



**FrieslandCampina** 

*nourishing by nature*



## 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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# For wargames we set soft and hard targets



**Team**



**Capabilities**



**Business**

Shared confidence  
Common language  
Common insights, no myths  
Common enemy  
Stronger intra-company connections

Understand & challenge adversary  
Anticipate adversary  
Understand sensitivities  
Define script & flexibly apply it

- SMART**
- Specific
  - Measurable
  - Actionable
  - Realistic
  - Time-linked
- ... Market share  
... Net sales  
... Gross profit  
... Customer  
... Product

**Soft**

**Hard**

When do we play wargames at FrieslandCampina?

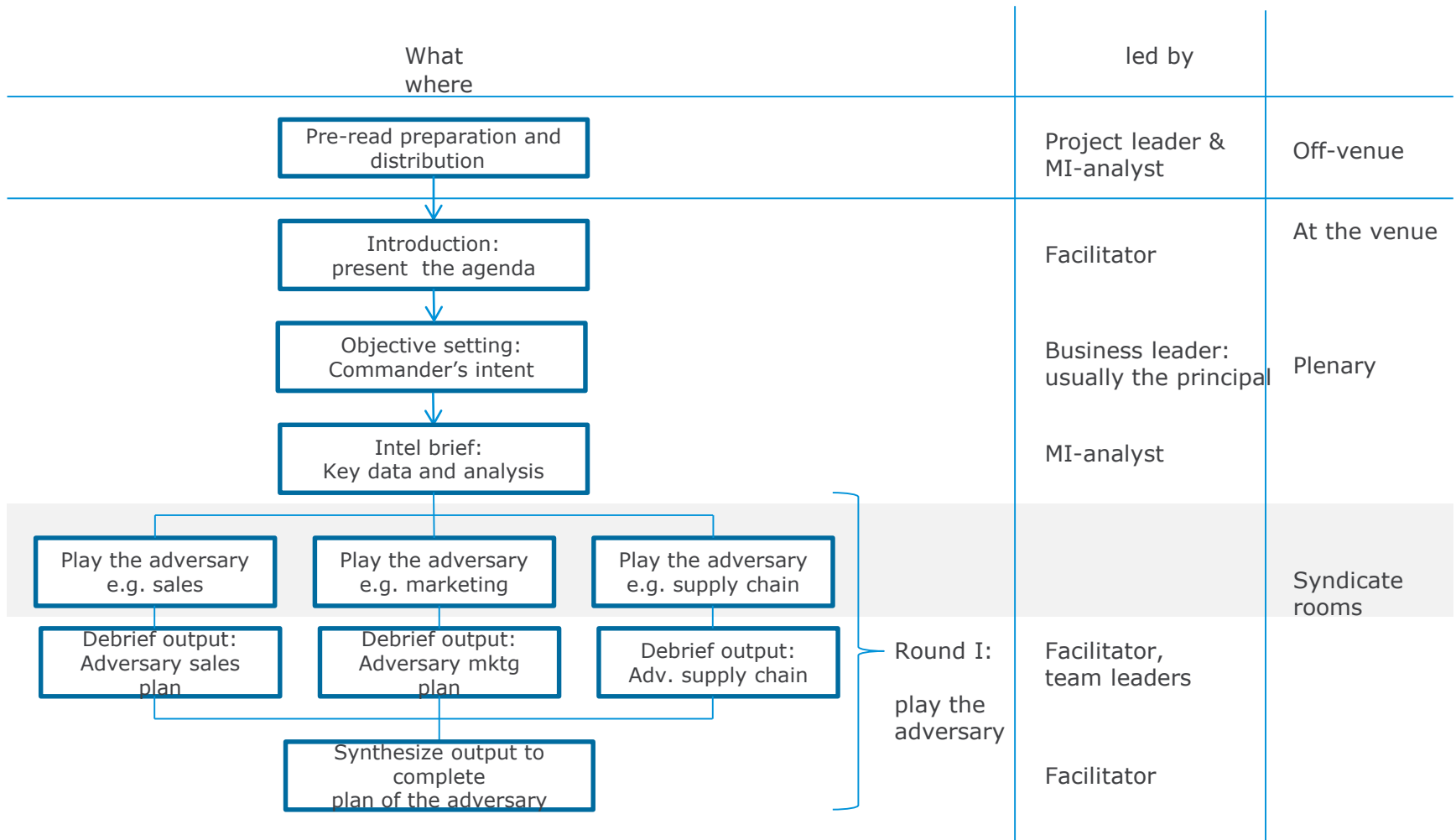
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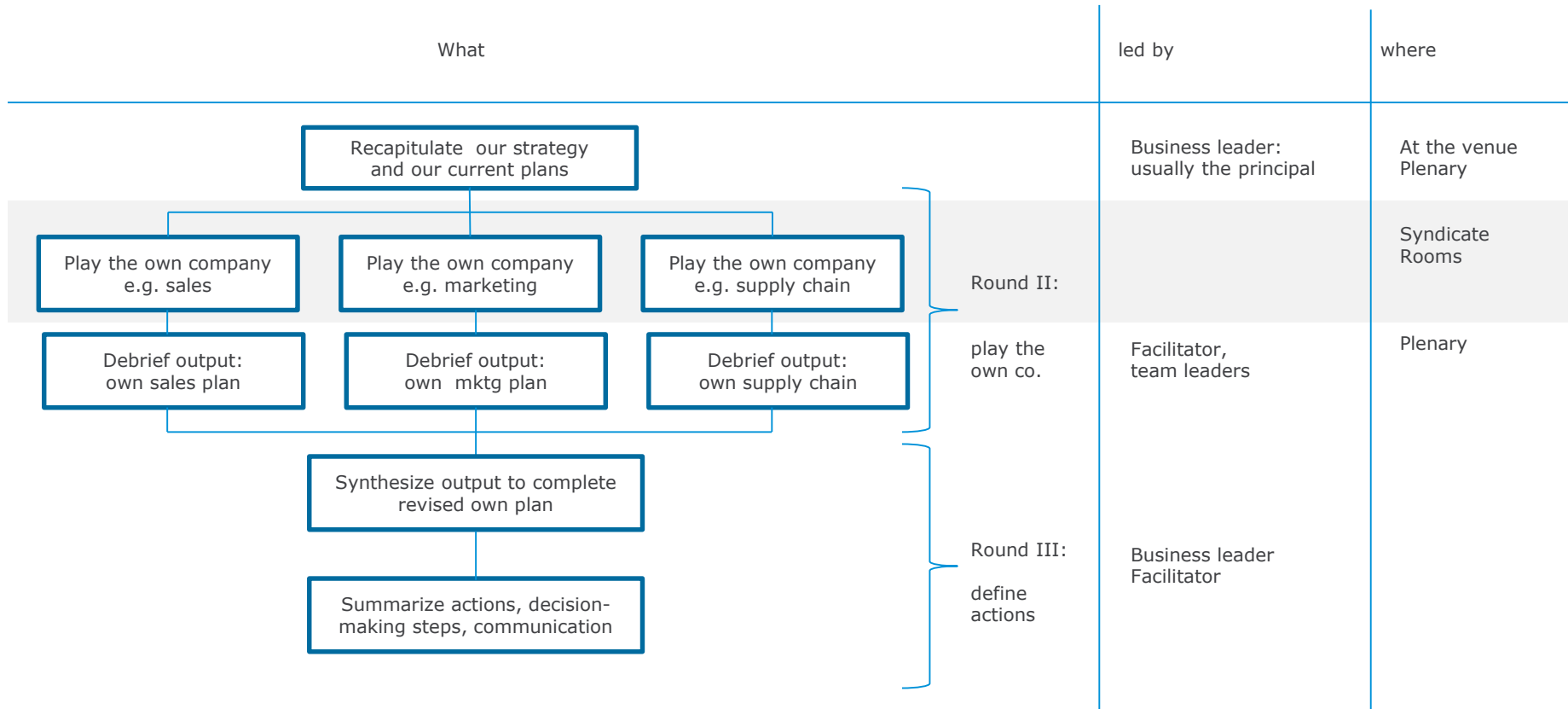
We use a standard two-round format – *always* playing the adversary in the first round

## 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

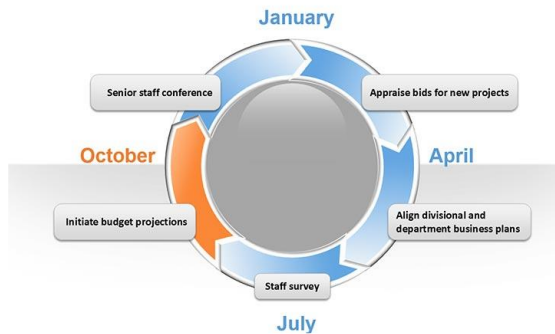
- Send out warning-order
- manage stakeholders & expectations
- Send out pre-read
- book a suitable venue
- Order physical stimuli
- define good templates

## 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

# 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