

## Who It's For:

- Organizations or teams who need to react to a quickly changing market environment
- Organizations or teams that need a fresh look at their current strategy
- Organizations or teams with a pressing market choice who need to thoroughly analyze several different scenarios and likely competitor responses before making a decision
- Organizations or teams who can't seem to get past a certain strategic sticking point

## Why It Helps:

- Uses scenarios, internal company data and existing market data, and competition among teams to evaluate different potential strategies for an organization to follow
- Evaluates several different potential strategies simultaneously for strengths, weaknesses and feasibility
- Allows teams and team members to think about strategy from other perspectives besides their own organization.
- Opens up all pending strategic issues within the scope of the WarGame to debate among participants within the company before any real decisions are made
- Coordinates discussion of all issues to agree upon and recommend specific actions as a result of the strategic decisions made
- Focuses attention on inherent weaknesses in current management strategy or process
- Identifies holes in data and increases understanding of the marketplace, the key stakeholders, and decision-making behaviors
- Allows for mistakes to be made in a simulation, where they are learning experiences, not financial disasters



## Before WarGame (typically begins a month or so before the WarGame starts)

- Meetings and interviews to discuss which strategic objectives and market decisions are most pressing and most appropriate to the WarGame as well as desired outcomes
- Collecting, analyzing and distilling company and market data to be used in the WarGame.
- Assembly of briefing packets for participants, which contain internal company information as well as relevant information about competitors or other macro information which could impact strategy
- Sorting into teams (without their prior knowledge) and general agreement on process and schedule
- Agreement on travel logistics, meeting locations, breakout rooms, technology equipment, etc.

## **During WarGame (usually lasts 1-2 days):**

- Kickoff meeting to discuss goals, educate participants on history and use of WarGames, and discuss agenda for the WarGame
- Round 1: Participants break into teams, receive their assignments and discuss the objectives of the WarGame and the appropriate strategy. Participants are required to type up their strategy into a written document and submit a copy to the administrators. Participants are also required to prepare a presentation of their strategy to the group as a whole.
- Break (During this time, the administrators will review and evaluate strategies amongst themselves)
- Round 1 Present: Teams present their strategies to each other, with vigorous debate. Voting occurs on which is the best strategy going forward.
- Round 2: Participants break into teams again, receiving a new assignment from the administrator (usually some sort of reaction to what was presented in Round 1, with potentially new variables introduced by the administrator). Once again, participants are required to type up their strategy into a written document and submit a copy to the administrators. Participants are also required to prepare a presentation of their strategy to the group as a whole.
- Break (During this time, the administrators will review and evaluate strategies amongst themselves)
- Round 2 Present: Teams present their new strategies to each other. Voting occurs on what is the best strategy going forward.
- [This process continues for as long as necessary or agreed to in advance by the client]
- “Hot wash up”: After all presentations are concluded, general recap of what was discussed, what patterns emerged, what was most valuable going forward, and what are potentially actionable items based on this discussion.
- In more advanced WarGames (particularly those with intact teams participating), we recommend video recording the WarGame “play” decision-making and then we use those recordings as a source of feedback. (This feedback can either be part of the “hot wash up” session or can be delivered after the WarGame – it takes a number of hours to review the videotapes and offer “process” feedback). Our clients often refer to this kind of feedback as one of the most important elements of the WarGame.

## **Outputs (usually delivered 1-2 weeks after WarGame is concluded):**

- Video-recording process feedback if it was not included in the final “Hot wash up.”
- If desired, a formal report presenting what was discussed, evaluated and proposed in the WarGame.
- If desired, concrete proposals for implementing what was discussed, evaluated and proposed in the WarGame.