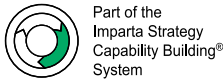


The Strategy CoPilot® Simulation



The Strategy CoPilot® simulation provides real time experience of the thought processes involved in strategy development, and an opportunity to practice the tools learned using the tutorials. The setting is Acme Bottle, a poorly performing bottle manufacturing company. The user is initially cast as an internal consultant charged with making a decision on the company's future. The company is richly simulated, with a management team and a range of customers, suppliers and advisors.

Through a mix of interactive interviews and debates, research and qualitative and quantitative analysis, the user develops a set of recommendations on the future of the company, encountering internal politics, difficult characters and 'red herrings' along the way.

The simulation covers a large number of learning objectives, but none more important than the ability to answer the question 'what on earth should I do next?'. In particular, the non-linear nature of the simulation allows users to make (and learn from) failures of omission.

The virtual 'mentor' coaches and advises the user on each situation in the simulation. The level of intervention can be set by the user to enable the right level of coaching to be delivered. The programme also monitors the user's responses throughout the simulation, and will adjust the level of coaching, if



necessary, to keep the user in their 'learning sweet spot'.

At the end of each phase, the user receives tailored feedback, not only on their recommendations, but also on such issues as the efficiency of their approach, the degree to which they kept key stakeholders informed, and the clarity of their communication.

The simulation is divided into five phases, which follow the same conceptual structure as the tutorial. In outline:

Introduction & Diagnosis

An introduction to Acme Bottle and its competitive context, based on the issue of whether the parent company should accept a bid for the division. In answering this question the user is also encouraged to diagnose the current issues around Acme's positioning and sources of advantage. The user gathers data through interviews with the management team and an outside



broker, and is guided in their problem solving and communication efforts by the Mentor.

Competitive Positioning

In this phase the user develops ideas for new competitive positions for Acme. They interview a range of customers to understand their needs, and then work with the management team to turn this data into a needs-based segmentation. Mapping competitors onto this segmentation identifies potential new positions for Acme to serve.

The player then has to think 'out of the box' about additional competitive positions. They generate ideas by looking at positions up and down the value chain, at complementary and substitute industries, and by extending the definition of a customer. The long list of possible positions is shortlisted, and the phase finishes with an initial assessment of the relative attractiveness and achievability of the shortlisted options.

Competitive Advantage

The next phase revolves around investigating how Acme can develop or strengthen the capabilities it needs in order to serve the favoured competitive positions. Again, users must ensure they are asking the right questions to elicit valuable insights, and they practice a range of powerful techniques for generating ideas about competitive advantage.

On the basis of these findings, the user may adjust their previous analysis of the attractiveness of potential new positions. However, the pressure is now building from the CEO of the parent company. In this and the final phase, the user must keep their team happy and involved, as well as ensuring thorough consideration of the key issues.

Select and Refine

In the final phase the user selects and presents the chosen strategy for Acme Bottle from the range of alternatives they have identified. They look for complementary strategies and create real strategic options. They then lay out an outline of the key steps to implementation and the order in which they should be tackled. This includes understanding the financial implications of the strategy, and the implications of uncertainty. As in real life, there are political and emotional challenges as well as analytical issues to address.



To discuss your requirements, please contact:

Mike Price, Director, Better Strategy Limited
Tel: 07973 164607 e-mail: mike@betterstrategy.com

Victoria Rhodes, Director, Better Strategy Limited
Tel: 07753 987275 e-mail: victoria@betterstrategy.com

Better Strategy Limited
(formerly Imparta's Executive Education group)
www.betterstrategy.com

Richard Barkey, CEO, Imparta Ltd
14-16 Peterborough Road London SW6 3 BN
www.imparta.com

Tel: 020 7610 8800 e-mail: richard@imparta.com