Simulations Catalog
What’s Included

Individual Participant Engagement
Each participant receives an individual account with personal login to the simulation. Learners work individually or in teams, exploring and experimenting as they complete the simulation's challenges.

Summary of Class Results
Once the simulation is complete, your class results are automatically populated into a debriefing presentation to easily share with your participants, making trends and high scores easy to decipher and discuss. Use your facilitator's guide to lead this presentation and discussion.

Facilitator Preparation
After purchase, a Forio simulation specialist schedules a one-on-one training session to ensure that you are familiar with all aspects of the simulation (excludes accredited academic purchases). Your purchase also includes a detailed facilitator’s guide written by faculty at the authoring institution (Harvard, MIT, Wharton, Kellogg).

Support
From your initial quote to a post simulation follow up, Forio provides friendly, direct, and personalized support via phone or email.

Security
Student results are available to facilitators but are not shared across groups. Individual student logins help prevent participants from sharing results among themselves.
Everest: Leadership & Teamwork

Leadership / Team Building / Communication / Group Dynamics & Decision Making

Learners explore group dynamics and leadership while attempting to summit Mount Everest in this collaborative, multiplayer simulation. During each round of play, participants decide how to effectively distribute supplies and information needed for the ascent - choices that affect speed, health, and ultimately the team's success in summiting the mountain. Failure to accurately communicate and analyze information has consequences on team performance.

Also available in Spanish, Portuguese, Chinese, and Japanese.

Strategic Innovation: Back Bay Battery

Leadership / Team Building / Communication / Group Dynamics & Decision Making

Participants assume the role of the CEO of Back Bay Battery where they are responsible for managing a portfolio of R&D investments for products in the portable power industry. Over eight simulated years, participants face budget constraints and uncertain market conditions as they attempt to balance existing financial goals with product performance constraints and the need for product innovation.

Developed in partnership with Clayton Christenson, based on his work The Innovator’s Dilemma.

Change Management: Power & Influence

Leadership / Team Building / Communication / Group Dynamics & Decision Making

This simulation includes four scenarios in which learners play as either the CEO or Director of Product Innovation and face the challenges associated with implementing an organization-wide environmental sustainability initiative. In each round of play, participants choose among 18 change levers while attempting to move the organization's management team along a four-step pathway of adoption. Learners are assessed on their ability to establish credibility and achieve the highest number of adopters.

Marketing: Managing Customers & Segments

Leadership / Team Building / Communication / Group Dynamics & Decision Making

In this single-player simulation, participants define and execute a business-to-business marketing strategy to capture the most profitable market segments for a manufacturing firm. Participants allocate sales and marketing resources for each targeted market segment, deciding which new customers they want to acquire and which loyal customers they need to retain. Ultimately, participants work to find levels of spending on market research and marketing communications that maximize cumulative profit for the company.

Learning Focus

• Explore influences on collective decision-making including team dynamics, opposing interests, and cognitive biases
• Analyze different leadership approaches and team responses
• Understand effective strategies for building, participating in, and leading teams more effectively

Learning Focus

• Understand the challenges involved in simultaneously investing in core business and innovation
• Investigate different ways of assessing emerging market opportunities and emerging research
• Explore the timing and level of R&D spending to maximize long-term opportunity and growth

Learning Focus

• Understand the four stages of change management (change awareness, interest, trial, adoption)
• Experiment with different strategies for effective change management
• Explore power, influence, and resistance to change within an organizational setting

Learning Focus

• Understand segmentation, targeting, and positioning
• Create and execute an effective marketing strategy based on segment and customer needs analysis
• Investigate the relationships between customer satisfaction, customer buying patterns, customer loyalty, and profitability
**Breaking News: Innovation Simulation**

In the simulation you manage the innovation process for a struggling newspaper company. Working around time limits and budget, participants must design open innovation campaigns, focus groups, and R&D projects.

**Learning Focus**
- Access and understand the challenges of innovation and how to use different modes to better inform the innovation process.
- Determine how important organizational scope and climate are on setting the overall tone and direction of the innovation process.
- Discover how open innovation efforts are rooted in the innovation funnel and how this process develops solutions.

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**Strategy Simulation: The Negotiator's Dilemma**

Based on the Prisoner's Dilemma exercise, learners are tasked with strategically identifying patterns in negotiation by playing against the computer during practice mode first and then apply this knowledge against other participants in this interactive simulation.

**Learning Focus**
- Recognize when simple interactions create difficult strategic choices.
- Understand how your strategy during negotiation must consider various responses by counterparts.
- Experiment with your strategy and experience the risks and possible benefits of probing your counterpart's strategy.

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**Finance: Working Capital: Managing Growth**

Participants choose to invest in growth and cash flow improvement opportunities, such as taking on new customers, capitalizing on supplier discounts, and reducing inventory. Participants experiment over ten simulated years, balancing the desire for growth with the need for maintaining liquidity, considering the effects of each opportunity on the firm's financial position.

**Learning Focus**
- Recognize interconnections between the income statement, balance sheet, and statement of cash flows.
- Experiment with tradeoffs between managing revenue and managing working capital.
- Explore the consequences of investing too much or too little in net working capital.

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**Project Management: Scope, Resources, Schedule**

In this single-player simulation, learners manage a project team responsible for delivering a product at a small electronics and computer peripherals manufacturer. Learners must staff the project team, manage team process, and execute a project plan. Unanticipated events and challenges threaten the success of the project and force students to consider possible tradeoffs among project resources to bring the new product to market on time, on budget, and ahead of the competition.

**Learning Focus**
- Understand the relationship between project scope, resources, and schedule.
- Experiment with how team skill level, team morale, deadlines, and work quality are related both to each other and to project management decisions.
- Determine realistic project objectives in the face of uncertainty.
Operations Management Simulation: Benihana
Service Industry / Capacity Planning / Operations Management / Restaurant Management

Participants explore the principles of operations and service management at a busy Benihana restaurant. Through a series of challenges, learners examine individual operations management concepts; the final challenge requires students to design an overall operational strategy. In each challenge, the goal is to manage the bar and dining area to maximize utilization, throughput, and - most importantly - profit for the evening.

Operations Management Exercise: Inventory Basics
Inventory Control / Operations Management

Participants manage a small hardware store and are responsible for inventory levels of up to three different products over a period of 12 simulated weeks. The exercise illustrates essential concepts in inventory management surrounding replenishment. Each week, participants must decide how many units of each product to order based on holding costs, stockout costs, ordering costs, and variable demand. This exercise includes three configurable scenarios and an assessment quiz built in to the exercise.

Operations Management Exercise: Push vs. Pull Production
Inventory Control / Production Planning / Operations Management

Participants manage the production facility of a computer manufacturer and develop intuition about production flow in a multi-stage process. Participants work with both Push and Pull production triggering mechanisms, and explore the implications of each method for meeting demand, managing inventories, and managing capacity utilization. This exercise includes six configurable scenarios and an assessment quiz built in to the exercise.

Operations Management Exercise: Multiple-Server Queues
Capacity Utilization / Operations Management / Queuing

Participants manage several configurations of a hospital Intensive Care Unit (ICU), including multiple specialized units or a larger pooled unit. Variability in arrival times, service times, and resource utilization are configurable, and all impact patient waiting times. The exercise illustrates trade-offs between cost, patient experience, and clinical quality in queueing systems. This exercise includes two configurable scenarios and an assessment quiz built in to the exercise.

Learning Focus
- Experiment with improving throughput using different batching strategies
- Test different strategies for influencing demand variability
- Investigate capacity, demand rates, cycle time, and throughput in a service operation
- Manage inventory levels and replenishment decisions in the face of different demand patterns, holding costs, stockout costs, & ordering costs
- Develop an intuitive strategy for balancing holding costs against ordering costs and avoid a stockout
- Understand the Economic Order Quantity (EOQ) and its role in basic inventory management
- Compare and contrast Push, Pull, and mixed systems of production planning
- Understand the relationship between batch size and setup times
- Understand how bottlenecks, capacity, and utilization impact production planning and inventory control
- Understand the relationship between utilization and waiting time in a service organization
- Manage variability in arrival and service times in a service organization
- Identify advantages and disadvantages of using pooled systems vs. specialized systems
- Understand the levers for improving performance of queueing systems
Operations Management Exercise: System Utilization in Service Management

Based on the classic Manzana Insurance case, learners manage a service process — reading and writing insurance policies — while developing intuition about capacity utilization, turn around time, work in progress, and the effects of demand variability. This exercise includes four configurable scenarios and an assessment quiz built in to the exercise.

Operations Management Exercise: Balancing Process Capacity

Players are charged with eliminating process-related bottlenecks, maximizing utilization, reducing process variability, and improving profitability across three different sections of a car wash: vacuum, machine wash, and hand-dry stations. This exercise includes two configurable challenges. In some cases the demand is constant, and in other cases both the demand and the processes include variation.

Operations Management: Quality Analytics: Cost of Quality

Participants work through a series of four challenges to calculate control limits for X-bar and R charts, make decisions about machine recalibrations and labor substitutions, determine whether processes are capable of producing to specifications, and make investment decisions in order to minimize the total cost of quality. Challenges span service, health care, and manufacturing settings. Learners work as operators, responsible for keeping a process in control, and managers, responsible for process improvement.

Operations Management: Process Analytics

Learners work with assembly process models over time in this series of problems dealing with production environments. While experimenting, participants can monitor throughput, cycle time, production capacity, and utilization rates. Participants add workers or set task times to improve yield.
Marketing: Pricing Universal Rental Car

Learners assume the role of a district manager at a rental car agency responsible for setting prices and fleet size for rental cars in Tampa, Orlando, and Miami. Over 12 simulated months, learners must analyze the economic, seasonal, and competitive forces of the rental car market and develop a pricing strategy to maximize the cumulative profit for the firm.

Learning Focus
- Explore the dynamics of consumer response to price changes across customer segments and geographic markets
- Understand the roles of fixed costs and variable costs in pricing decisions
- Understand the role of pricing in managing inventory

Supply Chain Management: Root Beer Game

Participants play one of four roles in a root beer supply chain: factory, distributor, wholesaler, or retailer. Each role can influence the entire chain by ordering too much or too little. This lack of coordination, called the “bullwhip effect,” worsens shortages and overstocks. Students work together to minimize inventory holding costs while avoiding inventory shortages. Based on the classic Beer Game developed by Jay Forrester at MIT.

Learning Focus
- Explore influences on collective decision-making including team dynamics, opposing interests, and cognitive biases
- Analyze different leadership approaches and team responses
- Understand effective strategies for building, participating in, and leading teams more effectively

Finance: Capital Budgeting

Capital constraints limit financial resources and force students to carefully evaluate capital investment proposals across the company’s three divisions. Participants examine cash outlays and flow patterns and analyze common metrics such as net present value (NPV), internal rate of return (IRR), payback, and profitability index. Ultimately, learners develop a capital budgeting strategy and choose projects with the greatest impact on the company’s value.

Learning Focus
- Explore resource allocation within a corporation
- Understand different tools of investment analysis (NPV, IRR, payback, profitability index, risk-adjusted discount rates)
- Investigate how capital budgeting and capital rationing influence company performance and market position

Finance: M & A in Wine Country

As CEO one of three publicly traded wine producers, each participant evaluates merger and/or acquisition opportunities among the three companies. Students determine reservation prices, value targets, and negotiate deal terms before deciding whether to accept or reject final offers. Each company’s stock price reacts to the bidding activity, and all bids are public, creating a competitive and fast-paced negotiation environment.

Learning Focus
- Investigate different valuation models, including discounted cash flow, adjusted present value, and multiples
- Explore value creation during a merger or acquisition
- Understand differences between equity transactions and cash deals
Finance: Leveraged Buyouts and Private Equity: Blackstone/Celanese

In 2003, The Blackstone Group LP was contemplating whether to launch a tender offer for Celanese AG's common shares as part of a friendly takeover. The transaction, if successful, would constitute the largest European public-to-private transaction in history. Learners play the role of either Celanese or Blackstone and conduct due diligence, establish deal terms, and respond to bids and counter-bids, all while balancing interests of other stakeholders.

Strategy: Product Launch Simulation: B&B Enterprises Management Flight Simulator

Participants take the role of top management of B & B Enterprises, a fictitious firm based on a variety of real cases. The game begins as a new product is launched. Participants are responsible for marketing, pricing, and capacity expansion decisions to maximize their cumulative profit over the next 40 quarters. Participants also face a simulated competitor whose pricing, marketing, and capacity expansion strategies are unknown.

Marketing: Software Platform Migration (SoftStrat)

SoftStrat helps learners understand the complexities and challenges in dealing with disruptive business models and how to transition to new models while maintaining a healthy business, particularly within the context of Enterprise software and SaaS. Participants play the role of the Chief Strategy Officer and must decide how to allocate scarce financial resources across R&D, marketing, and operations investments as well as set prices for legacy and SaaS software offerings.

Organizational Behavior: Judgment in a Crisis

Each participant plays the role of a product manager at a medical device manufacturer. Customers report a series of critical problems with the company’s newly launched blood glucose monitor. Each learner receives a barrage of communications about the problem — via email, video messages, voicemail, and instant message chats — and must quickly determine the root cause of the issue and make recommendations on how to proceed. The simulation explores issues related to human judgment, cognitive bias, decision-making, and root cause analysis during a crisis.

Learning Focus

- Explore different valuation methods (capital cash flow, equity cash flow) and valuation models (leveraged buyouts)
- Investigate how to structure and finance private equity deals
- Understand the importance of due diligence and deal negotiations

- Explore fundamental principles of corporate strategy, including the difficulties of coordinating strategy in a growth market
- Develop intuition for product marketing concepts including competitive dynamics and market saturation
- Introduce the dynamic connections between a product, its market, and its competitors

- Explore the complexities of disruptive business models
- Understand strategies for transitioning to new business models
- Investigate how resource allocation can influence company performance and market position

- Provide an understanding of several factors which impair judgement and decision making
- Practice leadership and how to respond in a crisis situation, specifically a crisis related to a safety or quality concern
- Analyze the validity of conventional approaches to root cause analysis
Startups & Entrepreneurship: CleanStart

Entrepreneurship / Employee Compensation

In this single-player simulation, participants play the role of the founder of a new startup company in the clean tech sector. They must win customers, hire and motivate people, improve the product, and finance their growth. Each quarter, participants set prices, decide on new hires, set compensation (including salary, stock, options, and profit sharing), and raise capital through sales or by approaching venture capitalists.

Renewable Resource Management: Fishbanks

Resource Dynamics & Sustainable Resource Management / Tragedy of the Commons / Game Theory / Misperceptions of Feedback

Sustainable resource management is an essential skill for businesses and policy makers alike. In this multiplayer simulation, learners take on the role of fishing companies, competing against other players to maximize net worth. Participants buy, sell, and build ships, decide where to fish, and negotiate with one another. Facilitators can set different policy options in the game, including instituting permits and quotas.

Also available in Spanish, Portuguese, and Chinese.

Network Externalities: Video Game Platforms

Strategic Competition / Multi-sided Markets / Direct and Indirect Network Externalities

In many industries, success does not depend exclusively on price, quality, and functionality, but also on network externalities. Participants play the role of senior management at a video game hardware platform producer. Participants set prices for their gaming console and royalty rates for game designers as they try to simultaneously grow their install base (direct network externality) and grow the ecosystem of complementary products and games (indirect network externality).

Pricing Strategy: Salt Seller

Commodity Markets / Variable Demand / Dynamics of Pricing

Understanding cost structure and competitive dynamics in a basic commodity market is a crucial prerequisite for analyzing more complex markets. This simulation gives learners the opportunity to set prices for a commodity in an imperfectly competitive market. Participants play the role of CEO of a salt producer selling salt for de-icing roads. The simulation lets students experiment with different profit-maximizing strategies.

Learning Focus

- Introduce key concepts in entrepreneurial management, including financial, human resource, and strategic decisions
- Illustrate the interplay between the many factors required to make entrepreneurial ventures successful
- Provide classroom experiences in entrepreneurship

Learning Focus

- Understand the dynamics of renewable resource stocks
- Experience the tragedy of the commons: overexploitation of common pool resources
- Analyze feedback processes that control extraction and regeneration of resources
- Experiment with governance of common pool resources

Learning Focus

- Experience the challenges of strategic competition in multi-sided markets
- Understand the impacts of direct and indirect network externalities

Learning Focus

- Experience the challenges of pricing in a commodity market with variable demand
- Understand the dynamics of pricing
Market Growth: Eclipsing the Competition
Pricing Strategy / Technology Strategy / Scale Economies / Learning Curves

Managing growth and profitability can be especially difficult in a market with learning curves and scale economies, where the market leader can often gain a cumulative advantage. Participants play the role of senior management at a leading firm in the solar photovoltaic industry. They seek to maximize profits over a 20-year time horizon, setting product prices and budgets for process improvements. Participants compete against other firms, including potential new entrants, played by the computer.

Learning Focus
• Explore the challenges of pricing and strategy in a market with significant learning curves
• Understand the market impacts of entry of competitors with radical new technologies
• Experiment with different strategies in the presence of learning curves and scale economies

Contract Negotiation: Coffee Trade Game
Contracts / Negotiation

Negotiations around buyer-supplier contracts are critical to supply chain communication and coordination. In this team-based simulation, students apply strategies for contract negotiation in a rapidly changing environment. Participants manage two supply chains simultaneously: one that converts raw green beans into roasted beans, and one that converts other varieties of roasted beans into coffee blends. Working as both buyers and sellers, teams compete to accumulate total profit.

Learning Focus
• Develop strategies for spend categories
• Negotiate favorable contracts over multiple rounds
• Manage and adapt contracts based on negotiation strategies
• Recognize that negotiations are key to net income

Data Analytics: Strategic Decision Making
Analytics / Decision Analysis & Decision Making / Market Analysis & Marketing Strategy

Organizations of all sizes use data from operations and from customer & supplier interactions to improve their strategic and tactical decisions. In this single-player simulation, learners play the role of a product marketing manager for a brand of laundry detergent at a large consumer products firm. Participants formulate a marketing strategy, manipulate and analyze market data; and employ these descriptive and predictive analytics to inform internal decisions.

Learning Focus
• Explore underlying factors and segments in data to develop a coherent marketing approach
• Iteratively analyze and understand data
• Recognize that predictions and forecasts are based on probabilistic assumptions

Minimum Viable Product: The Food Truck Challenge
Prototyping / Innovation / Product Development / Market Research

In this exercise, participants play the role of an entrepreneur working to maximize revenue by selling ice cream, frozen yogurt, or smoothies. During each of five simulated weeks, learners choose between conducting additional market research, opening a food truck, or opening a small pushcart. Instructors choose from three scenarios available in the underlying model, each with different optimal outcomes — so learners can play a second time after a debriefing session, and apply what they’ve learned.

Learning Focus
• See the value of rapid prototyping in a changing environment
• Understand how learning-by-doing may have advantages over research in some environments
• Practice making key decisions and adapting choices based on market feedback
Global Supply Chain: Management Simulation

Demand Analysis / Forecasting / Supply Chain Management

In this single-player simulation, participants design a mobile phone product line, forecast demand, choose a set of suppliers, and allocate production among them. Learners then observe actual demand, and have opportunities to respond to demand shifts and unexpected events over the course of four simulated years. Participants are scored both on their cumulative results, reflected in their profits, and on their process choices, reflected by the support of board members.

This sim is also available in Spanish, Portuguese, Chinese, and Japanese

Learning Focus
• Create a cost-effective and flexible supply chain
• Evaluate forecasting methods
• Build a production plan
• Weigh the relative importance of results and process performance measures

PFG Bank: Credit Card Exercise

Test-cell Marketing / Product Tailoring / Market Research

Participants review a variety of products (12 versions of a credit card) and detailed information about several thousand potential customers. Then, learners use test-cell marketing to determine which products to market to which customers, and send out multiple direct mail campaigns, each with different associated costs.

Learning Focus
• Demonstrate test-cell marketing
• Estimate Customer Lifetime Value (CLV) for different market segments
• Illustrate the benefits of product tailoring

Positioning Game: Market Segmentation Exercise

Market Definition / Market Segmentation / Market Positioning / Perceptual Maps

Participants compete to position products and find the ideal market for new offerings. After reviewing a perceptual map of market structure and noting consumer preferences, participants place their products. Over several simulated rounds, learners seek to increase total market share by updating market positioning for their products.

Learning Focus
• Understand perceptual maps and how to use them in market definition
• Analyze markets and recognize consumer segments, underserved segments, and ideal points for targeting opportunities
• Critique brand perceptions and recognize perception problems

List Testing Exercise: Economic Selection

List Testing / Sample Size Analysis / Market Research

Learners explore the practice of testing a random sample of names from a set of rented lists, deciding how many names to test and how many rounds of testing to conduct before making each rollout decision. Participants must weigh the value of testing against its costs while working to maximize profits for their marketing campaign.

Learning Focus
• Experiment with the mechanics of list testing
• Understand the statistical reasons why testing results differ from rollout results
• Learn how simulation can be used to answer statistical questions
**The Beer Game: Supply Chain Communication**

Bullwhip Effect / Inventory Control / Supply Chain Visibility

Teams of participants take on different roles in a supply chain and experience for themselves the challenges of minimizing costs. Teams must cope with variable demand, lead times, modes of transport, inventory-carrying costs, stock-out costs, and incomplete information across the supply chain. Instructors determine whether members of each team are able to share information with each other, and how much the information may cost.

**Learning Focus**
- Understand the causes, consequences, and counterstrategies for the bullwhip effect
- Explore the challenges of inventory management in a dynamic environment with limited access to information

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**Global Collaboration: Tip of the Iceberg**

Communication / Cross-cultural relations / Global collaboration / International business & management

In this simulation, learners communicate via online chat racing against the clock to prepare a crucial presentation. The participants are randomly assigned the role of a native English speaker or a non-native English speaker at their organization, and each of the players have unique and essential information to contribute. The simulation focuses on engaging the learners in deliberate practice of cross-cultural communication skills.

**Learning Focus**
- Examine assumptions when communicating with global colleagues
- Experience communication challenges for both native and nonnative English speakers
- Experience cognitive, affective, and behavioral responses to cultural differences

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**Surgical Robotics: Value Proposition Simulation**

Business-to-business marketing / Defining marketing strategy / Value proposition / Core competencies / Marketing

Players are challenged to create effective value propositions as they play the role of CEO for a surgical robotics company. They will develop their propositions based on an understanding of their organizational capabilities, the customer needs, & potential competitor moves.

**Learning Focus**
- Understand how a value proposition is linked to business strategy and brand value.
- Connect a value proposition to the market category.
- Develop actionable value propositions and use them to drive execution.

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**Cybersecurity: Cyber Attack!**

Cybersecurity / Communication / Crisis Intervention / Risk Analysis / Crisis Management

In the simulation, learners explore the struggles as the CTO of a company during a Distributed Denial of Service (DDoS) attack. They are contacted by a variety of staff members and make decisions along the way about how to handle the crisis. Ultimately, they need to gather as much pertinent information as possible so that they may prepare a public statement for a group of analysts.

**Learning Focus**
- Gain familiarity with the basic mechanism of common cybersecurity attacks (DoS, DDoS, intrusions) and understand the differences between external attacks and intrusions.
- Learn the repercussions of these attacks on management, and how different responses may be appropriate.
- Understand communicative complexities, both internal and external, and become better prepared to manage a cyber event before, during, and after it happens.
Group Communication & Decision Making Public Policy Simulation: Fire Mitigation

Strategic communication / Group decision making and conflict management / Managing stakeholder interests

In the simulation, teams of 5 players try to balance their personal interests, the interests of their constituents, and their team members to create a wildfire mitigation plan.

Learning Focus
• Managing stakeholder interests
• Negotiate favorable outcomes over multiple rounds
• Manage and adapt a plan based on available information

Crossing the Chasm: High-Tech Marketing and Sales Simulation

Technology Adoption Lifecycle / Marketing / Marketing Strategy / Market Segmentation

Participants in this simulation are playing as the co-founder of a company within the self-driving vehicle space. They work to analyze market segments, develop a winning product solution and achieve the growth promised by their technology. By growing within the market segments, learners can break into the mainstream market and successfully "cross the chasm".

Learning Focus
• Understand the early adopter and mainstream markets in the adoption of a disruptive innovation.
• Discover how innovations can attain widespread adoption through a strategy that successfully bridges the early adopter and early majority markets.
• Learn to ascertain the appropriate target market segments for mainstream adoption using limited, qualitative data.

Data Detective: Financial Analysis

Accounting / Financial analysis / Financial statements

In this single player asynchronous simulation, learners are equipped with an interactive and flexible set of tools, the participants analyze disguised financials and - using their knowledge of operational practices and reasoning skills - match them to real companies and their descriptions.

Learning Focus
• Create a narrative about how a business operates and finances itself, given common-size financial statements and select ratios.
• Demonstrates an understanding of how the operational and financial story of an industry would reflect in a company's financial ratios and other metrics.

Macroeconomics: Econland

Budget deficits / Economic conditions / Fiscal policy / Macroeconomics and Inflation

In this simulation focuses on learning the trade-offs of economic policy decision-making and the effects of the global economic environment on a country. Learners get the opportunity to develop critical thinking skills and learn about economic modeling and system dynamics.

Learning Focus
• Adapt economic policy decisions to the changing state of the economy of a country, as well as to global economic conditions.
• Understand the tradeoffs of monetary and fiscal policy decisions.
• Apply core macroeconomics concepts by making monetary and fiscal policy decisions and then analyzing the consequences of those decisions.
Organizational Behavior Simulation: Leveraging Networks

Communication / Organizational behavior / Interpersonal relations / Group behavior

In this simulation, learners have a goal of obtaining certain key resources from their network as quickly as possible. Learners communicate and exchange resources with other players they are directly connected to—but no one else. As the participants work their network to find the resources they need, it becomes clear that certain players are in more strategically advantageous positions than others.

Learning Focus
• Demonstrates how the properties of one's network affect one's ability to derive benefits from it.
• Change perceptions of networking as selfish, opportunistic, or insincere by recognizing its benefits and potential for reciprocity.

Strategy Simulation: Value Champion

Differentiation strategy / Evaluating / Cost drivers / Activity based budgeting

This simulation teaches learners about value chain analysis and competitive advantage. The players act as a manager at SmartShoe, a manufacturer of technology-enabled athletic footwear. To fulfill a special order from a large sports retailer, the learners make strategic decisions about everything from the number of shoes to produce and the quality of raw materials to shipping and delivery options, manufacturing methods, staffing, procurement, and product features.

Learning Focus
• Explain the purpose of value chain analysis
• Break down firms into their key activities and understand the role of activity drivers
• Use the activity and driver analysis firm revenues or decrease firm costs