



## MARGA – The LDP and FEP Challenge of Deutsche Telekom

The MARGA Business Simulation ([www.marga.de](http://www.marga.de)) is a vital part of the international Leadership Development Program (LDP), as well as the German speaking Führungskräfteentwicklungsprogramm (FEP). Only shortly after the participants had been nominated for the program they were asked to become an executive board member of a global company. Nearly half of the delegates took this limited opportunity. They accepted the thrilling challenge of being one of six executives leading a company in a fierce competitive environment.

### Corporate Management LIVE

By making decisions in the areas of marketing and sales, production, HR, finance, and controlling the board members addressed all relevant management topics in the whole corporate value chain. All management decisions, market outcomes, as well as financial performances continuously developed over several fiscal years. Hence, the MARGA boards established and implemented long-term strategies for their success. The dynamic market environment was based on current economic developments.

*„MARGA was a fantastic opportunity to think and act in an entrepreneurial way. It significantly widened my view of how to run a company. For our board being mainly equipped with a technical background it was a challenge in the beginning to make management decisions. But in the course of the competition we made constant progress and experienced a fascinating learning experience. Striving for a common goal and reaching out for success was an experience truly aligned with Deutsche Telekom’s „One Company“.* (Thomas Roth, Quality Management & Common Processes, FEP winning team)

### Knowledge Is Important – But Only Experience Leads to Success

The MARGA competitors applied management knowledge and made entrepreneurial decisions for more than half a year, which lead to a sustainable learning experience. As part of the LDP and FEP Kick-Offs in May and June the newly appointed MARGA executives met their fellow board members and were informed about their new tasks and targets. They were introduced to the MARGA model and the competitive environment in two test periods before they started with the “real” contest. The teams then ran their company over two qualification rounds with increasingly challenging market environments and changing competitors. Having originally started with 32 MARGA teams, only the four best company teams from the LDP and FEP qualified for the final competition in January 2013.

### Enhance Team Performance and Networking

The board members had been selected from different business areas, different functions and different locations within Deutsche Telekom. Virtual teamwork was supported by the web-based MARGA controlling software and an integrated web-conferencing tool. Enhancing teamwork and fostering networking among the young leaders were crucial success factors for company performance, as well as for winning the MARGA challenge.



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*“Overall MARGA experience was a nice mixture of “non-stop” challenges, international team work and valuable learnings from a close to “real life” business simulation. It was a great pleasure to work in a real international team not only because of different nationalities (Poland, The Netherlands, Romania and Russia) but also because of huge international working experience of each of us. We made it to the finals because of the team spirit!” (Darja Dodonova, Financial Controlling Europe, LDP finalist)*

### **The MARGA Live Finals**

Finally, the four best MARGA teams from the LDP and FEP participated in the MARGA Live Finals in early January 2013. Overall, 39 board members travelled to Königs Wusterhausen near Berlin to accept the final challenge. In a 2-day contest the MARGA experts were confronted with new challenging business targets to lead their MARGA company to even greater value increases in a much fiercer competitive environment. As the final duty of their board mandate each team conducted a review presentation of its business, success factors, and value performance. Dr. Marten Schönherr, Vice President T-Labs for IT and Cloud, awarded the final winning teams of both the LDP and FEP to be the MARGA champions. „No matter if we won or not – The final event in Königs Wusterhausen was THE highlight of our FEP program!“ (Sebastian Thom, Group Technology, FEP winning team)

*„We cordially would like to thank all MARGA participants for their personal engagement during the last months. Hence, this exciting competition for market shares and increasing company values has become reality. Whether a finalist or not - the MARGA slogan - „Learn to win!“ – has definitely come true for everybody: Management skills have been improved, as well as teamwork and networking at Deutsche Telekom. The decision to integrate the MARGA business simulation in the management programs FEP and LDP has been crowned by success from HRD’s perspective!” (Branislav Hosek, HRD, FEP/LDP organizing team)*