

Identifying Business war-gaming applications and utility in product launch strategy



DISSERTATION PRESENTATION

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With a field presence in over 48 emerging nations, EMeRG addresses the conundrum of "innovation in isolation" within the medical technology business.

EMeRG, an international medical technology research and consultancy organisation, uses ethnographic observations to deliver customer insights to its clients. Through a customer-centric approach, voice of customer reports, and white papers encompassing 15 major categories of medical devices, the organisation has supplied business solutions to its clients.

The organisation aided medical technology enterprises in overcoming difficult business challenges through NPI research, value proposition evaluation, outcomes research, pricing research, GTM strategy, competitive intelligence, conference research, ethnographic research, and market entrance assessment.

INTRODUCTION



1

To better understand the study's purpose/aim, the author has attempted to provide it in the form of a case study:

2

Our client: A global medical technologies firm with specialization in medical imaging devices.

3

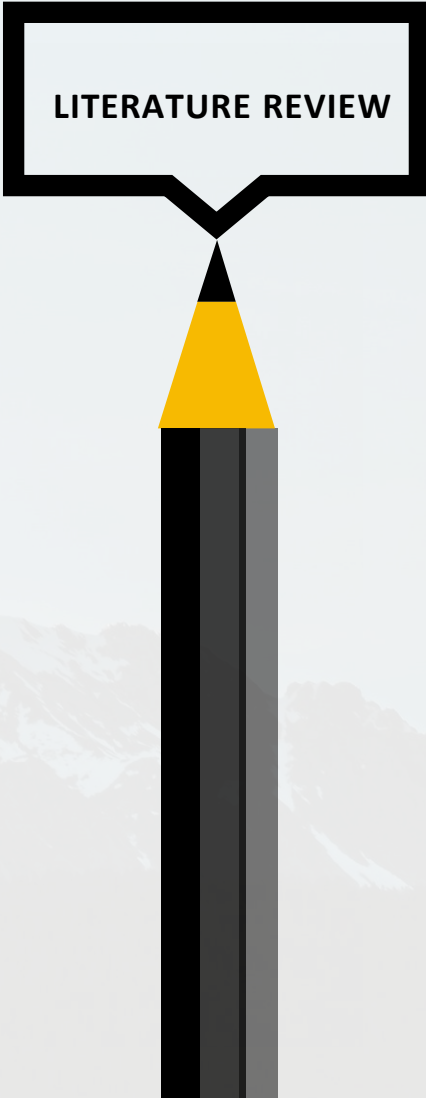
Challenge statement: Our client was looking to introduce their new performance PET/CT scanner. The client wanted to have business war-gaming as simulation exercise to understand the competitor scenario/reaction on their new product launch.

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Approach: EMeRG conducted business wargaming sessions using their proprietary framework to develop a GTM strategy

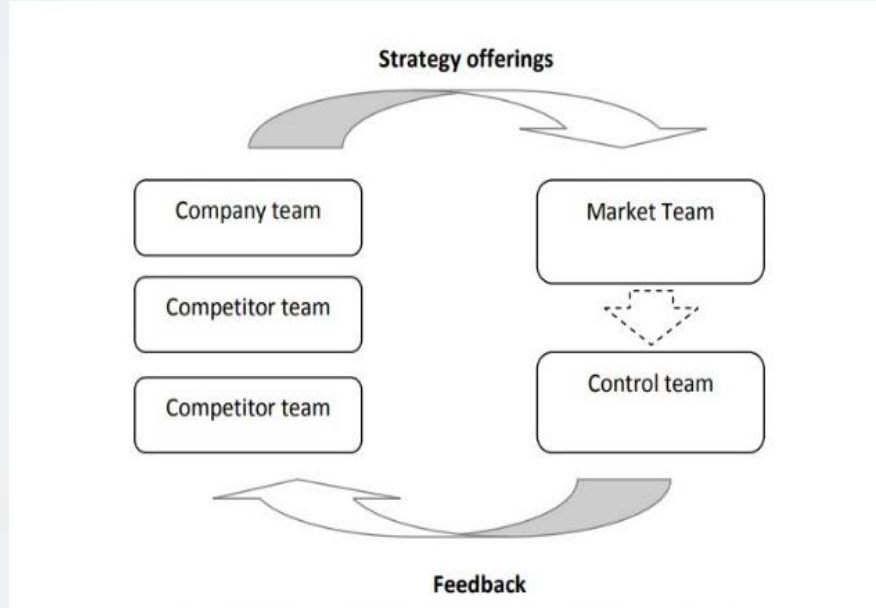
BUSINESS WAR-GAMING

- Definition: The definition of business war-gaming says that it is: “a role-playing simulation of dynamic business situation. It involves a series of teams, each assigned to assume the identity of and entity with a stake in the situation.
- Types: The three main kinds are computer-based war games, game-theory-based war games, and competitive-intelligence role-playing-type war games.
- Applications: Business wargaming can be used for strategy testing, crisis response planning, establishing foresights, change management, training, and recruiting.
- Advantage: One of the most compelling benefits of business war-gaming is the opportunity to test strategic plans in a dynamic, close-to-real-life setting and find intelligence gaps, blind-spots, weaknesses, strengths, and other concerns.
- Disadvantage: One of the major drawbacks of wargames is that they allow users to concentrate solely on one person or industry at a time. Another flaw in business wargaming is that it identifies various critique areas, including cultural misalignment, management challenges, follow-up commitment, and the reality that not all leaders are willing to test their established strategies.

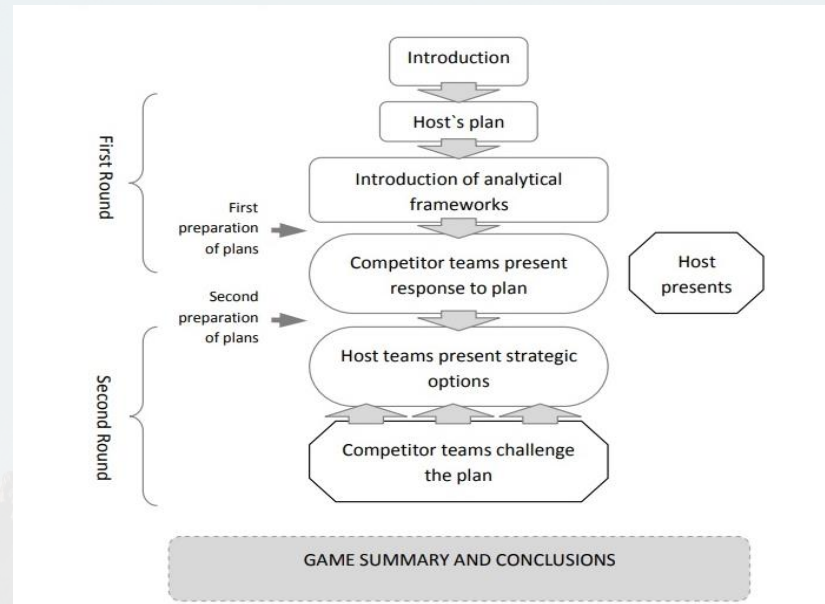


LITERATURE REVIEW

BUSINESS WAR-GAMING



Framework 1



Framework 2

FRAMEWORK

First framework for business wargaming focuses on creating a new plan, whereas the second framework focuses on testing an existing strategy. This is referred to as landscape games and test games, and once a circumstance has been determined, selecting the sort of game is essentially done.



METHODOLOGY

This section detail the study's concept and methodology, as well as an organized roadmap to address the specified research questions and achieve the study's goal.

RESULT (1/2)

Key Highlights :

- After creating the Competitive Intelligence data packs for the client's competitors, the data packs in advance were shared with the client in order to give insights about their competitor's existing product/strategy.
- A business war-gaming framework was customized (by EMeRG) according to the clients need as well as the on various selected parameter which were considered while preparing the data packs.
- Three teams were formed including 10 members each from the client's organisation (own employees) and they were asked to wear the hat of competitor to be a part of the business war-gaming session which ran for two days.
- The EMeRG team worked as controller or referee and done blind spot analysis to find flaws in the planned plan.
- The below points mention the area which allowed client to reassess their planning for go-to-market strategy:
- The data-driven insights gained from the wargaming session, as well as the industry experience of the participants, assist ping in building a go-to-market plan for the new product launch. The wargaming exercise helped with creating a very in-depth product launch strategy, that considered the various need-gaps, strengths, and weaknesses of the competing products. This included insights around:
- **Image quality, NEMA Sensitivity, Use of AI and DL for image reconstruction, Time of Flight considerations, Design ergonomics. Detector material and design, Post-processing applications for Oncology, Cardiology, Neurology applications among others**

RESULT (2/2)

Key Highlights :

- It helped the client to analyse fine tune their pre-launch strategy.
- It helped them to prepare post-launch contingency plans based on likely scenarios.
- The data packets aided in identifying the most common questions clients have when purchasing a product.
- The information on installed base gave the idea of competitor penetration within a geographical area
- By virtue of the wargaming exercise, the med-tech firm was able to refine its GTM strategies while taking into consideration the global and regional strengths of its key competitors.
- 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 dealing with molecular imaging and nuclear medicine.
- In addition, the 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 in congruence with the local nuclear medicine regulations.
 - ✓ Planning for product collaterals including brochures, tech specs, customer testimonial videos and press releases.

LIMITATIONS OF THE STUDY:



- Selection of the participants
- Some participants did not participate enthusiastically hence it became barrier to generate quality data
- Less participation of participants from different departments of client's organization
- Whole exercise was planned virtually hence it did not perform much in comparison to the physical one
- Due to limited information availability on the secondary platform, it challenged the EMERG team to prepare more comprehensive data packs
- Majority of the participants from technical side hence it challenged to look for the point related to product strategy
- Limited availability of business war-gaming literature in the medical field



CONCLUSION OF THE STUDY:



The purpose of this chapter is to present the master thesis's primary conclusion. The findings in this section will be based on the overall master thesis goal and research question

Business war-gaming helped professionals fine-tune their pre-launch strategy, build post-launch contingency plans based on possible situations, and increase their capacity to react, communicate, and execute at all levels of the organisation, according to the report. Because practitioners from all industries can connect to these situations, the author was able to infer that business war-gaming may be utilized as a tool to assist professionals in solving management difficulties.

Many theories and reviews of literature, as well as real business war-gaming sessions, revealed that most practical sessions were conducted in small groups, with practitioners assessing only one competitor profile per team at a time. Furthermore, more product launch tools, and dedicated frameworks were used to facilitate the sessions. The business war-gaming conducted for the client in real-time also showed that it helped them to identify their blind spots in the already planned go to market strategy.

The thesis author claims that experts in a wide range of industries, including aerospace, food and beverage, pharmaceuticals, software, energy and others, employs business war-gaming regardless of their size.

Secondly, the activities are analogous to the actual theory of business war-gaming in several ways.

LET'S GET IN TOUCH
FOR QUESTIONS!

Thank You



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