



Building Shareholder Value

A case from Bell Canada

Bell Canada is the largest telecommunications company in Canada with over 35,000 employees. It offers a wide range of telecom services and is focusing on building Shareholder Value.

The Client Need

- Communicate Bell Canada's strategic direction to all employees in the organization.
- Broaden their perspective by providing a "helicopter view" of how different functions within the company interact. Participants will walk away from the program with a better understanding of how a decision in one part of the organization has an impact on other areas of the business.
- Develop a sense of accountability for their actions within the organization. The program develops a sense of ownership since Technicians and Customer Service Representatives now view the company as a single entity and understand how that entity operates.
- Understand profitability and how it relates to Economic Profit and Shareholder Value.
- Analyze and comprehend Bell Canada's financial statements (directly from the simulation board as well as from Bell Canada's annual report).
- Recognize how cash is tied up in the company and how employees can contribute to freeing up cash.
- Understand the importance of a digital network and adding features.
- How to improve customer satisfaction and how real world events impact customer satisfaction and the overall business.

Target Group

The target group for the Board Simulation consists of 10,000 Front Line Supervisors and Middle Managers. Program deployment began in early 2001 and is scheduled to run for 3 years. Bell Canada is using its own internal trainers who were certified by BTS.

BTS Approach

A Highly Customized Development

The collection of interviews upon which the solution is based ranges from Executive Officers/EVPs to front-line managers and plant personnel. The amalgamation of this data has shaped relevant, basic platforms, which are then highly customized for each client. Including interviews and development time, a customized solution can often be created in as little as four weeks. This short lead time is made possible by BTS's 20 years of experience in customizing programs to our clients' needs.

A Customized Solution

BTS created a fully customized workshop for Bell Canada. Interviews with key company managers and BTS' own research and expertise provided the information necessary to develop the program.

The Building Shareholder Value Program is a one-day business workshop and follow-up process. The workshop features a fully customized, easy-to-use, manual board simulation.

In the simulation, teams of participants manage companies closely resembling Bell Canada's. They experience first-hand the impact of business decisions on the company's operations, the costs associated with those decisions, and how they can make a positive contribution to the organization's overall strategy.

Overview of the Bell Canada Workshop

Board simulation

Organized in teams of 4 or 5, participants manage a simulated telecom company that closely resembles Bell Canada in customer markets, operating structure and strategic challenges. Teams manage the company through three simulated years. The goal is to make employees aware of how they can contribute to building Shareholder Value.

Know-How Sessions

Two interactive presentation/discussion sessions are held between each year of the simulation. These sessions introduce participants to business concepts and provide them with tools they can apply not only in the simulation but also in the workplace. These sessions cover Bell Canada's strategic direction and actual financial trends.

Feedback Sessions

After each year of the simulation, competing teams receive feedback and analysis on their company's performance. These sessions, which parallel the know-how sessions (interactive business discussions), address:

- Financial Statements
- Economic Profit & Shareholder Value
- Operational Improvements

Each was designed to stimulate ideas on how to apply the simulation experience at the workplace.

Outcomes

- Participants create action plans on how to increase Shareholder Value/ Economic Profit.
- Participants can use an e-learning tool to review the key learnings of the program. The e-learning tool is fun and interactive and measures how much knowledge the participants retained.

Sampling of other BTS Clients

- Accenture
- Aetna
- AstraZeneca
- AT&T
- Bank of America
- Biovitrum
- Cisco Systems
- Coca-Cola
- Gap Inc.
- Genentech
- Hewlett-Packard
- Honeywell
- IBM
- ING
- Liberty Mutual
- Liz Claiborne
- Macy's Inc.
- McKinsey
- Microsoft
- Motorola
- Nokia
- Roche
- Sony
- Texas Instruments
- Time Warner
- Toyota Motor Company
- Vodafone
- Weyerhaeuser

About BTS:

BTS partners with leading companies to accelerate change and improve business results. We are the world leader in customized business simulations and other discovery learning solutions that enable leading corporations to change, grow and succeed. BTS adds value for our Global Fortune 1000 clients through three practice areas: Strategic Alignment & Business Acumen, Leadership & Management, and Sales. We have additional capability in Operational Excellence & Project Management and offer an innovative Engage for Change process. BTS is a public company listed on the Swedish Stock Exchange and trades under the symbol BTS B. For more information please visit www.bts.com.