

Instructions
for presenters

The Better Business Game



Welcome to The BT Better Business Game.

let's make a
better
world

For many companies, Corporate Social Responsibility (CSR) is at the heart of their decision making process on many daily business issues.

But it is not always easy to 'do the right thing' when stakeholders may have very different views about how a business should act. For example, a customer may require something very different to an employee or an investor. And of course, in some cases, they are one and the same person!

Eventually, business must balance the needs of its stakeholders with the benefits to the business of acting responsibly.

To demonstrate this, BT has developed this game to try to bring to life some typical everyday dilemmas a business might face. The issues it raises are guaranteed to generate discussion amongst teams of players who act as different stakeholders.

The questions are drawn from general business dilemmas across all industries, and are not solely based on BT experience or policies.

A version of this game for individual players is also available at : www.bt.com/betterworld where we also welcome your feedback on this game, or any other aspect of our Corporate Social Responsibility activities.

We hope you enjoy playing the game!



Adrian Hosford
Director, Corporate Responsibility, BT



Instructions for Presenters

Presenter

- The Presenter should have some knowledge of CSR in order to aid the discussion.
- The Presenter may like to have a helper to count the results.

Players

- Play as teams with up to 30 teams of players overall.
- The suggested maximum number of players in a team is 6.

What is included in this box

- Instructions for Presenter
- Question cards in themed folders
- Yellow and orange envelopes
- Counting software CD with instructions and results presentation

What you will need

- Room with enough seats for Players
- One pen per team
- Photocopies of question cards you wish to use (see page 4)
- PC or laptop with PowerPoint 97 (or later version)
- Projector and screen for PowerPoint slides

Objective

The objective of the game is to introduce and provoke discussion around the issue of Corporate Social Responsibility (CSR), by answering four questions that explore business dilemmas. There are no winners and losers in this game, but it should spark debate about the right reasons for making decisions in the business world.

How does the game run?

Players are put into teams and discuss and answer themed questions collectively, firstly from a business perspective and then from the perspective of various stakeholders.

Players then take a break while the Presenter collects the results and puts them into a PowerPoint presentation to feedback to the teams. The Presenter then facilitates discussion between the teams on why they chose the answers they did.

The game is very simple for the players, but Presenters will need to be familiar with this guide to ensure everything runs smoothly. The game is best run just before a short break, with results and debate following the break.

An agenda for the game could be:

1 Opening

Presenter outlines the game.
5 mins approx

2 First Questions

Players open their Yellow envelopes and answer the questions inside from a **business** perspective.
10 mins approx

3 Second Questions

Players open their Orange envelope and answer the questions from various **stakeholder** perspectives.
10 mins approx

4 Break While the presenter calculates the results and places them in PowerPoint. 10 mins approx

5 Return

Presenter hands back the answer sheets to Teams.
5 mins approx

6 Results and debate

Presenter shows the PowerPoint results and asks different Teams why they answered in different ways.
15 mins approx

7 Close

Presenter asks for any concluding insights and what the game has taught the Players.
5-10 mins approx

Only the presenter knows that half of the Players are answering one set of dilemmas in the First Questions session, and the other half are answering different dilemmas.

Preparation

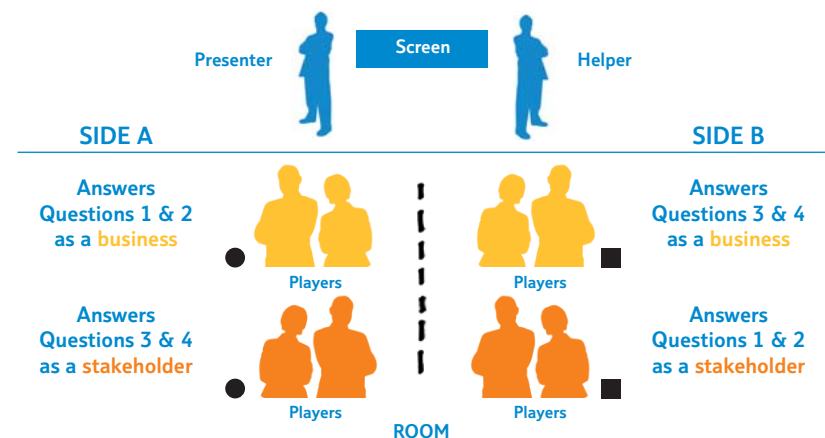
Choose the theme you wish to cover. To keep preparation of the Players scoresheets and the presentation of the feedback simple, it is advisable to just use one theme. As a guide, playing the game using all 4 questions in a theme will take around one hour. (These instructions have been prepared on the assumption that 4 questions will be used.)

Photocopy the questions you wish to use (see page 5).

You may also want to have some help in counting the results and preparing the PowerPoint slides for feedback to the teams.

Room layout and set up

- Before playing, look at the room and **mentally** divide it into two halves, Side A and Side B.
- Only you should know the room is in two halves; the Players will find out later. The dotted line is imaginary, but the Presenter should be aware which Players belong to each side.
- Try and keep the same number of Players on each side if possible.



The question cards

The folders in this pack hold questions that have been grouped into the following five themes:

- Human Rights
- Environment
- Products and Marketing
- Employees
- Miscellaneous

There are 4 questions per theme, 2 on each card. And there are 2 identical sets of cards per theme: one set for Side A and one set for Side B. An icon in the top right corner indicates which is which – a circle for side A and a square for side B.

One side of the question card is marked ‘Business’ and is for use when the Players are answering questions as a Business. The other side has the same questions and is marked ‘Stakeholder’. This side is for use when the players are answering in the role of the various listed stakeholders: Customer, Shareholder and Campaigner.

Side A question cards are marked with a circle icon in the top right corner.

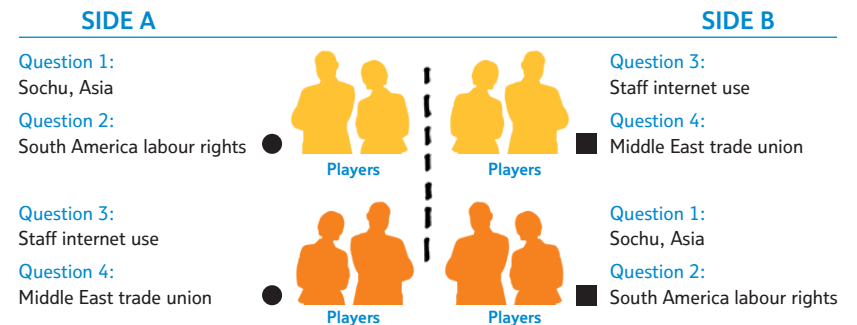
Side B question cards are marked with a square icon in the top right corner.



Choosing and distributing the questions

- 1 Choose a theme, for example Human Rights.
- 2 You will need to make photocopies of the question cards (both sides). For example, if you have 4 teams (2 per side of the room) then you will need 2 photocopies of **each side** of the cards with the circle icon and 2 photocopies of **each side** of the cards with the square icon
- 3 Now you have to carefully separate the photocopies, and insert them into the envelopes as follows:
 - a) Into the yellow envelopes for Side A, put the copies with the circle icon containing Questions 1 and 2 with options for Business responses.
 - b) Into the orange envelopes for Side A, put the copies with the circle icon containing questions 3 and 4 with options for Shareholder, Customer and Campaigner responses.
 - c) Into the yellow envelopes for Side B, put the cards with the square icon containing questions 3 and 4 with options for Business responses.
 - d) Into the orange envelopes for Side B, put the cards with the square icon containing questions 1 and 2 with options for Shareholder, Customer and Campaigner responses.

Example: Human rights



- 4 Distribute the appropriate envelopes to Side A and Side B, either before the Players enter the room or after they are seated. Make sure that the correct envelopes have gone to each side. (See page 3)

Introducing the Game

You could use the following script to introduce the game...

“Welcome to the BT Better Business Game. This is not a competitive game, just a way of bringing out your ideas. Firstly I am going to ask you choose a Team Leader who will open the yellow envelope in front of you. Inside they will find 2 dilemmas. They have been written in a very simple format so don't get too distracted by the context of the questions, just answer based on the available information. For these questions I want you to answer in as traditionally business like way as you can. Imagine you are managers – what are you going to answer to this dilemma? You will have 10 minutes to answer the 2 questions – the Team Leader should then mark the answer clearly in pen and write his or her name on the sheet”

They open the **yellow** envelopes, discuss and answer the questions.

Playing the Game

Round 1: Business

- 1 The Presenter asks the Players to open the yellow envelopes and read the questions inside. The orange envelopes are to remain closed.
- 2 The Presenter asks the Players to imagine that they are a senior team member in a business and decide how to answer the questions based on what they think is best for their business.

Business response side of question card

Business ■

Human Rights

Q1: Joint venture criticisms

We have just received some worrying information about the proposed joint venture with Sochu Ltd in Asia. Apparently there have been media reports of harassment, child labour and worse in some of their factories. This venture is critical to our shareholders but if we go ahead we might get criticised in the press.

What do you think we should do?

Indicate your answer by crossing through the letter of your choice.

- A Go ahead with the venture but write a letter to the CEO of Sochu about the concerns
- B Put the venture on hold while the concerns are investigated, even if it upsets Sochu
- C Pull out of the venture: the effect on reputation is too great, and anyway our company doesn't get involved in human rights abuses

Q2: Factory audit problem

We've now completed the audits of our factories across South America. The results aren't too bad but some do show concerns with the length of the working day, some child labour and other working conditions. We are planning initiatives to improve this, but do we want to share the results of the audit with our stakeholders (e.g. concerned charities/government)?

What do you think we should do?

Indicate your answer by crossing through the letter of your choice.

- A No, please keep it confidential until the problems are dealt with
- B Let's invite a few selected charities in to discuss what we can do about the problem areas
- C We have a commitment to transparency, so publish the audits on the web – with information about what we are doing about the problems

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Name:



- 3 The Presenter asks the Players to answer both questions by clearly marking A, B or C.
- 4 The Players are given a suitable amount of time to discuss the questions. Their answer cards are then collected.

Round 2 : Stakeholders

You could use the following script to introduce round two...

“Thank you for giving me your answers. In a moment I will ask the Team Leader to open the **orange** envelopes, in which they will find another two questions. However, you will see a difference on this sheet. Rather than answering as a business please answer each question from the standpoint of a mainstream investor, as an average customer (i.e. member of the public) and as a campaigning group (perhaps an environmental, human rights or poverty campaign group). You may have to be a little stereotypical in your judgements of what each of these groups might think about the dilemmas – but don’t worry, we’ll have the chance to discuss this soon. Once again, you have 10 minutes to answer the question and the Team Leader should then clearly mark which answer you are giving for **each** stakeholder on **both** questions.”

- 1 The Presenter instructs the Players to open the orange envelope and look at the questions inside. Though they are not aware of this, the Players on Side A are now looking at the questions that the Players on Side B answered in Round 1 and vice-versa.
- 2 The Presenter asks the Players to decide what the response should be to the first question from three different perspectives.
 - a) First, the Presenter invites the Players to imagine that they are **shareholders** in the company in question. They should aim to make sure that the company makes a healthy profit and has a reliable and increasing share value. The Presenter gives the Players an appropriate amount of time to discuss the question as a **shareholder** and answer.
 - b) The Presenter then invites the Players to imagine that they are a **customer** of the company. They should make their decision based on how they would feel as a **customer** – based on price, value for money, quality etc. Again, an appropriate amount of time is given.
 - c) And finally, the Presenter invites the Players to imagine that they represent a **campaign group** (e.g. campaigning for human rights or against environmental degradation, depending on which set of questions is being used).

- 3 The Players then repeat steps 2-4 for the second question in their orange envelope.
- 4 When the Players have finished answering the questions, the answer cards are then collected.

Stakeholder response side of question card

Stakeholder ■

Human Rights

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What do you think we should do?

Indicate your answer by crossing through the letter of your choice. Go ahead with the venture but write a letter to the CEO of Sochu about the concerns

Put the venture on hold while the concerns are investigated, even if it upsets Sochu

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Let's invite a few selected charities in to discuss what we can do about the problem areas

We have a commitment to transparency, so publish the audits on the web – with information about what we are doing about the problems

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Name:

Break

The Players are thanked, promised that all will become clear after the break and leave the room. The Presenter now calculates the results.

Results calculation

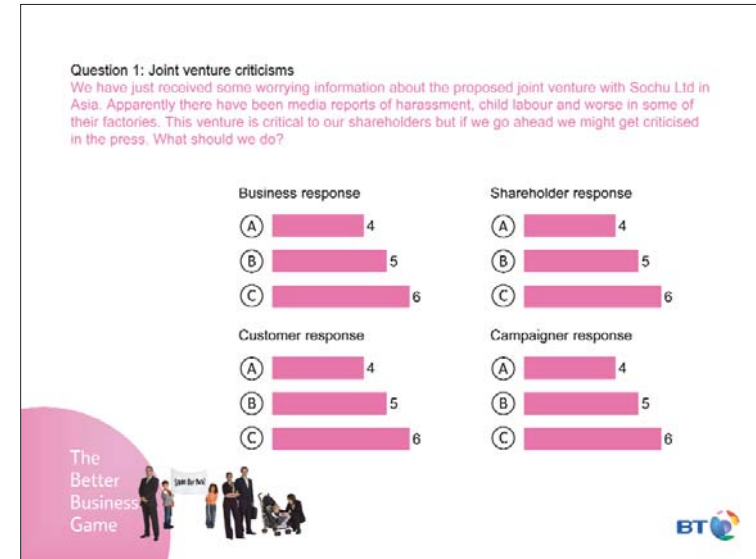
The results are now ready to be compared. The people on side A answered 2 questions as a Business, but the people on side B answered the same questions as Shareholders, Customers and Campaigners. You can compare how different the answers were.

Round 1: Business

Add up the responses to each question from Round 1 and fill in the numbers of responses on the table provided within the PowerPoint presentation on your CD.



Then do the same for each of the other stakeholders, on all four questions. You should have 4 slides like the one below – showing each of the 4 questions. Once your slides are prepared, invite the players back into the room.



Results and debate

You may want to ask Players to refer back to their answer sheets to remind themselves what they answered.

Return the answer sheets to the Team Leaders when they're back in the room.

- 1 The Presenter informs the Players that the room has been split into two sides, A and B. He or she explains to the Players that the questions in Round 1 – which Side A answered as a business – have been answered by Side B in Round 2 as Shareholders, Customers and Campaigners. Conversely, the questions in Round 1 – which Side B answered as a Business – have been answered by Side A in Round 2 as Shareholders, Customers and Campaigners. This must be made clear to all the Players so they understand what follows.

- 2 The slide of Question 1, the first question that the Players on Side A answered, is displayed on the screen. (e.g. Sochu Asia if Human Rights pack is being used). The next slide shows Side A's business decisions.
- 3 The Presenter reads the question and explains the results. He or she may invite teams on Side A to discuss why they made their decision. There may be some debate between the teams, especially if the decisions have varied widely. The Players on Side B will recognise the question as the one they answered as Shareholders, Customers and Campaigners.
- 4 Repeat steps 2 and 3 for the second question that Side A answered (e.g. South America labour rights).
- 5 Now repeat steps 2, 3 and 4 for the questions that Side B answered as a Business earlier (e.g. staff internet use, Middle East trade union).

By the end of the game the Presenter should have compared all the results and the Players should have had the opportunity to discuss their reasons for making the decisions they made as Businesses, Shareholders, Customers and Campaigners.

Close

From experience, the game highlights the challenges of responding to even simple dilemmas. The business and stakeholder responses are different, and even different **inside** the groups, not just in comparison.

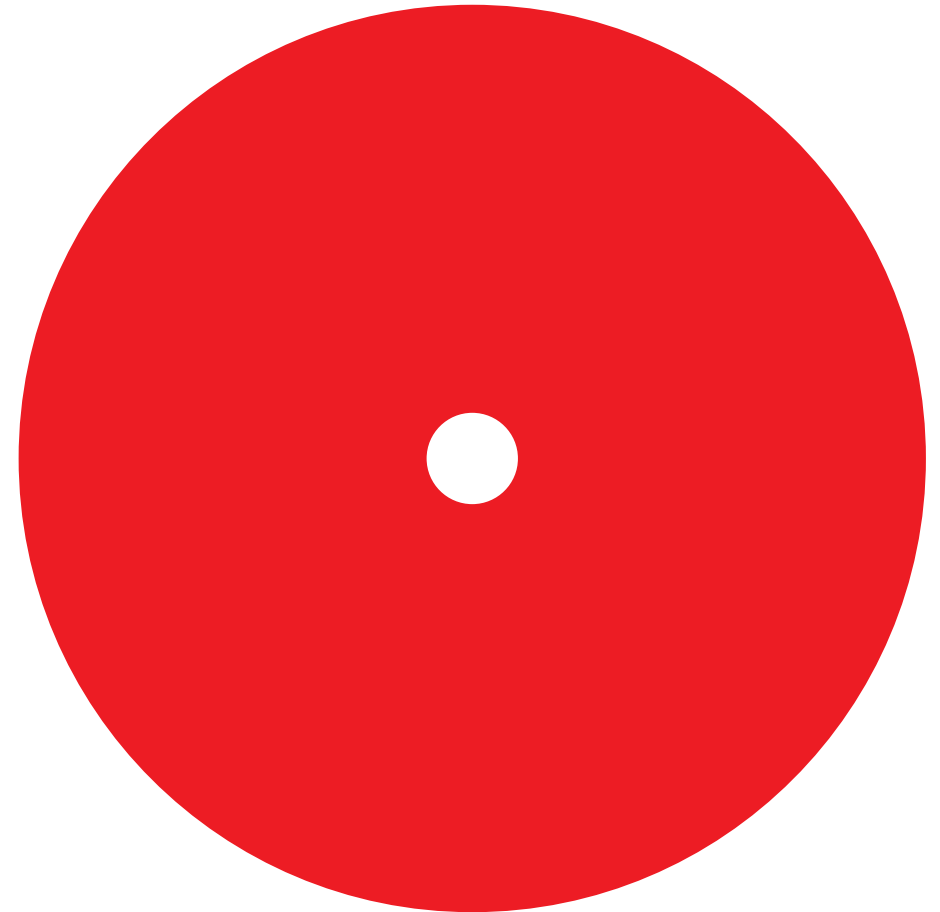
A useful conclusion is to ask the following question:

“How can knowing stakeholder opinions be useful in decision making?”

Using the PowerPoint presentations

The presentations contain slides which show the questions and corresponding answers, with bar charts to illustrate the results.

The slides are linked to PowerPoint's 'Microsoft Graph' function, allowing the Presenter to input data from the session and present it back to the teams.



Full instructions for use are contained on the Powerpoint CD.



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