Game of Choice

■ Role of the Facilitator

· Act as the host of the "press conference" (announcement of company actions)

· Offer commentary as a news commentator after the "press conference"

· Time management

■ Purpose of Game (Summary)

**If I were a company representative** faced with a particular social or environmental risk, **what would I do?**

**What would I do if I were a supply chain stakeholder?**

What would I do if I were in each position? The Game of Choice helps you understand the importance of CSR/Sustainable procurement.

　　There is no correct answer!! Step out of your usual role, such as a company employee, and into someone else's role!

■ How to proceed

1. Self-introduction   
Self-introductions take 1 minute per person. (Assign the teams in a way that ensures that the largest team has no more than one or two people more than the smallest team.)   
The first self-introduction is from the facilitator.   
At the end of each 1-minute period, the game instructor announces, "OK, X minutes have passed and time is up, so now let's hear from the next Xth person" to support the facilitator.   
Teams that finish early should use the lottery to decide their roles.   
Once the self-introduction period is over, ask the teams who have not completed their self-introduction to do it later.

2. Announcement of the incident (done entirely by the game instructor)   
(Game starts)

3. Assigning the cast of characters with the "ghost leg" lottery

For Reference: Character descriptions (already explained, but repeated here just in case)

|  |  |
| --- | --- |
| Consumer | Brand fan with a teenage child |
| Retail store | Purchasing director of a relatively large chain-store selling sports apparel from many brands |
| Company | The president of a medium-sized sports apparel company based in Japan, whose suppliers are mainly located in Southeast Asia and are committed to taking into account the environment and society (human rights and labor) in accordance with the company's CSR/Sustainable procurement policy |
| Tier 1 | Large local trading company that coordinates local Tier 2 suppliers and interacts with many global companies |
| Shareholder | General shareholder (individual investor) |
| NGO | Leader of human rights NGO |
| Community | Village mayor of community working at Tier 2 supplier's factory |

4. Company's policy announcement

This is the "press conference."

Each character selects only one card from among the cards distributed, reveals their card on the sheet on the table, and explains the reasons for their choice.

1. First, the company holds a press conference about the incident. (No more than 3 minutes, after 3 minutes of deliberation)
2. Each stakeholder makes a presentation in turn. (No more than 2 minutes)

→ The company is not allowed to respond each time to these presentations.

→ The facilitator will call on each presenter in turn. Company → Consumer → Retail Store → NGO → Community → Shareholder → Supplier etc.

1. The company makes a final decision and announces its action. (No more than 2 minutes)

→ The company can choose a card and make its announcement until after it has heard each stakeholder announcement.

The players and facilitators will be "in character" for the press conference discussion.   
As a general rule, stakeholders are not required to ask questions after the company's announcement. However, in order to liven up the proceedings, the facilitator can initiate pointed questions (see "<Reference> Sample questions after company's answer" below). In particular, a pointed question should be asked if the company's presentation contains conflicting details, or is too short to convey a coherent picture, or is too vague for other members to argue with (for example a claim of partial responsibility). Examples of pointed questions include "That's rather vague, isn't it? Can you be more specific?" Or, "If you respond so generously but then find the same problem with your other suppliers, won't it cost a lot, leading to higher prices and poor business results?"

[Second turn] Pass the card to the next person on the right. (Alternatively, if you want to skip over someone who is inexperienced, you can decide at the last minute to pass to the left, or skip ahead two spots to the right.)

5. Finally, the team members exchange reflections in a debriefing session

　　　The facilitator introduces previous opinions and reactions from the members.

The facilitator can encourage discussion with prompts like the following:

* This choice had this result, but how would a different choice affect the supply chain?
* Did your remarks and feelings change when your role changed?
* Were there any remarks or events that significantly changed the flow of the event?
* What did you learn?
* To elicit discussion: ”If you were this character, would you have made the same choice?"
* What do you think is the most effective way to get the company to hear your voice?
* That's fine from a social perspective, but from a financial perspective, isn't it a heavy burden on the company?
* Is there a way to reduce or share this burden? Are you familiar with any previous examples of this?

Summarize the key points for the group during the reflections.

6. (Session for participants to share their reflections in the final “Review of the Game.”)   
Decide who will share their thoughts and perceptions (the facilitator appoints the best person to make a shared statement)   
If the facilitator makes the presentation, there is no need to provide a long backstory. The facilitator can just summarize remarks from members by saying something like "there was a comment that XX" or "XX was found to be helpful." For example, it's fine to say something like, "Many of the team members seemed to be surprised by the fact that XX," or "I heard a lot of remarks to the effect that XX," even specific comments that have not come up from members.

7. Have one representative from each group share their overall impressions in the final “Review of the Game."   
(Instructor leads the discussion with additional comments, etc.)

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Company response  <Reference> Sample questions after company's answer | First remark from facilitator | Consumer | Retail store | NGO | Shareholder | Community | Tier 1 supplier |
| 1. Claim no direct relation | That's not a choice befitting the times. | · I don't want to buy products from companies that do not protect human rights.  · This kind of terrible response will spread over social networks. | · If there's a boycott,  how will you compensate me for my lost sales?  · If there's a boycott,  I'll stop carrying your product. | How does your company view its social responsibility? | Will you take management responsibility if the stock price falls? | <No comment> | If there's a boycott, who'll be liable for the decrease in orders? |
| 1. Fail to acknowledge   (cut off Tier 2) | It would be a shame if protests erupted in the area of the Tier 2 factory. | · I don't want to buy products from companies that do not protect human rights.  · This kind of cruel response will spread over social networks. | · Who's responsible for the supply?  · What kind of measures will be taken if protests erupt in the area of the Tier 2 factory?  · If there's a boycott,  I'll stop carrying your product. | · How does your company view its social responsibility?  · Who is responsible for financial compensation, including of Tier 1? | · Will you take management responsibility if the stock price falls? | We will protest because it affects the community. | Who will compensate us for the lost profits? |
| 1. Resolve at the cost of the Tier 1 supplier | That's terrible for Tier 1. | If the price of the product goes up, I might not be able to buy it anymore. | I'm worried about the increase in the purchase price. | How does your company view its social responsibility? | Is Tier 1 really willing to accept the costs? (I'm concerned about the impact of a stalemate on profit and loss.) | If Tier 2 is cut off, we will protest because it affects the community. | · We can't do that unless you accept a price increase.  · This is your fault for haggling a low price.  · If you respond this way, we'll stop supplying you. |
| 1. Partially bear cost of improvement | How much do you have to pay? | If the price of the product goes up, I might not be able to buy it anymore. | I'm worried about the increase in the purchase price. | · If there is anything you need, we will help you.  · Can you do this in partnership with other companies? | Don't waste money on such things. (I am worried about a decrease in dividends.) | · I worry about the economic impact on the region.  · I'm worried about the burden on our community (for example, the cost of school expansion when child labor is eliminated). | Will the burden also fall on our company?  Will you accept the price increase? |
| 1. Take full responsibility | ・ It's a nice idea, but won't paying the full cost affect earnings?  · The selling price may rise. | If the price of the product goes up, I might not be able to buy it anymore. | I'm worried about the increase in the purchase price. | If there is anything you need, we will help you. | Don't waste money on such things. (I am worried about a decrease in dividends.) | <Thank you> | Will the burden also fall on our company?  (Decrease in purchase price) |
| 1. Call for crowdfunding | What happens if you leave it to others but nobody steps up? | I appreciate the action, but can you adequately protect human rights even if the fundraising falls short? | If the fundraising falls short and protests occur,  I'll stop carrying your product. | · If you don't raise enough money, we will support you with the funds we raise. | <No comment> | I want you to use the raised funds. | Will the burden also fall on our company? |