National Decisions using Strategic Gaming
Simulation Characteristics

• A simulation is a game of chess – living, dynamic, and interactive
  ✓ Players must think ahead
  ✓ Decisions will have an impact on the outcome
  ✓ Non-attribution
  ✓ Play action drives to an endgame
  ✓ During simulation, participants live each move and counter-move:
    ➢ Why did the move happen?
    ➢ How could it have played differently?
    ➢ Participants will be better prepared for future similar situations
  ✓ Participants challenge themselves to try new strategies
  ✓ It’s a simulation – risk free, nothing lost only gains

• Simulations bring together Stakeholders, each of whom has an agenda
  ✓ Forces them to work out issues together
  ✓ In doing so:
    ➢ Appreciate the benefits of cooperation
    ➢ Buy into the strategy they have developed
    ➢ Are forged into one team working toward a shared vision
  ✓ Over time, all organizations bog down with growing overhead, comfort with doing things the “usual” way, and difficulty actually seeing change for what it is – this inertia prevents them from acting decisively, if at all
Experiences

• Although every simulation is different, there are things that you could expect to learn:
  ✓ Your view of the situation will change – it will be like turning a map on its side to see what is on the other side of the mountain
  ✓ It will give you a view of how the future might evolve and, more important, an understanding of the drivers of that evolution
  ✓ You will experience the future together as an organization. Having lived through the simulation together, you will now share the same assumption about their environment and its dynamics

• Simulations show what can happen in the real world
  ✓ They are not academic exercises
  ✓ Participants live through possible worlds, examining competitive factors which are intractable to conventional analysis and which could lead unknowingly into a fatal ambush of one’s own making
Specific Outcomes

• Test assumptions on which national business decisions are based
• Develop a “bullet-proof” strategy – tried out with competitive dynamics
• Gain new insights
• Identify required strengths and potentially fatal weaknesses in your plans
• Identify exactly what needs to be done to develop more successfully
• Understand how to join and leverage the strengths of key organizations
• Gain buy-in by managers with responsibilities for implementing plans
• Realize the opportunities and risks – what and where and how to manage
• Experience developing and executing a strategic plan, anticipating surprises, and countering competitive elements in real time
• Gain a rigorous process which can be replicated to review these issues or others. Develop a portfolio of alternative courses of actions for an economic baseline
A Strategy Game is a Catalyst

- To **challenge** the traditional view of “reality” stakeholders must break away from their current paradigms. Strategic simulations bring together all relevant stakeholders who often challenge each other.

- To **understand** how someone views the world you must stand in their shoes. Strategic simulations present unique opportunity for participants to “experience” the complex environment of other stakeholders.

- To **achieve** a credible test strategy strength you must focus everyone’s full intellectual power on the problem. The intensity of a scenario driven strategy development demands on that focus from participants.

- To **generate** new ideas you must have competitive interaction. A strategic simulation has multiple competing dynamics, moving the real world.

- To believe you must **change** the way you think and execute you must experience your strategy in a realistic environment. A strategic simulation uniquely provides an “experimental strategic planning” opportunity. You experience your strategy among competitors and peers.

- To **accept** this change stakeholders must see the results in a coherent, realistic context which must incorporate all challenges and perspectives. Stakeholder complexity is a critical ingredient for a successful strategy.
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Game Schedule

Kick-Off
- Objectives and Scope
- Participants
- Work Steps

Design Simulation
- Key Dynamics
- Teams
- Dynamic Framework
- Team Agendas
- Rules of Play
- Communications
- Financial Models
- Team Decision Aides
- Test
- Refine
- Document

Prepare Briefing Books
- Interviews
- Data Collection
- Draft
- Review
- Final
- Distribute to Participants

Prepare Participants
- Invite Participants
- Confirm Participants, Reservations
- Travel to Brief Industry Participants
- Meeting Rooms Reserved
- Hotel Rooms Blocked
- Arrange Catering

Game
- Oversee Simulation
- Facilitate Teams
- Provide Feedback

Document Insights
China Case Study

Energy and National Economic Strategies
National Goal & Wargame Design

China’s National Goal

Provide a forum for executive decision-makers from China, US, global international companies, research institutes and governments to identify key energy and economic issues and the implications for corporate operations and investments.

Design Used

• Eight teams with specific roles centered around two moves:
  ➢ Government teams (China, U.S., Regional and Petroleum Suppliers) concluded move one in a economic summit to discuss roles and responsibilities
  ➢ Four industry teams two financial, two petrochemical, concluded move two at a summit to discuss corporate impacts and strategies
• Many insights were provided through team interactions, plenary briefings and e-mail
• Strategic as well as cultural issues were identified during the simulation and post analysis
Key Findings

• Currently there is no global forum that involves all major consumers and suppliers of oil. International Energy agency (IEA), Asia Pacific Cooperation (APEC) and UN do not provide equitable forum
  – OPEC is primary forum for energy suppliers
  – IEA does not include China and India as members

• Other Government teams resisted U.S. initiatives to have Crisis under UN auspices

• U.S. not sensitive to regional cooperation initiatives to involve Korea, Japan, Malaysia and Indonesia
  – U.S. tended to pursue unilateral initiatives
  – U.S. focused on military solutions, with use of U.S. Navy to patrol and secure straits of Malacca

• Other countries including China, cautious when reacting to terrorist events such as bombing of Ras Tanura

• Corporate reactions and priorities differ between Chinese and other corporations
  – Global corporations prioritize corporate issues and shareholder responsibilities
  – Chinese corporations prioritize social responsibilities placing other issues as secondary

• U.S. corporations did recognize the need to maintain good relations with Chinese corporate partners and the Chinese government

• Government flow of information to corporations critical during a crisis
  – Danger that corporations pursue actions that may not align with government policy

• A crisis, even an energy one, can provide opportunities to develop new policies and procedures
  – Coal liquids technology was a priority in discussions by China and regional investment teams
Key Findings cont.

• **China is less vulnerable to oil supply disruptions than the U.S.**
  – Coal provides 85% of electric supply
  – Domestic oil prices are controlled by the government
  – Domestic oil companies can receive government subsidies for financial stability

• **Chinese corporations coordinated with their government, U.S. corporations did not**

• **Companies developed crisis assessment, then submitted government team for comment**
  – Domestic and social and economic impacts were assessed by all Chinese teams
  – Chinese corporations offered their government policy advice concerning their countries and domestic investments

• **Chinese teams concerned that all regional interest be addressed**
  – Include Japan and Korea in oil allocation discussions
  – Regional stability was a financial concern for China

• **China wanted security coordination to be performed by regional actions (Malaysia, Singapore and Indonesia)**
  – Resisted U.S. initiatives to involve U.S. and Japanese navies
  – Did agree to a bi-lateral meeting with U.S. to discuss crisis and oil rerouting
  – Agreed to assist if asked by regional states but not if asked by U.S.
Africa Case Study
Africa  Issues and Challenges

• Western African country wants to accelerate economic development leveraging income from natural resources

• One of major resources is oil, which currently is considered too volatile to predict a 3-5 year economic development plan

• Discussions being held to build a large port facility which would facilitate the movement of goods, in and out, and further establish the country as a major player in economic development of western Africa

• Private industry has met with President of country, who has assembled a team of industry stakeholders who are willing to invest in the country.

• Major challenge is to gain alignment of industry’s priorities government priorities.

• International organizations to include World Bank, United Nations, IMF, NGOs can be assets or disruptors. Major challenge is how to establish a stable economic environment to encourage investment and industrial activities.
Africa  Issues and Challenges

Industry

• A secure operating environment and protection of investments, assets and personnel major concern

• A consortium of industries have met with the President and senior members of the cabinet and are willing to initiate operations in partnership with the country

• Recent terrorist activities in Nigeria a distractor

• Industry cannot secure private insurance for operations, so has asked the government, what is the plan.
Africa Issues and Challenges

Government

- Will have to have assistance from other countries/United States to provide secure environment
- Has identified numerous new oil blocks and is willing to license drilling operations
- Nigerian pirates remain a national challenge
- Role of United States major consideration
- Too many US stakeholders: OSD, DoD, Air Force, Navy, Coast Guard, AFRICOM, State Department, Intelligence
- Government concerned about perceptions of neighboring countries and losing control of development of national security priorities
Belize Case Study
Belize-Issues/Challenges

- Belize senior leadership wanted to assess current status of economic development. Illegal activities in logging and fishing continued to occur.
- What were the key economic drivers and assets that could be utilized to facilitate the economic development of Belize?
- How were these assets currently utilized/under utilized? How does the government exercise authority over privately held land?
- What were the major impediments for full utilization of assets?
- Who were the stakeholders who could assist in the economic development of Belize?
- How could the government successfully prioritize education when citizens were economically distressed?
- Was the current organization the correct one with the appropriate lines of authority, roles and responsibilities?
Belize Assessment/Priorities

• The game preparation process included an independent analysis of current policies, activities, government funding and current/potential partners
• Interviews were conducted with key stakeholders, including department heads who reported to the new Minister of Economic Development, Heads of NGOs, industry and other senior stakeholders within the government
• A major concern was how to develop an overarching policy on sustainable development when the resources of Belize were needed to sustain economic growth
• Some key legislation was outdated and did not provide the appropriate guidance for current situations. Some mandates dated to the 1930’s, 1950’s.
• Some key government stakeholders thought there was “competition” within the government for resources, which prevented buy-in of an economic agenda
• Belize has a large number of NGOs that do not recognize government authority over investment of resources or activities.
• How could Belize develop a better economic strategy for assets and tourism
• How can the Minister encourage the departments to better work together?

• Bottom Line: Who had the actual authority to develop investment plan for sustainment of Belize’s natural resources and economic development?
Belize Outcomes

• Minister utilized independent assessment to initiate a number of changes within her department

• Key stakeholders had a better understanding of roles, responsibilities and the need to work better together

• Leveraging concerns for the economic growth of Belize and its resources provided a common focus to move forward

• New Minister was able to gradually effect the necessary changes and better establish authorities for coherency

• **Non-attribution** interviews conducted in preparation for the strategy game provided an opportunity for key stakeholders to provide insights and propose solutions for consideration.