

Strategy

Planned high-level strategy

 Emphasis on data services and applications
 Staying competitive in voice/messaging

The following strategic objectives were set

 Differentiation (data/apps)

Revisions, why?

□...Not really

Thoughts

- Why we were successful / why we were not successful?
 - 1. ...in the beginning competitive in voice/sms
 - 2. ...able to invest in data networks
 - 3. .revenues from data (100% of WLAN customers)
- Which mistakes were made, why?
 - 1. ... A bit too cautious strategy
 - 2. ..We did not invest sufficiently on marketing data on season 3

3.

Expectations and Lessons Learnt

- We expected from the business game
 - 1. ...We did not know what to expect, really.
 - 2. ..
 - 3. .
- We learnt from the business game
 - 1. ... Teamwork skills
 - 2. ..
 - 3. .
- The following was missing from the business game
 - 1. ...Separation between 3G and GPRS usage/revenue
 - 2. .. Handset subsidization
 - 3. .