost</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Safety</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Service &amp; Support</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Faith in Company</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

### Scoring codes:
- 3 = Better than anyone
- 2 = As good as anyone
- 1 = Not good enough
- 0 = Lack capability

### Diagram:
- Customers’ Needs and Wants
- Competitors’ Weaknesses
- Our Strengths

### Worksheet 1.1

| Consumer | ABC Hospital Network |
Business Model Canvas

The Business Model Canvas

**Key Partners**
- Talent: Nail, Hair, Makeup Artists - Bring in great talent, knowledge of supplies, trends, health and safety
- Strategic Partnerships: Limo Driving Company, Dessert and Beverage distributor
- Tier 1 partners like Rent the Runway
- Online scheduling.
- Salon design to keep groups together within time blocks.
- Special touches like a room to get dressed in, fun music playing, drinks.
- Recognition as modern, fresh and reliable.
- Trendy partners like celebrity, social media followers, talk magazine highlights.

**Key Resources**
- What key resources do we need to create value propositions?
- Our Distribution Channels? Customer Relationships? Revenue Streams?
- Online scheduling.
- Salon design to keep groups together within time blocks.
- Special touches like a room to get dressed in, fun music playing, drinks.
- Recognition as modern, fresh and reliable.
- Trendy partners like celebrity, social media followers, talk magazine highlights.

**Key Activities**
- Hair blowouts and updos, makeup, manicures.
- Reliability and customer service are key.
- Brand resonance as fun, trendy, fresh.
- Clear, simple, stable pricing.
- Designed for groups of women to stay in one area of the salon while still having all their needs attended to by stylists, retail.

**Value Propositions**
- What value do we offer to the customer? Which of our customer’s problems are we helping to solve? What do we offer that no one else is offering? What makes us different?
- This total “beautiful day” salon allows women to get ready from head to toe in one place and makes a party of it with their friends in an efficient, reliable and super-awesomely atmospheres.
- Most salons specialize in just one thing, like hair, makeup or nails, and women often have to drive all around the city to get ready for an event.
- Businesswomen will also benefit from being able to take care of all their needs efficiently and while feeling pampered.

**Customer Relationships**
- Why do our relationships with customers matter? Which customer segments expect us to establish and maintain with them?
- Repeat business and referral rewards.
- Presence on social media (informative blogs, vlogs etc.).
- User friendly website and direct calls before and after visits.
- College girls, young professionals upper-middle class income

**Customer Segments**
- Business Women - need to look good fast
- Stylists - want to stay together through services
- Celebrities/media recognition.
- Inviting YouTube “Beauty gurus” for free trials.
- Incentive programs for “first timers.”
- Fun website, clean and easy to use.

**Customer Needs**
- Why are our customers coming to us?
- What are they looking for in the salon?
The diagram to the right is the Probability / Impact Grid exercise. This exercise allows the Participants of the game to discuss, as a group, the competitor moves and market events that surfaced during the simulation, and decide what the probability of them occurring really is, with the potential impact they would on the company if they did. The numbers represent where the group felt the event/scenarios fell out. Those that fell in either the blue or red box have the highest impact, along with the highest likelihood of occurring. The Sponsors then meet to decide which they want to explore further in the Planning Round. Those filled in yellow were the ones selected for the Planning Round. Although Event #3 was rated by the group as having a devastating impact and a high probability of occurring, the Sponsor felt there was little organization could do regarding this, given their resources.
Opportunity Assessment

<Market Oppty Title here>

<table>
<thead>
<tr>
<th>Buy / Build / Transform:</th>
<th>Competitive Advantage / Differentiation:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Target Market &amp; Potential Size:</th>
<th>Critical Success Factors: Reduce the key phase lines that must be crossed to a few bullet points.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Stakeholders (including competitors):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Value Proposition (no more than 15 words! What explicit need/want are we addressing?):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
## Decision / Selection Map

### Need or Want

<table>
<thead>
<tr>
<th>Need or Want</th>
<th>Customer Group</th>
<th>D or S</th>
<th>Comp</th>
<th>Unsatisfied</th>
<th>Satisfied</th>
<th>Happy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved Hospital Economics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(my hospital makes more money and delivers the best care for patients)</td>
<td>Hospital Admin</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Surgeon</td>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MVD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Payor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Hospital)</td>
<td>Hospital Admin</td>
<td>Aca - S</td>
<td>MDT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Surgeon</td>
<td>PP - D</td>
<td>STJ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MVD</td>
<td></td>
<td>STJ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Make Me Important”</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Academic Surgeon</td>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MVD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop the therapy and increase the evidence base</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(current and future)</td>
<td>Academic Surgeon</td>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MVD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make the Product Better!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(size, form factor, ease of use, longevity, quality)</td>
<td>Patient, Payor</td>
<td>S</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hospital Admin</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Surgeon</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>MVD / NL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved care options</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(make it easy to take care of my PD patients)</td>
<td>NL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MVD</td>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **D**: Dorothy
- **S**: Sarah
- **Comp**: Company Names
- **Unsatisfied**: 1-5
- **Satisfied**: 6-10
- **Happy**: State of satisfaction

AuroraWDC.com

MAKING THE COMPLEX EASY TO UNDERSTAND

800.924.4249
### After Action Sample: Key Issues and Outcomes

<table>
<thead>
<tr>
<th>Key Issue</th>
<th>Competitor Will…</th>
<th>Our Response</th>
</tr>
</thead>
</table>
| Defend lack of customer service data | Competitors message this issue to mitigate launch                                | • We will set up feedback loop for representatives and customer account team to gauge impact of lack of time-series data at launch; share best practices on how to handle data at launch.  
• Develop rep response indicating that several other recent product launches did not have time-series data at launch. |
| Messaging                        | • Tout their longevity in the product class.                                      | • 5 successful beta clients                                                                                                                     |
|                                  | • Claim our product is “too radical,” untested, barely passing regulatory review  | • Rivals products have had negative returns for 5 years cumulative                                                                        |
|                                  |                                                                                  | • Educate on what is required and how to manage                                                                                               |
|                                  |                                                                                  | • Can utilize heavier social media communication, particularly via our large FaceBook and Twitter presence                                  |
| Competitor Increase in Ad Spend  | We expect that the incumbents will increase their spend in an effort to lock up key institutional clients | • Leverage consumer demand for new retirement options                                                                                          |
|                                  |                                                                                  | • Maximize the impact of the news event around the availability of a new class of product                                                       |
| Feet on the Ground and Selling   | We expect at approval that there may be some financial options data that we won’t be permissible in promotion. | • Right-size the new prods team to a competitive size                                                                                          |
|                                  |                                                                                  | • Via the Blue Guide can we share product data that is still under review                                                                  |
|                                  |                                                                                  | • Ability to communicate regularly with speakers via intel network wiki on relevant product data                                                |
Stock Market Simulation

Each Round the Teams will invest in each other, based on their Perceived performance, relative to the market. The “Winner” Will be the team that shows the greatest gain in share price. The Team that invests the best, will also be rewarded.

<table>
<thead>
<tr>
<th>Team</th>
<th>Start Price ($)</th>
<th>End of Rd 1</th>
<th>End of Game</th>
<th>Delta (%)</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDT</td>
<td>64</td>
<td>72</td>
<td>81</td>
<td>25%</td>
<td>2nd</td>
</tr>
<tr>
<td>Google</td>
<td>128</td>
<td>114</td>
<td>107</td>
<td>-19%</td>
<td>5th</td>
</tr>
<tr>
<td>Apple</td>
<td>640</td>
<td>680</td>
<td>712</td>
<td>8%</td>
<td>3rd</td>
</tr>
<tr>
<td>WebMD</td>
<td>24</td>
<td>26</td>
<td>22</td>
<td>-15%</td>
<td></td>
</tr>
<tr>
<td>BioHeart</td>
<td>22</td>
<td>25</td>
<td>28</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>Intel</td>
<td>78</td>
<td>68</td>
<td>62</td>
<td>-20%</td>
<td></td>
</tr>
</tbody>
</table>
Attributes of a Good Facilitator

• Good presentation skills
• Creating a logical set of activities to address fundamental business problems
• Have the Power to make it happen
• Are not afraid to rattle a few cages
• Have the Power to take action post-game

"So what's the problem here fellas? C'mon now -- it's only rocket science!"

buckdawson.blogspot.com
Planning Horizon Considerations

**2+ months leading up to Wargame:**
- Outline scope and objectives
- Secure team buy-in, budget
- Prepare RFPs, vendor selection and POs
- Secure meeting facility and food service
- Hold the date on calendars
- Designate team leads
- Conduct kick-off meeting
- Customize exercises and templates
- Conduct internal and external interviews
- Prepare/review briefing book / pre-reading assignments
- Make team assignments
- Distribute pre-reads
- Schedule Wargame After-Action Report

**Week of Wargame:**
- Confirm attendance and revise teams if necessary
- Meet with team leads to address questions and revisit expectations
- Review meeting logistics room set up, audio-visual/computer equipment, name tag/placards, etc

**One to two weeks after Wargame:**
- Conduct post-Wargame debrief with lead/sponsor and vendor
- Confirm time and attendees for After-Action Report
- Review vendor final report (may include multiple iterations)
- Secure and store all Wargame enduring materials
- Transfer and integrate learnings into strategies and tactics
## Progress Check

### War Game Master Checklist

This checklist was designed to walk you through the steps you need to take as you develop your own Simulation.

<table>
<thead>
<tr>
<th>When</th>
<th>Activity</th>
<th>Description</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-8 Weeks out</td>
<td>Sponsor Contact</td>
<td>You are approached by a potential Sponsor and must determine if a wargame is appropriate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Go - No Go</td>
<td>Secure approval from Sponsor and ensure their engagement throughout the process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scoping Meeting</td>
<td>Definition &amp; Scoping Meeting to Design the Game</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Logistics</td>
<td>Decide on who, when, where and what you need</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Profiles</td>
<td>If you will be using Profiles, work should commence as soon as the Game is approved</td>
<td></td>
</tr>
<tr>
<td>2-4 Weeks out</td>
<td>Evaluation Methods</td>
<td>Sit down with the Sponsor and have them select the evaluation methods to be used</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team Workshops</td>
<td>Put together the Team Workshop Assignments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team Rosters</td>
<td>Allocate the Participants to Teams</td>
<td></td>
</tr>
<tr>
<td>1 Week out</td>
<td>Distribute Pre-Reads</td>
<td>Send the Participants the Pre-Read Document, including the Profiles</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Walkthrough</td>
<td>Conduct a walkthrough with the Sponsor</td>
<td></td>
</tr>
<tr>
<td>Day of...</td>
<td>Final logistics checkpoint</td>
<td>Make sure all logistics are good to go</td>
<td></td>
</tr>
<tr>
<td></td>
<td>File Security</td>
<td>Make sure you capture all the Team's work electronically</td>
<td></td>
</tr>
<tr>
<td>1 Week Post</td>
<td>Prepare the AAR</td>
<td>Try to wrap up the After Action Report within 1 week of the Game</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Present to Sponsor</td>
<td>Present the AAR to the Sponsor and ensure action is forthcoming</td>
<td></td>
</tr>
</tbody>
</table>

Please contact Tim Smith with any questions, or if you get stuck on the relevance for any section covered here.

**Phone:** 714-514-3447

**Email:** tim.smith@aurorawdc.com

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Ch23. 22
Access to the Commander

The one area that the military does better than business...

Running a successful war game will not only grant you the magic key during the development phase, but it will also keep You in the loop post-game.
Your Role in Defining Purpose and Scope

- Provide guidance on what the purpose of the game will be, taking into account the needs of your Sponsor and other key stakeholders.

- Come to the Sponsor prepared to answer questions on new entrants, potential M&A in the relevant market, and a good understanding of potential disruptors.

- Limiting the scope will not only reduce your workload prior to the game, it will create much more focus on the key issues your Sponsor wants explored.

- Most importantly – Ensure that the game is designed to deliver executable strategies and tactics that can be measured.
It’s all about the Intel

Most strategic planners understand that good intelligence comes *before* effective strategy. It is your job to remind them of it.

Good intelligence product pre-game is absolutely vital. A lack of proper preparation can lead to more harm than good.

Garbage in, Garbage out!
Who Should Participate?

- A broad mix of functions is most effective
- Identify and include key influencers within the functional areas – those whose buy-in will help when it comes to implementation of the ideas surfaced during the game.
Is a Competitive Simulation the way to go?

α What do you hope to achieve by running a CS?
α Assess the time horizon, level of uncertainty, intelligence gaps
α Can be valuable for team building or rehearsing a strategic move.
α Assess the availability of resources (including human and time)
α Generic CS are often good for first time
α A longer, tailored CS will be most beneficial for testing a complex situation.
Getting a Competitive Simulation off the ground

- Commitment from Senior Management
- You will need to select a team to design your CS scenario. Think through your KITs carefully.
- Team must (1) get the basic CS design settled, (2) decide what the objectives/scope will be, and (3) develop a plan, schedule, and budget.
- The team needs to buy and/or design the CS.
- What are objectives for the CS process?
Who to Invite:

- Objectives and scope of the game will point to who should be involved.
- The facilitator and umpire are only two persons but are very critical to the CS.
- Each team should be carefully chosen to include members from a variety of areas (departments and offices) and from a range of seniority.
Examine the Process

Preparation for Your CS

- Most time consuming part of the design process.
- Players will need comprehensive background information.
- Decide how teams will communicate.
- Players will need training.
- The final important preparation is the physical set up of the space(s).
Examine the Process

Playing it Out:

- Two days is common, run as a series of ‘rounds’ representing a time period. Rounds are usually 2-4 hours.
- Teams have limited time to prepare action, teams will submit their plans to market team.
- The allowable actions will then be fed into the “software”.
- Each team receives limited feedback about the actions of the other teams.
- In-game press releases used to change game parameters.
- Have administrative and technical support available.
- The outcomes should be recorded.
Examine the Process

What, So What… NOW WHAT?

α Players must be debriefed.

α Outcomes need to collected and organized into a meaningful ‘after-action or after-game report’.

α Once the report is complete it must be followed up and the insights gained during the CS should be acted upon.
## Wargame Example - Strategic

<table>
<thead>
<tr>
<th>Industry</th>
<th>Consumer Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company size</td>
<td>Fortune 500</td>
</tr>
<tr>
<td>Planning level</td>
<td>Strategic</td>
</tr>
</tbody>
</table>

**Wargame Purpose**

Company was looking to increase throughput from their R&D unit, which was not keeping pace with competitors on launching products.

**Wargame Outcome**

The wargame showed that it wasn’t just one problem that was slowing things down. As expected, the company’s risk profile played a part. What also became apparent was that R&D had no clear reporting format and ended up working on many projects that were either not likely to go to market, or were pet projects with little or no market opportunities. Understanding who their true stakeholders were, the BUs, was a key learning that lead to change.

### Deliverables

- **Improve ROI of our R&D**
- **Determined our risk profile was substantially more conservation than our competitors, and that this was unexploitable.**
- **Consolidated R&D under the corporate umbrella, ending internal conflict for resources and reducing inefficiencies.**
- **Group consensus on using consistent measures to track market opportunities and consumer trends.**
Wargame Example - Tactical

<table>
<thead>
<tr>
<th>Industry</th>
<th>Pharma/Biotech</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company size</td>
<td>Fortune 500</td>
</tr>
<tr>
<td>Planning level</td>
<td>Tactical</td>
</tr>
</tbody>
</table>

**Wargame Purpose**

Company was launching a product with new MOA into a crowded market. They were looking for ways to counter messaging from existing competitors before they launched. They also wanted projections on how long it would take to capture significant share.

**Wargame Outcome**

What the game showed was that it was unlikely that their new product was going to displace any of the existing products, given the safety profile and demonstrated efficacy. They were unwilling to play with price too much, and decided to delay launch. The competitor that “won” the game had production issues in the real world, and this lead to the company purchasing the “winning” product at a bargain.

**Deliverables**

- Determined customer was more price sensitive than previously thought.
- Wargame “opened eyes” about home team being significantly behind competitors in terms of safety and efficacy.
- EWI tracking set up because of the game allowed them to respond quickly when chief competitor ran into problems.
Let’s go to the Tape!

During the Presentations, *any* Team Captain can throw the “Challenge Flag” to dispute an assumption or claim made by another team. This can only be done once during the wargame, so the Captain should be certain they have a valid argument to dispute their competitor’s claim.

The purpose of this exercise is to increase the engagement of all Participants during their competitor’s presentations, as well as ensuring that we do not include false assumptions in our analysis of the proposed strategy. The Market Team will have the final say on any decision, and any debate will be limited to 5 minutes.
The Power of the Process…
And what it Means for You

1. You allow the Participants to get into the mind of the entity selected and role-play their best interests

2. Through simulation, you define several valid market scenarios that can be used to generate action plans, contingency plans, or intelligence missions

3. Reinforce how important it is to use market data and competitive signals to adjust your strategy

4. The game is itself a Decision Tree that you can replay at your leisure as the real world develops to further explore outcomes from the exercise.
Additional Advice

1. Beware of mission creep as it relates to the scope of the game

2. Resist the temptation to include outsiders as Participants

3. Seize the initiative post-game

4. Further develop the relationships you made during the pre-game work, and the wargame itself.