

## A profound understanding of the company strategy

For the R&D managers' strategy day, Axis recognized a need for deeper strategy understanding. Celemi Enterprise™ surpassed their expectations in a single day.

"2 times a year we have a one-day activity for the R&D management. The idea is basically getting people together to exchange information and network within the company", says Anette Löfvendahl, HR Business Partner R&D at Axis Communications. "This time, however, we felt the need to create a better understanding for the Axis Strategy. We want everybody to be able to answer questions like 'Why does our strategy look like this?' and 'What does it mean in practice?'"

"I had heard good things about Celemi from colleagues in the HR business. I was told the Celemi business simulations allow people to work hands-on with abstract matters. This of course was a perfect fit for us, so we decided to try Celemi Enterprise™ for our R&D managers.

### About the simulation

In the Celemi Enterprise Seminar, teams of 3-4 participants manage simulated companies on a dynamic market over several simulated years. Each company is represented by a board, around which the team members sit. In order to win customers and beat the other teams in the room, participants need to make strategic decisions and allocate their resources accordingly: Which market segment should we target? How can we develop the product portfolio? How big is our marketing budget?

# Turning abstract strategy into hands-on work



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— Anette Löfvendahl, HR Business Partner R&D, Axis

"I didn't know until I arrived that we would be playing a 'game', says Lars Branzén, Manager Chip Platforms at Axis. As an engineer, I feared the simulation would be riddled with simplifications and 'bugs', or that I would be able to figure out the mechanics. However, I was relieved to find out that the simulation was both very thought-through and complex!"

"Corporate strategy can be very abstract and hard to describe, and even harder to simulate, but this actually surpassed our expectations," Ms. Löfvendahl continues. "Our market is rapidly changing and we need to find ways to increase our income."

"After the session we had our monthly meeting on how are competitors are acting on the market", she adds. "And participants remarked that running Celemi Enterprise had provided them with a much better understanding of these meetings. I was truly impressed by how an off-the-shelf solution could make such clear connections to our reality!"

### A day well spent

“I feel that in Celemi Enterprise, I learned the actual meaning of the terminology I already was vaguely familiar with”, Mr. Branzén continues. For example, it was intriguing how the ROI from marketing efforts was made clear in the simulation. It’s usually hard to grasp such intangible matters, but the simulation presented it in a very neat way!”

Despite her initial worries that the game would be too complicated or hard to understand, Ms. Löfvendahl was positively surprised: “The atmosphere was great. You could really see the fighting spirit light up in people’s eyes and when they realized that they were allowed to move around in the room to spy on the other teams’ actions. It created a nice mix of discussions and physical movement. Of course, even though the rules were easy to understand, that didn’t stop my team from making some strategy mistakes...

“Some other teams got into some pitfalls and fell behind early in the game”, Mr. Branzén admits... “but then some of them managed to successfully change strategies and finish among the top teams!

“The feeling of cooperation and unity really made my day. It was so nice to see how the simulation made people who don’t normally work together connect”, Ms. Löfvendahl concludes. “Everyone present maintained a high level of presence, engagement and focus. I mean, at the day’s end, people were still prepared to carry on simulating. After 8 hours, they still said things like ‘Come on! Just one more year!’”



### About Axis

With over 1600 employees in 40 countries, Axis is the market leader in network video surveillance. Based in Lund, Sweden, Axis products are installed in public places and areas such as retail chains, airports, and banks around the world.