



**Business Simulation Provides Dynamic Learning Experience
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Earlier this year, Raytheon Learning Institutes (RLI), together with the Leadership Development Program team, applied advanced business simulation technology to provide LDP students with a unique leadership learning experience: the opportunity to run their own defense company. The aerospace and defense industry business simulation program, BizFighter™, was a custom-built simulation designed for Raytheon's LDP program in collaboration with RLI and PriSim Business War Games, Inc., a leading business simulation and training firm. The simulation was designed to specifically teach strategic leadership, financial principles and business acumen by simulating the aerospace marketplace and company dynamics.

BizFighter was introduced during the LDP capstone session to test the expertise of five-person teams, each of which was responsible for its own virtual company. The simulation provided the real-life consequences that the team's decisions would have in every area of its company. The teams were cross functional, with each team composed of at least three different LDP functions. The LDPs brought a diverse mix of leadership skills, disciplines and perspectives. Each team was responsible for leading all aspects of its simulated company, including identification of the best possible business opportunity to pursue and defining the specific approach to match their capabilities to the requirements of each individual customer. This was Customer Focused Marketing at its most detailed level. In addition to selecting proposals to pursue, the team had to "manage" business when they won the proposal. The teams learned firsthand the difficulties of matching the supply of labor with the needs of the various programs. Their financial management skills were tested with new challenges in every round.

Teams were also able to invest money in areas of the organization to increase employee skills in specific areas such as program management, business development and Raytheon Six Sigma™ analysis. If teams wanted to expand into new areas, they could also choose to partner with virtual companies during the bidding process to bolster their skills and capabilities, such as Mission Systems Integration or software competencies. Team members were able to deal with complex algorithms that mirrored the defense industry because the computer simulation guided their company through the

maze of everyday business opportunities and challenges — competing for market share while striving to meet their own team-determined vision of success.

BizFighter instantly reported the long- and short-term impact that team decisions had on the success of not only their own company, but also others as they competed against one another in the defense marketplace over a period of “years.” According to Stephen Milam, RLI project manager, the new LDP business simulation has benefits well beyond the leadership curriculum. “This simulation was developed to have enterprise-wide applications in several discipline and functional areas, and is aligned with the Raytheon business model,” says Milam. “It’s important to see this simulation in action. Any leader who appreciates the complexity of our business will see how well BizFighter replicates the experiences leaders face on a regular basis in our industry.”