

## **S-38.3041 Operator Business Course**

### **MOB Preliminary Exercise: Spring-2008**

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The answers to the preliminary exercise should be returned as one copy per team, i.e. done in the teams that will also implement the strategy in the game session. The format should be as a PDF or as a Word document and it should be returned to Turo Brunou ([turo.brunou@tkk.fi](mailto:turo.brunou@tkk.fi)) the day before each session at 12:00pm noon via email. The subject should be "MOB Preliminary Exercise" and Team number. The length of the report should be approximately 3-4 pages, however, preferably not longer than 5 pages (font 12 pt, and 1,5 line spacing).

The main task in the preliminary exercise is to formulate an overall game strategy over how to succeed in the game. According to Porter, there are three fundamental ways in which a company can achieve sustainable competitive advantage. Porter's three generic strategies are as follows:

- *A cost leadership strategy;*
- *A differentiation strategy;*
- *A focus strategy.*

**TASK 1:** Define your own vision of the evolution of the mobile market, either taking into account the consultant opinions (in the MOB player instructions) or not. Remember, your vision is the basis of your game strategy!

**TASK 2:** Explain what is meant by a cost leadership strategy! How could your team use this kind of a strategic approach in MOB? Can you find any mobile operators using this approach in Finland (or another country)? Why/ why not? Analyze!

**TASK 3:** Explain what is meant by a focus strategy! How could your team use this kind of a strategic approach in MOB? Can you find any mobile operators using this approach in Finland (or another country)? Why/ why not? Analyze!

**TASK 4:** Explain what is meant by a differentiation strategy! How could your team use this kind of a strategic approach in MOB? Can you find any mobile operators using this approach in Finland (or another country)? Why/ why not? Analyze!

**TASK 5:** Which of these generic strategies will your team implement during the MOB game? Give an explanation why? (Try to follow the chosen strategy in the game as well, as long as it makes sense!) In your opinion, is there some other kind of options for your strategic approach that might suit better you and your team? Why/ why not? Analyze!

**TASK 6:** Give a short description of the current developments on the mobile communications market, specially related to mobile operator business. How has it evolved and how will it evolve in the future?