MEGA LEARNING

Simulations to teach what business is really about.

The Business Sustainability Challenge

The Business Sustainability Challenge is an **immersive strategy simulation** in which participants lead a manufacturing company facing growing environmental constraints, regulatory pressure, and stakeholder expectations.

Teams must improve business performance while **integrating sustainability** into core strategic decisions. Carbon emissions, resource use, circularity, and employee engagement directly influence costs, demand, access to capital, and long-term competitiveness.

The simulation demonstrates how sustainability can become either a **strategic liability or a competitive advantage**, depending on the choices made.

What do participants do?
Participants work in teams to manage a manufacturing company over multiple decision rounds in a dynamic and competitive environment. Each round represents a strategic period in which teams must translate **sustainability ambitions** into concrete operational, financial, and strategic choices.

Participants make integrated decisions across the full value chain, including:

- **Product design choices** influencing emissions, resource use, and circularity.
- **Supplier selection**, from business-as-usual to highly sustainable supply chains.
- Investments in production facilities to improve efficiency and **reduce environmental impact.**
- **Management of carbon emissions** across Scope 1, 2, and 3 (upstream and downstream)
- **Circular economy levers**, such as ecodesign, material efficiency, and reuse
- **Talent development** and employee engagement, reflected through employee satisfaction indicators
- **Financial strategy**, funding access, and cost–benefit trade-offs.

Throughout the simulation, teams are exposed to **outside-in pressures** from customers, investors, banks, insurers, and regulators. Frameworks such as the **EU Green Deal, CSRD, and carbon pricing mechanisms** directly influence demand, costs, access to capital, and company valuation.

Performance is assessed using a **holistic scoreboard**, combining profitability, environmental impact, and employee engagement —forcing participants to move beyond short-term optimization toward systemic thinking.

What are the learning objectives?
By the end of the simulation, participants will be able to:

- Understand how **environmental degradation and planetary boundaries** translate into concrete business risks and costs.
- **Analyze sustainability** from both an outside-in (financial risk) and inside-out (environmental and social impact) perspective.
- **Integrate carbon footprint management**, resource efficiency, and circular economy principles into core business strategy.
- **Evaluate trade-offs** between short-term financial performance and long-term resilience.
- Anticipate the impact of **sustainability regulation** on competitiveness, access to finance, and market positioning.
- Design **coherent strategies** that align profitability, sustainability, and employee engagement.

Duration, logistics, and target group
Target group – University graduate courses; Corporate training for executive management.

Duration – From 8 to 24 hours; Can be spread over multiple days, weeks, or months.

Logistics – From 9 participants; Online, face-to-face or blended facilitation: Participants & professors have access to videos, teaching notes, and pre reading material to understand the rules of the game autonomously.

Example of training agenda

	Day 1	Day 2	Day 3
Morning	Introduction to the simulation	KPI and execution: OP margin, ROCE, Cashflow	McKinsey
	Part 1: Dynamics	Decision #3	Efficiency trap
	Part 2: sustainable value creation	Disruption: divest, worldwide market position.	Decision #6
	Decision #1	Net zero: global discussion	Decision #7
Afternoon	Strategy and portfolio management	Decision #4	Team presentations: Declaration of winners
	Decision #2	Decision #5	