

Invitation: Form a team; develop a strategy; compete

Obtain 'virtual' experience as a member of an executive team running an international airline; awards for winners and article in BRW Magazine



Invitation: The Strategic Management Institute (SMI) and BTS are delighted to invite you to form a team to compete in a 'virtual' competitive business; an airline experiencing difficulties as a long term participant running an outdated business model. As a member of the newly appointed executive team your task will be to conduct a strategic review of the airline industry and your business (VisionAir; explained in a case study); develop a strategy for your company and articulate that in the context of long term imperatives and short term objectives. You will then be charged with the responsibility of implementing your decisions as you commit to decisions in areas such as pricing, investments, training and advertising.

There are two aspects to the tournament. You may elect to participate in one or both segments when you register:

- 1. Best strategy;** awards for best strategic management practices throughout the eight weeks of the tournament. You will be required to submit a business strategy upon commencement followed by updated strategic plans.
- 2. Best business performance:** awards for the company that is most impressive (and responsible) in turning the business around while also positioning it for optimal performance in the future.

Who should participate? Energetic managers and emerging General Managers who have or will have responsibility for the 'doing' of strategy and running of a business in General Management positions in the not too distant future.

How will I benefit? The case study and guidelines addressing good management and strategy will be made available prior to the commencement of the tournament. Provision exists for further/ongoing development of your strategic management skills as part of the SMI's Certified Strategy Practitioner (CSP) strategy accreditation program in the future.

Details of the case: *VisionAir has been in business for just over 50 years. It was initially established as a Government owned entity but is now a privately listed company operating in a highly deregulated industry. Many new entrants have set up business in VisionAir's market, a situation where there is now considerably more competition and inevitably, continual pressure to reduce price. Profitability in the company has fallen significantly in the recent past and the need to improve this, along with an uplift in cash flow is now an imperative. A number of measures have been taken to reverse the negative trend in profitability, but these have in turn produced many unwanted consequences for both employees and customers in the form of sharp cutbacks and a reduction in quality of service.*

You and your colleagues are now the new management team. You have been given the task of taking the company into the future; with the aim of turning the business around in the short term, while positioning it for long term growth and value creation in the long term. It is important that all newly appointed executives acquire a good understanding of VisionAir's business by looking at how the different parts of the company interact in order to deliver the services that the customers demand. One prerequisite for creating long-term and stable profitability is that the management aligns all employees so that they are working to the same goals and thereby avoid incorrect allocation of resources between the different business units. Over to you!

Commences 12th March 2012; the sooner you join the better prepared you will be.

What do I need to do to participate? Form a team of up to five people or ask us to allocate you to a team and complete the application form on the back of this document. Once you have registered we will send you a copy of the case study, other useful reading and research materials as well as details of all members of your (nominated or appointed) team members. You will be competing in an independent 'world' made up of five airlines. If you have nominated your team to participate in the strategy component of the tournament as well as the performance management component of the tournament, additional reading material and documentation will be provided. This documentation will outline some ground rules regarding expectation of judges in strategy content and additional reading material acting as research.

**Tournament Commences
12th March 2012**



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A part of the SMI's Certified Strategy Practitioner (CSP) program

Investment:

\$4,950 per team for non-members (inc. GST, research materials).

\$4,455 per team for SMI members (inc. GST, research materials).

A 10% discount applies for registration of 2 or more teams from the same company. A discount of 5% is available if payment made prior to 15th February, 2012.

RSVP 24th February 2012 (You will need some time to prepare). To register: Complete and return this form via:

Fax: 61 3 9863 8981, Email: smiknowledge@smiknowledge.com or call us: Telephone: 61 3 9863 8980.

Become a member: \$245 per annum (joining fee waved) benefits includes up to 15% discount on events and participation in other SMI activities. Further details: www.smiknowledge.com

Why is simulation so useful for learning? Before setting foot in the real world, pilots, military and disaster response teams use intense simulations to learn how to respond to high-intensity challenges. It is appropriate therefore that we give corporate leaders the same opportunity to experience the risk and reward of operating a corporation in the same way; the risks encountered in corporate life can be very big and mistakes in strategy extremely costly. Participation in this tournament is fun and a way to evaluate: *"what can I learn to improve the strategy and operations of our organisation"?*

Contact name (to send Tax Invoice to): _____

Company and Purchase Order No (if applicable) _____

Email: _____ Phone: _____ Proposed Team Name: _____

Attendee Names: _____

Streams: Strategy Yes / No Business Performance Yes / No (Please circle which stream you wish to participate in)

Visa Mastercard American Express (Additional 3% added) Expiry Date

Credit Card Number

Name on card Three digit CVV (on reverse of card) \$

Cheques payable to: Strategic Management Institute at Suite 1237, 1 Queens Road, Melbourne, Vic, 3004

Direct debit payments: Strategic Management Institute, ANZ Bank, BSB 013 423 Account 203 676 959

For fax reply, send to **03 9863 8981**. You will be issued a taxation invoice via email upon receipt of your registration

Email: smi@smiknowledge.com

Cancellation Policy: The SMI is pleased to provide full refunds for cancellations advised within 10 working days of the commencement of the tournament. Cancellations after 10 working days, but before 5 working days will receive 50% of total amount. There are no refunds for cancellations within 5 working days of the tournament. You may substitute a colleague in you team any time up until the tournament commencement.

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