



Overview

IOI's international business simulation, deployed successfully within leading global organizations in a range of industries in the UK, France, Germany, Spain, Russia and the US. Based on an original business simulation developed by INSEAD Emeritus Professor Youssef Bissada and Visiting Professor Hoda Irani Bissada.



Groups participate in a 'safe' learning environment where they compete in teams to run a virtual company. Players have ninety minutes to play the game and to make plenty of practical ethical decisions against the clock. Their objective is to grow both their financial index and their ethics and compliance index.

The virtual business context in which the Smart Game is set is the lubricating palm oil industry in 'Localia', a fictional emerging market economy. Our exercise focuses on the new management team of a subsidiary in Localia, whose business is the packaging and marketing of the lubricating palm oil. Trading takes place in Localian Dollars.

The parent corporation is located in 'Arcadia' and the international management team has high expectations for Localia in terms of market growth and shareholder returns. The members of the local management team are also expected to perform to enhance their future careers in Arcadia.

Your stakeholders

PUBLIC BODIES

- Regulators
- Tax authorities
- Safety bodies

INTERNALLY

- Executive leadership
- Mid-level managers
- Employees and subcontractors
- Parent company
- Internal clients

EXTERNAL MARKET

- External customers
- Suppliers
- Competitors
- Agents
- Financiers: investors & lenders
- Potential recruits

Training Aims

The aims of this competitive Smart Game include:

- I. integrating day-to-day management challenges with practical integrity decisions;
- II. demonstrating the value and importance of business integrity by promoting discussion and collaborative responsibility on strategy and operations;
- III. fostering transparency and discussion among managers on challenging compliance and ethics topics;
- IV. using this innovative tool to train managers to make them better prepared for real world business dilemmas and challenges;
- V. giving companies a measurable competitive advantage in the complex international business environment.

The Mission

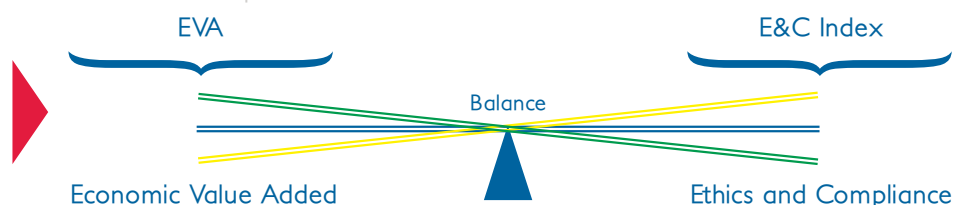
Each team of four participants is given exactly the same starting resources. This ensures a level playing field for the competition.

The operational decisions taken by the teams throughout the session are assessed on the following two principal criteria:

- I. the team's financial position, using a world-leading index for the recognition of long-term value creation; and
- II. the team's Ethics & Compliance Index, using a variable scale which is tracked and updated throughout the session.

Each team's interactive dashboard shows their status on both these key indices throughout the Global Business Ethics Challenge. The competition is against all the other teams for the end result at the end of the session. The teams are able to see their competitive status against the other teams and to adjust their strategy and positioning at any point.

Trading off your integrity?





Teams deal with integrity dilemmas

Team members need to work together to decide on their answers.

The integrity dilemmas arise throughout the game and this promotes team dynamics and learning from each other's experiences.

The integrity dilemmas have been categorized into the following five main areas of focus:

- Reputation and Stakeholders
- Human Resources
- Products and Marketing
- Health, Safety and Environment
- Partners and Finance

The results are downloaded for review and group discussion in the final session of the Global Business Ethics Challenge.

An integrity dilemma

This is an example of the type of integrity dilemma on which teams need to decide during the Smart Game.

It is Friday afternoon and the Localia Weather Bureau has just announced a hurricane. The plant must be closed from Monday evening, making on-time delivery of goods impossible for next week. What do you decide to do?

1. Ask people to work overtime so that 80% of the goods can be delivered on time.
2. Close the plant immediately so your employees have enough time to protect their houses and leave the threatened area.
3. Write to customers informing them that due to the hurricane, an act of God, delivery of the goods will be delayed.
4. Nothing.

Assessment of decision consequences

| Type of consequence | Short term | Long term |
|---------------------------|---|--|
| Financial Index | Profitability in the short term | Value creation |
| Ethics & Compliance Index | Immediate impact on the Ethics & Compliance Index | + = - Positive Neutral Negative |

A historical databank is used to benchmark the teams' responses

The beauty of Impact on Integrity's system is that we have access to a database of all past responses given by teams in global companies.

So, when you play the Smart Game, you are competing not only against the other 40 participants in the room with you, but you are also playing the simulation against everyone who has ever played this throughout history!

There are no right or wrong answers – everything depends on the team strategy!

For clients who request this additional service, a consulting report is available on their organisation's response trends and strengths, highlighting recommended action points for improvement initiatives on business integrity strategy.

Testimonials from recent GBECs

"Great software! Fantastic people and outstanding organisation!"
- CEO, Kabelschlepp France

"Fantastic! You put together an amazing and interesting group of people, a terrific product, and an opportunity for all of us to think more about what we should be doing in this space. Congratulations!" - Executive Director, University of Illinois

"Great session and wonderful to discover this engaging and thought-provoking business ethics game." - Head of International Training, Institut Français de la Mode

"The GBEC was great. What you are doing is clearly at the front of progress. All the best from a grateful Team winner!" - Professor of Law, Université de Cergy-Pontoise



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