

In this realistic scenario, delegates experience the impact of change by working for the 'We Can Do Company'.

This rapidly expanding company has a policy of taking on projects at short notice that other companies cannot manage.

The staff are all multi-talented and readily appreciate that their skills and 'we can do' attitude makes the company very profitable and pays them big salaries, linked to the profits of the company.

Three teams are working together to develop a new chocolate bar. Each team has a different area of responsibility, but should communicate with the other teams to ensure they are working together.

Team four is the 'first line of attack' who work independently on the project, taking an overall view.

Having decided which tasks they are going to achieve they are told that certain members of the team need to work elsewhere in the company and replaced by other members. They are also told the time for completion is reduced.



As the game progresses each team has to cope with further changes required by the client. For example:

- Change of coating from dark to white chocolate.
- Change of filling.
- Change of bar shape and size.

With limited time and the tasks in hand changing as the game progresses, effective communication is imperative. It is crucial for teams to co-operate and communicate effectively because the change one team makes could affect the task of the other teams.

Projects of this nature need a large degree of flexibility, so Teams - Members - Specifications and Requirements are subject to change at all times and at short notice.

To achieve a good result, teams' must communicate effectively with each other and manage their time. Coping with change and persuasive presentation skills are also essential.

This game:

- is challenging, but fun;
- provides ample opportunity to practice change management skills;
- requires effective time management skills;
- develops team building; and
- brings out leadership qualities

More information

Please see the following pages for examples of the instruction sheets issued to teams.

Part of the Briefing Notes for all teams

The WE CAN DO COMPANY is a rapidly expanding company because it has a policy of taking on projects at short notice that other companies cannot do.

The staff are all multi-talented and readily appreciate that their skills and 'we can do' attitude makes the company very profitable and pays them big salaries which are linked to the profits of the company.

The company has been set a requirement with a very short deadline. Teams will be formed to complete a list of tasks which if successful will earn the company one million pounds and big pay cheques for all involved.

Projects of this nature require a large degree of flexibility; so teams, members, specifications and requirements are subject to change at all times and at short notice.

Objectives

CHOCO BARS PLC is one of the leading manufactures of chocolate confectionery but has been losing market share to competitors with new products and a 'slick' style of packaging and advertising. A successful new product is vital for the future of the company and worth many millions of pounds.

A confectionery company CHOCO BARS PLC is launching a new chocolate bar in six weeks time and the advertising media has been booked in time for the start of the new campaign. It is essential that the tasks set for each team are completed today and a presentation made to CHOCO BARS PLC to earn the £1 million for a successful completion.

Tasks

Each team has tasks to perform in short time slots, members of teams may be asked to move to other teams due to pressure of work, staff shortages or availability of key members.

When all tasks are completed, one member of each team will form a Presentation Team to 'sell' their work to the Board of CHOCO BARS PLC.

Remember the rewards are high; £1 million if your ideas are accepted and the possibility of future projects. For CHOCO BARS PLC your concepts could save their company.

Part of the Briefing Notes for Team 1

TEAM 1

You are the Creative Thinking Team

Your tasks are to:

- name the new chocolate bar;
- create a slogan or jingle.

CHOCO BARS PLC have had most of their product names and slogans for many years, so they are not as modern as many of their competitors. This is believed to have caused a trend away from their otherwise good quality confectionery.

The new name and slogan must get across the message of a:

- modern image;
- fine confectionery;
- trendy image;
- young image.

Details of the proposed new chocolate bar:

A chocolate coated bar with part dark and part white chocolate. It has a crisp biscuit base and a soft vanilla fondant filling with crisp praline pieces in the fondant.

One member of each team will be allowed to visit the other teams (except team 4) for periods of 1 minute when told by the trainer. Use this time well to find out all you can.

Each team should select one member to form the Presentation Team that will put forward the ideas of the WE CAN DO COMPANY to the Board of CHOCO BARS PLC to sell the whole project.

Part of the Briefing Notes for Team 3

TEAM 3

You are the Financial Team

Your task is to:

- price and size the chocolate bar.

The exact price and bar size is to be agreed. The following information should be considered when coming to your recommendation.

The market for chocolate bars in the U.K. is the largest in Europe. Although most chocolate confectionery is priced around the 25p - 35p mark, there is a good market for the luxury 'non day-to-day' confection which can command a price of up to £1 per bar.

The cost of ingredients, packaging and distribution does not necessarily reflect such a big price difference, so a successful bar at the higher end of the price bracket would make a greater profit. However the most successful bars are in the 25p - 35p price range and are long established favourites.

Guide to bar pricing and sizing

Popular chocolate bars on the market:

25-35 grams	Basic two fillings and chocolate coating	Average 20p
35-50 grams	Basic three fillings and chocolate coating	Average 30p
50-65 grams	Quality fillings and good thick coating	Average 45p
65-80 grams	Top quality fillings and multi colour coating	Average 85p

One member of each team will be allowed to visit the other teams (except team 4) for periods of 1 minute when told by the trainer. Use this time well to find out all you can.

Each team should select one member to form the Presentation Team that will put forward the ideas of the WE CAN DO COMPANY to the Board of CHOCO BARS PLC to sell the whole project.

Order of events

This page shows the order of events for the business game. These and other details of how to run the game and notes on managing change are contained in the trainer's manual issued with the package.

Timing

The minimum time for this game is 1.5 hours. There is an opportunity to develop the game further by adding additional variables (examples on page 5) and allowing time to make these adjustments.

Examples of how to allocate time for the game

Activity	When To Do It	Actual Time
Introduction		09.00 - 09.05
Start Game		09.05
Information Sharing Visit (1)	After 5 minutes	09.10 - 09.11
Introduce a change	After 6 minutes from start	09.11 - 09.12
Introduce a change	After 11 minutes from start	09.16 - 09.17
Information Sharing Visit (2)	After 16 minutes from start	09.21 - 09.22
Team 4 submits their proposal	20 minutes from start	09.25 - 09.30
Introduce a change	After 27 minutes from start	09.32
Introduce the poster	After 32 minutes from start	09.37
Information Sharing Visit (3)	After 40 minutes from start	09.45
Prepare for Presentations	Time Allowed 10 minutes	09.55 - 10.05
Presentations	Time Allowed 10 minutes	10.05 - 10.15
Debrief	15 minutes	10.15 - 10.30
Finish		10.30

Presenting Their Case

At the end of the activity the team (or teams) do a presentation to the 'Choco Bar Company' persuading them that their idea will be best for them.



User's Comments

"I have run the game several times now and each time it has been a huge success. I have been running full day sessions with teams and in the mornings we focus on the theory and the issues of integrated working and in the afternoon I use the game as a practical example of how to manage the change process.

I cannot praise this game enough. It has been so successful that I have been asked to work specifically with social work staff as well."

Y. Campbell - Senior OD & Training Advisor - Mental Health NHS

"The game was great - excellent fun and very relevant learning. I really appreciated the pre-briefing that you gave me which helped a lot."

K. Summers - Seahorse Coaching & Consulting

- Timing:** This training activity runs for 1.5 to 2 hours + a debrief
- Numbers:** Ideal for 12 to 27 delegates for each game. We have run it for over 100 delegates using 5 games.
- Who:** Staff at any level.
- PC required:** None.
- Licence Free:** When you buy this training material, there are no restrictions on the number of times you can use it.
- Cost to buy:** For groups of 12 to 27 delegates £395 + delivery and VAT (if applicable).

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