



As a team we gained an increased understanding of the complexity of running a complete company. The importance of an overall perspective became increasingly clear as we worked as a management team running the case company. We found that understanding the sum of all activities made the total, and that everything can be ruined by mismanagement of one functional area. What we will take with us from the BTS Tournament is an increased understanding of pricing, resource management and the importance of team work."

Håkan Toll,
Controller
Ericsson Sweden



Telefonica

The most important benefit for us was developing analytical skills and teamwork as ways to improve results. We learned about new ways of working under conditions similar to those existing in the real world. Now we are able to perform better in developing strategic plans. We have also improved our financial knowledge and business functionality. Recommended for people in our organization and others, especially for those who want to develop business understanding and teamwork skills at the same time. Good training!

Ernesto Osses,
Commercial Manager
Telefónica CTC



The training was very exciting and motivating from the very beginning. The best part of the exercise was to understand better the different parts of the company and see the interrelation among them. The BTS Tournament gives an excellent cross-functional picture of the company and a good global picture of business.

Miguel Ribagorda,
Product Manager
Philips Ibérica

It was a very educational learning by doing exercise and at the same time interactive, as a group you listen to the others, give your own ideas, analyze results, evaluate and finally make the decisions. Good training. I would warmly recommend this to others!

Carlos Palet,
HR Director
Retevisión Audiovisual



retevisión

The BTS Tournament completely satisfied our expectations. The key for our success was to have a strategy fixed and ready from the very beginning. Our team had been gathered from different business functions, and this contributed to understanding business as a whole. Our managers saw the impact of their decisions both on the short and the long term results. Another key point was teamwork. After the training, the members of the team are more committed, and the whole team is even stronger than before. Competing against other major real-world telecoms in our tournament division was an extra source of motivation for our team. We highly recommend this training for everyone!



We participated in the BTS Tournament training with a multidisciplinary team from our Finance, Processes and Service Development departments. The BTS Tournament helped develop an understanding of the parameters involved in running a global telecom organization. It also simplifies this into the various functions, and highlights the interrelationships of decision making between these areas of business, to which we are not normally exposed. It was most beneficial to see the impact of our decisions on a global level, and make strategic adjustments accordingly. Finally we found it to be a good teamwork platform, and as an added value we improved our English language skills. I recommend this as a worthwhile learning tool

**Alicia Pardillo,
Service Development
Advisor
T-Gestiona**



I recommend the BTS Tournament especially for helping people in the beginning phases of their careers understand the fundamentals of the practice of business. The simulation allows participants to see how their decisions affect the outcome and to experience on a first-hand basis the laws of business. The whole spectrum of business essentials being covered, participants' perspectives are broadened beyond the limits of their own fields of expertise.

**Markku Järvinen,
Vice President
Enterprise Services
TeliaSonera**



The main benefit from the BTS Tournament training is the learning that occurs during the training. It was pedagogically very effective for us to work with a model close to the reality. The exercise enables you to get a good overall view of the company under your command as well as the market. While it counts the most what you do yourself it is important to keep your eye on the competitors as well. The training was also a team building exercise for us.

**Jesús Gutiérrez,
Manager
Soluziona S.A.**

The BTS Tournament is good tool for making improvements in areas such as marketing, sales, strategy and market analysis. A good and worthwhile training program for people who want to develop their business understanding and get the big picture of business!



The BTS Tournament has been a very fruitful experience. We felt ourselves like real Top-Managers a point in time: working as a team, designing a business strategy and taking decisions in a highly competitive international environment.

**Antonio Fernández
Cervantes,
Production Control
Department
Fujitsu Manufacturing
España**

The Tournament is quite well developed and is very close to reality; therefore the experience will be very useful for us in the future. I do recommend this training tool to whichever kind of company, regardless of its sector or size



My personal responsibility inside the company is Material Management, and as a result of the training I have learnt quite a lot about sales/marketing, finance and production functions, which I believe will have definite value and impact on the concept of my future. I took a very active role in the tournament and after 5 rounds of intensive decision approach, I see that I am now able to look at and diagnose a business entity as a whole. Moreover, I am sure, as a role of management, I can propose and contribute ideas and solutions for business planning. If I could have another chance, I believe I could do better. It is very nice to have different ideas from each of the team members, as I think any team is able to achieve better results when all the recourses of that team are mobilized and used to its full extend. Teamwork is very important! I am now able to perform much better in all aspects of business after the training.

**William Wang,
Director
Twensche (Nanjing)
Fibre Optics Ltd
China**



Really good fun! That would be a summary of our experience of participating in the tournament run by BTS Tournaments. We participated as a team from Ericsson Taiwan, and apart from having a good time during this experience we also learnt a lot in regards to business understanding and teamwork. If we would mention three areas were we felt we improved our skills, these would be business strategy, analysis and team work.

**Lancelot Cheng,
Solution Manager
Ericsson Taiwan**

 **Telefonica**

It is an excellent tool for fast learning. There are great benefits in terms of strategical understanding of the management within a telecommunications company. It allowed me to see the big picture of business and understand the key factors in the management of strategy against direct and indirect competitors, also to see the effect of well thought decisions taken under pressure. For me it was a very fruitful experience with high value added, the reason being in simulations you are able to see very interesting conclusions in a short period time, conclusions that in the real world would only be visible to high profile people with many years experience within the organization.

**Javier Berenguela,
Commercial and
planing Supervisor
Telefonica Chile**

 **FUJITSU**

The main benefit for us was getting a broader perspective in the management of a global business and identifying the interrelation between different areas of an organization. The tournament was well structured and gave us the opportunity to share our knowledge with other colleagues in our organization. It was very educational to see the impact of your decisions in such a short period of time, as this in the real business world would have taken years. Team building and healthy competition against other companies from various countries was an extra source of motivation. Good training!

**Maribel Labrado,
Financial Consulting
Department Manager
Financial Institutions,
Fujitsu Services España**

“To have a good benefit from the BTS Tournament training it is necessary to have a basic understanding about some management tools like strategic planning, reading a income statement and so on. BTS Tournament participants should have some training (or understanding) before they start the tournament.



The BTS Tournament itself is a very good possibility to use this management tools very close to real life. You learn a lot about a complex system there the influences are not always clear and not linear. You have also to accept that you can not control all things .One of the most important things was to learn a lot about team work. This is on a standard training (with teacher) always on a very theoretical level. Here you have to act in a team. You have to learn how the team is making the decisions. You see the way from everybody’s opinion to the team opinion. You learn how to influence the team and see how other team members influence the team. You learn a lot how management teams work in real life. The BTS Tournament is an efficient way to train special the last point.”

Werner Stampach
Manager Engineering
Service
Elcoteq Elektronik
GmbH



Participating in the BTS Tournament gave us an opportunity to see how well we worked as a team, taking advantage of the different contributions and perspectives provided by each individual. There were two primary areas where we felt we improved during the tournament: we became better at teamwork and improved our understanding of the big picture. It was also interesting to be able to analyze the market dynamics. A flexible and good learning experience.

David Spong,
Director Finance and
Administration
Ericsson Saudi Arabia



To participate in the BTS Tournament has been a great experience from a professional point of view as well as personal. The training gives you an excellent approach to a real company, learning how important it is to make decisions in the different parts of the company and how these decision influence the whole market. You have to make a strategy, take decisions and analyze results related not only to financials, but also in marketing and sales, production, human resources, getting a good perspective of the whole organization. The Tournament was also a team building exercise for us, as we were people from four different businesses resulting in increased the contact with each other. It is the third year that our company has participated in this training and we recommend it to anyone.

Marco Gracia
Product Manager
Philips



Five persons from our Finance Department went through the business simulation training and the most important thing that they learned was how different parts of the organisation interact - the holistic perspective. In a large organization such as Hewlett-Packard it is essential that people get a sense of the importance of each division, and get the overall picture.

Mr Peter Brink
Director of
Administration
HP Sweden



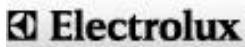
We have had a team developing business skills in the traditional Tietoenator training event year after year. Our key people have felt the training has been beneficial, and that is the reason for our frequent participation. Analytical skills and team-related issues have been among the areas where we have benefited the most. BTS Tournament is a good, enjoyable and effective way to improve one's business understanding.

Pekka Hirvonen
Vice President
processing and network
Tieto Enator



"We experienced the BTS Tournament training program as both exiting and rewarding. It was exciting to learn about the business relations between functions and analyze markets and competitors in a simulated business competition. The concept was well structured and as such motivated the members of the team to grow their own competencies. However, the most rewarding was team building. Members from different parts of the organization got to work together, develop trust in each other's opinions, and learnt to listen and communicate effectively."

Ilkka Katko
CFO
IBM Finland



Electrolux Belgium participated in the global BTS Tournament that BTS runs each year. It was an interesting and rewarding experience. For example, the importance of creating a strategy and sticking to it was vividly illustrated. In forming a strategy, we needed to understand how different parts of the company interact, and on the other hand, we needed to be able to see the company from a holistic perspective.

Jan-Francois Koeune
Marketing Director
Electrolux Belgium

Another interesting area was risk management: how to evaluate your risks, and how much risk you can and should tolerate, if the goal is to get as good results as possible. We became very result-oriented. As our team included people from different areas and departments of Electrolux Belgium, the teamwork aspect was also important. All in all, it was a rewarding experience.



We participated with a team of 5 people in the IT-Telecom division. The team was gathered from different business units and departments. The experience was very positive in terms of group dynamics and gave us the opportunity of getting to know other people in the company. We had lots of fun!

Juan Jesús Leon
E-solutions Director
Grupo GMV

The BTS Tournament is a good training tool to get the big picture of business, especially for people who are not familiarized with top level management decisions. As well it can be a tool to identify high potentials. Some areas where you can improve your understanding/skills are finance, production, marketing, human resources, etc. Good training and teamwork tool!



We participated in the BTS Tournament training program with a team from Avanzit Tecnología. Our team consisted of people from different functions of the organization, which contributed to a larger amount of knowledge transfer and an overall positive learning experience among the members. The main benefit for our team was getting a more concrete take on the big picture of business. Meaning, it was extremely valuable for us to see how our decisions in different areas, affected the company as a whole, and to see the impact of our employed strategy in both the short and long term. In addition, we found the element of competing against other companies from different countries to be very exiting and realistic in this global BTS Tournament training program. The program was fun, educational and to the point. Good training!

Luis García,
Managing Director,
Avanzit Tecnología

"The BTS Tournament in Business Management is the best business simulation competition I or my team members have ever been part of. We learned about each other as a management team, such as about the strengths some of us have in various areas of business that are not part of our everyday work experience.

We enjoyed competing - and beating - teams from our company, as well as competitors in the telecom market. I can only say that BTS Tournaments did a great and professional job of organizing and taking care of our every need throughout the competition. We all looked forward to our results against the other teams!

I would strongly recommend BTS Tournaments to anyone seeing the need to get team members to learn about each other, the need to learn about practicing the business of business, or the need to learn to make decisions quickly in a teamwork context, all in an environment that lets you see the results almost immediately."

Mitch A. Lewis
Head of Marketing
Ericsson Multi-Service
Networks



- I really enjoyed it, a powerful learning experience!*
- A brilliant tool to see all the aspects of business at the same time, and handle the complexity of all parts This has really improved our team work. As we co-operated over national borders (5 people from 5 different countries) and were only using the phone as a tool - this was a tremendous proof that teaming without face-to-face meetings can be successful*
- A holistic approach is developed and complex budget/forecast decisions are being made*
- I recommend this training especially for business leadership programs*
- We developed our understanding of how different areas in a company affect other areas, especially within capital structure*
- We increased our knowledge about EVA, cost of capital and retained earnings and capacity*

Mr Preben Herholdt-
Rasmussen
IBM
IBM.com Sales Centers,
Nordics