

STARTUP AND RUNNING INSTRUCTIONS

Revised 1/10/2021



THE 57th ANNUAL INTERNATIONAL COLLEGIATE BUSINESS STRATEGY COMPETITION (ICBSC)

Spring 2021 with Intensive Phase on April 22-24, 2021

Using *The Business Policy Game, An International Strategy Simulation*
7th Edition by Cotter, Fritzsche, and Rodan

Hosted by
California State University, Long Beach
Long Beach, CA

**Please Read This Entire Document
Keep It for Reference!**

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Contacts

Technical Simulation Questions: If you do not receive your login information or have problems logging on to the web site, contact David Fritzsche, ICBSC Operations Director, at icbsc@q.com. Other technical questions regarding the simulation should also be directed to the same address. Add the address to “safe sender” file and/or check your junk mail folders to receive your emails.

All Other, Administrative Questions: contact Bruce Sparks, ICBSC Administrative Director, at Bruce.Sparks@csulb.edu best way or Phone: 909-224-9784. Please add the address to safe sender list to receive emails.

Note: Bruce Sparks is in Long Beach, CA and David Fritzsche is in Puyallup, WA. We are both on Pacific Time (West Coast, USA)

On All Email Subject Lines: Include World w, Co c, where w = your world number and c = your company number. This will separate your email from spam filters.

Participants in the 2021 ICBSC
Your Competitors are the Universities in Your World

Undergraduate Worlds

World 1

Co University

- 1 Arcadia University
- 2 Cal Poly Pomona
- 3 Calif. State Univ. Long Beach
- 4 McMaster University

World 2

Co University

- 1 Cal Poly Pomona
- 2 Calif. State Univ. San Bernardino
- 3 San Jose State University
- 4 Sacramento State University
- 5 University of California, Riverside

World 3

Co University

- 1 Calif. State Univ. San Bernardino
- 2 Calif. State Univ. Long Beach
- 3 Willamette University
- 4 San Jose State University
- 5 University of Houston, Clear lake

Graduate Worlds

World 4

Co University

- 1 Calif. State Univ. Los Angeles
- 2 Idaho State University
- 3 Sacramento State University
- 4 University of California, Riverside

World 5

Co University

- 1 Calif. State Univ. Long Beach
- 2 San Jose State University
- 3 University of California, Riverside
- 4 Idaho State University

Company Name and Corporate Charter

For your first item of business, your team needs to send an email, to which you attach your Corporate Charter with the **name of your company**, and the **names, titles, and email addresses** of all players to **BOTH** David Fritzsche, icbse@q.com and Bruce Sparks, Bruce.Sparks@csulb.edu

PLEASE: use the Word-formatted Corporate Charter Form that is sent to your advisor by the Competition as it will allow us to copy and paste from the document reducing inaccuracies in data entry. If your advisor does not send you this form, please request it from Bruce Sparks.

PLEASE: do not use the form available under the software tools and do not save and return the form in a pdf or other file format. Do not create your own form. Indicate in **the body of your email who will be responsible for entering decisions**. This allows David Fritzsche, the Operations Director, to know who to contact if there is a problem with a team's decision file during the competition.

The default company name that identifies your team on simulation reports is the name of your university. When you file the Corporate Charter, you may change your company name to that given by your management team by clicking on Home/Update company name in the Player's Program. Think carefully about how you want to be known throughout the competition. Many universities try to incorporate some reference to their school in their name.

The Corporate Charter is the document you file to **legally** operate a company. Be sure to fill it out completely and include:

1. Your school's name, World and Company number (see page 4, above), and your firm's corporate name that you have given it.
2. The name of each player **as he/she wants it to appear in the "Official Program,"** on **nametags** and on **participation certificates**. **Please confirm the spelling** of each team member's name before submitting as we will copy and paste the names from your Charter to create our files. If any team member plans to change his/her name before the intensive phase, please submit the **new** name with the Charter. We cannot change the certificates or nametags once they have been prepared unless we have made the mistake.
3. The title of each player in the simulated Company (i.e., VP Marketing.) Please keep titles of reasonable length; long titles will be abbreviated in the "Official Program."
4. The email address of each player if he/she desires to be included in the "Information Distribution List." After the running of each simulated quarter, a message will be sent to each person for whom an email address is provided in the Corporate Charter. **PLEASE double check these for accuracy** before sending your Charter to us as, again, we will simply cut and paste them into our files. Each year we receive quite a few email addresses that have been entered incorrectly and students complain that they do not receive information. In addition, during the competition, each university's advisor and team members for whom we have an email address will receive important bulletins and information related to hotel reservations, the Business Plan, the Annual Reports, and planning for the onsite phase of the competition in Anaheim, California. Teams should make it a regular practice to check their email for messages from the ICBSC.

On all email subject lines: include Ww and Cc, where small w = your world number and small c = your company number. This will separate your email from spam filters.

IMPORTANT NOTICE

This will allow you to enter decisions and view simulation results using a browser on a PC or a Mac or even a Chromebook.

HOW THE COMPETITION WORKS

In this competition, you will be involved in a simulation in which your simulated manufacturing company competes for best performance against other companies run by teams from other universities in your world. You will manage your company by making quarterly decisions for your company in the functional areas of Marketing, Production, and Finance. The Human Resources component is woven into the Marketing and Production functions. Your decisions are entered onto a web page form prior to the date and time the simulation is set to run. See the schedule on page 10. After decisions are processed, you will be able to look at reports for your World and Company on the web for the quarter as well as all previous quarters beginning with Year 3, Quarter 1.

Starting out, you are provided with two years of historical data and begin your management tenure in Year 3. You will run your company for five years (Years 3-7) resulting in twenty sets of decisions. In addition to making decisions for your company, you will be writing a strategic plan for your company for Years 4-7 and writing an annual report for Year 5. For a complete description of the simulation experience, please read the Player's Manual. **You may view and/or download a copy of the Player's Manual at URL bpgsim.biz/pmanual.** The user name is player and the password is swb30oss (both lower case). Just as running a company requires a thorough understanding of the company and the company's environment, being successful in this competition will require that you understand the operations and operating environment of the company you are managing. Many times the answer to the question you are asking about the company will be found on more than one page. You must read the manual – not just individual pages – to understand how your company works.

YOUR COMPANY'S PRODUCT

The product for this year's competition can be anything. The market for your products in your World is not related to the market in any specific country but is a market that could exist in any number of countries. Your products can be manufactured and sold (wholesale) for an initial price of \$10.00. (See your manual.) This price will most likely change as you make decisions about the kind of competitive strategy you intend to pursue. The specific characteristics of your product in terms of features and quality should be reflected in your Business Plan and your Annual Report. Differentiation among products is based on features level (1-3) and the quality level (1-3) of your product.

HOW YOUR TEAM WILL BE EVALUATED

Teams compete only against the teams in their assigned worlds. There is a judges' panel for each world. You will be evaluated based on both financial and qualitative criteria.

The financial criteria will be the financial performance that your company achieves over the five years of your management tenure as measured by the various financial variables calculated by the simulation. While the numbers are of primary importance, students who attempt to "game" the simulation should be cautioned that their decisions could be unacceptable in the "real world" and their performance could be discounted by the judges because of this. **"End-Game" strategies of cancelling normal on-going investments in the last rounds – e.g. in training and R&D – to gain short-term profits may be viewed by the judges as poor decision-making because they leave the company at a disadvantage in the future.**

The qualitative criteria will consider your written reports, your presentation, and the judges' view of your team's ability to work together. Grading rubrics for the written reports will be made available when instructions for preparation of the reports are sent to you. In addition, during the intensive phase, your judges will come to one of your hotel rooms designated as the HQ of your team and meet with you informally to evaluate your team's decision-making systems and teamwork.

For overall performance, in worlds with five or six teams, 1st place, 1st runner-up and 2nd runner-up trophies are given. For worlds with four teams, only 1st place and 1st runner-up trophies are given. Additionally, awards will be given for best documents and for best presentations. The presentation award is new this year

RUNNING THE BUSINESS POLICY GAME SIMULATION

GETTING STARTED

YOUR TEAM'S LOGON INFORMATION: Your ADVISOR (or other designated person) will receive an email message no later than January 19th from the Operations Director, David Fritzsche (email address -- icbsc@q.com), containing your User Id and Password. Look for **Logon Information for World x Company x** in the subject line. You will use these to log onto the web and enter decisions and obtain simulation output.

- 1. Your first set of decisions is due on or before Tuesday morning February 2nd at 6:00 a.m. PST.** See the schedule for the remote phase of decisions and delivery of the Business Plan on page 10.
- 2. Please do your homework before attempting to enter your first set of decisions.** Study the Business Policy Game Player's Manual. Analyze the historical data and reports provided for your company on the web. Do your preliminary planning and forecasting. Formulate objectives and outline initial strategies and policies. You are urged to follow the guidelines in Chapter 1 of the Player's Manual before preparing your first set of decisions.
- 3. Quarterly decisions** are described in detail in the Player's Manual, Chapter 2. However, the rest of the manual provides more depth regarding how the industry and your company work. Be sure you also understand the details found in these pages as these details can be very important. Use the manual as a reference when entering your decisions onto the web's decision screen.

VIEWING THE HISTORICAL REPORTS/COMPANY STARTING POSITION

- 1. Year 2, Quarter 4 simulation history** will be available on or before **January 20th**. Log on to the web using your User ID and Password and then click on Reports and select the reports to see your company position.
- 2.** The competition starts with decisions for **Year 3, Quarter 1** and runs for five simulated years ending with Year 7 Quarter 4. You should plan to view the historical reports on the 19th or shortly thereafter to be sure that you have sufficient time to make your first set of decisions.
- 3.** These reports are similar to those found in Appendix C of the Player's Manual but contain different numbers and possibly a different country. **Please rely on the reports that you viewed rather than those in the Player's Manual or the sample data that is included with the Player's Program.** A new set of historical data has been prepared specifically for the 2021 competition and some program

parameters differ from the standard version of the simulation. Your home area may also differ from that described in the Player's Manual. Your home area is the area in which your initial manufacturing plant is located.

ENTERING DECISIONS

1. After your team has agreed upon a set of decisions to submit for the quarter, **the team member responsible for entering the decisions** (see Corporate Charter, above) should log onto the web using your User ID and Password. Click on the "Decisions/Decisions entry" menu item. The decision screen that appears should say that you are entering decisions for **Year 3 Quarter 1** for your first set of decisions.
2. If you have questions about the variables in the decision form page, click on the column heading of the variables and the relevant section of the Player's Manual will appear.
3. **When you have entered your new set of decisions, be sure to SAVE** it by clicking on the save button in the lower right hand corner. **You can find a copy of your decisions on Report E after the simulation has been run. Reports are available for all quarters for which you have entered decisions sets and for Year 2, Quarter 4..**
4. **If you wish to change some of your decisions after you have saved your decision file** prior to the time the simulation will be run, simply repeat steps 1 through 3 above.
5. **Only one, designated person should enter and save the decisions.** If others on the team do so, the latest decisions saved by a team member will be the ones used when the simulation is run.
6. Once you have saved your final decisions, you must wait to get the results. They only become available after the simulation has been run for the quarter. You will not get any reports, including, marketing research, until after the simulation has run.
7. You will receive an email message notifying you when the quarter has been run. (You did supply David Fritzsche with your Corporate Charter with email addresses didn't you? No address, no email!) When the simulation is run, it will look for the decisions you just entered. If it cannot find them (i.e., you didn't save them) your company's decision set from the previous quarter (i.e. Year 2, Quarter 4 in the first quarter case) will be used. Previous quarter decision values may be modified when the simulation is run if they would no longer be valid (e.g., you may only build one plant in an area.)
8. **Note: Emergency Bank Loans (EBL)** (pp. 154, 155, Player's Manual) are not a proper way to finance operations. A firm that utilizes an emergency loan is technically insolvent, and is being "kept in the game" by a cash advance from the Administrator. EBLs may have negative impacts on a firm's bottom line as employees and customers question the financial solvency of the company. While a single emergency loan will not necessarily disqualify a team, a firm that intentionally utilizes emergency loans as a method of financing **will not qualify** for an award in the competition. It is strongly recommended that firms make themselves familiar with the rules regarding use of cash residing in subsidiaries. See Chapter 9 of the Player's Manual – especially pages 152 and 153 for a discussion of cash management. Failure to understand these rules is a frequent cause of a company needing to take an emergency bank loan. If a company receives an EBL it is expected that deliberate action will be taken in the quarter following the EBL to clear the loan off the books of your company and prevent future emergency loans from occurring.

CONTINUING PLAY

1. After you receive your email message that the simulated quarter has been run, log on to the web to see your company's reports. Examine the reports by either viewing the reports on the web or printing the reports and examining them on paper. It is now time to prepare for your next set of decisions.
2. For each simulated quarter, you will need to examine a new set of simulation reports. Then you will need to create new decisions and then enter them on the web decision form before the next simulated quarter is scheduled to be run. The schedule for entering decisions and viewing reports for the remote phase during February through to April appears below, on pages 12 and 13.
3. You may wish to keep track of how teams in other worlds are doing. The Quarterly Industry Report for teams in your own world as well as others are available for viewing on the <http://www.icbse.org> web page under the link "COMPETITION CONNECTION." Your friends/colleagues at your university may enjoy tracking your quarterly performance during the competition.

2020 "REMOTE PHASE" SCHEDULE

The *Business Policy Game* will be processed for each quarter on the days noted below, normally between 6 and 10 a.m. PST. The times and dates are West Coast USA.

Important Note: If your decisions for the next quarter's run are not entered on the web by **6:00 a.m. PST** on the dates shown below, your previous quarter's decisions may be used as "default."

YEAR 3 DECISIONS: Year 3 quarterly decisions are due by **6:00 a.m. (PST)** on:

Year	Quarter	Day of the Week	Date
3	1	Tuesday	February 2
3	2	Tuesday	February 9
3	3	Tuesday	February 16
3	4	Tuesday	February 23

BUSINESS PLAN

1. There will be a two-week break in decision-making at the end of Year 3 to give student competitors time to prepare the business plan and the next set of decisions.
2. An electronic copy (in a word document format) of your corporate business plan, as of the **end** of Year 3 and for Years 4-7, along with your Goal Attainment Report (GAR) for Years 4-7, should be emailed to Bruce Sparks (Bruce.Sparks@CSULB.edu) **by no later than Monday, March 9, 2021**. An email date after March 9, 2021 will cause a penalty for being late to be assessed. **Specific instructions for the Business Plan and GAR will be provided to you in a separate email in early February.**
3. The two-week break between the decisions for Y3Q4 and Y4Q1 is intended to give competitors time to step back from the pressure of making weekly decisions to put serious thought into the production of the Strategic Business Plan.
4. Please note that beginning with decision Y4Q3, decisions will now be made **TWICE** a week on Tuesdays **and on Saturdays**.

YEARS 4 AND 5 DECISIONS: Year 4 and Year 5 decisions are due by **6:00 a.m. (PST)** on:

Year	Quarter	Day of the Week	Date
4	1	Tuesday	March 9
4	2	Tuesday	March 16
4	3	Tuesday	March 23
4	4	Saturday	March 27
5	1	Tuesday	March 30
5	2	Saturday	April 3
5	3	Tuesday	April 6
5	4	Saturday	April 10

Note: The last remote decision (Year 5 Quarter 4) is due on **Saturday, April 10** and the output from this decision will be made available immediately afterwards for inclusion in your Year 5 Annual Report. **The Year 5 Annual Report is due at registration for the on-site Intensive Phase.**

**PREPARING FOR THE INTENSIVE PHASE
APRIL 22-24, 2021**

Detailed instructions for preparing for the Intensive Phase, presentations to the Judges on Saturday morning, and preparing the Annual Report will be sent to you sometime early to mid-March. The following information is provided to assist you in planning.

THE ANNUAL REPORT FOR YEAR 5:

1. Annual Reports are to be received at the time of competition intensive kickoff by 1:00 PM, Thursday, April 22, 2021 via email to Bruce.Sparks@csulb.edu. Please save the document in pdf form.
2. **For the Intensive phase:**

WHAT TO WEAR:

1. Students often create T-shirts or polo shirts with identifying logos of their company to wear to the opening night social, general meeting, and informal meeting with the judges in their HQ room.
2. Business suits are appropriate for the Saturday morning presentations to judges and the Awards Banquet. Women may wear evening/party dresses to the banquet but should wear conservative business attire to the presentations.

PRELIMINARY "INTENSIVE PHASE" SCHEDULE:

Below is the preliminary schedule planned for the on-site intensive phase. You will receive the actual schedule in the days prior to the intensive phase.

<i>Activity</i>	<i>Day</i>	<i>Time</i>
Online Social Hour (meet other teams)	Thursday, April 22 nd	5:00 – 6:00 p.m.
General Meeting	Thursday, April 22 nd	6:00 - 7:00 p.m.
Informal Advisor’s Social	Thursday, April 22 nd	Following general meeting
Advisor Virtual Lunch with Judges	Friday, April 23 rd	12:00 - 1:30 p.m.
Informal meetings with Judges	Friday, April 23 rd	2:00 - 5:00 p.m.
Decision-making Years 6-7	See schedule below	
Team Presentations to Judges	Saturday, April 24 th	8:00 a.m. - 12:00 p.m.
Competition Activities Conclude	Saturday, April 24 th	12:00 noon
Advisor’s Recap Meeting	Saturday, April 24 th	12:00 -12:30 p.m.
Judging Process	Saturday, April 24 th	12:00p.m. - 1:30 p.m.
Social Hour	Saturday, April 24 th	12:30 - 1:30 p.m.
Awards Ceremony	Saturday, April 24 th	1:30 - 4:00 p.m.

**Tentative Teams Intensive
Decision Schedule (April 22-24)**

<i>Year</i>	<i>Quarter</i>	<i>Day</i>	<i>Time</i>
6	1	Thursday	10:00 p.m.
6	2	Friday	8:00 a.m.

6	3	Friday	10:00 a.m.
6	4	Friday	12:00 p.m.
7	1	Friday	3:00 p.m.
7	2	Friday	6:00 p.m.
7	3	Saturday	9:15 a.m.
7	4	Saturday	11:30 a.m.

SUMMARY OF COMPETITION ACTIVITIES

PREPARATION

1. Send your Corporate Charter to both David Fritzsche at icbsc@q.com and Bruce Sparks at Bruce.Sparks@csulb.edu.
2. Familiarize yourself with the Player's Program using "Getting started in 8 steps", and the "Quick start guide", both found under the Help Menu of the Player's Program.
 3. View output for Year 2, Quarter 4 using the Player's Program.
 4. Plan for Year 3, Quarter 1 decisions using information from the Year 2, Quarter 4 output, the Player's Manual and the templates available under the Tools menu item of the Player's Program. See p. 217 of the Player's Manual for template descriptions. (Use or modify templates in any manner you wish).

SUMMARY OF PROCESS:

1. Follow the decision schedule submitting **the first decisions** no later than **February 2 at 6:00 a.m. PST**. Enter decisions on the web **by the time and date in the schedule**. Only one team member submits.
2. View your company reports after the simulation has been run.
3. Create a new set of decisions.
4. Enter the decisions on the web prior to the due date.
5. Go to 1 above and repeat for all decision for Years 3-5 during the Remote Phase.
6. Submit Business Plans via email to: Bruce.Sparks@csulb.edu -- **no later than Monday March 9th** for years 4-7.
7. Submit Annual Reports prior to the Intensive Phase in Anaheim, April 22nd.
8. Presentations to judges (mock Board of Directors Meeting) will be Saturday morning April 24th. **Your Presentation and discussion should cover through year 7.**
9. All competition activities complete by 5:00pm April 24th.
10. Awards banquet is April 24th.