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