



Team 4



Strategy

- Planned high-level strategy
 - Focus Strategy with Cost Leadership Strategy
- The following strategic objectives were set
 - Select 3 market segments: 2 highly focused niche market and 1 cost leadership market
- Revisions, why?
 - Ability to compete with different kind of operators



Thoughts

- Why we were successful / why we were not successful?
 1. (+)We took everything into consideration, also future
 2. (-/+)We changed our strategies in the middle
 3. (+)All service areas were covered
 4. (-)Investments in WCDMA

- Which mistakes were made, why?
 1. Too careful at first
 2. Strategic issues



Expectations and Lessons Learnt

- We expected from the business game
 1. Learning by doing
 2. Practical knowledge of mobile markets
- We learnt from the business game
 1. Practical knowledge of mobile markets
 2. Markets changes rapidly
 3. The business is very complex
- The following was missing from the business game
 1. Customer behaviour
 2. Cooperation with other operators
 3. Aliasing and relationship with subcontractors
 4. Some effects of the decisions