GAMiFY

Games as Methods to enhance Innovation and Entrepreneurship

Co-funded by the
Erasmus+ Programme
of the European Union

GAMiFY

Corporate Sustainability Dilemma Game

Version 1.1

Developed in cooperation with Deutsche Telekom and by Henning Breuer and Kiril Ivanov (HMKW)

Hochschule für Medien Kommunikation und Wirtschaft University of Applied Sciences HMKW

HHL Leipzig Graduate School of Management

ispim

ASIIN

Universidad Complutense Madrid

Danske Bank

Lufthansa Systems

kamstrup

Generali

3M

design skolen kolding

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Play and deal with some of today's greatest challenges!

1. Intro & Quiz (35 min)

Warmup and learn about corporate sustainability

2. Dilemmas (45 min)

Deal with corporate sustainability dilemmas

3. Call for Action(25 min)

Reflect and act upon the lessons learned

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Play!

User Guide

Let’s warm-up with a quick round of introductions

- Players, please share a few words about **yourself** and show us the **object** you brought to share your perspective on **corporate sustainability**.
- Please keep this **short**, and use just one or two sentences to introduce the object and its meaning.
- **For example:**
  - My name is Henning Breuer, and I am one of the initiators of the GAMIFY project which brings us together today, and which allowed us to develop this gamified workshop format.
  - This Samsung **phone** (from one of your hardware partners) reminds me that we have to look behind the surface, for instance into the supply chain, to understand and manage our corporate sustainability.

Definitions of the four domains of sustainability

Overarching

Issues relating to sustainability concerns, sustainable innovation management and corporate sustainability in an overarching perspective including trade-offs between economic, social and ecological dimensions of sustainability.

Circular Economy

Issues relating to economic approaches to continuous use of resources and elimination of waste.

Human & Digital Rights

Issues relating to the freedom from discrimination and inherent rights of all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status, including rights to access, use, create and publish digital media.

Climate Action

Activities relating to the UN Sustainable Development Goal 13 to combat climate change and its impacts.

Normative Directives of Deutsche Telekom

Overarching

Responsible behaviour along the value chain;
digital **transformation**, digital **participation for all.**

Circular Economy

Sustainable and transparent **supply chain**; eco design principles; **waste reduction** and recycling; environmentally sound and legal compliant disposal of waste; helping customers to conserve resources; promoting the **sharing** economy.

Human & Digital Rights

Equal opportunities for participating in the global information society; sovereign and safe actions in the digital world; strengthen **democracy** through digital media; public spaces for participation, exchange and innovation rather than hatred and agitation; responsible employment; adherence of **human rights in the supply chain.**

Climate Action

Low carbon and environmentally friendly society; 100 percent use of electricity from renewable energy sources; reduction of emissions from the supply chain and customers; efficient network technologies; **national and international cooperation** for climate-friendly society.

Any questions before we start?

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1. Warmup Quiz

Use and enrich your knowledge about corporate sustainability

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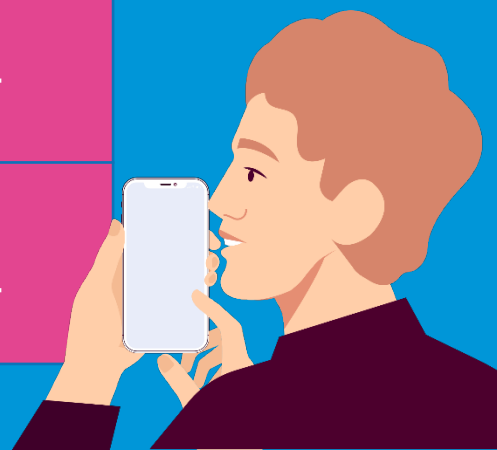
Warmup Quiz

15 min

Overarching	Quotes	Circular Economy	Human & Digital Rights	Climate Action
10	10	10	10	10
20	20	20	20	20
30	30	30	30	30
40	40	40	40	40
50	50	50	50	50



2. Dilemmas

Overarching

What is greenwashing?

10 Points

1. When a company uses exclusively green energy.

2. When a company introduces measures for environmental control in all areas of its business.

3. When a company spends more resources to appear as being green than actually being green.

4. When a company uses environmentally friendly detergents

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Overarching

What is the estimated annually amount that needs to be invested globally, to achieve the UN's 17 Sustainable Development Goals?

20 Points

1. **US$ 200 to 300 billion**
2. **US$ 500 to 700 billion**
3. **US$ 1 trillion**
4. **US$ 5 to 7 trillion**

GAMiFY

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GAMiFY

Overarching

What is the “European Green Deal”?

30 Points

1. A legislation for regulating the proper disposal and recycling of mobile phones and other electronic devices in Europe.

2. The new trade agreement between Europe and the US to reduce trade barriers for food and farming products

3. A proposed law to remove hemp from the list of controlled substances and make it an ordinary agricultural commodity.

4. A set of policy initiatives brought forward by the European Commission with the aim of making Europe climate neutral in 2050.

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GAMiFY

Overarching

What is sustainable innovation?

40 Points

1. An approach to innovation whose primary goal is to generate a sustainable source of income for organizational stakeholders.

2. A process that integrates social, environmental and economic criteria into the development of products, services or processes.

3. Practices that enhance the competitiveness of a company while also advancing the economic and social conditions in the communities where it operates.

4. An innovation approach based on continuously upgrading a product or service in response to the customers' demand.

GAMiFY

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Overarching

What is values-based innovation?

50 Points

1. An innovation that addresses a social problem while the profits it realizes are reinvested in the development of further socially-oriented solutions.

2. An approach to innovation that aims at maximising companies' financial value.

3. A framework that investigates and applies notions of the desirable to manage innovation.

4. A type of innovation that contributes to establishing new values in society.

GAMiFY

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Quotes

Whose quote is that?

10 Points

“We get that our greatest challenges need global responses too — no country can fight climate change alone or prevent pandemics. Progress now requires coming together not just as cities or nations, but also as a global community.”

1. **Greta Thunberg**
   (Swedish environmental activist)
2. **Angela Merkel**
   (Chancellor of Germany)
3. **Mark Zuckerberg**
   (Founder and CEO of Facebook)
4. **Al Gore**
   (American politician and environmentalist)

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Quotes

Whose quote is that?

20 Points

"The Internet is new territory for all of us, and of course it also enables enemies and opponents of our basic democratic order to endanger our way of life with completely new possibilities and completely new approaches."

1. **Viktor Orbán**
   (Prime Minister of Hungary)

2. **Angela Merkel**
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3. **Alexander Gauland**
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Whose quote is that?

30 Points

"It is crucial that the companies also live what they have written for themselves - and not just in announcements. In politically troubled times, this should be the case, companies should also have a political position."

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2. **Martin Schulz**
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40 Points

"Our world and what we have achieved cannot be taken for granted. We have to stand up for our values."

1. **Donald Trump**
   (Former president of the US)

2. **Timotheus Höttges**
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3. **Ursula von der Leyen**
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Whose quote is that?

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“Our generation has inherited an incredibly beautiful world from our parents and they from their parents. It is in our hands whether our children and their children inherit the same world. We must not be the generation responsible for irreversibly damaging the environment.”

1. **Greta Thunberg**
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2. **Leonardo DiCaprio**
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Circular Economy

What are the most important components of a circular economy?

10 Points

1. Eliminating waste and supporting continual use of resources.

2. Using money to earn a higher return by investing in other assets having the same amount of risk.

3. Using exchange of goods rather than money to build a more sustainable economic system.

4. Trading goods in a closed loop of manufacturers, distributors and customers.

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Circular Economy

How do many electronic items harm the environment?

20 Points

1. They degrade over time, releasing cancer-causing chemicals into the air.
2. Lead and mercury in components can cause metabolic changes in users.
3. They leach toxic metals in landfills and into ground water.
4. They create electromagnetic fields that interfere with animal reproduction.

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Circular Economy

Which of the following is NOT among the "Three R's" hierarchy of waste management?

30 Points

1. Recycle
2. Reduce
3. Resell
4. Reuse

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Circular Economy

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GAMiFY

Circular Economy

What is a life-cycle analysis?

40 Points

1. A method to evaluate the carbon footprint of a person throughout his or her entire life cycle from birth to death.
2. A method to evaluate the impact that a product or system has on the environment in its entire existence.
3. A method to evaluate the impact that a product or system has on the environment while being used.
4. None of the above

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Circular Economy

How many percent of the materials in a smartphone can be recycled?

50 Points

1. 10 percent
2. 40 percent
3. 70 percent
4. 100 percent

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Circular Economy

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Human & Digital Rights

What is a “code of conduct”?

10 Points

1. A compulsory manual on workplace safety
2. A set of procedures that help employees to communicate without violating corporate privacy
3. A set of guidelines for how people must behave at work
4. A legal document that can be used to settle disputes between a company and its employees

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Human & Digital Rights

What can be defined as "public speech that expresses hate or encourages violence towards a person or group based on something such as race, religion, sex, or sexual orientation“?

20 Points

1. **Heresy**
2. **Libel**
3. **Hate speech**
4. **Intolerance**

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Human & Digital Rights

What human rights can be put at risk through the use of Information and Communication Technologies (ICTs)?

30 Points

1. Right to privacy
2. Right to a fair trial
3. Freedom of speech
4. All of the above

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Human & Digital Rights

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Human & Digital Rights

The social inequality that occurs due to the access of one group to digital technology and another group's lack of access is known as the…

40 Points

1. **Web disparity**
2. **Internet inequality**
3. **Technological imbalance**
4. **Digital divide**

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Human & Digital Rights

Which of the following items is among the strategic objectives of the German's Ministry of Economic Cooperation and Development (BMZ) "Digital Agenda"?

50 Points

1. Strengthen democratic processes
2. Help people seeking refuge
3. Create jobs that will be sustainable in the future
4. All of the above

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Climate Action

Which of the following industries could be negatively affected by climate change?

10 Points

1. ICT
2. Insurance
3. Wine making
4. All of the above

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Climate Action

Global e-Sustainability Initiative (GeSI) suggests that by 2030 ICT can enable reduction of global carbon emissions by:

20 Points

1. 5 percent
2. 15 percent
3. 10 percent
4. 20 percent

GAMiFY

Climate Action

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2. 15 percent
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Climate Action

Globally, which of the following economic sectors emits the largest percentage of greenhouse gas emissions?

30 Points

1. Transportation
2. Industry
3. Buildings
4. Electricity and heat production

GAMiFY

Climate Action

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Climate Action

Which types of information and communication technology has the highest CO2 emission?

40 Points

1. User devices
2. Data centres and enterprise networks
3. ICT networks
4. Communication satellites

GAMiFY

Climate Action

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Climate Action

What is “materiality assessment” and how can it help to reduce carbon footprint more effectively?

50 Points

1. A method that calculates the CO2 footprint of raw materials and helps to optimize the sustainability of their supply

2. A technique that estimates the material wealth of a company and helps it define how much to invest in reducing CO2 emissions

3. A methodology that assess the environmental impact of office equipment and helps to reduce energy consumption

4. A process that analyses the importance of sustainability issues for different stakeholders and helps to prioritize the ones with most severe impact

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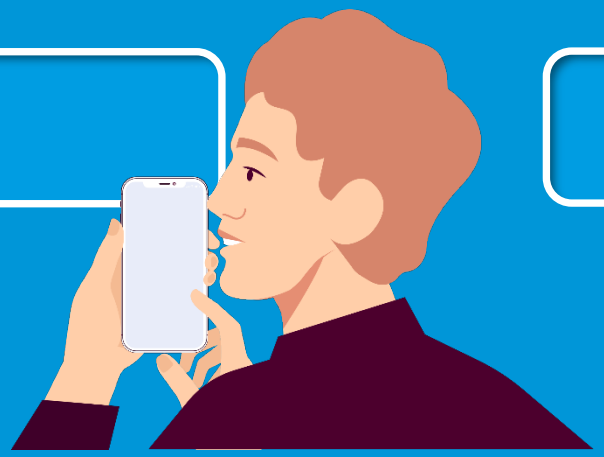
2. Dilemmas

Deal with corporate sustainability dilemmas and
judge how others deal with them.

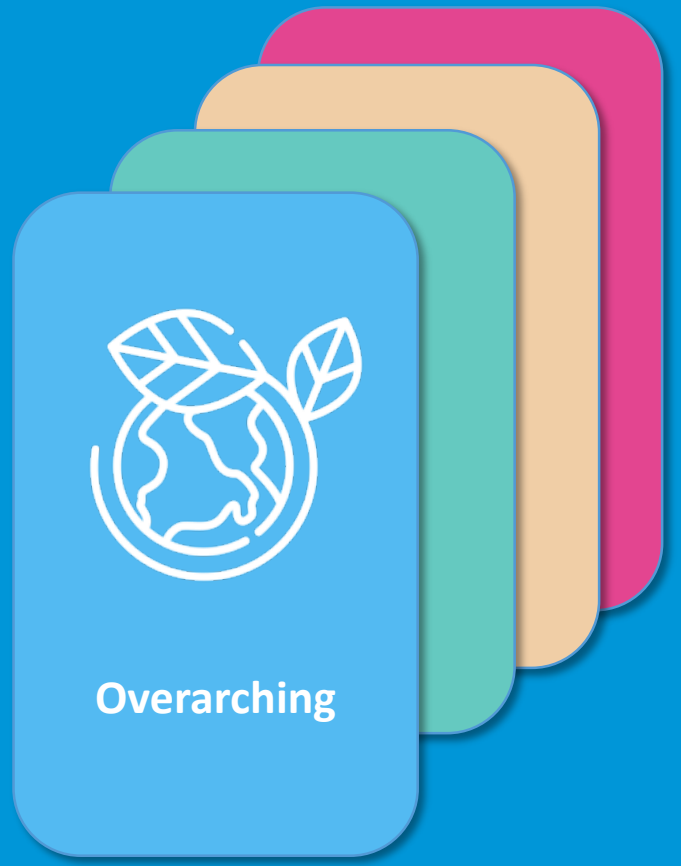
Play!



Guide

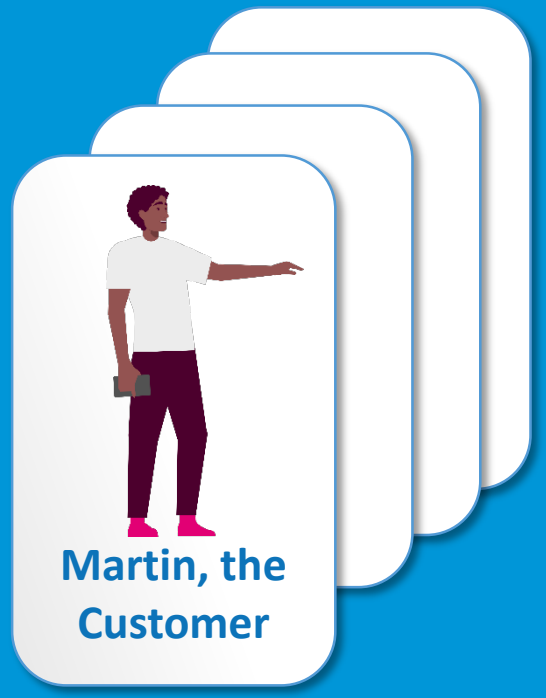
Deal with dilemmas and judge decisions

- The two winners from the quiz will **take the role of decision-makers** to solve typical corporate sustainability dilemmas.
- Dilemmas are grouped in relation to the four focus domains. You can choose from **closed dilemmas** that offer you **3 alternatives** to choose from or **open dilemmas**, where you need to come up with your **own response**.
- As a **decision maker** you will “pick” one of the dilemma cards and read it out. Take a decision
and justify it in front of the other players.
- Solving the dilemmas, please consider the **normative directives** of Deutsche Telekom.



How to evaluate the decisions

- In order to evaluate the decision maker's answer, the other players take the **perspective of one stakeholder**.
- Use the **evaluation scale** and tell the moderator the amount of **Impact Investment Points** that you award to or deduct from the decision maker. The moderator may ask you to reason about your feedback.
- Following the feedback from the other players the decision maker also **self-evaluates** his/her choice and likewise adds or deducts up to 30 points.
- The decision-maker who wins more points from the dilemmas will become a **leader** of the group and will be **able to use two extra votes** in the voting sessions afterwards.



+ Evaluation Scale

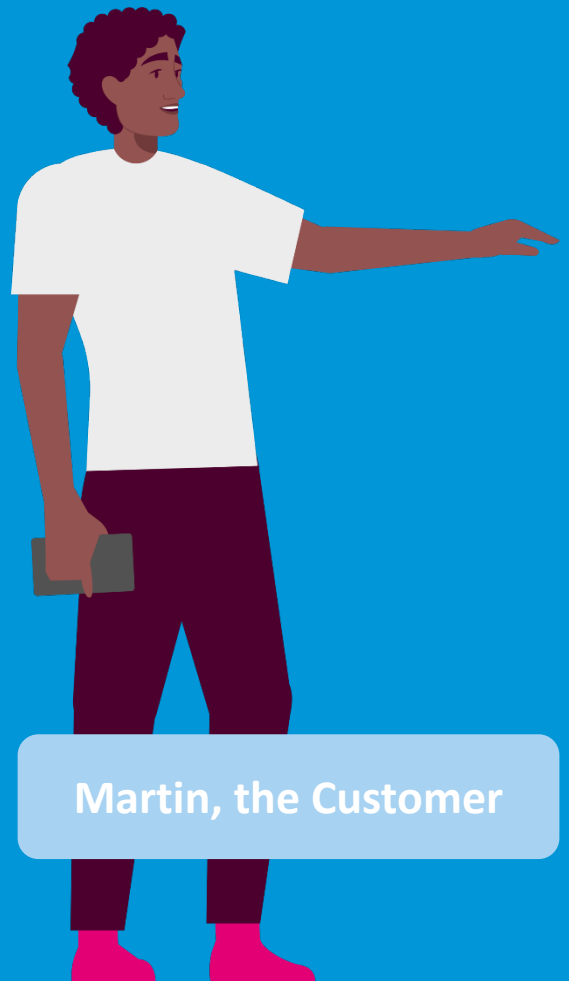
Fully disapprove	Strongly disapprove	Slightly disapprove	Neither support nor disapprove	Slightly support	Strongly support	Fully support
-30	-20	-10	0	10	20	30

Pick your stakeholder for judging the decisions

Stakeholder Card

Persona:

Martin – the hipster, 33 years, single, sales representative



Martin, the Customer

Customers include all private or business actors that are buying or may become buyers of Telekom's products or services.

- Prefers popular, affordable offerings.
- Extensively uses his smartphone for work.
- Wants to buy more sustainable products.
- Likes to do sports and spend time in nature.
- Does not like to be lied to and to be criticized by peers.

Values

Prestige, fairness, public opinion, privacy, sustainability, personalized interactions

Interests

Affordability, efficient and reliable services, quality of service, transparency in billing

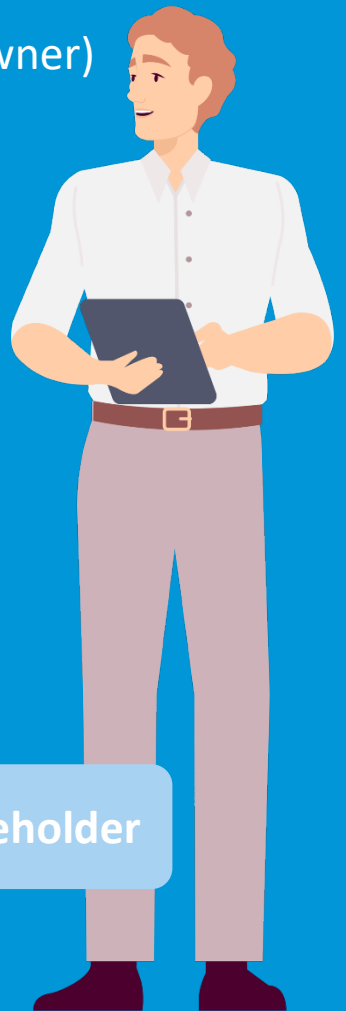
Pain points

High prices, low performance of products and services, bad reputation, loss of trust

Stakeholder Card

Persona:

Robert – the number cruncher, 42 years, married, private investor (small business owner)



Robert, the Shareholder

Shareholders are Telekom's private investors that have economic benefit from the ownership of their shares.

- Buys and sells shares from different companies every month.
- Follows Bloomberg and social media channels daily.
- Has 4 kids and pays a mortgage.
- Likes to spend time with family.
- Does not like to feel uncertain about the future.

Values

Profitability, certainty, transparency, public opinion

Interests

Balance between short-term and long-term gain, strategic influence, transparent communication

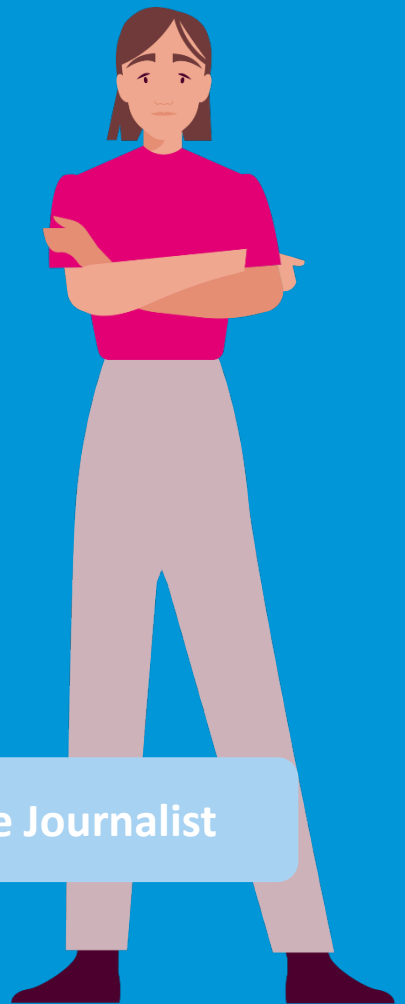
Pain points

Financial risk, bad reputation, loss of competitive advantage, lack of market expansion and innovations

Stakeholder Card

Persona:

Sara – The investigative critic, 32 years, single, newspaper journalist



Sara, the Journalist

Journalists includes media representatives & bloggers report from the corporate world.

- Wants to become a famous investigating journalist.
- Follows political news on social media channels daily.
- Enrages about discrimination, climate change and political issues.
- Likes to party on the countryside.
- Does not like fake news and hate speech.

Values

Public opinion, transparency, fairness, femocracy, freedom of speech and information, equality, sustainability, ethics

Interests

Defending interests of the public and the environment, looking for sensations

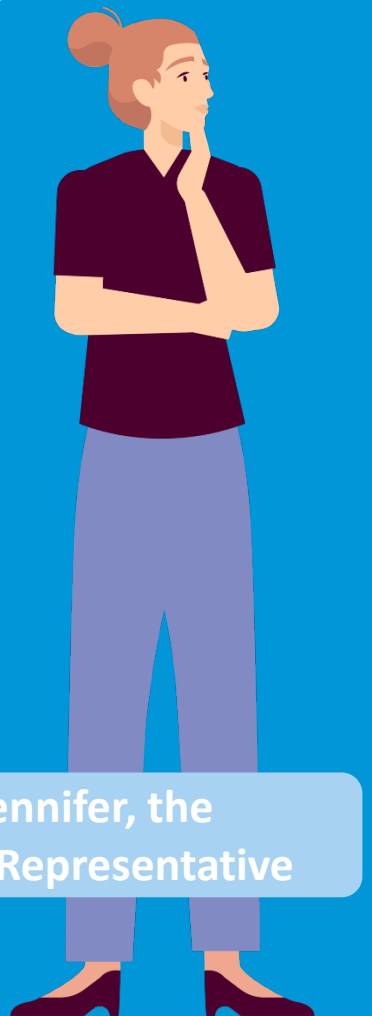
Pain points

Violation of human rights, violation of laws and ethical standards, lack of environmental responsibility, loss of integrity, hidden information

Stakeholder Card

Persona:

Jennifer – The idealist, 49 years, married, NGO executive



Jennifer, the NGO Representative

Representatives of non-governmental organizations engaged in environmental protection and human rights.

- Wants her kids to live in a better world.
- Gets upset when companies are hiding information.
- Protests against discrimination and climate change.
- Likes to take care of children, animals and nature.
- Does not like companies that care more about profit than about people or the planet.

Values

Legality, Cooperation, Transparency, Fairness, Equality, Sustainability, Ethics

Interests

Defending the interests of the public and the environment, creating relationships with the public and private sectors, Proposing solutions

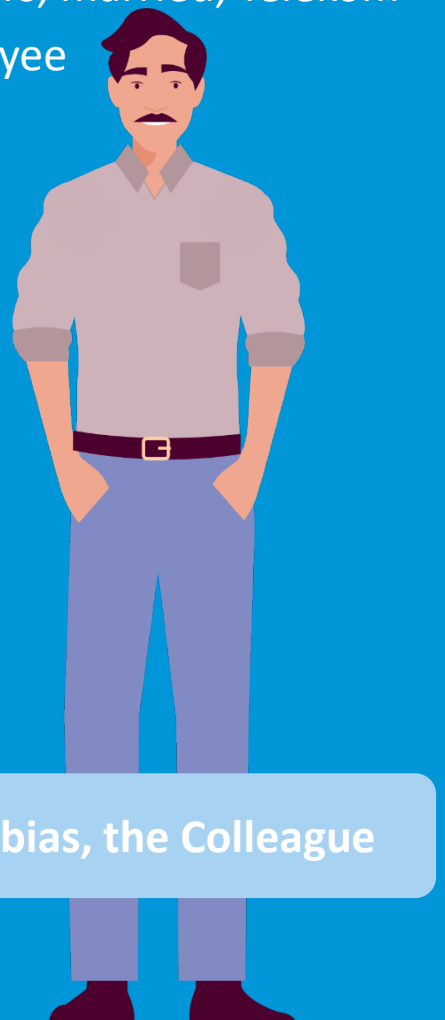
Pain points

Violation of human rights, Pollution, Violation of laws and ethical standards, Lack of social and environmental responsibility

Stakeholder Card

Persona:

Tobias – The grumpy colleague, 36 years, married, Telekom employee



Tobias, the Colleague

Direct **Colleagues** on the same level of hierarchy, as the decision-maker in a particular dilemma.

- Made an impressive career in big corporations.
- Does not shy away from conflicts.
- Seeks ways to improve the work environment.
- Likes to speak out whatever comes to his mind.
- Does not like when people are not transparent or do not keep their promises.

Values

Appreciation, Legality, Reliability, Team work, Transparency, Ethics

Interests

Compliance with corporate strategic goals and values, adherence to corporate guidelines and code of conduct, cost efficiency, process efficiency

Pain points

Unmet deadlines, unnecessary expenditures, bad reputation, violation of laws and ethical standards, loss of integrity, lack of willingness to cooperate

Dilemma cards

Overarching

A1 Budget trade-offs

A2 External or internal

A3 short-term / long-term goal

A4 Operation and innovation

Circular Economy

B1 Losing Sustainability or Customers

B2 Negotiating for sustainability

B3 An underground affair

B4 Cooperate for the environment

B5 Share or not

B6 Feel ready for small steps

B7 Not good enough

Human & Digital Rights

C1 Corporate versus customer privacy

C2 The CEO on the political scene

C3 Evaluate violations of human rights

C4 Media literacy of citizens

C5 Subcontractor

C6 Gender equality

C7 Hiring process

Climate Action

D1 Smartphones

D2 Reducing energy costs

D3 Speak or remain silent

D4 Flying

A: Overarching

A1. The budget trade-offs of corporate responsibility

Deutsche Telekom has initiated a large savings project that does not stop at the **corporate responsibility department**, where you are in an executive position. Some budgets in your department cannot be attacked, for example due to underlying legal obligations with respect to reporting, or long-term contracts and partnerships. Ultimately, the question arises as to which activities should be discontinued in order to achieve the savings goals: commitment to the environment and ecology or commitment in the social area?

What do you do?

A: Overarching

A1.

What do you do?

A

You cut down environmental projects arguing that Deutsche Telekom as a telecommunications provider has low emissions compared to other industries. Its main focus should be directed towards the social aspects of sustainability, such as media and democracy literacy. Thus, you terminate a R&D project for developing energy efficiency solutions for the company's data centres.

B

You reduce the costs related to social sustainability projects arguing that due to global warming and current environmental crisis this must be a top priority. Thus, you decide to close a teenage social media education platform that is being run by the company.

C

You try to balance the reductions in both areas and present arguments in support of each one's importance in order to convince their respective stakeholders. However, for the time put on hold both the teenage social media education platform as well as the energy efficiency R&D project.

GAMiFY

A: Overarching

A2. Outsourcing or internal advancement

You are in charge for Deutsche Telekom's initiative to improve **customer support**. The plan is to set up a new call centre service with 2,000 newly hired employees. You are on a tight budget. As a result, you can either engage the needed personnel internally but offer them only minimum salary conditions per hour of work. Or, you can outsource the service to a provider in the developing world, which will cost less and you will be able to offer workers a high compensation according to local standards. However, outsourcing the service abroad means that Telekom's employees will have to travel extensively to train the local staff. You also risk an exploitation of the local contractors workforce, since agreed standards are known to be frequently undermined in this country.

What do you do?

A: Overarching

A2. Outsourcing or internal advancement

A

You hire the workers internally. Thus, you make sure that there will be no violations of labour rights and that the employees will work in a modern, energy efficient office environment close to the company's headquarters.

B

You outsource the service to a firm in the developing country. You contractually oblige the company to comply with high labour and sustainability standards and perform regular audits.

C

You establish a new Telekom call centre in a European country where investment requirements relatively low. You offer good pay and working conditions but will still face the challenge of managing the office at a distance.

GAMiFY

A: Overarching

A3. Working short-term for a long-term goal

You work at Telekom's central **innovation unit**, where you lead a team responsible for developing new products for the broad private customer market. Your department is committed to deliver products that contribute to digital responsibility and the company's positive influence on the digital world. However, since your subordinates' contract duration is shorter than the expected achievement of such long-term impacts, members of your team do not feel identified with Telekom's high-level strategic goals and lack motivation to pursue them. Although promising, the ideas and prototypes that they generate are only loosely addressing Telekom's commitments to social responsibility. This leaves some of the targets that you pursue as a team leader unfulfilled.

What do you do?

A: Overarching

A3. Working short-term for a long-term goal

A Nothing, your team is very productive and you do not want to disturb their workflow. Besides, you realize that it will take a lot of effort and time to make them shift their priorities.

B You organize meetings and trainings, through which you try to educate the members of your team about the importance of Telekom's future-oriented commitments to social responsibility.

C You speak to your managers, looking for options to offer contract extensions to your team members as well as bonuses for implementing Telekom's social responsibility goals in the innovations that they develop.

GAMiFY

A: Overarching

A4. Trading off operations and innovation

As one of Europe's largest providers of critical infrastructure, Deutsche Telekom is focused on running its processes in a very secure and safe manner in order to provide high reliability to end users. Being in charge of one of Telekom's **data centres** you strive to provide an unintermittent service. **Innovation** development would allow you to enhance the energy efficiency and environmental sustainability of the data centre, for example, by introducing new processes for upgrading, refurbishing and recycling of obsolete hardware components or by integrating state-of-the-art smart grid technologies and energy storage facilities. Such innovations can mitigate costs and environmental impact in the long run, but they require substantial investments and compromise the reliability of service provision in the short-term.

What do you do?

A: Overarching

A4. Trading off operations and innovation

A Nothing, you don't want to risk investments into uncertain and risky projects that can put at stake the reliability of operations and may generate some return only years later.

B You look for support from shareholders and new investors that are willing to support an innovation project for enhancing the environmental performance of the data centre, despite the associated risks. Only after acquiring such support you initiate the project.

C You engage a team of experts to find out which innovations have the highest potential and lowest risks and implement those that are backed with solid evidence.

GAMiFY

B: Circular Economy

B1. Losing sustainability or losing customers

You manage Telekom's **product portfolio** of smartphones in line with the values of sustainability pursued by the company. Recently a large smartphone manufacturer has received criticism for sourcing precious metals from mines that were involved in major environmental incidents. Pollution from the mines ended up in drinking water and destroyed local habitats. Nevertheless, neither the mines have suspended their operations nor the smartphone manufacturer has stopped working with them. Therefore, you decide to overhaul the product portfolio by removing the offerings of smartphones produced by this company. However, since the removed offerings were among Telekom's top-sellers you realize that are loosing customers and revenues.

What do you do?

GAMiFY

B: Circular Economy

B1.
Losing sustainability or losing customers

A

Nothing, it is important to establish Telekom as a brand that adheres to its values and contributes to a more sustainable development.

B

You are a big client so you negotiate with the manufacturer to restart offering its products, but only under the condition that it terminates its relationships with the hazardous mines and improves the sustainability of its supply chain.

C

You value the customers' preferences and respond to them by bringing the top-selling models back for sale. That is the only way to stay competitive on the market. However, you negotiate for a larger commission on their sales.

GAMiFY

B: Circular Economy

B2. Negotiating the price of sustainability

You work as a **procurement manager** at Deutsche Telekom and you are looking for new suppliers of raw materials in a developing country. You need to decide between the two main suppliers of these materials. One has been featured among the most environmentally responsible companies in the country, but sells at higher prices. The other offers low prices but has been accused for disposing industrial waste unsafely. Nevertheless, as there are no strict environmental policies in the country, no laws were broken and there were no legal proceedings against the second supplier.

What do you do?

B: Circular Economy

B2. Negotiating the price of sustainability

A

You negotiate with the cheaper supplier and ask them about the measures they take in order to prevent new incidents. If they can guarantee that they have taken the necessary actions, you purchase from them.

B

You are a big customer. You negotiate with the expensive supplier to reduce the price.

C

You buy from the expensive but impeccable supplier. Reference to its good reputation can serve to promote the sustainability of Telekom’s supply chain.

GAMiFY

B: Circular Economy

B3. Sustainability cannot be an underground affair

You are working at Telekom’s **procurement department** and are responsible for conducting regular audits with the company’s high-risk suppliers. During one of your visits to a developing country you ask your partner where he is disposing the factory’s hazardous waste. He tells you that he buries it, which he doesn't like, but the local authorities have requested him, as they are unable to collect the hazardous waste from the area.

What do you do?

GAMiFY

B: Circular Economy

B3. Sustainability cannot be an underground affair

A You immediately terminate your partnership with this supplier. Burying hazardous waste is unacceptable and there is no room for discussion.

B You give the supplier a deadline. If they want to keep their contract with Telekom they need to ensure that all hazardous waste is safely disposed.

C You collaborate with the supplier to find a way for secure disposal and look for options to offer him financial support for any additional costs.

GAMiFY

B: Circular Economy

B4. How to cooperate for the environment?

Due to the excessive incidence of pollution coming from rare metal mines, the government and NGOs have suggested to introduce new environmental labelling for cell phones and other electronic devices. As one of Telekom's **procurement mangers** you have been invited to participate in a government working group on the subject and comment on the NGOs proposals. However, you do not have precise data about the environmental impact of your supply chain partners.

What do you do?

B: Circular Economy

B4. How to cooperate for the environment?

A

You refuse to participate until you have carried out a complete and precise analysis of your products' life cycle.

B

You agree to take part and encourage the suggestion for labelling. You can use it to put pressure on your partners and competitors for reducing their environmental impact.

C

You try to develop your own research projects and proposals with other companies in your industry.

GAMiFY

B: Circular Economy

B5. To share or not to share?

You are responsible for managing the **manufacturing** process of one of Telekom's products. Your team has recently discovered a new process which significantly reduces the amount of harmful substances in the product. In order to take full advantage of the new process, you must share details about it with one of your suppliers. However, this supplier is also partnering with one of the Telekom's major competitors, which means that there is a risk that the competitor may find out about the process, replicate your invention and develop a similar product.

What do you do?

GAMiFY

B: Circular Economy

B4. How to cooperate for the environment?

A You do not share the full details about the new process with your supplier and are able to partly implement it and enhance some of components of your product, just enough to take advantage in front of the competition.

B You present your invention to both the supplier and your competitor. This has the most positive impact for the environment.

C You do not share any details about the new process and delay its implementation. No matter what, you do not want to risk helping the competition.

GAMiFY

B: Circular Economy

B6. Not everyone feels ready for small steps towards ecology

You are managing one of Telekom's large **facilities** and have identified a number of ways through which the employees can reduce their environmental impact on the site. These improvements refer to simple actions such as better recycling, eliminating paper cups and double-sided printing. Although small, these actions can create substantial impacts in the long run. Nevertheless, when you present your ideas are not well received by the local managers. There are many objections and arguments against the changes that you propose and as to how reasonable they might be.

What do you do?

GAMiFY

B: Circular Economy

B6. Not everyone feels ready for small steps towards ecology

A Nothing, forcing changes will only cause unrest among the employees and mangers and disturb their work.

B You discuss the changes with your superiors and get approval to implement them despite the resistance of the employees on site. Thus, all must adhere to the new policy whether they like it or not.

C Some of the managers support your ideas. You try to convince them to implement the changes only for the departments they are working at.

B: Circular Economy

B7. Good eco practices are not good enough

Although it is primary associated with the provision of ICT products, services and infrastructure, Telekom also wants to engage in addressing ecological challenges, sharpen its employees' attitudes and serve as a role model in society. Therefore, it enables employees to participate and experience the company’s impact on a daily basis, such as “zero plastic” in canteens, “paperless office” and energy conservation. As one of Telekom’s managers you naturally encourage the members of your team to actively support these initiatives. However, some of them openly criticize the activities and discourage their colleagues. They label them as “greenwashing” and “not very relevant”, arguing that the company’s actual operations have higher overall impact on ecology, for example in the areas of energy saving and climate impact.

What do you do?

B: Circular Economy

B7. Good eco practices are not good enough

A Nothing, the employees have the right to freely express their opinion and as long as they are not spreading it in the general public outside the company it cannot harm Telekom's reputation.

B You organize a meeting with the members of your team to discuss Telekom's commitment to sustainability and the importance of everyone's small actions.

C You create a communication policy in which you outline what the team members can discuss, where and when.

GAMiFY

C:
Human
& Digital
Rights

C1. Corporate versus customer privacy

At Telekom’s central innovation unit, you develop a new home automation system with artificial intelligence. Your superior turns to you in a private meeting with the request of integrating a special software within the product that will collect the users’ preferences, which can then be used for marketing purposes. According to you manager the software is currently being authorized by the company’s executives, and it will not violate any law, because customers will be informed in advance that the device collects their personal data. However, he is asking you to treat any information about this software as strictly confidential and to refrain from sharing it even with your colleagues. Because of that you begin to doubt the legality of the software as it seems that it can be used to violate the customers’ privacy.

What do you do?

C:
Human
& Digital
Rights

C1. Corporate versus customer privacy

A You directly approach your superior and explain your doubts, asking for explanations and an official document that permits the software's development.

B You carry on with the new task despite your doubts and restrict yourself from any hasty reactions, especially since the product is still at an early development stage.

C You immediately use the corporate whistle-blower portal to report about a possible violation of the company's code of conduct.

GAMiFY

C:
Human
& Digital
Rights

C2. The CEO on the political scene

You are a **member of Telekom’s executive board** that has a new CEO in charge. The previous CEO has often openly expressed his commitment to socially relevant issues in the context of diversity, openness of society and democracy and did this with a lot of passion and authenticity. The majority of the company's employees were proud and welcomed Telekom’s commitment beyond the actual purpose of the company. After stepping into his position, the new CEO also engaged in several public debates. However, he expresses a different political stance: making anti-European comments, showing support for right-wing political parties and even criticizing some of the country’s minority groups.

What do you do?

C:
Human
& Digital
Rights

C2. The CEO on the political scene

A Nothing, the CEO has the right to express his own political opinions and this has nothing to do with the company's business.

B In the next board meeting you raise the issue that the CEO should have a political stance that corresponds with the company's core values. You declare his behaviour as unacceptable. If he does not apologize about his comments you resign from the board.

C You approach the new CEO privately and advise him that since his personal comments are being associated with the company and negatively impact its public image. Therefore, he should refrain from making further appearances in the media and lead the company's business detached from any political agenda.

C:
Human
& Digital
Rights

C3. The right to evaluate violations of human rights

As one of Telekom's **procurement managers** you negotiate with a new supplier overseas. The negotiations are going well and your superiors consider the deal as very promising and important for the business. However, you find out that the supplier has been subject to allegations in the media for violating the human rights of factory workers. You performed an audit at the company's production site, but you found nothing to substantiate the allegations. The deadline for closing the deal is approaching fast and you need to decide whether to finalize it on time.

What do you do?

GAMiFY

C:
Human
& Digital
Rights

C3. The right to evaluate violations of human rights

A You finalize the deal despite the allegations. Your own reports have found no issues whatsoever.

B You withdraw your offer. The risks are too high for the company's image, even if the accusations in the media are unfounded.

C You speak to the supplier about the allegations. You inform them that before you finalize the deal you need to perform some extra audits. These must ensure that there are no violations of human rights at their premises.

GAMiFY

C:
Human
& Digital
Rights

C4. Who should be responsible for the media literacy of citizens?

You work in a **management position at Telekom's corporate responsibility department,** which has long been responsible for initiating and supporting projects related to media literacy that are founded on basic democratic values. However, recently a growing number of customers, employees and other stakeholders started to support far-right positions, some of them being mislead by media manipulation, hate speech and fake news. They disapprove of Telekom's involvement with such topics. They either feel attacked, or do not believe at all that a commercial enterprise should interfere in these issues beyond its core business and should not invest resources that either come at the expense of dividends or market prices. The company's reputation and capital are threatened. Your superiors ask you to discontinue or justify your media literacy projects.

What do you do?

C:
Human
& Digital
Rights

C4. Who should be responsible for the media literacy of citizens?

A

You agree to discontinue the projects as this will lower the tensions within and towards the company. Such projects do not make a substantial difference and the government is responsible for media and democracy literacy of citizens.

B

You try to convince your managers that support for such projects is most needed now. You ask for more resources and argue that Telekom's commitment should be advertised in order to attract more attention to the problem.

C

You argue that the media literacy projects are integral part of what both Telekom as a company and you as an employee stand for. You agree to discontinue the projects in order to avoid negative consequences for the company but argue that the same amount of investments should be redirected to similar projects outside Telekom.

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C:
Human
& Digital
Rights

C5. A subcontractor on the verge

Deutsche Telekom has a complex supply chain with more than 30,000 suppliers and service providers in over 80 countries. In these relationships it insists on compliance with high social and environmental standards and expects that contractors are running their businesses responsibly and transparently. As part of Telekom's **procurement** department, you perform a social audit with a supplier from a developing country. During your visit you find out that the supplier has hired a subcontractor for some of your orders. You then find out that the employees hired by the subcontractor are working overtime hours, without protective clothing and for wages below the country's minimum salary.

What do you do?

C:
Human
& Digital
Rights

C5. A subcontractor on the verge

A Nothing, this is beyond your scope of jurisdiction. Where else will your responsibility end?

B You get in touch with the subcontractor to discuss the working conditions they offer and propose to them to comply with Telekom's supplier code of conduct.

C You instruct the supplier to make sure that all subcontractors comply with Telekom's code of conduct and are prepared to go through an audit with you.

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C:
Human
& Digital
Rights

C6. The cost of gender equality

You are responsible for Telekom's **retail network** in a certain German state. Recently you have appointed a woman as the new manager in one of the company's flagship stores. Prior to this change the store has had very good turnover rates but since the new manager took charge sales have been decreasing. You are being told that the employees in that location dislike taking instructions from a woman. The personnel in the shop largely consists of men, apart from a couple of women, who also have been hired recently and don't have much experience with sales. The workers in the shop have approached you and ask you to replace the female manger with a man.

What do you do?

GAMiFY

C:
Human
& Digital
Rights

C6. The cost of gender equality

A Nothing, the new manager has good qualifications and transferring her would be incorrect.

B You are moving her to a different location, this would be the best solution for everybody.

C You organize a training for all retail locations in the region about Telekom's ethical and anti-discrimination standards. In the next few months you will monitor the situation in the shop and see if it improves.

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C:
Human
& Digital
Rights

C7. The intricacies of a hiring process

You have recently started in an entry position at one of Telekom's **Human Resources** teams. Your first task is to recruit employees for a newly opened store. Together with your managers you review the submitted CVs to pick applicants that will be invited for an interview. You notice that your superiors reject all candidates that appear to be with a foreign descent. However, you think that a few of these applicants are suitable for the job and you would like to invite them for an interview.

What do you do?

C:
Human
& Digital
Rights

C7. The intricacies of a hiring process

A Nothing, you are sure that your managers have valid reasons not to invite these candidates.

B You ask your superiors about their reasons for not inviting these applicants to an interview and you question their choice.

C You do not say anything to your superiors but approach their manager to inform him about what happened and let him decide whether and what to undertake.

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D: Climate Action

D1. Can selling smartphones help the climate?

In the midst of an ongoing environmental crisis Deutsche Telekom has committed to allocate a considerable budget for raising the awareness of its customers and engaging them in the fight against global warming. As one of the company's senior **Public Relations manager**s you are assigned the budget to organize a large campaign for Christmas. Your team proposes reinvesting part of Telekom's profits from selling smartphones during the Christmas shopping rush towards tree planting projects. Some of your team's members strongly advocate the idea, arguing that it will attract public attention, increase sells and create positive environmental impact. Others warn that the idea can damage the reputation since it resembles greenwashing and capitalizes on values of consumerism, which are among the main causes of global warming.

What do you do?

D: Climate Action

D1. Can selling smartphones help the climate?

A

You support the proposed idea because you believe that such campaign will attract contributions from a large number of people and lead to many trees planted, which cannot be bad for the company's reputation.

B

You do not support the idea because you think that it will prevent customers to see the connection between the product and its use, which can lead to controversial slogans, e.g. "buy more to help the climate".

C

You support the idea but suggest to implement it with another kind of product or service, which will provoke fewer negative connotations in the public.

GAMiFY

D: Climate Action

D2. Reducing energy costs across the company

You are responsible for implementing a large savings project throughout **Telekom's facilities**, with the aim of reducing energy costs. So far, each facility is individually responsible for the purchase of electricity and you recognize that in order to keep their expenditures low, many are using the cheapest possible energy, produced from coal. These company sites are already complying with your project's cost reduction targets.

What do you do?

D: Climate Action

D2. Reducing energy costs across the company

A You concentrate on the facilities that exceed their budget for electricity and leave the sites that already have their expenses below the limit to continue with their operations undisturbed.

B You suggest that each facility should introduce a CO2 reduction target as well.

C You try to influence all company sites to introduce other forms of energy reduction, e.g. energy efficient lighting and behavior changes, in order to reduce their carbon footprint and achieve their cost reduction targets.

GAMiFY

D: Climate Action

D3. An employee’s right to speak or to remain silent

You work in the **Human Resource department** at one of Telekom’s corporate sites. You learn that one of the newly hired employees has written negative comments about the company on Facebook. The employee has claimed that Telekom’s commitments to environmental protection are superficial, have no real impact and are used as greenwashing. He is also criticizing the company’s managers for spending corporate money to fly around the world, while the company itself has promised to reduce its CO2 footprint.

What do you do?

GAMiFY

D: Climate Action

D3. An employee’s right to speak or to remain silent

A

Nothing, he has the right to express his opinion.

B

You create a communication policy in which you outline what the team members can discuss, where and when.

C

You approach the employee personally and try to understand his concerns and why he expressed them online. You explain the company’s positive efforts and contributions.

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D: Climate Action

D4. Flying as an issue

You are an **environmental manager** responsible for reducing the company's environmental impact. Your calculations show that a significant amount of the Telekom's carbon footprint is produced due to employee air travel. Moreover, many of the frequently travelling employees earn free flight miles which they can also use for their private trips. Top managers travel the most.

What do you do?

GAMiFY

D: Climate Action

D4. Flying as an issue

A

Nothing, if you try to restrict the manager's air travel you might experience disapproval from their side and you will need their support for other larger initiatives.

B

You suggest to curtail air travel throughout the company. You justify your proposal based on cost savings and do not mention the environment. This should attract more support for your idea.

C

You introduce a policy for collecting the free flight miles and using them for business trips only. This will limit the employees' motivation to travel excessively.

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3. Call for Action

Reflect and act upon the lessons learned

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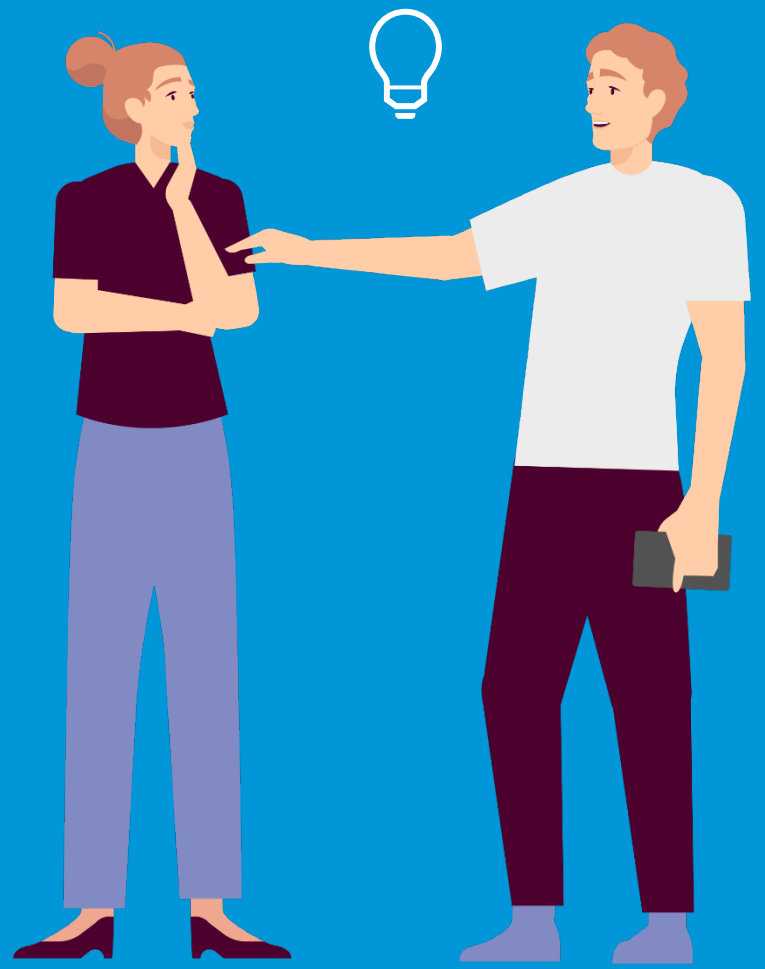
Reflect and act upon the lessons learned

- Please take 5 minutes to **answer the following questions** in 2-3 sentences:
    - What was new for you today and what did you learn?
    - What would you do different tomorrow?
    - With whom will you talk about today's lessons?
- **Share and discuss** your responses with the others.
- The player with most points from the quiz and dilemmas **takes the role of a leader** and starts the discussion.
- He/she wraps it up by defining a "Call for Action". A 1-3 sentence statement answering to: **What should we do from now on to act upon corporate sustainability together?**



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Feedback

Please share your experiences and thoughts about the game:

- How easy was for you to solve the dilemmas? What **surprised or puzzled** you the most?
- Did you agree with **the evaluations** you received from the different stakeholders? What did you learn from them?
- What did you learn from **the different perspectives you assumed** while solving the dilemmas as an employee and while evaluating them as a stakeholder?

Please take 5 minutes to complete our survey.
Click here

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Thank you for your attention!

More on: www.gamify.site

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GAMIFY is a Knowledge Alliance that brings together academia and industry to advance gamification for innovation and entrepreneurship (InnEn)

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References

Some contents of the “Corporate Sustainability Innovation Game” were partially drawn from the “The UN Global Compact Dilemma Game”, which can be purchased from

https://www.globalcompact.de/en/shop/produkte/Global-Compact-Dilemma-Spiel.php

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Backup Slides

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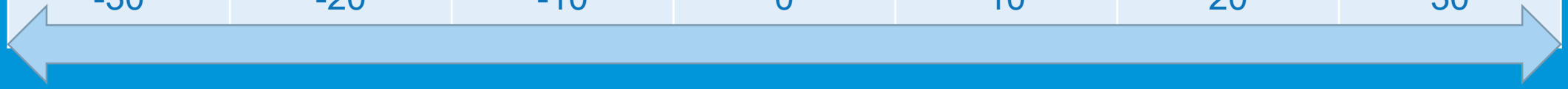
Results

Leg	P1	P2	P3	P4	P5	P6	P7	P8	P9
Quiz 1	0	30							
Quiz 2									
Sum Quiz	0	30							
Closed Dilemmas									
Open Dilemmas									
Sum Total									

Fully disapprove	Strongly disapprove	Slightly disapprove	Neither support nor disapprove	Slightly support	Strongly support	Fully support
-30	-20	-10	0	10	20	30



Quiz – **Overarching 10 Points**

Sources: https://www.highspeedtraining.co.uk/hub/corporate-social-responsibility-quiz/

- Delmas, M. A., & Burbano, V. C. (2011). The drivers of greenwashing. California Management Review, 54(1), 64-87.

- **Explanation:** Greenwashing refers to the act of “combining poor environmental performance with positive communication about environmental performance” (Delmas & Burbano, 2011, 84). A common indication of greenwashing in an organization are spending differences: when significantly more money or time have been invested in advertising "green" performance (i.e. environmental sustainability), than is actually spent on positive environmental practices.

Quiz – **Overarching 20 Points**

Explanation: The UN Conference on Trade and Development has estimated a staggering amount of annual investment requirements between US$ 5 and 7 trillion in all countries to achieve the SDGs (UNDP, 2018). According to the report there is an annual financing gap of US$ 2.5 trillion particularly in developing countries. This means that the active engagement of the private sector is critical for the achievement of the goals.

GAMiFY

Quiz – **Overarching 30 Points**

Explanation: The “European Green Deal” plan includes potential carbon tariffs for countries that don't curtail their greenhouse gas pollution at the same rate, a circular economy action plan and a sustainable and smart mobility strategy. It also suggests increased investments in green technologies, sustainable solutions and new businesses.

Quiz – **Overarching 40 Points**

Explanation: Sustainable innovation integrates principles of sustainability, refering to ist three interconnected aspects: environmental, economic and social.

Quiz – **Overarching 50 Points**

Explanation: The task of values-based innovation management is to identify and systematically use values as source and guide for innovation processes. These values may be integrated in organisations in a more or less top-down (e.g. diffusing from an authoritative top management directive) and/or in a bottom-up fashion (e.g. from employees' initiatives or in reaction to changing customer or societal values).

Quiz – Circular Economy 10 Points

Explanation: The circular economy aims to keep products, equipment and infrastructure in use for longer, thus improving the productivity of these resources. It can be understood as the opposite to a linear economy, where resources are extracted, manufactured into goods, distributed and sold, and when they reach the end of their useful lifespan they are either disposed in landfills, or are only patially recycled or downcycled.

GAMiFY

Quiz – Circular Economy 20 Points

Explanation: Roughly 50 million metric tons of electronic waste are produced globally each year, with Europe being the second largest generator of e-waste per inhabitant. Toxic materials in electronic items generate air and water pollution when devices are incinerated, put in landfills or melted down. Informal processes of dismantling and disposing of electronic waste in developing countries lead to a number adverse human health and environmental impacts.

GAMiFY

Quiz – Circular Economy 30 Points

Explanation: The waste management hierarchy is a set of priorities that protect the environment alongside resource and energy consumption from most favourable to least favourable actions. By *reducing* the amount of unnecessarily purchased items, *reusing* items more than once and disposing the items that can no longer be used at

appropriate

recycling centres, you can contribute towards a healthier planet.

GAMiFY

Quiz – Circular Economy 40 Points

Explanation: A life-cycle analysis involves a thorough inventory of the energy and materials that are required across the entire value chain of a product, process or service. The assessment of environmental impacts follows from raw material extraction and processing, through manufacturing, distribution and use, to the recycling or final disposal of materials.

GAMiFY

Quiz – Circular Economy 50 Points

Explanation: Around 70 percent of a mobile phone is made up of completely recyclable materials. It is estimated that recycling circuit boards can extract 30 to 40 times more precious metals, such as copper and gold, than mining for ore. However, just as any other type of e-waste, smartphones are often recycled informally in developing countries, exposing residents to serious health and environmental risks.

GAMiFY

Quiz – Human & Digital Rights 10 Points

Explanation: A company code of conduct is a set of rules which protects the business and informs the employees of the company's expectations. In its code of conduct, the Deutsche Telekom Group asserts that all employees must comply with their legal obligations, thus creating essentials such as trust, credibility and good reputation.

GAMiFY

Quiz – Human & Digital Rights 20 Points

Explanation: Hate speech is a violation of human rights, typically expressed on the Internet or social media but may also appear in workplace environments, such as on the corporate Intranet. It is not protected by freedom of expression and figures as a legal term in most developed countries, where its expressions can be accordingly prosecuted and punished.

Source:

- https://dictionary.cambridge.org/us/dictionary/english/hate-speech

Quiz – Human & Digital Rights 30 Points

Explanation: According to a report by the Institute for Human Rights and Business hackers but also government agencies and companies have used ICTs to intrude personal privacy in the past. Furthermore, surveillance technologies can limit the exchange of information and suppress freedom of speech as well as the right to a fair trial, for example by intruding in privileged communications, such as between a lawyer and client.

Source:

- https://www.ihrb.org/uploads/reports/IHRB%2C_Telecommunications_and_Human_Rights_-_An_Export_Credit_Perspective%2C_Feb_2017.pdf

GAMiFY

Quiz – Human & Digital Rights 40 Points

Explanation: A digital divide is any uneven distribution in the access to, use of, or impact of ICTs. Because of the high costs associated with ICTs, their adoption and utilization is highly unbalanced across the globe. Further barriers to closing the gap include: physical, cognitive, geographic, demographic, institutional, political and cultural factors.

GAMiFY

Quiz – Human & Digital Rights 50 Points

Explanation: BMZ's "Digital Agenda" emphasises that information and communication technology has comprehensive impacts on all 17 of the UN's Sustainable Development Goals, playing an essential role as a means of accomplishing them.

Source:

https://www.kfw.de/nachhaltigkeit/KfW-Group/Sustainability/sustainability-report-2017/digitalisierung-foerdert-menschenrechte/

Quiz – Climate Action 10 Points

Explanation: ICT infrastructure may be damaged by floods and other disasters while data centres will incur greater costs for cooling and energy. Insurance companies can expect to pay out more in disaster claims. Some vineyard regions will no longer be able to sustain grape harvest.

- Source:
- https://www.nationalgeographic.com/environment/global-warming/global-warming-quiz/

Quiz – Climate Action 20 Points

Explanation: Connectivity through ICT can significantly reduce global greenhouse gas emissions by helping companies and consumers to more intelligently use and save energy. For example, it enables us to operate with data online, use services in the cloud and substitute regular meetings and workshops with videoconferences.

Source:

- https://www.weforum.org/agenda/2015/12/how-the-communications-industry-can-help-tackle-climate-change/
- https://unfccc.int/news/ict-sector-helping-to-tackle-climate-change

Quiz – Climate Action 30 Points

Explanation: The electricity and heat production sector emits the largest percentage of global greenhouse gas emissions at 25 percent. ICTs account for 8-10 percent of the European electricity consumption and up to 4 percent of its carbon emissions.

- Sources:
- https://www.epa.gov/ghgemissions/global-greenhouse-gas-emissions-data
- https://www.earthday.org/the-climate-change-quiz/
- https://ictfootprint.eu/en/about/ict-carbon-footprint/ict-carbon-footprint

Quiz – Climate Action 40 Points

Explanation: A recent study (Malmody & Lunden, 2018) showed that despite the continuous growth of the ICT sector its carbon footprint is shrinking. One of the reasons is that many large ICT data centres and network operators are users of renewable energy. The study concludes that TVs, PCs and monitors have the largest footprints, but smartphones have also a significant footprint due to their large sales volumes.

Source:

Malmodin, J., & Lundén, D. (2018). The energy and carbon footprint of the global ICT and E&M sectors 2010–2015. Sustainability, 10(9), 3027.

Quiz – Climate Action 50 Points

- Explanation: Materiality assessment is the process of identifying which Environmental, Social and Governance issues have highest priority to be addressed by a business. It evaluates the potential of each issue to positively or negatively influence organizational growth, cost, or trust and how important is each issue to different stakeholder groups. This helps to define a company's strategy, targets and reporting.

Sources:

- https://youmatter.world/en/definition/materiality-assessment-definition/