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Wargames as hidden driver behind cheese market victories

Business Group Dairy Essentials
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When do we play wargames at FrieslandCampina?

What objectives do we set?

How do we play?

What have we learned while playing?

Wargames are played to pro-actively or re-actively anticipate our future competitive playing field

Pro-active

Re-active

Setting

We enter their market

They enter our market

Driver

Stress-test our attack
by
imagining their defense

Imagine their plan
in doing so
strengthen our defense

Timing

We determine

They impose

Output

Our stress-tested
attack CoA

Our stress-tested
defense CoA

Early warning indicators

Early warning indicators

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Team

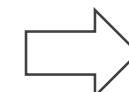
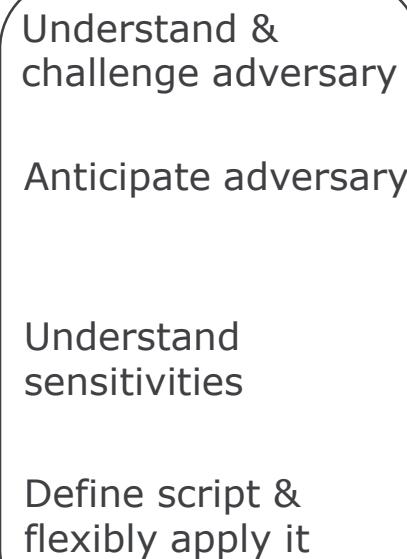
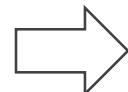
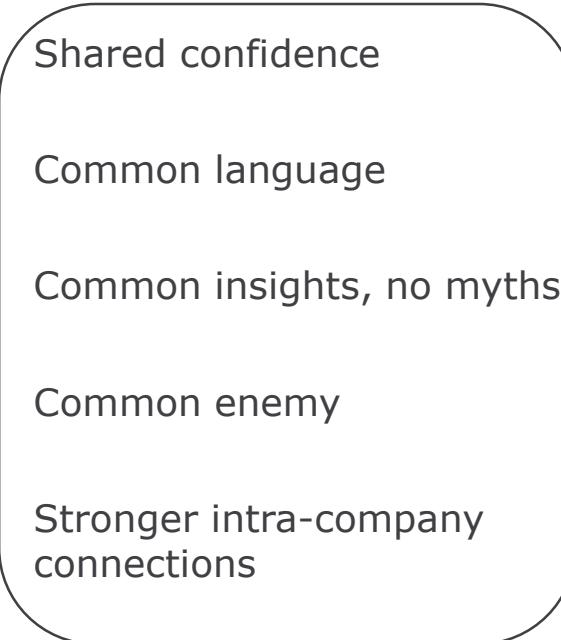
For wargames we set soft and hard targets



Capabilities



Business



SMART

- Specific
- Measurable
- Actionable
- Realistic
- Time-linked

- ... Market share
- ... Net sales
- ... Gross profit
- ... Customer
- ... Product

Soft

Hard

When do we play wargames at FrieslandCampina?

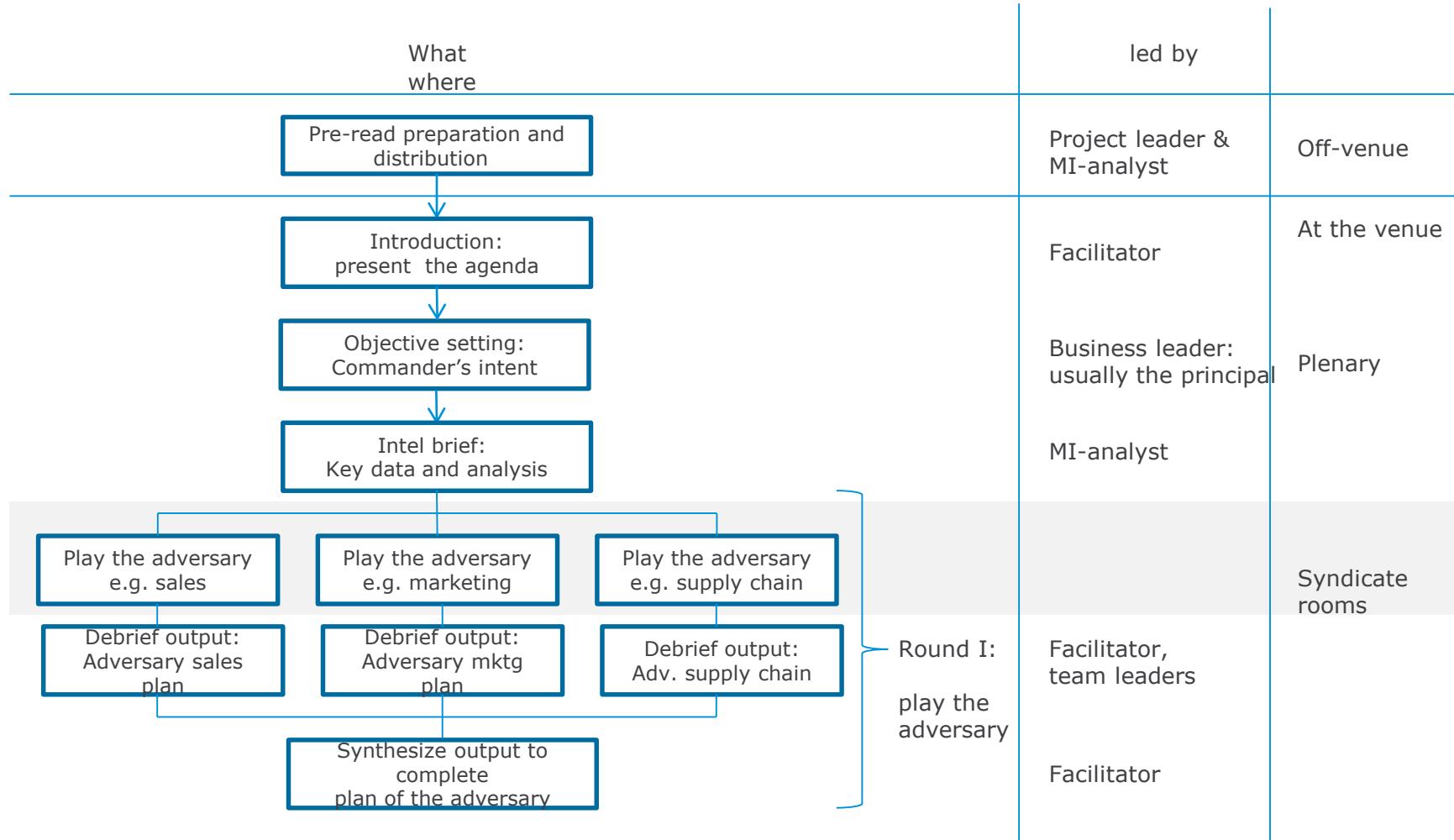
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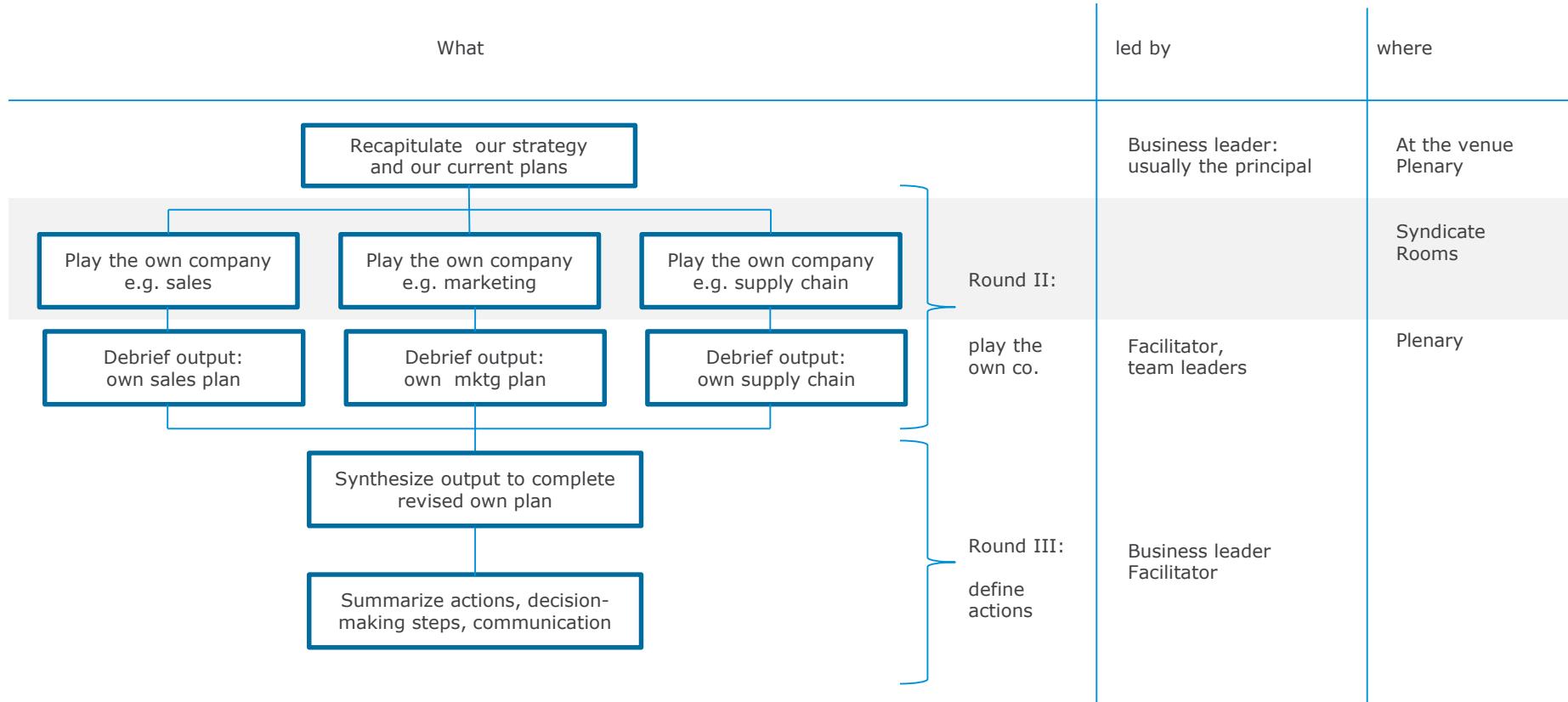
We use a standard two-round format – *always* playing the adversary in the first round

Flow of the preparations and the first round of the game



The second round we use to stress-test our attack or strengthen our defense plan

The second round of the game and the post-game decision-making



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Antecedent success factors are many: leadership and commitment stand out



Recruit a strong, capable project leader



Select a suitable topic:

- close to reality
- moderate level of uncertainty
- meaningful competitive dynamics



Ensure strong commitment by the principal



Ensure the wargame is focused with a clear scope

Antecedent success factors are many: timing is everything (as usual)



Good timing



Good team of participants



Good organizational culture

- No enemies in the room
- Everybody's opinion counts
- Anti-trust compliance

- limited ethnocentric bias
- confidentiality of the work



Good preparation

- Send out warning-order
- Send out pre-read
- Order physical stimuli

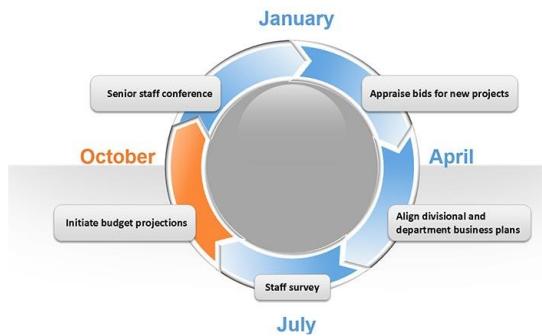
- manage stakeholders & expectations
- book a suitable venue
- define good templates

Ex-post success factors relate to integration of project initiative's output in regular business planning cycle



No ambiguity in reporting

Strategic Planning Cycle



Integration in business strategy and planning



Communication, communication, communication

- Participants
- Stakeholders



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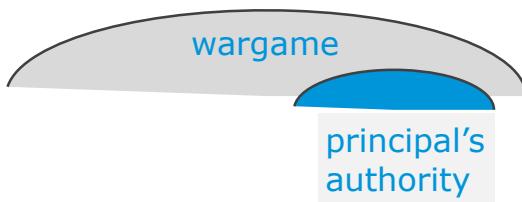
A disappointing impact of a wargame usually has one of three root causes



Poor representation
of reality
(due to lack
of imagination)



Hidden political agendas / objectives



Mismatch between authority of principal
and wargame scope



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THANK YOU