

A Study on the Role of Business Wargaming to Formulate a GTM Strategy

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Introduction

About the Organization:

Ethnographic Research Group Pvt. Ltd. (EMeRG)

It's a Medical Technology advisory firm, which provides its clients with competitive intelligence through secondary desk as well primary research.

This study is based on a similar project taken up for a client before the launch of their new product.

Research was conducted on various parameters such as,

- Technology innovations
- Installed base
- Digital solutions
- Software upgrades, etc.

The data was gathered for three significant competitors with similar product offerings and category-Gamebook/Data packs

The gamebook was used in a stimulatory exercise called **Wargaming**.

The industry mentors under whom the project was conducted are,

- Mr. Krishanu Bhattacharjee, Founder and CEO, EMeRG
- Ms. Tanuja Khanolkar, Head of Outcomes Research, EMeRG



Introduction

"If you know the enemy and know yourself, you need not fear the result of a hundred battles" (cf. Sun Tsu, 1989)

Wargaming was developed out of military necessities and developed historically to prepare military leaders and their officers for unforeseen situations or development on the battlefield. The planned estimation of the enemies' possible course of action by commanders helped,

- Avoid fatal decisions which would otherwise result in the unnecessary loss of soldiers, equipment, and territory.
- The foresightedness imparted from such exercise resulted in maximum economic benefits and substantially raised the sustainability of the military campaign.
- The exercise insured long term benefits by not only winning the battle but also the war.



Introduction



Business Wargaming?

Many elements in military wargaming can be transferred into the business war game such as the,



Enemies are the competitors



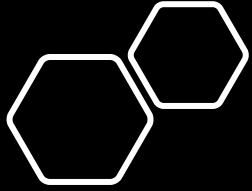
Weapons and artilleries can be the assets such as people, financials, production process, innovations, raw materials, etc.



Location of the war can be the market size and the marketplace



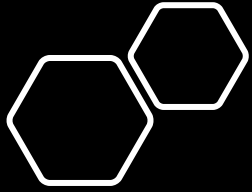
To understand the competitor scenario for the launch of a new product in the market with the help of business wargaming



Literatures Reviewed

- The following literature was gathered through secondary desk research on platforms such as,
- PubMed
- Scholarly
- Journal of Business

Author	Year	Aim	Key Findings
Jan Oliver Schwarz (4)	2020	The aim of the study is to, -discuss the strategy development process with or outside the organization to a large group -the extend of impact wargaming can have in open strategy planning	-Offline wargaming had a greater impact on the overall performance of the participants -Top management, different hierarchical level involvement necessary -Diverse profile needed to understand strategies in different departments -Wargaming and scenario planning a part of the open strategy process, but cannot be used as the only tool
Jason West Maik Chu Lincoln Crooks Matthew Bradley-Ho (6)	2018	The aim of this paper was to find substitute viewpoint in an organization to discover internal capabilities through competitive actions designed as a contingency plan to avert threats from external environment and address strategic malalignment	-Wargaming helped in understanding and visualizing internal strengths and weaknesses, which were not apparent otherwise. -Wargaming helps understand human behavior which could be difficult to duplicate in a more professional business setting
Jan Oliver Schwarz Rene Rohrbeck (5)	2013	The aim of the paper was to discuss the relevance of wargaming for corporate foresightedness	-War gaming and scenario planning a crucial step in learning out the strengths and weakness of the competitors(new/old) -Estimating their strategic moves through trend and scenario analysis such as, possible development pathways, change drivers, etc.,



Literatures Reviewed

Author	Year	Aim	Key Findings
Oliver Schwarz (2)	2011	The purpose of this study was to introduce commercial wargaming as a technique for evaluating ex ante strategy. This article examines the relevance of commercial wargaming in finding answers to criticism of existing methodologies such as scenarios and computer-based simulations.	-Capability of business wargaming in criticizing computer based or situation-based stimulations -Ability of managers to make business strategy discissions base on the environment
Johnson DD, McDermott R, Barrett ES, Cowden J, Wrangham R, McIntyre MH, Peter Rosen S. (8)	2006	-The aim of this study was the investigate the role of aggression, gender, etc., leading to overconfidence in wargames	-Testosterone was said to act as a mediator in creating a false sense of positive deception -Men showed over-confidence when compared to women
Jay Kurtz (7)	2003	The aim of the paper is to discuss the importance of wargaming in vigorous business circumstances	-Insights can be drawn in the initial stages from the data gathered -wargaming leads to actionable results -Realistic approach necessary -Qualitative and Quantitative data used to make arguments
Kurtz J. (3)	2000	The aim of this whitepaper was to discuss the complexity of wargaming exercises and the effect on its participants	-Experience in wargaming will lead to better results -Participant engagement necessary -Data generated after an exercise can be overwhelming



Methodology

Research Objective

BROAD

To understand the competitor scenario for the launch of a new product in the market with the help of business wargaming

SPECIFIC

- To understand the external market environment by analyzing the current offerings of the competitors through data pack creation
- To study the use of business wargaming in formulating a go-to-market strategy

Three data packs of the competitor's product prepared, one of which was Canon's Aquilion Prime SP

Sources

- Company website
- Product Boucher
- Whitepapers
- Published case studies and clinical evidence
- FDA 510k database
- Third-party distributor websites, sales brochures

- Company social media handles such as LinkedIn, Twitter, YouTube, etc.,
- General press, news, and magazine releases
- Tradeshow and conference analysis
- Quotations and proposals sent by Canon to hospitals
- Research articles

Parameters

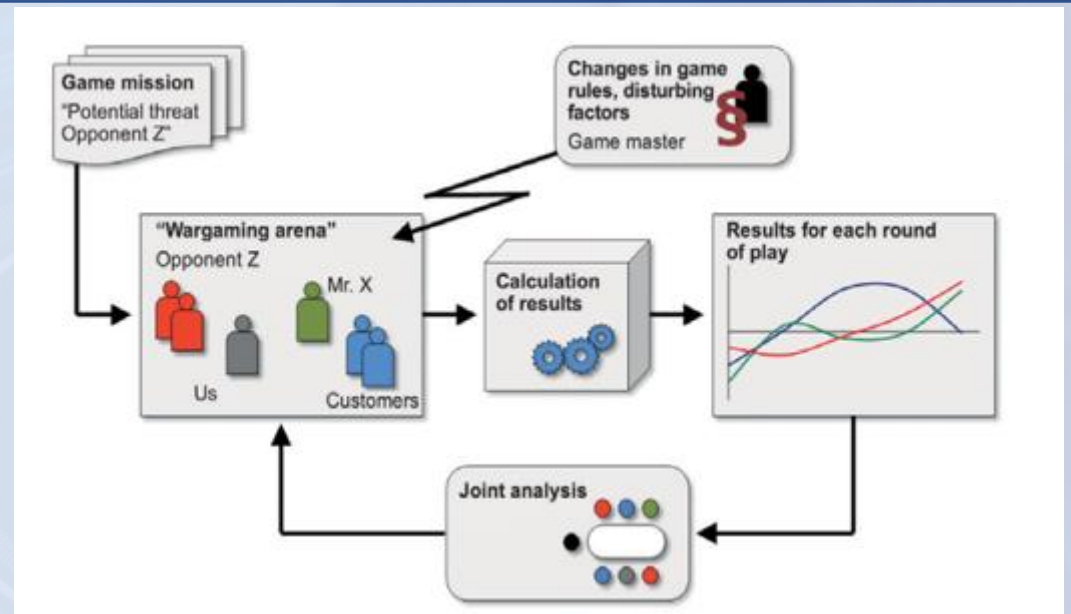
- Technology Overview
- Technical Specifications
- Digital Solutions
- Value Propositions
- Customer Testimonials
- Key Installations
- Service and Training



Methodology

The steps followed for the organization for the wargaming session is as follows,

- Identify products of the competitors in the market with similar offerings and pricing
- Competitive data packs or gamebooks made, which is used as a tool for the wargaming sessions
- The company identifies participants for this activity who have the expertise and insights of not only their products but also the competitors. They are from varied backgrounds such as the sales department, marketing department, etc.
- The wargaming session was conducted with each team wearing the persona of their competitors



The company team

The competitor's team

The market team

The control team

Competitor-1
**Canon's
Aquilion Prime
SP**
Competitor-3

EMeRG

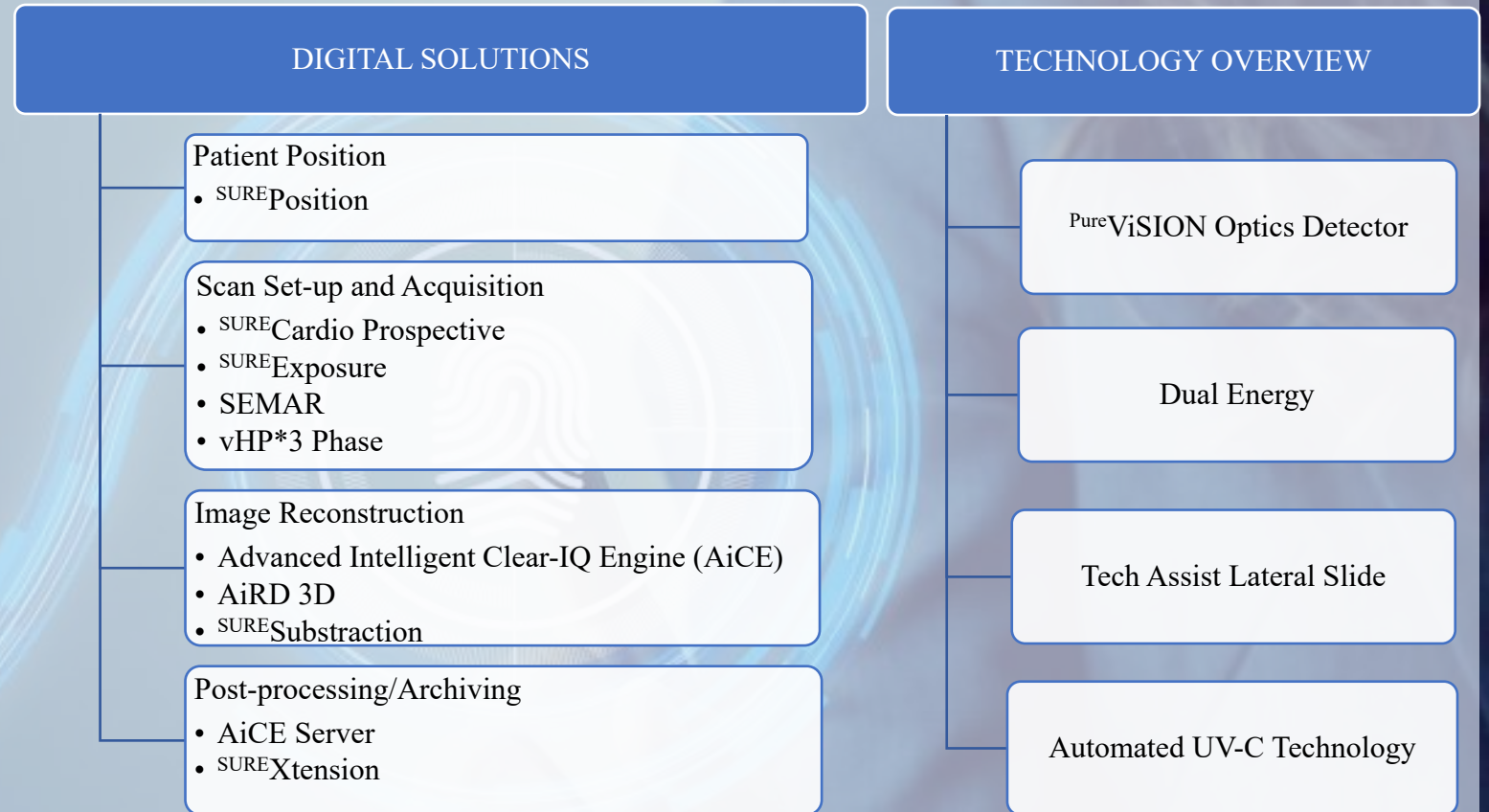


Methodology

The digital and technology overview covered the key offering by the competitor.

Canon relaunched its Aquilion Prime SP in 2020 with a software upgrade at the Radiological Society of North America (RSNA)

This involved incorporation of Deep Learning into its image reconstruction technology





Methodology

Installed Base

- A gradual increase in the installations of the Canon's Aquilion Prime SP was seen due 2018 and 2021
- 15 of the relocatable Aquilion Prime SP CT units were specially commissioned as part of the COVID-19 recovery plan to NHS Foundation Trust Hospital

The features most asked by the customer as gathered by the testimonials are,

- Wide bore
- Good image quality
- Dose reduction
- Metal detection

“The AiCE software is incredible and likely to be a gamechanger in the CT world. Its ability to pull to pull the noise out of the image provides us with incredible imaging with low dose.”

“Without the SEMAR CT technology the metal would cause distortion on the resulting images and could obscure tissue or bone imagery

“I have never seen such a low dose with great image quality in the pediatric cases, I'm so excited to know more about our Aquilion Prime SP”

“the larger bore and lateral couch movement contribute to a less stressful and physically demanding

“The scanner has performed excellently, both in terms of image quality and dose optimisation

“The design of the Aquilion Prime SP allows us to successfully image a range of patients, from paediatric to bariatric, to further improve patient safety and comfort in our community.





Methodology

The value propositions communicated by a company majorly impacts the perception of the end users.

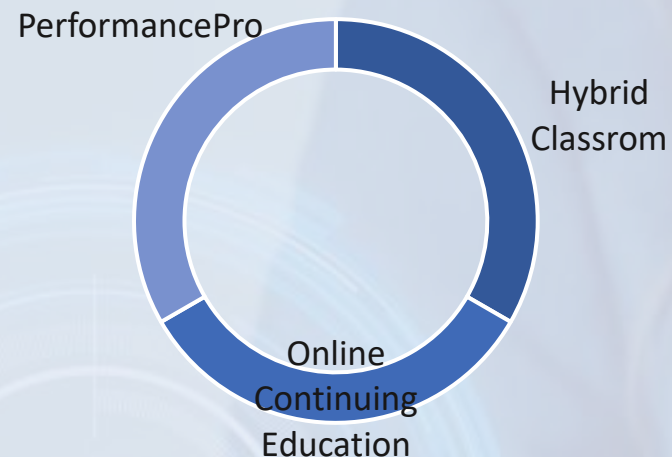
Even if the technical specifications are not the best in the market, the value propositions can majorly impact the overall sales and customer perception.

Radiology Technologist	• Tech assist lateral slide made CT imaging flexible • Simple and standardized protocol • Automated preparation of scan reducing scan time • Reduced staff exposure to dose calibration • Calm workplace due to automated workflow • Comfortable and easy patient positioning
Specialist or Radiologist	• Single source dual energy resulted in optimized dose • Super-high-resolution CT imaging even at standard dosage • Reduced metal artifacts without compromising image quality • Oncology imaging enabled through with detection and tracking of the tumor with ^{SURE}Subtraction
Administrator/Managing Director	• Compact design eliminated the need for expensive renovation and space • Lowers cost associated with imprecise treatment • Scalable technology with in-field upgradeable from 80 slices to 160 • Increased throughput through fast scanning • Relocatable and mobile design
Patient	• Wide gantry of 78 cm allowed imaging of larger and obese patients • Fast acquisition reduced the need for repeat scans • Less time spent in the scanner due to fast scanning • Patient not subjected to adverse effects of contrast medium especially one's requiring regular scans for treatment tracking



Methodology

- Canon Medical Solutions, USA has been promoting the IMV awards received by the Aquilion product line for "Best System Performance" and "Best Service" in both, 2018 and 2019
- Claims to have 40 regional parts depots in the USA, with US based parts available 24/7, same day delivery at no additional cost for full-service customers
- Offers remote maintenance and troubleshooting services to reduce unplanned uptime
- Offers personalised service agreements



Classroom Training (At Institute of Advanced Imaging, Irvine, California)	Phase I	One week of comprehensive classroom training on a variety of CT theory and practical scanning using the Canon's Aquilion Prime SP such as, • Basic to advanced CT training • Dose reduction technologies and use of reconstruction parameters • Use of post-processing digital solutions
	Phase II	• On the site training stretch across 32 to 64 hours conducted by application specialists • Only the technologists that attended the classroom training at the Advanced Imaging center will be allowed to be a part in this phase • Training given to up to 4 technologists
	Phase III	• Takes place approximately six to eight weeks after phase II • 32 hours of training is provided again by an application specialist



Result



STRENGTHS

- On-the paper technical specifications are strong
- Wide bore of the CT scanner
- Software upgradation
- AI based technology

WEAKNESSES

- Poor penetration in APAC region
- On-site training affected by COVID-19
- Value propositions

OPPORTUNITIES

- Digital solutions
- Deep learning and AI based innovations

THREATS

- New technology and equipment in the market which will potentially threaten its position
- Recalls of the device due to software failure



Result

Go-to-market strategy

Data driven insights were generated from the wargaming session as well as the expertise of the participants who have been in the industry help in formulating the go to market strategy for the new product launch

Communication strategy

Communication strategy for the client was further fine-tuned. This included:

- Refinement of value proposition statement
- Roadmap for clinical and operational evidence to be generated across pilot customer sites
- Planning for product collaterals including brochures, tech specs, customer testimonial videos and press releases

Growth strategy

By virtue of the wargaming exercise, the MedTechFirm was able to refine its GTM strategies while taking into consideration the global and regional strengths of its key competitors. This specifically included:

- Organic sales strategies using internal salesforce as well as regional channel partners
- Inorganic growth strategies including partnerships with regional market participants as well as innovative start-ups in AI



Conclusion

Simulation exercises such as wargaming plays a very substantial role in reading the market and its competitors, especially before a new product launch. However, some factors the affect its reliability are,

- Data adequacy of the gameplay. It should be intense and engaging but not overwhelming at the sometime is crucial for the exercise. The level and depth of the gameplay would be determined by the data gathered during secondary desk research
- While it provides an estimation of the counter arguments by the competitor, the overall success of the exercise is dependent on spontaneity by the participants
- Virtual wargaming may not give the results anticipated
- Level of participation
- Diversity of the team members



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Thank you!

