

BUSINESS ENTERPRISE
SIMULATOR

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TOPAZ

Management Simulation

World Copyright:

SDG – Simuladores e Modelos de Gestao

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Simulator Developed By:

EDIT 515 (uk) Limited

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Scotland, UK





Practical Guide for
Students & Professionals
to learn managing a Company
by working on

Business Simulator!!

Introduction to TOPAZ

The TOPAZ Management Simulation - a strategic business management simulation - is based on a realistic business situation in which a number of virtual companies, represented by the teams taking part, compete against one another in an interactive business environment.

The TOPAZ Management Simulation was launched by SDG – Simuladores e Modelos de Gestao SA in Portugal in the late 1970s, in partnership with EDIT 515 (uk) Ltd, and is today the largest and oldest International Strategy and Management Simulator.

Topaz Management Simulation is based on the simulator used in the International Global Management Challenge Competition. Over the past 40 years, more than 750,000 staff and students from more than 35 countries have gone through this unforgettable experience. In 2009, the TOPAZ Management Simulation received accreditation from the European Foundation for Management Development for technological advanced education programs.



Accredited By:

European Foundation for Management Development (EFMD), Switzerland

Internationally acclaimed Business Simulator, accredited by European Foundation for Management Development (top 3 business accreditation agencies in the world).



Powered By :

Global Management Challenge (GMC)

Business Simulator used in TOPAZ Management Simulation is same as the one used in Global Management Challenge – the world's largest strategy and management competition and biggest global event based on Business Simulation.

Used in more than 35 Countries worldwide

EUROPE

-  Czech Republic
-  Estonia
-  France
-  Greece
-  Italy
-  Latvia
-  Lithuania
-  Poland
-  Portugal
-  Romania
-  Russia
-  Slovak Republic
-  Spain

ASIA

-  Armenia
-  China
-  Hong Kong
-  India
-  Kuwait
-  Macao
-  Qatar
-  Saudi Arabia
-  Singapore
-  United Arab Emirates

OCEANIA

-  Australia
-  New Zealand

AMERICA

-  Brazil
-  Colombia
-  Ecuador
-  Mexico
-  Panama
-  Peru

AFRICA

-  Angola
-  Benin
-  Cameroon
-  Ivory Coast
-  Kenya
-  Mozambique
-  Nigeria
-  Senegal
-  Togo

40

Largest and Oldest Simulator
with more than 40 Years of experience

750,000

University Students & Company
Managers Trained worldwide till date...

Introduction to the Simulator

TOPAZ Management Simulation is a complex business simulation which can accommodate up to eight competing teams. It can be used for both behavioral and/or functional objectives, depending on the amount of time that is allowed for decision making.

TOPAZ Management Simulation covers the marketing of three products in four areas; thus the marketing plan (covering pricing, advertising, selling, quality and design) and consequent forecasts in the face of competition from the other teams, are vital elements. Production is a two stage process of manufacture and assembly, dependent on efficient use of the available machine time and assembly workers. Personnel needs to ensure sufficient staff in a competitive work place; and Finance must ensure adequate funds are available.

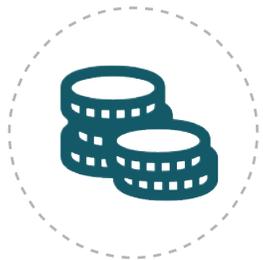
TOPAZ Management Simulation is available with a variety of pre-start positions. Depending on the choice of start, each simulation offers different business problems to be solved. Under-financing, tight labor market, declining or explosive market growth, etc. The periodic Management Reports provide a wealth of data allowing teams to make objective decisions.



Salient Features of **TOPAZ** Management Simulation



TOPAZ is easily adaptable to the specific objectives to be achieved, the number of participants and the duration of the program.



A highly effective platform for developing understanding of financial statements. The financial statements developed by simulator are as per the International Financial Reporting Standards.



The program is available to be run as in-room for on-site training or online and even combination of both as per user needs.



TOPAZ uses Share Price on a simulated stock exchange as the winning criteria for each team.



One of the few cross functional management simulations where participants make decisions around human resources, finance, production, research and development, marketing, and sales.



A dynamic stimulation that allows the decision of other participants in the competitive market to be factored in the software's research data when processing the business outcome, that closely mirrors how real-world markets work.

How it Works?

- 1 TEAM REGISTRATION**

The TOPAZ Management Simulation starts with Registration of Team, each consisting of 3 – 5 Members. The teams are organized into Groups (Each Group with a maximum of 8 Teams) which creates a competitive Market, in which the teams compete with one another.
- 2 COMPANY ORGANIZATION**

Members in each Team, organize themselves in form of a Senior Management of a company, and assumes functional responsibilities, such as:

 - Company CEO
 - Director – Marketing
 - Director – Operations
 - Director – Human Resource
 - Director – Finance
- 3 COMPANY'S HISTORY**

Each Team then receives information about their company, in terms of historical data for last 5 Quarters, which outlines company's performance in the recent past. The simulator has multiple histories and starting point, dedicated towards different **Business Problems / Scenarios**, under which Team's must work.
- 4 DECISION CYCLE**

Based on the analysis of Company's history, each Team outlines a corporate strategy for it's respective company to achieve best results in the market (Group). They execute their strategy by taking more than **65 Functional Decisions** and submit them to the simulator. Each Round of TOPAZ Management Simulation consists of **5 Decision Cycles**.
- 5 REPORT & RESULTS**

At the end of each Decision Cycle, the simulator evaluates Team's decisions and develops **Management Report** for the company, that outlines the performance of the managers. After the completion of 5 such Decision Cycles, the company with highest **Share Price** at the simulated stock exchange is considered as the best performing team of the competition.

Company Organization



CEO



Marketing

- ▶ Advertising
- ▶ Prices
- ▶ Sales

Production

- ▶ Manufacturing
- ▶ Quality
- ▶ Transport
- ▶ Raw Materials
- ▶ Machines

Human Resources

- ▶ Recruitment
- ▶ Training
- ▶ Working Conditions
- ▶ Salaries

Finance

- ▶ Investments
- ▶ Dividends
- ▶ Loans
- ▶ Taxes
- ▶ Shares

Decision Cycle



Management Report

The Management Report contains the information you need to analyze before making decisions and it is divided in 4 parts:

- **Decesion Sheet**

The first section of your report shows the decisions which were actually used (or in effect) last quarter. Normally these numbers are the same as the decisions you made, or tried to enter, but there ways in which they might differ marked by an appropriate symbol.
- **Resources & Products**

Resources & Products: This report gives you information about the state of your company in relation to all physical resources such as space, machines personnel's and also about products sold. It will tell you what happened last quarter, the state of some parameters of your company now, and say something about next quarter.
- **Financial Statements**

The third part of the Management Report is the company accounts, under the headings 'Administrative Expenses', 'Income Statement', 'Balance Sheet' and 'Cash Flow Statement'. All transactions are recorded in euros.
- **Economic Intelligence and Group Information**

Economic Intelligence and Group Information: This part of the report gives information about all the companies in the group, and about the economy in which company is operating.

The Management Report reproduces the decisions you made. It informs you about: the Means of Production, Factory build/extend, Raw Materials, Human Resources, Sales, Products, Carbon Footprint, Transportation, and data on Financials: Balance sheets, Profit and Losses, Overheads, Cash Flow, Investment Performance, etc.

The report also informs on the activities of competitors in the areas of Price, Total Employees, Payroll, Agents and Distributors, Market Shares, Consumer Opinion; and expenditures made by competitors in areas such as Advertising, Research and Development and efficiency of Websites.

Decision Sheet

PLEASE CHECK THE DECISIONS GIVEN BELOW

Sale Volume

Quantities of Product to

*Quantities of Product to
(Not delivered in full if starred)*

EU Agents
Nafta Distributors
Internet Distributor

Product 1	Product 2	Product 3
1650	975 *	375
600	450 *	150
1850	1000*	400

Prices (€):

EU
Naftal
Internet

290	440	780
290	440	780
290	440	780

Pricing

Advertising

Advertising (€ '000)

EU
Naftal
Internet

Corporate Image Direct Product Advertising			
30	40	40	40
30	40	40	40
30	40	40	40

Assembly Times (minutes)

Take up Product Improvements
R & D Expenditure (€ '000)

110	160	350
1	0	0
20	20	20

Product Quality

Procurement

Purchasing for:

Raw Materials Ordered ('000)

Next Quarter	3-months hence	6-months hence
12	0	0

Agents and Distributors

EU Agents
Nafta Distributors
Internet Distributor

Total Number Wanted for Next Quarter	Support Payments (€ '000)	% Commission
3	12	9.0
4	12	6.0
xxxxx	15	5.0

Distribution Channel

Operations and HR

Production: Machines to Buy : 0
Machines to Sell : 0
Maintenance Hours per Machine : 40
Assembly Hourly Wage Rate (€c) : 14.60
Assembly Workers Hired (+) / Fired (-) : 0

Number of Ports Operated : 25
Web-site Development (€ '000) : 25
Shift Level : 1
Assembly Workers Trained : 0

Investments (+/- € '000) : 0
Management Budget (€ '000) : 154
Information on Corporate Activity : 1
Insurance Plan Number : 4

Term Loans (€ '000) : 0
% Dividend Paid : 6
Information on Market Shares : 0

Finance

Resources & Products

Production

AVAILABILITY & USE OF RESOURCES

Machines Available Last Quarter	25
Machines Available for Next Quarter	25
Assembly Workers Hours	
Total Hours Available Last Quarter	26,460
Hours Absenteeism/Sickness	365
Total Hours Worked Last Quarter	20,171
Notice of Strike Weeks Next Quarter	0
Machine Hours	
Total Hours Available Last Quarter	14,700
Hours Breakdown	39!
Hours Planned Maintenance	961
Total Hours Worked Last Quarter	10,169
Average Machine Efficiency %	92
Raw Material Units Used & Available	
Opening Stock Available	9,734
Bought Spot Last Quarter	12,000
Bought Default Last Quarter	0
Lost/Destroyed	0
Used Last Quarter	12,207
Closing Stock Last Quarter	9,527
For Delivery Next Quarter	
Bought Last Quarter	0
Bought Quarter before Last	0
For Delivery Quarter after Next	
Bought Last Quarter	0

PRODUCT MOVEMENTS & AVAILABILITY

	Product 1	Product 2	Product 3
Quantities:			
Scheduled	4,100	2,425	925
Produced	4,268	2,528	961
Rejected	168	103	36
Lost/Destroyed	0	15	0
Shipped to:			
EU Agents	1,650	968	375
Nafta Distributors	600	447	150
Internet Distributor	1,850	995	400
Orders from:			
EU	1,721	958	370
Nafta	654	417	136
Internet	1,849	1,027	407
Sold to:			
EU	1,650	960	375
Nafta	600	427	136
Internet	1,849	1,026	407
Order Backlog			
EU	35	0	1
Nafta	27	0	0
Warehouse Stocks			
EU	0	8	0
Nafta	0	20	15
Internet	1	0	8

Product Data

Human Resource

Human Resource Management	Assembly	Machinists
Personnel at Start of Last Quarter	45	80
Recruited during Last Quarter	0	20
Trained from Unemployed	0	
Dismissed	0	0
Quit at end of Last Quarter	0	7
Available for Next Quarter	45	93

Product Improvements	NONE	MINOR	MINOR

R&D Department

Agents & Distributors

Agents & Distributors	EU	Nafta	Internet
Available Last Quarter	3	4	1
Quit Last Quarter	0	0	
Dismissed Last Qtr.	0	0	0
Recruited for Next Qtr.	0	0	0
Available for Next Qtr.	3	4	1

Serviced under Guarantee	224	131	44
Internet Service Complaints	244	131	44

After Sale Service

Transport	EU	Nafta	Internet
Average Journey(km)	1381	500	300
No. of Loads	11	5	11

Logistics

Financial Statements

Administrative Expenses

Advertising	450,000
Internet Distribution Agent	80,255
Internet Service Provider	62,152
Selling Agents & Distributors	220,904
Sales Office	29,939
Guarantee Servicing	44,090
Shipping & Hired Transport	82,250
Product Research	60,000
Web-Site Development	25,000
Personnel Department	20,000
Machine Maintenance	85,000
Warehousing & Purchasing	31,879
Business Intelligence	7,500
Credit Control	7,430
Insurance	4,477
Management Budget	154,000
Other Miscellaneous Costs	34,184
Total administrative expenses	1,399,060
Taxable Profit/Loss Accumulated	173,436
Insurance Claimed	5,341
Insurance Excess	17,909

Income Statement

Sales Revenue	2,995,254
Opening inventory values	320,650
Materials Purchased	424,509
Assembly Wages	303,774
Machinists Wages	387,526
Machine Running Costs	188,802
Quality Control	8,000
less closing inventory values	302,049
Cost of Sales	1,331,212
Gross Profit/Loss	1,664,042
Insurance Receipts	0
Finance income	1,124
Finance expense	0
Administrative expenses	1,399,060
Depreciation	92,670
Tax Assessed	0
Profit/loss for the period	173,436
Dividends Paid	240,000
Transferred to retained earnings	-66,564

Balance Sheet

ASSETS	
Value of Property	450,000
Value of Machines	3,614,098
Property, plant and equipment	4,064,098
Value of product inventories	11,515
Value of material inventory	290,534
Trade receivables	1,436,277
Cash	1,914,572
Investments	300,000
Total Assets	8,016,996
LIABILITIES	
Tax Assessed & Due	325,572
Trade payables	925,473
Bank Overdraft	0
Unsecured Loans	0
Current liabilities	1,251,045
Term Loans	0
Net Assets	6,765,951
EQUITY	
Share Capital	4,000,000
Retained earnings	2,765,951
Total equity	6,765,951

Cash Flow Statement

OPERATING ACTIVITIES	
Trading receipts	3,165,403
Insurance receipts	0
Trading payments	2,670,495
Tax paid	0
Net cash flow from operations	494,908
Interest received	1,124
Asset sales	0
Assets purchased	0
Net cash flow from investing	1,124
FINANCING ACTIVITIES	
Additional loans	0
Interest paid	0
Dividends paid	240,000
Net cash flow from financing	-240,000
Net cash flow	256,032
Overdraft limit for next quarter (€)	418,000
Borrowing power next quarter (€)	3,765,000

Economic Intelligence & Group Information

Competitor's Analysis

ALL-COMPANY SHARE PRICES & DIVIDENDS									% OF MARKET SHARE BY PRODUCTS SOLD - PAID FOR INFORMATION		NOT REQUESTED
Company Number	1	2	3	4	5	6	7	8	Company		
Share Price (€c)	2.091	2.091	2.091	2.091	2.091	2.091	2.091	2.091	Product 1: EU		
% Dividend Paid	6	6	6	6	6	6	6	6	Nafta		
									Internet		
									Product 2: EU		
									Nafta		
									Internet		
									Product 3: EU		
									Nafta		
									Internet		
BUSINESS INTELLIGENCE									ALL COMPANY BALANCE SHEETS		
Free Information on Companies' Activity											
Company Number	1	2	3	4	5	6	7	8	Company Number	NOT AVAILABLE THIS QUARTER	
Product 1: EU Price (€)	290	290	290	290	290	290	290	290	Assets		
Nafta Price (€)	290	290	290	290	290	290	290	290	Value of Property		
Internet Price (€)	290	290	290	290	290	290	290	290	Value of Machines		
Product 2: EU Price (€)	440	440	440	440	440	440	440	440	Value of product inventories		
Nafta Price (€)	440	440	440	440	440	440	440	440	Value of material inventory		
Internet Price (€)	440	440	440	440	440	440	440	440	Trade receivables		
Product 3: EU Price (€)	780	780	780	780	780	780	780	780	Cash and cash equivalents		
Nafta Price (€)	780	780	780	780	780	780	780	780	Liabilities		
Internet Price (€)	780	780	780	780	780	780	780	780	Tax Assessed & Due		
Total Number Employed	138	138	138	138	138	138	138	138	Trade payables		
Assembly Wage Rate (€c)	14.60	14.60	14.60	14.60	14.60	14.60	14.60	14.60	Bank Overdraft		
Number of Agents/Distributors	7	7	7	7	7	7	7	7	Unsecured Loans		
									Term loans		
									Net assets		
BUSINESS ACTIVITY - PAID FOR INFORMATION									Share capital		
Company	1	2	3	4	5	6	7	8	Retained earnings		
Total Advertising Spend (€)	450000	450000	450000	450000	450000	450000	450000	450000	Total equity		
Total Research Spend (€)	60000	60000	60000	60000	60000	60000	60000	60000			
Consumer Star Ratings:											
Product 1	****	****	****	****	****	****	****	****			
Product 2	****	****	****	****	****	****	****	****			
Product 3	***	***	***	***	***	***	***	***			
Web-site Star Rating	****	****	****	****	****	****	****	****			

ECONOMIC INTELLIGENCE	EU	NAFTA	Rest of Developed World
Gross Domestic Product Last Quarter (deseasonalised)	1585	1823	27334
% Unemployment Rate Last Quarter (deseasonalised)	8.5	9.1	
Balance of External Trade Last Quarter	0	-560	
% Annual Central Bank Base Rate for Next Quarter	1.5	0.5	
Exchange Rate of 1 USD quoted in Euros, Next Quarter	0.72		
% Access of Population to PCs	73.0	63.0	28.0
Raw material prices (\$ per '000 units)	Spot	48,434 3-month	47,061 6-month
			50,546

BUSINESS REPORT

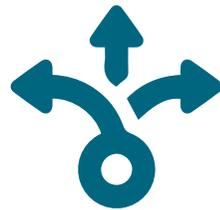
The value of the dollar is fluctuating as US employment data suggests that the economy is fragile. Inflation is worrying analysts as they struggle to predict which way the employment trends will go.

Debriefing (After Final Results)

Debriefing is an important method of learning. Participants are required to draw some conclusions, about the experience and what they have learned in different aspects:



Strategic Management



Decision Making



Teamwork



Leadership

Debriefing Evaluation:

You obtained more than 144

Congratulations, probably your team won the competition.

You obtained between 96 – 143

The team worked hard, you should discuss what could be done better, but you have a good classification.

You obtained between 48-95

The team must discuss how it is organized and studied the mission.

You obtained between 0-47

The team must reflect why it behaved this way

TOPAZ Management Simulation - Applications

01 A Program that goes beyond Traditional Training Programs

TOPAZ Management Simulation goes beyond traditional training programs by enabling participants to “learn by doing”. In the real world “doing” or implementing ideas successfully is all that counts.

Traditional training programs revolve around faculty lead instructions with limited participant involvement. Also, traditional training programs focus on developing specific, pre-determined competencies and in providing instruction and training towards defined learning outcomes.

TOPAZ Management Simulation goes beyond traditional programs by providing the participants complete control over a virtual company operating in a competitive environment. This directly benefits the sponsoring corporates by developing broad based skills of their participating staff such as communication, time management, forecasting, what-if analysis.

02 Hard Skills Development – Strategy and Management

Participants in TOPAZ Management Simulation have the opportunity to make decisions for management positions other than those they are responsible for in real life. For example, a HR manager participating in the program may be involved in marketing and finance decisions for his/her virtual company. This helps staff members develop an understanding of the peculiarities, the priorities and the constraints of departments that they are not ordinarily aware of.

This cross functional understanding enables staff members to better co-operate with their colleagues in other departments benefiting the company in improved decision making, better teamwork and enhanced productivity. Furthermore, management decisions taken by a team are evaluated in comparison with decisions taken by other teams within their group. This enables participants to see how their decisions (for example decrease in selling price to increase sales) impact others and how the decisions of others (for example higher salaries to attract staff) impact their company.

TOPAZ Management Simulation - Applications

Simulator with new certification in the area of management (EFMD)

Our simulator received from EFMD – The Management Development Network, the EOCCS seal of quality attributed to online management courses.

EFMD – The Management Development Network, a global organization dedicated to continuous management development and leading certification programmes, recently awarded our simulator the EOCCS seal for online courses. For João Matoso Henriques, CEO of SDG, this is a top-level certification that guarantees quality to the simulator, which is now on its 39th year.

With headquarters in Brussels, EFMD has more than 900 institutions among its members, which include business schools in several universities, public services and private companies, distributed across 88 countries. Among the services they provide are a number of different certifications, including the EOCCS (Online Course Certification System) that the SDG, had the honour to receive in 2018.

“This certification is aimed at online courses from business schools in universities, and the simulator was considered by EFMD as an online platform and as a course”, explains João Matoso Henriques



Prior to this latest EOCCS certification, which was developed in 2016, the simulator already had an EFMD certification, but one that has since ceased to exist. Despite this connection, the simulator had to go through a process of evaluation from top to bottom in order to obtain the EOCCS certification.

To be awarded this particular seal of quality, all the processes of the simulator were analysed by the certifiers, from participants to sponsors, as well as clients. Among the panel of independent evaluators involved in these procedures, two specialists in simulators were also present.

TOPAZ Management Simulation - Applications

03 Soft Skills Development and Team Building:

TOPAZ Management Simulation provides opportunity to the participants to work in a team. Team building is an ongoing process that helps a work group evolve into a cohesive unit. In large companies often colleagues in one office are not aware of others working at a similar level within their and other departments.

The program provides opportunity to the participants to work in a team and ideally teams should comprise staff from different disciplines. By working in a team drawn from different departments, staff get to better know colleagues in their own company and often forge long lasting friendships. The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one another's individual differences.

The enhanced social contact within the staff members often helps develop informal structures within the company that facilitate internal communications and improve productivity.

04 Assessment Centre and Competition:

TOPAZ Management Simulation places staff members from a company against each other. A company may enter as many teams as they wish. The results of the competition – managing a virtual company over 5 simulated quarters – are displayed on the competition website showing team performance for each simulated quarter. The layout of the competition provides excellent opportunity for companies to assess their teams' performance against other teams from their own company.

Such programs enable corporates to present themselves to their staff members as employers with vision and with long term commitment to all their stakeholders, including their staff. The program with its innovative form of training not only helps staff see their own work in a different perspective, it also demonstrates to them the interest and investment of their employer, fostering a sense of belonging in the staff and helps contribute to staff motivation and retention.

TOPAZ Management Simulation - Applications

A practical test in management

Students view the simulator as an approximation to what they are going to experience in the world of companies and daily management practices.

The Instituto Superior Politécnico de Gaia (ISPGaya) participated with eight teams of students of management and accounting degrees, in our simulator challenge. The objective was to place students in front of a simulator that tests knowledge and stimulates critical and innovative capacity.

Rui Ferreira is a professor in the management planning and control course for ISPGaya management and accounting courses and since 2008 he has been participating in the national competition, within the scope of the discipline he teaches. "Participation in the test is used as a fundamental tool, in order to enhance the training of senior technicians who apply, with elevation, whether scientific, technical and professional attitude, the knowledge and skills developed, so that they are able to respond to challenges both organizational and ethical and human, promoting the capacity for innovation and critical analysis", explains the professor.

In competition, students make decisions in an environment of uncertainty and risk.

In Rui Ferreira's opinion and in the decision-making process, the key to success increasingly lies in the ability to anticipate events and whoever decides is faced with the challenge of responding to change on a daily basis. And "it is in this scenario, of decisions taken in an environment of uncertainty and risk, but whose instrumental models it seeks to sustain, that the simulator develops", he stresses.



Management student explains that "students who enjoy this participation become future professionals better prepared for the business market, which depends in a very strong way on the decisions to be taken". He also says that the participation was not only of an exploratory nature and of knowledge, because to make the performance of the students even more valuable, it was evaluated according to the decisions taken during the first round. They had to submit a detailed report of what they did, counting it for evaluation.

For those who study, the simulator works as a first approach to life in companies.

"Although we are taught several themes in class, the impact of participating in a competition like this gives us a much more real and reliable perspective than we expect in the future and the importance of each decision", stresses Tiago Teixeira.

What the participants say ...



This simulation shows that the interdependence of the various departments in a company influences the success of the organization. The training was evaluated very positively by the participants who found it very useful and interesting. They admitted that everyone acquired knowledge that positively influenced the management of their work. It was an opportunity to develop skills and the potential of our employees, which also translated into an improvement in team work in the day-to-day company.

Krystyna Purowska,
Personnel Director for Medicover, Poland



Simulation was a very interesting and profitable exercise that allowed to recall and consolidate management concepts essential for the performance of any management board and for my current responsibilities in particular. On the other hand, the way the game unfolded, with very limited time between phases, forcing the taking of making decisions and reaching consensus under pressure, allowed a dynamic of group also very profitable from the point of view of the development of teamwork and leadership skills.

Nelson Martins,
Audit Director at Banco Espírito Santo, Portugal



TOPAZ
Management Simulation
Case Studies !!!

Program: Hard and Soft Skills



Participants:

40 employees (trainees) participated with about 2 years of experience Bank.

The session:

The program is divided into two parts. The first integrated that developed aspects of cooperation, communication and team. The second included a management simulation where the winners had the prize to integrate with Global Management Challenge.

Feedback:

"Acceptance has been excellent and employees feel that we look after them and their careers ", comments Isabel Viegas, Santander human resources director. "It adds that "It is an important experience in the development of these our talents "



Santander

OBJECTIVES

Develop and improve management, leadership, cooperation, decision-making, bottom-up communication and teamwork and cooperation, thereby increasing the level of trainees' confidence in the company's daily management.



Team Building & Assessment



Participants:

To participate in this session, approximately 50 employees of the various departments of the company, at various levels hierarchical and with different educational qualifications.

The session:

For the SPV, a simulation session was created consisting of 5 laps, with an initial introduction workshop and the fundamental Debriefing session and Conclusions at the end.

Feedback:

"I am amazed at our employees, they have overcome our expectations..." Eng. Fernando Lamy da Fontoura, Director-General



OBJECTIVES

- Assess Employee Skills
- Identify potential leaders
- Develop strategy and management skills
- Foster the group's work and spirit



Training & Goal Orientation



Participants:

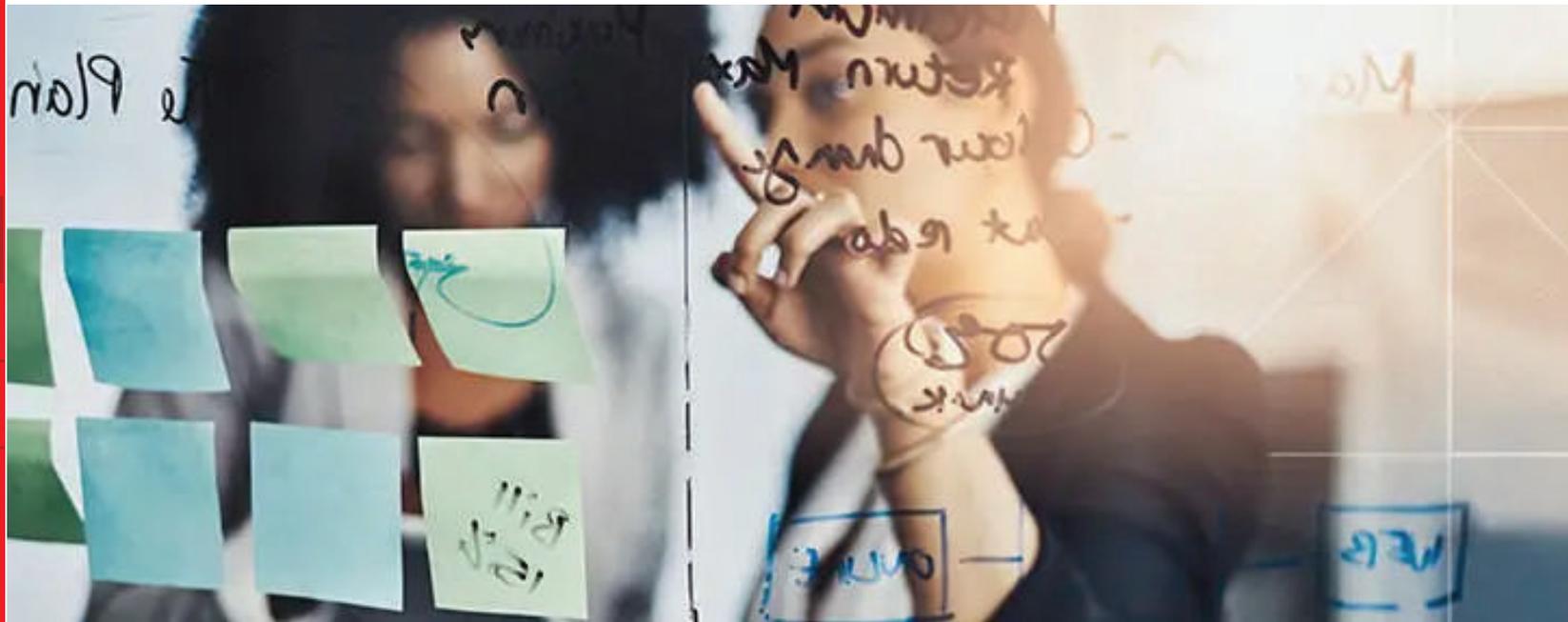
About 25 collaborators

The session:

With the participation of Heidrick & Struggles, the focus of the workshop accompanied the TOPAZ simulator was "What should we do to increase the contribution to the Organization", which boiled down to techniques, competences and behaviors necessary for the team work and to build high performance teams.

Feedback:

In the Debriefing and Conclusions session, the team created and listed the key characteristics of the successful team. This set of policies and actions and the Group's commitment to them was to achieve purpose of the action taken.



vodafone

OBJECTIVES

- Teambuilding
- Foster the group's work and spirit
- Increase the team's value to the Organization

Training & Team Building



Participants:

20 teams of CGD staff, with 3 to 5 participants per team.

The Program:

Presentation of the Experimental Decision Simulator: The participants are invited to a presentation session presence with questions and answers about the functioning of the simulator. In order to enhance the results of these teams in the Competition, participants will make 4 decision-making with feedback and analysis of strategies at the end.

Debriefing Workshop:

Held at the end of the first lap, allows to evaluate and discuss with the participants the various Competition moments and has as main objective consolidate the entire experience.



**Caixa Geral
de Depósitos**

OBJECTIVES

SDG provides a service that allows, using exclusively to the simulator, that CGD staff compete with each other in a competitive and motivating environment, strengthening knowledge and skills, improving analysis and teamwork skills.



Staff Meeting



Participants:

About 150 young managers.

The session:

For this session, SDG developed a program that young cadres to interact with each other, work together team towards a common objective and at the same time develop the their management and behavioral skills. That was achieved through a business simulation in which each team must manage a company with the aim of achieving the highest quotation shares on the Stock Exchange.

Feedback:

The results most highlighted by the client were those related to the group dynamics achieved as well as the interaction that emerged among all participants. It also made it possible to reinforce the emphasis on components of objectives and results, bridging the gap between competition's virtual companies and the company's reality on a daily basis.



CTT CORREIOS

OBJECTIVES

To bring together in an event elements from all areas of the company in order to have the most varied professional contributions.



Training of Restaurant Managers



Participants:

62 restaurant managers and supervisors participated and internal company employees.

The session:

There were 2 opening sessions, where a briefing and 2 experimental decisions. After these sessions, the teams signed up and did the online simulation. At the end, a Debriefing where some teams shared their experience.



Feedback:

"A McDonald's restaurant manager is today the equivalent of a manager of an SME, which requires a set of skills, whether of a technical and management nature or of a behavioral nature, very extended. Participation in this event is an excellent way to develop and solidify your experience ", explains Joaquim Rafael, human resources director at McDonald's Portugal.

OBJECTIVES

- Assess Employee Skills
- Identify potential leaders
- Develop strategy and management skills
- Foster the group's work and spirit



Training & Team Building



Participants:

About 280 Participants.

The Program :

At the beginning of the program, a face-to-face day was held all participants and where they were instilled in the spirit and mission from the program.

Then, and for three months, the online competition took place interspersed with face-to-face training in a Workshops format, focusing on Soft Skills such as Time Management, Negotiation and Customer Orientation.

Finally, a face-to-face day where a marathon was held. Management and Strategy, with the winning teams of each Group and the best Barclays staff was found.



OBJECTIVES

- Development of Strategy and Management skills
- Increased communication and collaboration between areas Commercial and BackOffice
- Offer employees more training but in a different and innovative format



Recruitment



Participants:

About 250 young graduates.

The session:

At the beginning of each session, a presentation was made explained what TOPAZ consists of and the various elements used in the simulation. In the two sessions, the teams simulated 3 quarters of activity of a virtual company.

During the simulation, the skills of participants by a team of consultants from Heidrick & Struggles, SDG partner in this session, in which two activities, one group and one individual, instruments that supported the evaluation process

Ministério das Obras
Públicas, Transportes
e Telecomunicações

OBJECTIVES

Recruitment of 100 high potential trainees for the public transport operators.





TOPAZ
Management Simulation
Workbook

PLEASE CHECK THE DECISIONS GIVEN BELOW

Quantities of Product to		Product 1	Product 2	Product 3
<i>make and ship to:</i>	EU Agents	1650	975 *	375
<i>(Not delivered in</i>	Nafta Distributors	600	450 *	150
<i>full if starred)</i>	Internet Distributor	1850	1000 *	400

Prices (€):		EU	Nafta	Internet
	EU	290	440	780
	Nafta	290	440	780
	Internet	290	440	780

Advertising (€ '000)	Corporate Image				Direct Product Advertising			
	EU	30	40	40	40	40	40	40
Nafta	30	40	40	40	40	40	40	
Internet	30	40	40	40	40	40	40	

Assembly Times (minutes)	110	160	350
Take up Product Improvements	1	0	0
R & D Expenditure (€ '000)	20	20	20

Purchasing	Next Quarter	3-months hence	6-months hence
	Raw Materials Ordered ('000)	12	0

Agents and Distributors	Total Number	Support	%
	Wanted for	Payments	Commission
	Next Quarter	(€ '000)	
EU Agents	3	12	9.0
Nafta Distributors	4	12	6.0
Internet Distributor	xxxx	15	5.0

Production: Machines to Buy	0	Number of Ports Operated	25
Machines to Sell	0	Web-site Development (€ '000)	25
Maintenance Hours per Machine	40		
Assembly Hourly Wage Rate (€ c)	14.60	Shift Level	1
Assembly Workers Hired (+) / Fired (-)	0	Assembly Workers Trained	0

Investments (+/- € '000)	0	Term Loans (€ '000)	0
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Management Budget (€ '000)	154	% Dividend Paid	6
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Information on Corporate Activity	1	Information on Market Shares	0
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Insurance Plan Number	4		
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Information Technology Report for Last Quarter			
Number of Internet Communications Ports Operated		25	
Number of Internet Visits carried through successfully		104949	
% of Potential Internet Visits that failed to connect		0.4	

AVAILABILITY & USE OF RESOURCES

Machines Available Last Quarter	25
Machines Available for Next Quarter	25

Assembly Workers Hours	
Total Hours Available Last Quarter	26,460
Hours Absenteeism/Sickness	365
Total Hours Worked Last Quarter	20,171
Notice of Strike Weeks Next Quarter	0

Machine Hours	
Total Hours Available Last Quarter	14,700
Hours Breakdown	39 !
Hours Planned Maintenance	961
Total Hours Worked Last Quarter	10,169
Average Machine Efficiency %	92

Raw Material Units Used & Available	
Opening Stock Available	9,734
Bought Spot Last Quarter	12,000
Bought Default Last Quarter	0
Lost/Destroyed	0
Used Last Quarter	12,207
Closing Stock Last Quarter	9,527
For Delivery Next Quarter	
Bought Last Quarter	0
Bought Quarter before Last	0
For Delivery Quarter after Next	
Bought Last Quarter	0

Human Resource Management	Assembly	Machinists
Personnel at Start of Last Quarter	45	80
Recruited during Last Quarter	0	20
Trained from Unemployed	0	
Dismissed	0	0
Quit at end of Last Quarter	0	7
Available for Next Quarter	45	93

Agents & Distributors	EU	Nafta	Internet
Available Last Quarter	3	4	1
Quit Last Quarter	0	0	
Dismissed Last Qtr.	0	0	0
Recruited for Next Qtr.	0	0	0
Available for Next Qtr.	3	4	1

PRODUCT MOVEMENTS & AVAILABILITY

	Product 1	Product 2	Product 3
Quantities:			
Scheduled	4,100	2,425	925
Produced	4,268	2,528	961
Rejected	168	103	36
Lost/Destroyed	0	15 !	0

Shipped to:			
EU Agents	1,650	968	375
Nafta Distributors	600	447	150
Internet Distributor	1,850	995	400

Orders from:			
EU	1,721	958	370
Nafta	654	417	136
Internet	1,849	1,027	407

Sold to:			
EU	1,650	960	375
Nafta	600	427	136
Internet	1,849	1,026	407

Order Backlog			
EU	35	0	1
Nafta	27	0	0

Warehouse Stocks			
EU	0	8	0
Nafta	0	20	15
Internet	1	0	8

Product	Improvements	NONE	MINOR	MINOR

Serviced under			
Guarantee	224	131	44

Internet Service			
Complaints	244	131	44

Transport	EU	Nafta	Internet
Average Journey(km)	1381	500	300
No. of Loads	11	5	11

Administrative expenses Advertising 450,000 Internet Distribution Agent 80,255 Internet Service Provider 62,152 Selling Agents & Distributors 220,904 Sales Office 29,939 Guarantee Servicing 44,090 Shipping & Hired Transport 82,250 Product Research 60,000 Web-Site Development 25,000 Personnel Department 20,000 Machine Maintenance 85,000 Warehousing & Purchasing 31,879 Business Intelligence 7,500 Credit Control 7,430 Insurance 4,477 Management Budget 154,000 Other Miscellaneous Costs 34,184 Total administrative expenses 1,399,060 Taxable Profit/Loss Accumulated 173,436 Insurance Claimed 5,341 Insurance Excess 17,909		Income statement Sales Revenue 2,995,254 Opening inventory values 320,650 Materials Purchased 424,509 Assembly Wages 303,774 Machinists Wages 387,526 Machine Running Costs 188,802 Quality Control 8,000 less closing inventory values 302,049 Cost of Sales 1,331,212 Gross Profit/Loss 1,664,042 Insurance Receipts 0 Finance income 1,124 Finance expense 0 Administrative expenses 1,399,060 Depreciation 92,670 Tax Assessed 0 Profit/loss for the period 173,436 Dividends Paid 240,000 Transferred to retained earnings -66,564		Balance Sheet Assets Value of Property 450,000 Value of Machines 3,614,098 Property, plant and equipment 4,064,098 Value of product inventories 11,515 Value of material inventory 290,534 Trade receivables 1,436,277 Cash 1,914,572 Investments 300,000 Total Assets 8,016,996 Liabilities Tax Assessed & Due 325,572 Trade payables 925,473 Bank Overdraft 0 Unsecured Loans 0 Current liabilities 1,251,045 Term Loans 0 Net Assets 6,765,951 Equity: Share Capital 4,000,000 Retained earnings 2,765,951 Total equity 6,765,951		Cash Flow Statement Operating activities: Trading receipts 3,165,403 Insurance receipts 0 Trading payments 2,670,495 Tax paid 0 Net cash flow from operations 494,908 Interest received 1,124 Asset sales 0 Assets purchased 0 Net cash flow from investing 1,124 Financing activities: Additional loans 0 Interest paid 0 Dividends paid 240,000 Net cash flow from financing -240,000 Net cash flow 256,032 Overdraft limit for next quarter (€) 418,000 Borrowing power next quarter (€) 3,765,000											
ALL-COMPANY SHARE PRICES & DIVIDENDS Company Number 1 2 3 4 5 6 7 8 Share Price (€c) 2.091 2.091 2.091 2.091 2.091 2.091 2.091 2.091 % Dividend Paid 6 6 6 6 6 6 6 6									% of Market Share by Products Sold - Paid for Information			NOT REQUESTED					
BUSINESS INTELLIGENCE Free Information on Companies' Activity Company Number 1 2 3 4 5 6 7 8 Product 1: EU Price (€) 290 290 290 290 290 290 290 290 Nafta Price (€) 290 290 290 290 290 290 290 290 Internet Price (€) 290 290 290 290 290 290 290 290 Product 2: EU Price (€) 440 440 440 440 440 440 440 440 Nafta Price (€) 440 440 440 440 440 440 440 440 Internet Price (€) 440 440 440 440 440 440 440 440 Product 3: EU Price (€) 780 780 780 780 780 780 780 780 Nafta Price (€) 780 780 780 780 780 780 780 780 Internet Price (€) 780 780 780 780 780 780 780 780 Total Number Employed 138 138 138 138 138 138 138 138 Assembly Wage Rate (€c) 14.60 14.60 14.60 14.60 14.60 14.60 14.60 14.60 Number of Agents/Distributors 7 7 7 7 7 7 7 7									Product 1: EU Nafta Internet Product 2: EU Nafta Internet Product 3: EU Nafta Internet			ALL COMPANY BALANCE SHEETS Company Number Assets Value of Property Value of Machines Value of product inventories Value of material inventory Trade receivables Cash and cash equivalents Liabilities Tax Assessed & Due Trade payables Bank Overdraft Unsecured Loans Term loans Net assets Share capital Retained earnings Total equity			NOT AVAILABLE THIS QUARTER		
Business Activity - Paid for Information Company 1 2 3 4 5 6 7 8 Total Advertising Spend (€) 450000 450000 450000 450000 450000 450000 450000 450000 Total Research Spend (€) 60000 60000 60000 60000 60000 60000 60000 60000 Consumer Star Ratings Product 1 **** **** **** **** **** **** **** Product 2 **** **** **** **** **** **** **** Product 3 *** *** ** *** ** *** ** *** Web-site Star Rating **** **** **** **** **** **** ****									ECONOMIC INTELLIGENCE EU NAFTA Rest of Developed World Gross Domestic Product Last Quarter (deseasonalised) 1585 1823 27334 % Unemployment Rate Last Quarter (deseasonalised) 8.5 9.1 Balance of External Trade Last Quarter 0 -560 % Annual Central Bank Base Rate for Next Quarter 1.5 0.5 Exchange Rate of 1 USD quoted in Euros, Next Quarter 0.72 % Access of Population to PCs 73.0 63.0 28.0 Raw material prices (\$ per '000 units) Spot 48,434 3-Month 47,061 6-Month 50,546			BUSINESS REPORT The value of the dollar is fluctuating as US employment data suggests that the economy is fragile. Inflation is worrying analysts as they struggle to predict which way the employment trends will go.					

TOPAZ

Management Simulation

SDG Simuladores e Modelos de Gestão
SIMULADORES E MODELOS DE GESTÃO Lisbon · Portugal

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