

THE SUSTAINABILITY BUSINESS GAME

RULES

- You may speak freely with members of your group but not with other groups, unless explicit permission has been given
- Decisions made cannot be changed
- Do not close the browser during the game
- Read the entire manual and then, on the login screen, select your group membership number and click “Enter”.

1. CONTEXT

You have just been transferred from the company's New York headquarters to the country of Matzal, a country with a developing economy that is experiencing a boom in foreign investment thanks to rich natural resources and a business-friendly legal system.

Your company, like many others, has opened a production plant on the shores of a lake near the country's capital.

Initially, the business was exceptionally profitable but recently the financial results have declined substantially.

The Board of Directors therefore sent you and your team to make the plant profitable again. Headquarters expect strong earnings and a significant capital increase!

For you, this can be both an opportunity and a risk: if you succeed and bring the company back to profitability, you can expect a promotion; if you fail, you will probably end up like the group you are replacing.



YOUR OBJECTIVE



Gaining maximum profit by ensuring a clean natural resource

2. PRODUCTION PROCESS

Your **company's production process uses water from Lake Matzal to make products**. Lake Matzal is a rather stagnant lake because the river that feeds it is very small. The water quality tends to improve somewhat after the rains, which occur during the monsoon season.

The more water is treated, the higher the quality of the product and thus the price on the market. As water quality is deteriorating, your engineers have to make changes in production methods, which increases costs.

All companies around the lake use water in their production process and pollute it. In fact, the most common practice has always been to contaminate waste water used in the Lake. The government does not regulate the amount of water used by companies or the number of pollutants they discharge; therefore, water quality depends mainly on the actions of the companies themselves.

3. DECISIONS AND OPTIONS

At each turn your group must **decide how to use the water of Lake Matzal** by clicking on the corresponding choice button. You can only make one decision between two choices!



**Discharge
water**



**Treat
water**

TREAT WATER: decide to treat the water used to remove toxic substances before releasing it back into the lake. This process increases production costs.

DISCHARGE WATER: use water as you have always done, collecting it for your production process and discharging it untreated into Lake Matzal. This process has no impact on production costs.



Your company must make one of these decisions each turn before time runs out. If an option is not selected in time, you will receive unpleasant news from your Managing Director.

Each choice will have a different impact on turnover. While the choice to DISCHARGE degrades water quality, the choice to TREAT keeps it stable.

Your profit depends on the quality of the water and the choices made by each company. If all groups choose to TREAT their wastewater, everyone will benefit from cleaner water. However, if your company chooses to TREAT and other companies choose to DISCHARGE, you will incur higher costs for pollution reduction, with minimal overall improvement in water quality. Conversely, if all other companies choose to TREAT and you choose to DISCHARGE, you will get the benefits of clean water without having to pay for them.

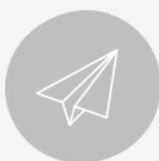
In addition to the decision to Treat or Contaminate the water at each turn, each group **has a further option available.**

This option can only be selected once in the game and can be selected together with the choice of Treat or Contaminate.



***Investing in
R&D***

INVESTING IN RESEARCH AND DEVELOPMENT: your engineers **design innovative systems that make your company's production process less dependent on lake water.** It is a project that reduces the influence of degraded lake water on your profits. The system requires an initial investment of 20,000€ and three complete cycles to be implemented. Once fully operational, your system will use much less water and increase your income by €5,000 every three rounds until the end of the game.



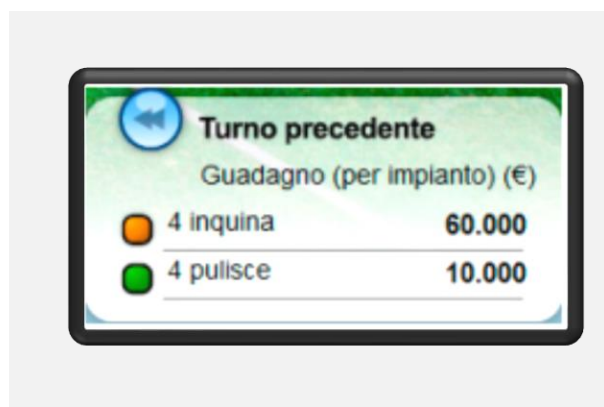
Don't forget to pay attention to special events that occur during the game: **rain, news, conference invitations, etc...**

4. BUSINESS

Your company records profit and loss trends at each turn. Your group starts with a **total of EUR 1.000.000 in uncommitted funds**. At each turn your total assets will increase or decrease depending on the choices you make.

After each turn, the water cleanliness level of Lake Matzal is changed according to the choices made.

The confidential information of each company can only be viewed by you and your team, but after each turn everyone can see the joint effect of the choices.



The game continues until the organiser says it is finished.