



USER MANUAL

Use of the SDGame for organisers and game managers.



WAKAARO
engaging minds, empowering people

WHAT'S SO
SPECIAL ABOUT THIS
SUSTAINABILITY
GAME?

IN THE END
EVERYONE
IS A WINNER
...



LECTRR

Thank you for your interest in the SDGame!

We really appreciate that you have chosen this serious game to explore sustainability decisions in business in a fun, interactive and highly educational way. The SDGame is designed to give insights into real-life sustainability decisions and let you experience their impact, complexity and trade-offs, while working together and making strategic choices. Moreover, the link to numerous theoretical concepts is made quickly and in a clear way.

With this manual, we want to guide you to a smooth start, so you can quickly get started setting up game sessions and playing the game yourself. Do you have any questions or feedback? Feel free to contact us at info@wakaaro.be.

Have fun and good luck with the game!

Sincerely,

Wakaaro - creators of the SDGame



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**Because business decisions around
sustainability are not just a game,
we have turned them into a serious game**



Discover our

SDG

SUSTAINABLE DEVELOPMENT GAME

NAVIGATE REAL-LIFE SCENARIOS & MAKE IMPACTFUL DECISIONS
EXPLORE THE TRADE-OFFS OF INTEGRATING SUSTAINABILITY
UNCOVER THE HIDDEN POTENTIAL FOR POSITIVE CHANGE

1. About the SDGame

The SDGame (Sustainable Development Game) is **a serious game and tool** developed by Wakaaro in collaboration with Prof Bart Dierynck (professor at Tilburg University and lecturer at TIAS & INSEAD). **The aim of this serious game is to familiarise participants with the various aspects of making 'sustainable business decisions'.** Important, because although sustainability is one of the most important topics in business, it is still approached too one-sidedly as a reporting issue.

This game, based on scientific insights and findings and practical experiences of CFOs and sustainability managers, will:

- **Create stronger awareness about sustainability** and how it affects strategic and operational decisions.
- **Clarify (or 'sharpen') the role of sustainability within an organisation** and spark discussion around it.
- Serve as a starting point for **knowledge modules** on sustainability that are important for your organisation.



2. About Wakaaro

The SDGame is an initiative of Wakaaro. Wakaaro specialises in **gamification and serious games**, especially in the context of **information and knowledge transfer and content marketing**. Besides our own initiatives, such as the SDGame, we also develop customised solutions for our clients.

Visit www.wakaaro.be for more info and an overview of some of our other projects, or contact us:

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3. How does the game work?

The aim of the game is primarily to learn and discuss sustainability in business. Participants do this by empathising with a particular case. A case provides a brief description of a company and some KPIs relevant to the company in question. Participants are then presented with some challenges for which they have to choose. All cases and challenges in the game are based on real companies and their challenges, but (sometimes) simplified and anonymised for the game.

By making choices, participants earn or lose points. **The aim is to collect as many points as possible at the end of a case.** The group with the most points wins the game.

As a session organiser, it is important to know that there are two user flows: as an **organiser**, you have behind-the-scenes access and can create and manage your own game sessions. In addition, you have the regular **user** flow. You will see this when you are effectively playing the game.

In this guide, we will explain how both parts of the SDGame platform work. To do so, we start with the organiser section, followed by the participant section. To explain how the platform works to the participants in your session, we provide additional visuals, available via the organiser section (www.app.sdgame.eu/organizer). This platform can only be accessed by organisers. Create your account today at www.sdgame.eu/digitaal!



4. Organiser

The organiser is the administrator of the game and therefore usually the game leader. The organiser can create and manage game sessions himself. An organiser can log in at app.sdgame.eu/organizer. To create an organiser account, you must first purchase credits at www.sdgame.eu.

4.1. Credits

Credits allow users to log into a game session (1 credit = 1 player). New organisers need to purchase credits at www.sdgame.eu/digitaal, after which they will receive the login details for their organiser account. Existing organisers can also purchase credits in their account at app.sdgame.eu/organizer.

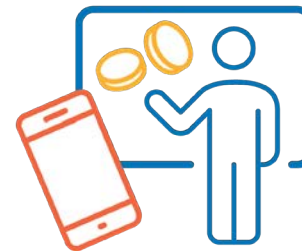
Credits are valid indefinitely and not linked to any particular session. Each time a user logs into your session, one credit goes out of your account. It can sometimes be more economical to buy credits for several sessions immediately. You can find the most recent rates at www.sdgame.eu.



1. The **organiser** adds credits to his account.



2. The **organiser** composes his game session.



3. Per registered **user**, the organiser pays 1 credit.

4.2. The organiser-platform

Once logged into the organiser section of the game, you will see several things:

Your personal dashboard

Overview of your profile and the number of credits you have available.

Game Statistics

Displays statistics of your games.

Your games

Here you can create or manage games (see below).

Your invoices

Here is an overview of your invoices.

Players

All players who have ever logged into your game sessions.

Live game overview

Here you can follow players during an active game and determine the progress of the game.

Lesson notes

Here you will find an overview of the cases in your games, with explanations, to help you prepare your game session as a teacher.

Your settings

Here you will find some personal settings, such as your billing data.

Help

Below, you can consult this document at any time.

Language

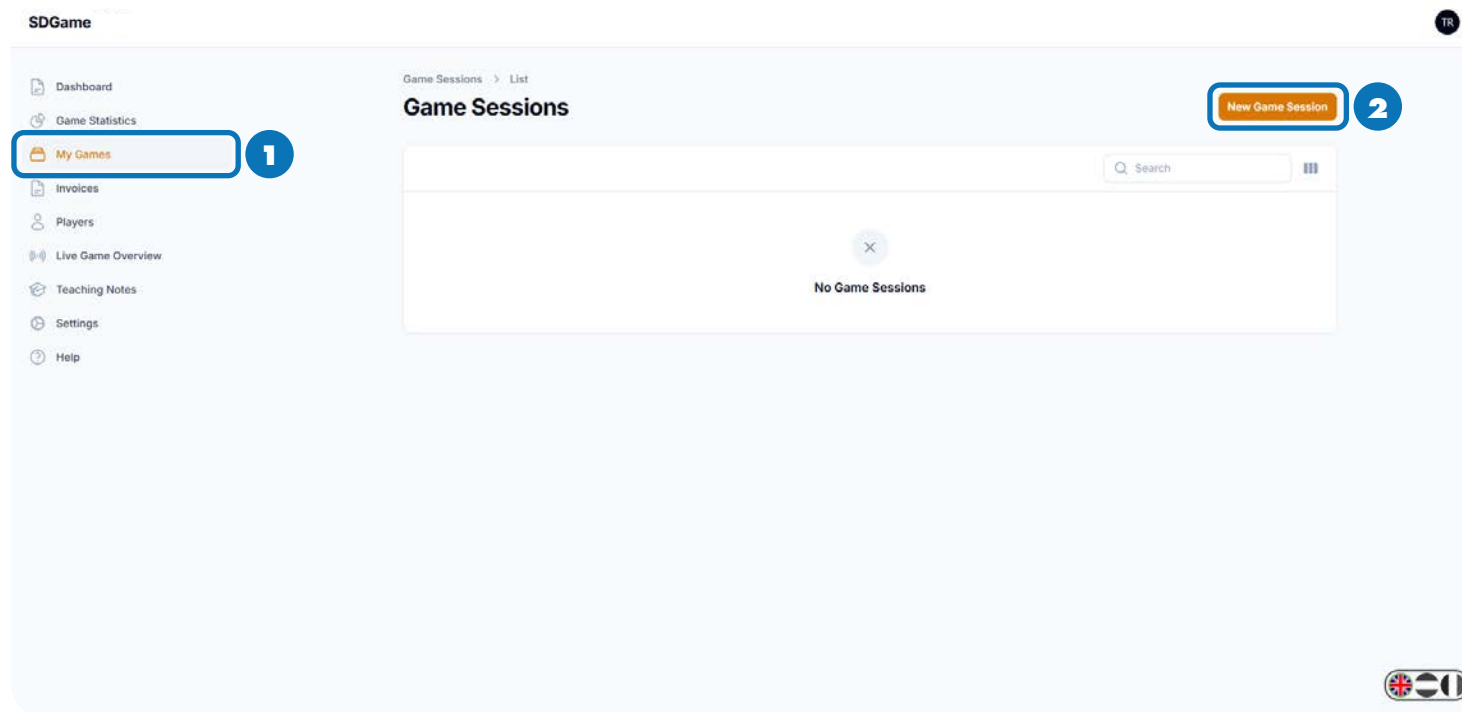
You can change the language of the platform using the flags at the bottom left of the screen.

4.3. Creating and managing a game

Creating a game is very simple and consists of a few short steps.

Create game

Go to the 'My Games' tab (1) in the menu on the left-hand side of the screen. By clicking on the 'New Game' button (2), you start the process of creating a new game.



Name & date

You give the new game a name (1) of your choice. Only you will see this name. Also specify the dates (2) during which the game will be active. A game can be active for as long (or as short) as you want. As long as a game is active, players will be able to sign up for it, which will cost you credits.

You can choose to hide the instructions in the game. To do this, click the toggle button (3). We recommend only doing this in situations where you, as the teacher, will be providing additional instructions.

It is also possible to personalise the game by adding your own logo or background (4). Please take the recommended file size into account.

The screenshot shows the 'Create Game Session' page in the SDGame interface. The page has a sidebar on the left with navigation links: Dashboard, Game Statistics, My Games (highlighted), Invoices, Players, Live Game Overview, Teaching Notes, Settings, and Help. The main content area is titled 'Create Game Session' and contains several form fields and sections. Four blue circular callouts with white numbers are placed over the interface: 1 points to the 'Name' input field; 2 points to the 'Playable From' and 'Playable Until' date pickers; 3 points to the 'Show Explanations' toggle switch; and 4 points to the 'Game Appearance' section, which includes 'Game Logo' and 'Background Image' upload areas. The 'Game Appearance' section also includes instructions on where the logo will appear and the aspect ratio for the background image. At the bottom, there is a 'Decent Mode' section with a description.

SDGame

Game Sessions > Create

Create Game Session

1 Name

2 Playable From
dd-mm-yy --:--:--

2 Playable Until
dd-mm-yy --:--:--

3 ☒ Show Explanations
When enabled, players will see the explanation icons after answering challenges.

4 **Game Appearance**
Customize the look of your game

Game Logo

Drag & Drop your files or [Browse](#)

Logo will appear centered at the top on mobile or left top on desktop. Recommended size: 300px height.

Background Image

Drag & Drop your files or [Browse](#)

This will replace the default brick pattern background. Aspect ratio: 16:9. Recommended size: 1920x1080

Decent Mode
Control the flow of the game for all players

TIP

Give your sessions a unique and easily recognisable name for easy retrieval later!

Docent-mode

Here you can also choose to activate teacher mode. This is optional and is disabled by default.

Teacher mode allows you to manage the progress of the game and monitor the players in the game.

To activate teacher mode, click the slider button (1). Additional options will appear. If you only want to control the case the players are working on, simply click “guided case mode” (2). Players will then be unable to move on to the next case without your explicit permission. If you also want control over the challenge the players are in, tick the last slider (3) to have full control over the challenge the players have access to.

Please note! If you want control over the challenge the players are in, you must activate all sliders in teacher mode!

The screenshot shows the SDGame interface with a sidebar on the left containing links to Dashboard, Game Statistics, My Games, Invoices, Players, Live Game Overview, Teaching Notes, Settings, and Help. The main content area is divided into two sections: 'Game Appearance' and 'Docent Mode'. The 'Game Appearance' section includes fields for 'Game Logo' and 'Background Image', both with 'Drag & Drop your files or Browse' buttons. The 'Docent Mode' section, titled 'Control the flow of the game for all players', contains three sliders: 'Docent Mode' (labeled 1), 'Guided Case Mode' (labeled 2), and 'Guided Challenge Mode' (labeled 3). Each slider has a description of its function. At the bottom of the 'Docent Mode' section are three buttons: 'Create', 'Create & create another', and 'Cancel'. A small 'TR' logo is in the top right corner, and a 'CE' logo is in the bottom right corner.

Game Appearance
Customize the look of your game

Game Logo
Drag & Drop your files or [Browse](#)
Logo will appear centered at the top on mobile or left top on desktop. Recommended size: 300px height.

Background Image
Drag & Drop your files or [Browse](#)
This will replace the default brick pattern background. Aspect ratio: 16:9. Recommended size: 1920x1080

Docent Mode
Control the flow of the game for all players

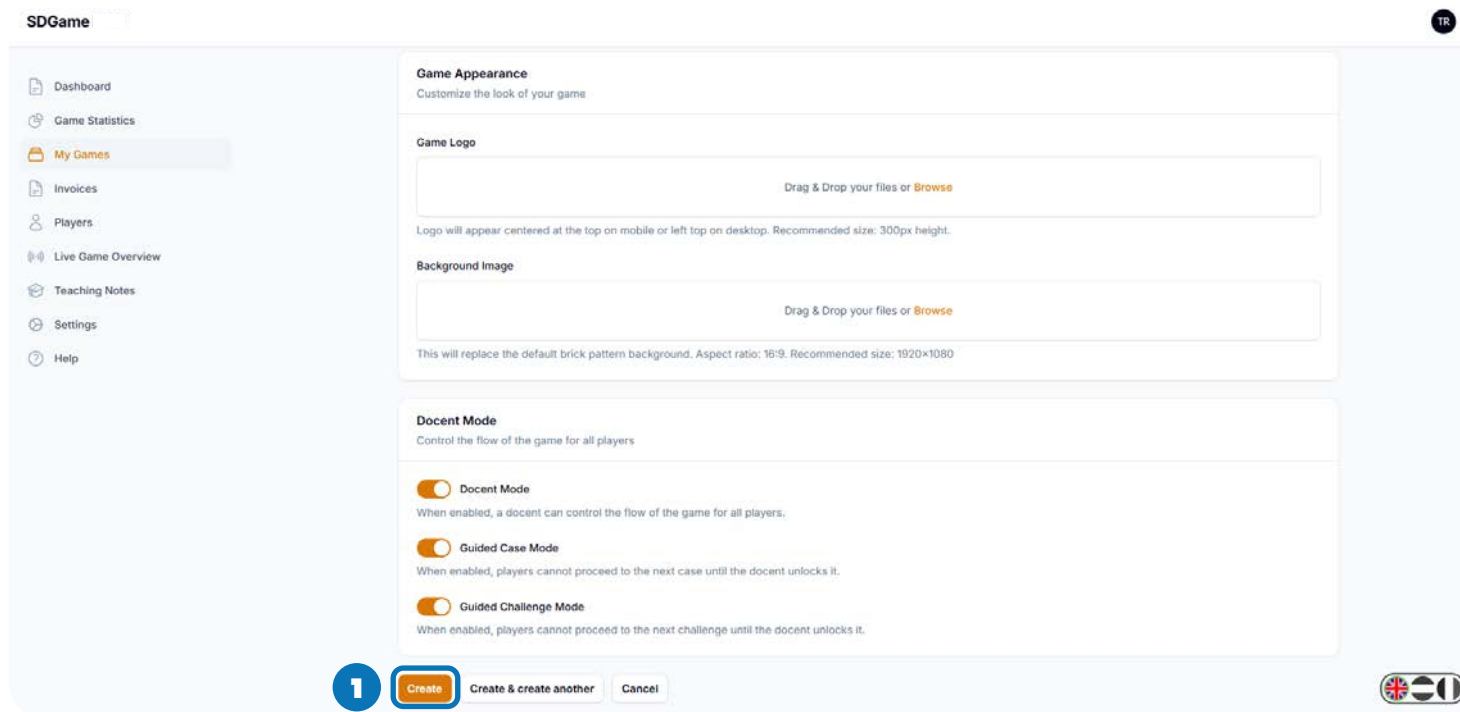
- 1** ☒ **Docent Mode**
When enabled, a docent can control the flow of the game for all players.
- 2** ☒ **Guided Case Mode**
When enabled, players cannot proceed to the next case until the docent unlocks it.
- 3** ☒ **Guided Challenge Mode**
When enabled, players cannot proceed to the next challenge until the docent unlocks it.

[Create](#) [Create & create another](#) [Cancel](#)

Create game

You can create the game by clicking on the “Create” button (1) at the bottom of the screen.

The “Create and create another” button allows you to quickly create multiple game sessions in succession. You will then need to create cases and codes for each game session afterwards.



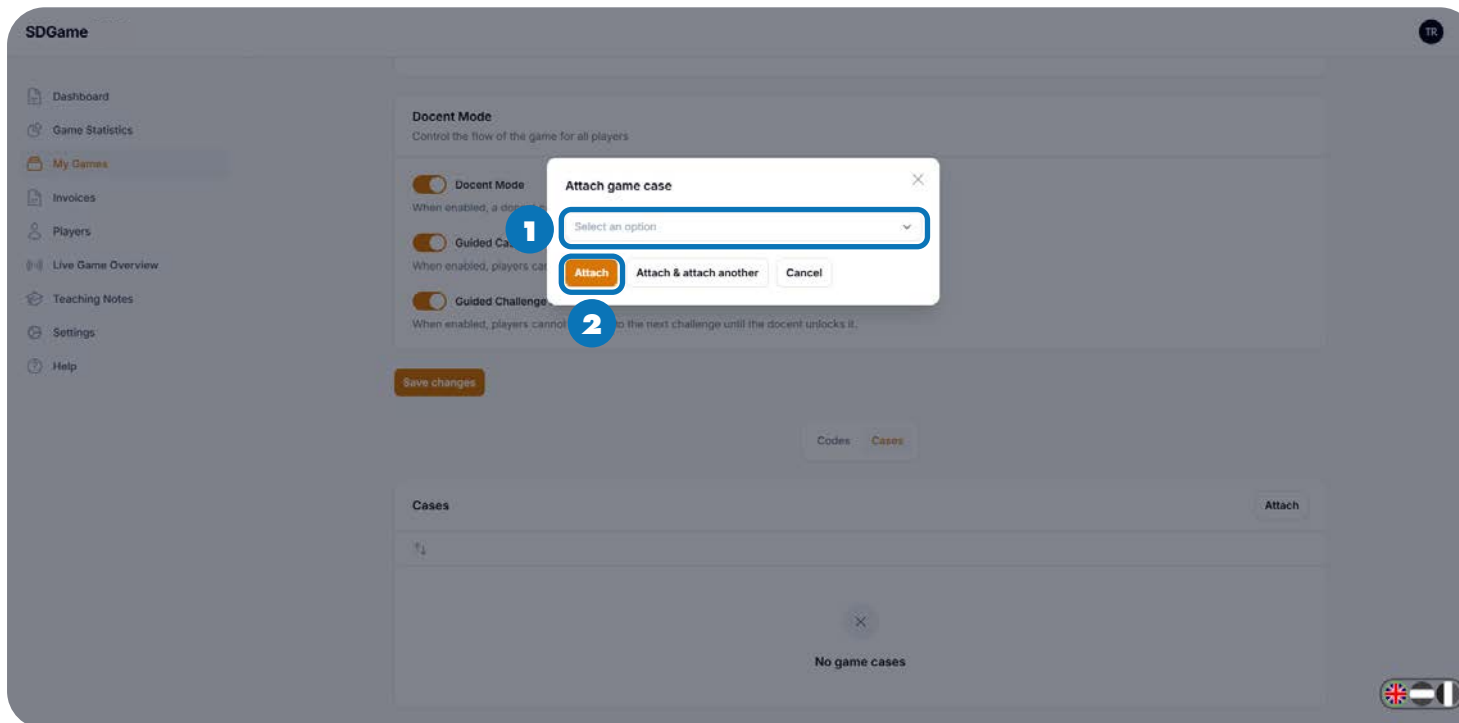
Add cases

You will be taken to a new screen. Click on 'Cases' (1) and then on 'Attach' (2).

The screenshot displays the SDGame web application interface. On the left is a sidebar menu with the following items: Dashboard, Game Statistics, My Games (highlighted), Invoices, Players, Live Game Overview, Teaching Notes, Settings, and Help. The main content area is titled 'Docent Mode' with the subtitle 'Control the flow of the game for all players'. It contains three toggle switches: 'Docent Mode' (checked), 'Guided Case Mode' (checked), and 'Guided Challenge Mode' (unchecked). Below these is a 'Save changes' button. At the bottom of the main area, there is a 'Cases' section. Above this section is a tab bar with 'Codes' and 'Cases' (highlighted with a blue circle and the number 1). The 'Cases' section has an 'Attach' button (highlighted with a blue circle and the number 2) and a list area that currently shows 'No game cases' with a close button (X) above it. The top right corner of the interface shows a user profile icon with the initials 'TR'.

Choose cases

Make your choice from the available cases (for more information on the content and duration of the cases: see below). Select a case from the drop-down menu (1) and click on 'Attach' (2). The selected case now appears in the list of active cases. You can add as many cases as you want. Use 'Attach & attach another' to quickly add multiple cases to the game.



TIP

Most cases (game rounds) last about 50 minutes (more details: see below).

Managing cases

You can decide the order in which cases are played. Cases must be played in the specified order. A case will therefore only be accessed when the previous case has been completed. To change the order of the cases, click on the arrows at the top left (1) of the active cases and drag the cases in the desired order. Confirm by clicking the check mark.

You can assign a strategy to a case. A strategy gives players a handhold to make decisions and can provide bonus points. Next to the case, click 'Edit Strategy' (2), choose the desired strategy and confirm. For more info on the content of strategies: see below.

To remove a case from the game, click on 'Detach' (3).

ATTENTION: Do not make changes to an active game. Players may lose access to the game and have to start a new game, causing you to lose an extra credit!

TIP

Play a session where you maintain the same strategy over different cases. Players will become more familiar with the strategy and the different impact it can have on different cases.

SDGame

Docent Mode

Control the flow of the game for all players

☒ Docent Mode

When enabled, a docent can control the flow of the game for all players.

☒ Guided Case Mode

When enabled, players cannot proceed to the next case until the docent unlocks it.

☒ Guided Challenge Mode

When enabled, players cannot proceed to the next challenge until the docent unlocks it.

Save changes

Codes Cases

Cases

Attach

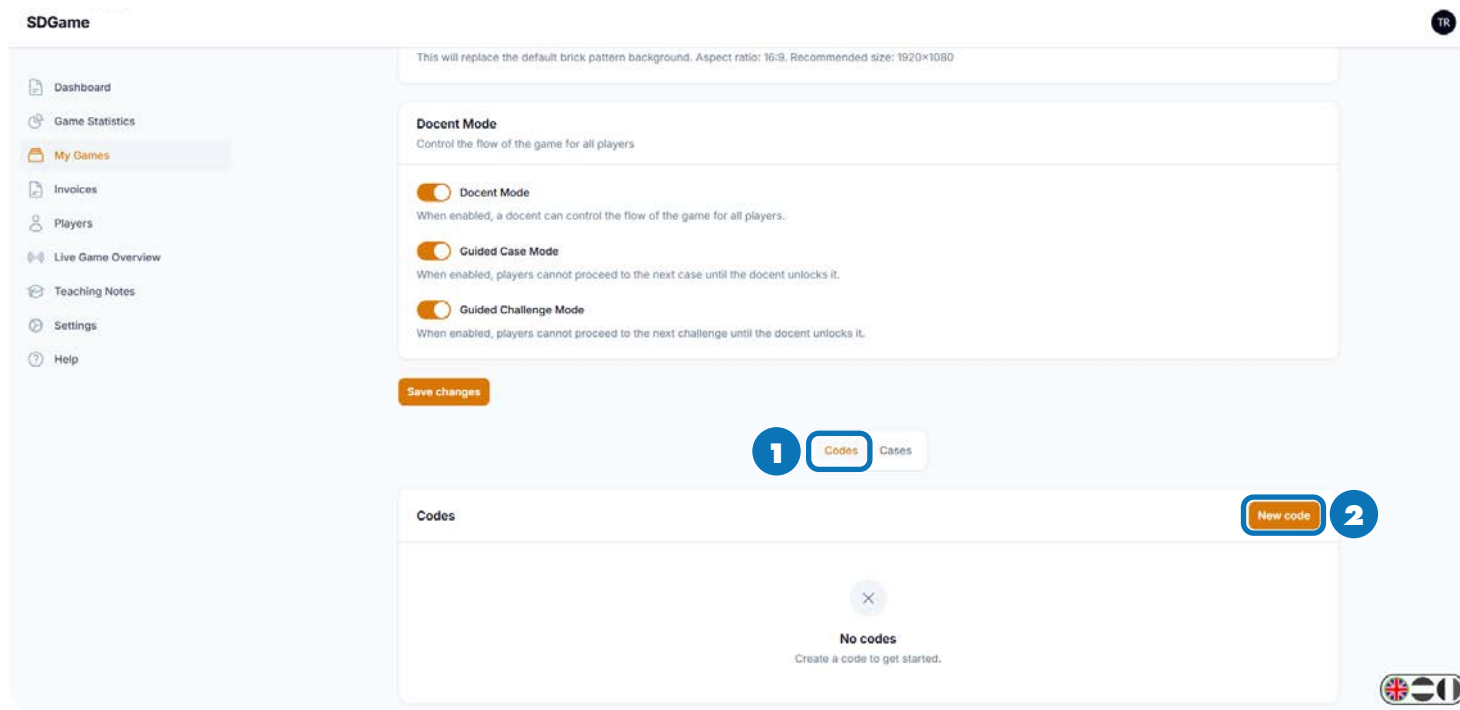
Name	Strategy
ZONNEDORP	Detach Edit Strategy
JULIE&MARIE	Detach Edit Strategy

Showing 1 to 2 of 2 results

Per page 10

Creating codes

Finally, you need to ensure that players can log into the game. To do this, click on the 'Codes' tab and then 'New code'.



TIP

If participants in your session log in with the login code, they will receive an e-mail allowing them to return to their own session at any time.

If they try to log in again using the login code, a new game will be started (if the limit has not yet been reached) and an extra credit will be taken out of your account!

Logging in via the link in the e-mail does not cost you anything extra as an organiser. You only pay for each new game started.

Configuring codes

A (QR) code (1) is generated automatically. You cannot modify this code. Share this code with the participants of your session so they can log in. Each time the code is used to log in, a credit goes out of your account.

To prevent misuse with codes, you can limit how many times a code can be used (2). For example, if you teach a group of 10 people, you can now enter '10', which means that only 10 people (the people you teach) can log into your session. This way, you avoid credits disappearing from your account due to unauthorised use of the code (e.g. when it is circulated to externals).

Note that the number of times a code can be used is primarily limited by the number of credits in your account.

It is possible to create multiple codes for the same game. For example, you can provide each participant with a unique login code that is valid only once. To do this, use 'Create & create another' and enter the number 1 each time at 'Amount' (2).

Confirm with 'Create' (3).

The screenshot shows a 'Create code' dialog box with a close button (X) in the top right corner. It contains three numbered steps:

- Step 1:** A 'Code' field containing the text 'PJJ-FE6-ED8'. To the right of this field is a QR code.
- Step 2:** An 'Amount' field with the placeholder text 'The amount of credits that can be spent' and the value '10' entered.
- Step 3:** Three buttons at the bottom: 'Create' (highlighted in orange), 'Create & create another', and 'Cancel'.

Overview of your games

After saving the created game, you can return to the overview of your games. You can create as many games as you like. To edit a game, click on 'View' (1) and then you can manage the game. You can also delete games (1).

ATTENTION: Do not modify an active game. Players may lose access to the game and have to start a new game, causing you to lose an extra credit! As long as no players have logged on to the game, it is still possible to make adjustments.

The screenshot displays the SDGame web application interface. On the left is a sidebar menu with options: Dashboard, Game Statistics, My Games (highlighted), Invoices, Players, Live Game Overview, Teaching Notes, Settings, and Help. The main content area is titled 'Game Sessions' with a breadcrumb 'Game Sessions > List'. A 'New Game Session' button is in the top right. Below the title is a table with columns: Name, Start Date, Playable until, Show Explanations, Docent Mode, and Cases Count. A single row is visible with the name 'demo', start date '2025-05-19 15:42', end date '2025-05-31 15:42', and a 'Cases Count' of 2. In the 'Show Explanations' column, there is a green checkmark. In the 'Docent Mode' column, there is a green checkmark. To the right of the row, there are two buttons: 'View' (circled in blue with a '1' next to it) and 'Delete'. Below the table, it says 'Showing 1 result' and 'Per page All'. At the bottom right, there is a small logo with a flag and the letters 'SD'.

Name	Start Date	Playable until	Show Explanations	Docent Mode	Cases Count
demo	2025-05-19 15:42	2025-05-31 15:42	✓	✓	2

Statistics

Under the 'Game Statistics' tab (1), you can see an overview of your games and how many players have started the game. You can see how many active games you manage and the total number of players who have ever participated in one of your sessions (this statistic also takes deleted sessions into account).

By clicking on 'View Statistics' (2) next to a session, you will get more info about the players in that session.

SDGame

Dashboard

Game Statistics 1

My Games

Invoices

Players

Live Game Overview

Teaching Notes

Settings

Help

Game Statistics

Total games
1

Amount of Players
34

Name	Start Date	Cases	Players
demo	19.05.2025 13:42	2	0

Showing 1 result

Per page 10

View Statistics 2

Statistics: detail

After clicking through on a specific game, you get a more detailed overview of the statistics of this specific game. You can see which participants logged into the session, which case they played and what their scores are. With the funnel (1) at the top right, you can filter by a specific player or specific case.

You can also very easily rank the different participants. By clicking on 'Score', 'Strategy score' or 'Total score' (2), you can rank the scores of all participants from high to low and vice versa. This also works when a certain filter is active (i.e. ranking according to score within a certain case).

SDGame TR

Dashboard
Game Statistics
My Games
Invoices
Players
Live Game Overview
Teaching Notes
Settings
Help

Game Statistics Detail

Player	Case	Score	Strategy Score	Total Score
Thomas	ZONNEDORP	0	0	0

Showing 1 result

Per page 10

1 2

SDGame

Players

As soon as players log into your game sessions, you can consult this under the menu item 'Players' (1). Among other things, you can see here who is logged in, which case they are working on (Current Case) and when they first used the game. For example, you can check here whether the players have all finished a certain case or not.

SDGame

Players > List

Players

Search

Name	Email	Current Case	Game Session	First login
		ZONNEDORP		2025-05-20 13:55
		MECANO		2025-05-20 10:30
		JULIE&MARIE		2025-05-20 10:25
		MECANO		2025-05-20 10:17
		JULIE&MARIE		2025-05-20 10:03
		JULIE&MARIE		2025-05-16 11:55
		ELECTROCO		2025-04-09 12:11
		JULIE&MARIE		2025-04-09 12:03
		MECANO		2025-03-17 10:23
		MECANO		2025-03-17 10:20

Showing 1 to 10 of 35 results

Per page 10

1 2 3 4 >

Live game overview

If you activated teacher mode when creating a game, you can manage your active games here. At the top of the screen, select the desired game session (1).

You will see an overview of the players currently playing the game (2) and the number of players who have ever logged into this game session (3).

You then have the option to manage your game. You can unlock the next case (4) and the next challenge within the case (5). You will also see statistics and the percentage of players who have completed a particular case/challenge.

The screenshot displays the 'Live Game Overview' interface for SDGame. The interface includes a sidebar with navigation options: Dashboard, Game Statistics, My Games, Invoices, Players, Live Game Overview (highlighted), Teaching Notes, Settings, and Help. The main content area is titled 'Live Game Overview' with the subtitle 'Monitor players in real-time'. At the top, there is a dropdown menu for 'Game Session' set to 'demo', marked with a blue circle 1. Below this, there are three summary cards: 'Active Players' showing 0 total players (marked with a blue circle 2), 'Players in current game' showing 1 player named 'demo' (marked with a blue circle 3), and a 'Last update' timestamp of 10:41 with a note 'Auto refresh every 1 second (Europe/Brussels timezone)'. The 'Docent Mode Controls' section contains two control panels. The 'Case Control' panel shows the current case as 'JULIE&MARIE' with 0% completion and a 'Finished' button (marked with a blue circle 4). The 'Challenge Control' panel shows the current challenge as 'None selected' with 0% completion and an 'Unlock next challenge' button (marked with a blue circle 5). At the bottom, there is a search bar and a table with columns: Status, Name, Current Case, Current Challenge, Progress, and Last Activity. The table is currently empty.

Comments on using teacher mode

There are a few points to bear in mind to ensure smooth use of teacher mode.

When creating a game with teacher mode, activate the sliders from top to bottom. It is therefore not possible to create a game session in which you manage the challenges but not the cases.

Cases and challenges must also be opened in a logical order. You must first activate all challenges within a case before activating the next case. Otherwise, you run the risk of players getting stuck in the game.

After creating a game with teacher mode, we recommend unlocking the first case and the first challenge. This is not mandatory, but it ensures that players do not end up in an empty game environment.

With teacher mode, you follow the game as the players play it. It is therefore not possible to go back.

Teacher mode is traditionally only used in the following situations:

- Academic setting, where the teacher gives a brief explanation after each challenge
- Situations where multiple cases are played over a longer period of time and where players are not allowed to access the next case until a certain point in time.

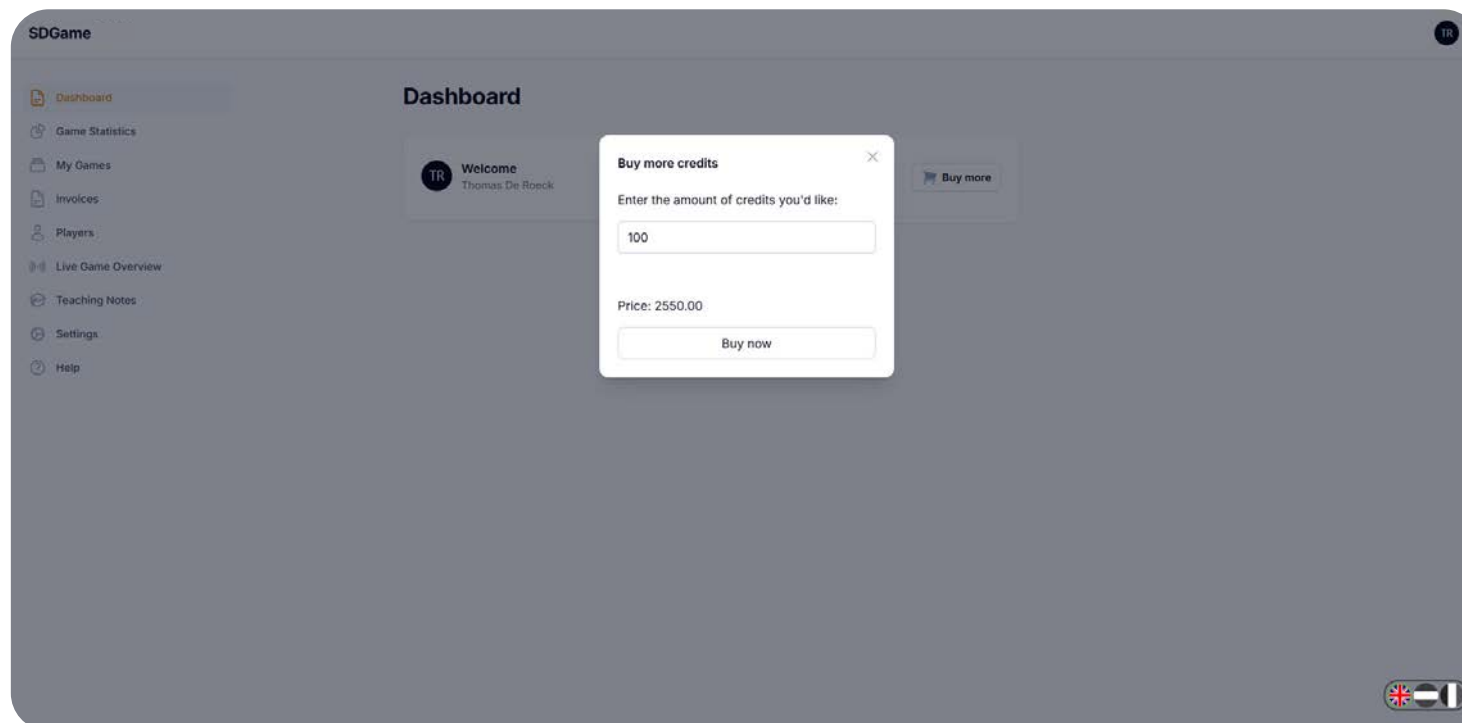
You are, of course, free to use this as you see fit.

If you have any questions or would like more information about teacher mode, please do not hesitate to contact us at info@wakaaro.be.

4.4. Purchasing credits in the platform

There are two options for purchasing credits. As a new user, this should be done at www.sdgame.eu, after which an organiser account is also created immediately. As an existing organiser, you can also use this site, but only if the same e-mail address is entered as that of the organiser account.

In the platform itself, existing users also have the option of buying extra credits. You do this by clicking on the 'Buy more' button on your dashboard at the overview of your credits. You then enter the desired number of credits, receive a price (in Euro) and click Buy now. You will be redirected to an external and secure payment provider. After payment, the purchased credits are immediately available. You will also receive an invoice by e-mail and directly in the platform.



4.5. Your invoices

Under the 'Invoices' tab (1), you will find an overview of all the invoices in your account.

SDGame

Invoices > List

Invoices

Invoice Number	Amount excl. VAT	VAT Amount	Amount incl. VAT	Date	
F2024110	1,050.00	220.50	1,270.50	2024-12-05 01:00	Download
F2024109	800.00	168.00	968.00	2024-12-05 01:00	Download
F2024108	750.00	157.50	907.50	2024-12-05 01:00	Download
F2024103	2,010.00	0.00	2,010.00	2024-12-04 01:00	Download
F2024102	1,710.00	359.10	2,069.10	2024-12-04 01:00	Download
F2024101	2,150.00	451.50	2,601.50	2024-12-04 01:00	Download
F2024100	550.00	115.50	665.50	2024-12-03 01:00	Download
F2024096	550.00	115.50	665.50	2024-12-03 01:00	Download
F2024095	1,175.00	246.75	1,421.75	2024-12-03 01:00	Download
F2024094	550.00	115.50	665.50	2024-12-02 01:00	Download

Showing 1 to 10 of 41 results

Per page 10

1 2 3 4 5 >

18

SD

4.6. Settings

Under the 'Settings' tab (1), you can view your data. To modify them, use the 'Edit' button (2) and make the desired changes. Then don't forget to save.

The modified billing data will now be used for new orders.

SDGame TR

Settings Edit **2**

Account Information

Email

Password

Confirm Password

Invoice Information

Company Name

VAT Number

Postal Code

Country

Timezone

Street + Number

City

4.7. Additional info

You are now fully on board with the organisational part of the SDGame. Further on in this document, we elaborate on the content of the cases and strategies so that you can start putting together well-informed sessions.

Moreover, we are also happy to provide some learnings and features of the game for an optimal learning experience.

We continue to build the SDGame all the time and will come out with new features, content and improvements on a regular basis. Subscribe to our newsletter at www.sdgame.eu to be kept up to date on these.

We are happy to work with your feedback. Suggestions, improvements or wild ideas are always welcome at info@wakaaro.be. Also, if you have any questions about the game and its use, please contact this e-mail address.



5. Participant

If you want to play the SDGame, you will need a laptop, tablet or smartphone with internet connection. We recommend using as large a screen as possible for the best experience, especially when playing in groups.

5.1. Login

To access the game, as a participant you will also need a game code. You will receive this from the game organiser and it consists of numbers and letters or a QR code. You then surf to app.sdgame.eu. You will arrive at a login screen. Here you enter the game code (1), your name (2) and e-mail address (3). Your name is visible to the administrator. Your e-mail address is only used to provide a login link. This allows you, the player, to log back into your own session at any time (as long as it is still active).

Important: if for some reason you leave the game session and want to log in again, or you want to switch devices, please use this login link that you receive by e-mail. You will then return to your own game session with your own progress. Do not try to log in again with the game code. If you do, you will lose your progress and it will cost your administrator an extra credit! Moreover, if the game organiser has limited the number of participants, your access to the game is not guaranteed.

Click on 'Start the game!' (4) to start the game.

LOGIN

Code 1

Name 2

Email 3

Return to a previous session? Use the link in your e-mail. Use the fields above to start a new session.

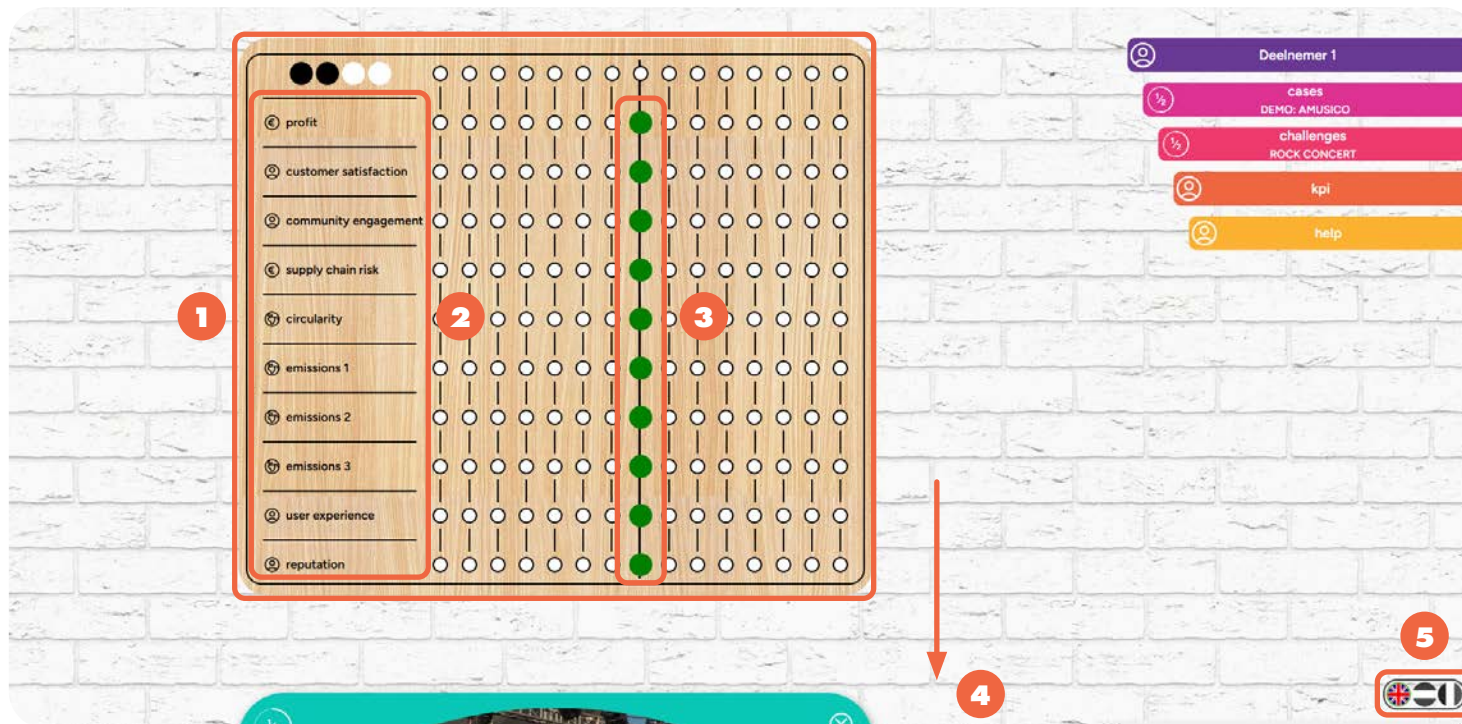
Start the game! 4

5.2. The game

Start screen

After you have successfully logged in, you can start playing. You will first see the game dashboard (1), with pawns (2) and completed KPIs (3) of the first case. Scroll down to see the description of the first case (4).

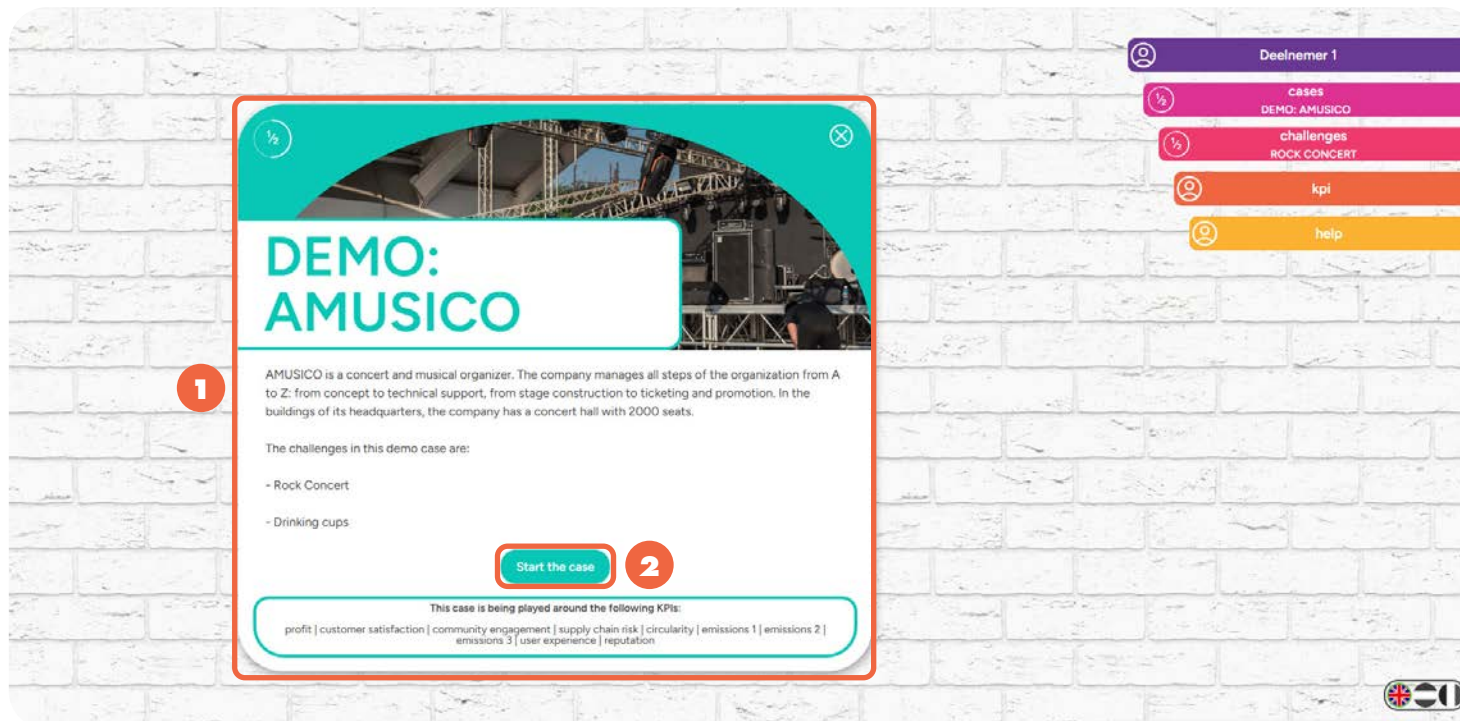
You can change the language of the game at any time by clicking on the flags (5) at the bottom right. The SDGame is available in English, Dutch and French.



Case

Case description (1) gives you a brief overview of the company the case is about. Everything you need to know about the company is listed here. The challenges you will be playing around and the important KPIs for the company are also listed here.

Clicking 'Start the case' (2) takes you to the first challenge.



Challenge

A challenge always consists of the same structure. A challenge is described (1) and below it you are given 4 possible options (2) to tackle the challenge. Each case and challenge you are presented with comes from a real company. Discuss in group or individually which decision you would choose, click on it and confirm your choice by clicking 'Make your choice' at the bottom (3).

Note that there is never a right or wrong decision. Each decision has a different impact on the KPIs that matter to the company. It is up to the players to think about which KPIs are affected and in what way. So your decision will usually be a consequence of which KPIs you are trying to influence.

The interface is set against a light grey brick wall background. On the left, a large image of a concert stage with a band and a large audience is shown. Below the image, the challenge is titled 'ROCK CONCERT' and numbered '1'. The challenge text states: 'Amusico is asked to organize a European concert series of a world-famous and wildly popular rock band. The band is available for a maximum of 10 concert days. The price per participant in a concert is fixed. Which of the following options do you have:'. Below this, four options are listed, numbered '2':

- Option 1: 'You are organising a series of concerts in Wembley Stadium in London in a short period of time, which you are renting for 10 consecutive days. This is the stadium with the largest capacity (seating and standing) in Europe that can be covered. Due to the large capacity, you can admit a maximum number of music lovers per concert, you are less dependent on the weather and you reason that London is easily accessible from anywhere in Europe and has sufficient reception capacity (hotels, public transport, etc.).'
- Option 2: 'You rent the festival grounds of the largest local festival in 10 different countries (week before or week after) to organize a rock concert. This allows you to ensure a good distribution so that the travel distance of the visitors is limited and there is always one or more concerts relatively close by for everyone.'
- Option 3: 'You build a pop-up arena in Munich, completely tailored to the rock band's show, to give the fans the best experience. The arena has exclusive seating. This makes the capacity half of what Wembley Stadium can offer. Unique to the construction of the arena is the large capacity solar panels that are integrated into the construction and the connection to a small windmill.'
- Option 4: 'You are going on an innovative tour. You use the 10 days that you are given by the rock band to make unique recordings in the studio that you can then show in a 3D digital (holograms and VR glasses) format an unlimited number of times. This can be done in your own concert hall, but also in other concert halls throughout Europe.'

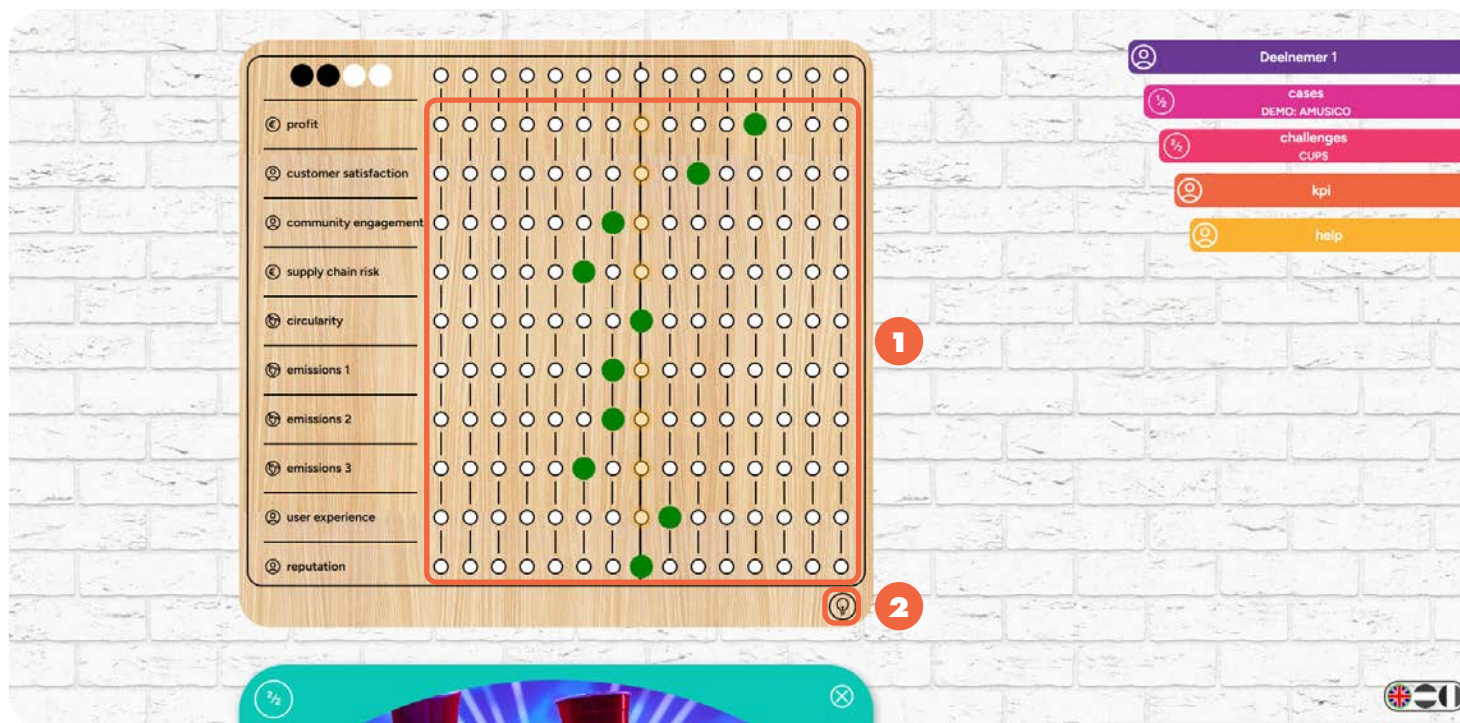
At the bottom, a large teal button labeled 'make your choice' is numbered '3'. On the right side, a vertical menu contains the following items: 'Deelnemer 1', 'cases DEMO: AMUSICO', 'challenges ROCK CONCERT', 'kpi', and 'help'. Each item has a small icon to its left. At the bottom right corner, there is a small logo with the letters 'CD' and a flag.

Impact

After making your decision, you will see the impact of your decision displayed on your KPIs (1). A movement of a pawn to the right means a positive impact (e.g. profit goes up or emissions go down), a movement to the left means a negative impact (e.g. profit goes down or emissions go up). The yellow spheres on the dashboard show the position of the pawns before the decision (e.g. profit was in the middle before the decision and moved 4 steps forward because of the decision).

Click on the light bulb (2) at the bottom of the dashboard to get additional explanations about the pawns' movements.

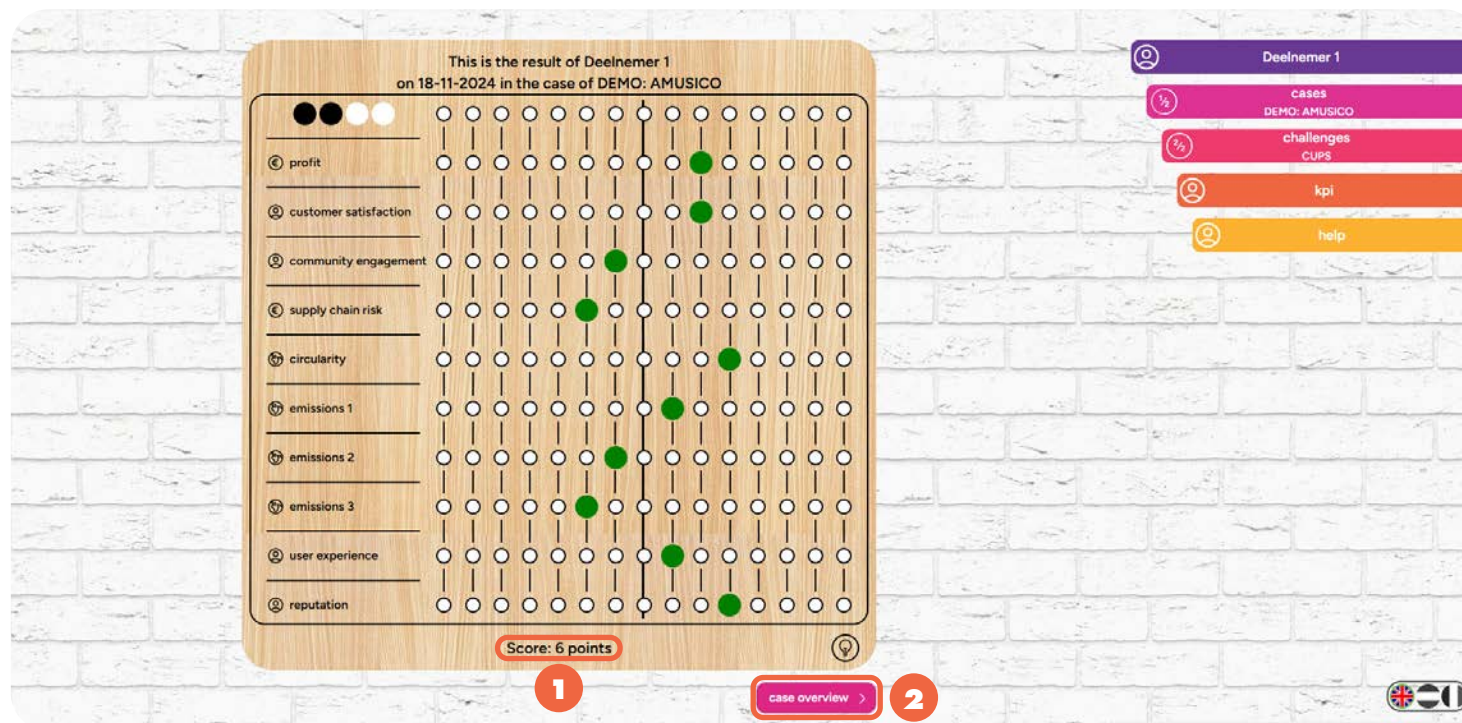
After showing the impact, the game automatically moves on to the next challenge, but you can always scroll back to your dashboard to view the impact and explanation at your own pace.



End of case

You continue like this until you have solved all challenges within a given case, at which point you will see your total score (1) for the case. The score is calculated as follows: each step to the right is a plus and each step to the left is a minus. The score can be increased with strategy (see below). The aim of the game is therefore to have as many KPIs as possible evolve positively and to follow a possible strategy as well as possible.

If cases have been added to the game by the administrator, you can now go to the overview of all cases (2) (and thus to the next case).



Previous answers

You can always see your previous answers and feedback (even if the case has already been completed). Once you have made a decision, you will see grey arrows (1) appear on the side of the challenges. These allow you to return to previously given answers. If you then scroll up, you can review the impact of that decision and feedback.

You cannot edit previously given answers.

The screenshot displays a digital interface for a case study titled "AMUSICO". The main content area features a challenge titled "CUPS" with a background image of hands holding red plastic cups. The challenge text describes AMUSICO's current use of disposable cups and the need to consider alternatives. Below the text are four options for a choice, each in a separate box. A red circle with the number "1" and a grey arrow points to the first option. To the right of the main content is a sidebar with navigation links: "Deelnemer 1", "cases", "DEMO: AMUSICO", "challenges", "cups", "kpi", and "help". At the bottom of the main content area is a button labeled "make your choice". The interface is set against a white brick wall background.

CUPS

Given that AMUSICO takes on organizations worldwide and serves over 2 million visitors annually, the company also invested years ago in purchasing disposable cups for the various events they organize. These are plasticized cardboard cups that can be used for both cold and hot drinks. AMUSICO has also created striking unmanned pop-up stands where the cups can be deposited after use. There is currently a stock of 10 million cups, good for about 1.5 years of activities. There is no legislative framework yet, but AMUSICO is forced by its customers to think about alternatives.

AMUSICO continues to choose this option. In this way, it can continue to use its investment in collection points and the stock of cups is not lost either.

AMUSICO will continue with the same system for over 1 year and will then opt for 100% cardboard cups that can be printed. The collection system will remain the same.

AMUSICO is destroying the existing stock of cups and is opting for a system of reusable cups.

AMUSICO decides to no longer manage the drink stands itself, but to outsource them to a party. They conclude a multi-year contract with a subcontractor and stipulate a 20% commission on sales. The deal means that the subcontractor is responsible for the distribution and collection of the drink cups and takes over the existing stock. The subcontractor is obliged to work with reusable cups within six months.

make your choice

Deelnemer 1

cases

DEMO: AMUSICO

challenges

cups

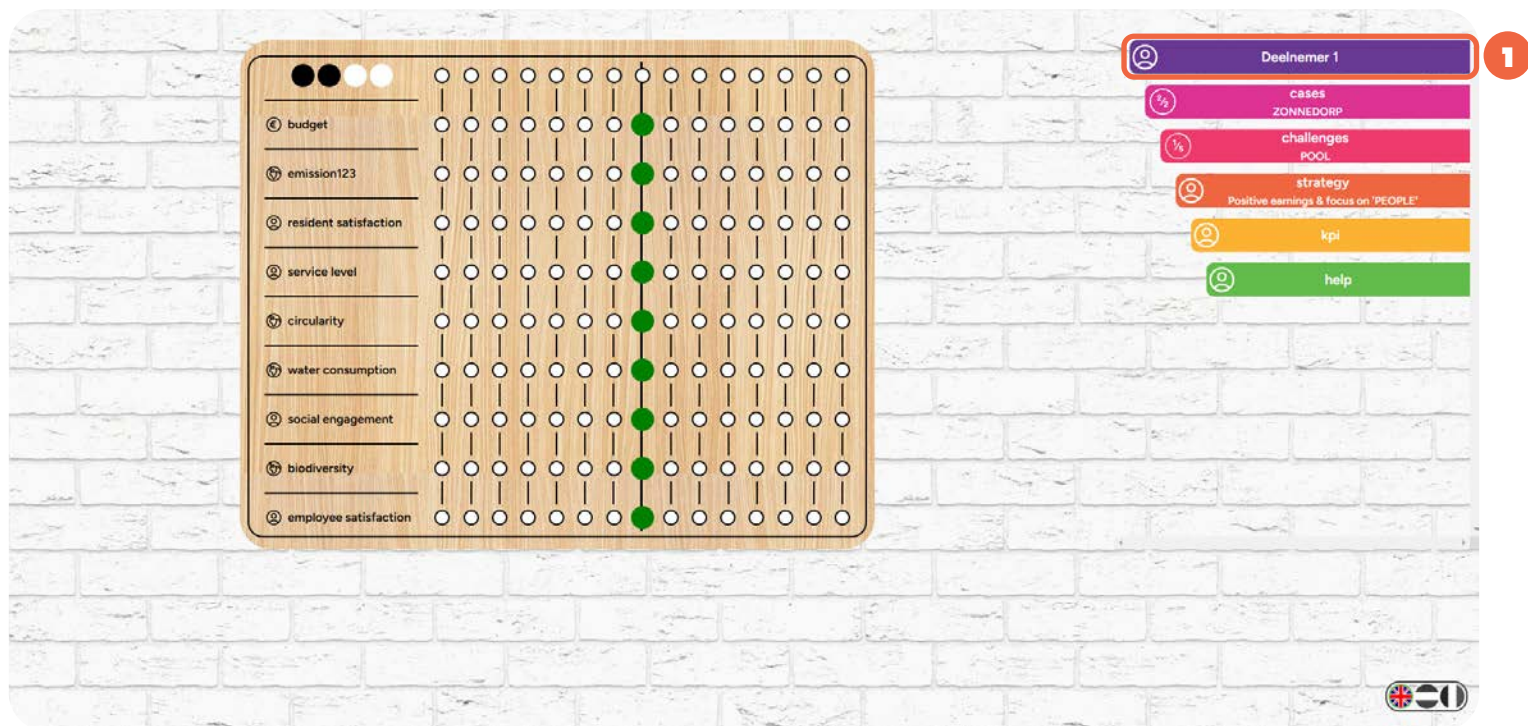
kpi

help

5.3. Menu

Name

The top tab displays the name (1) you are logged in with. When you click it, you are taken to your active dashboard.

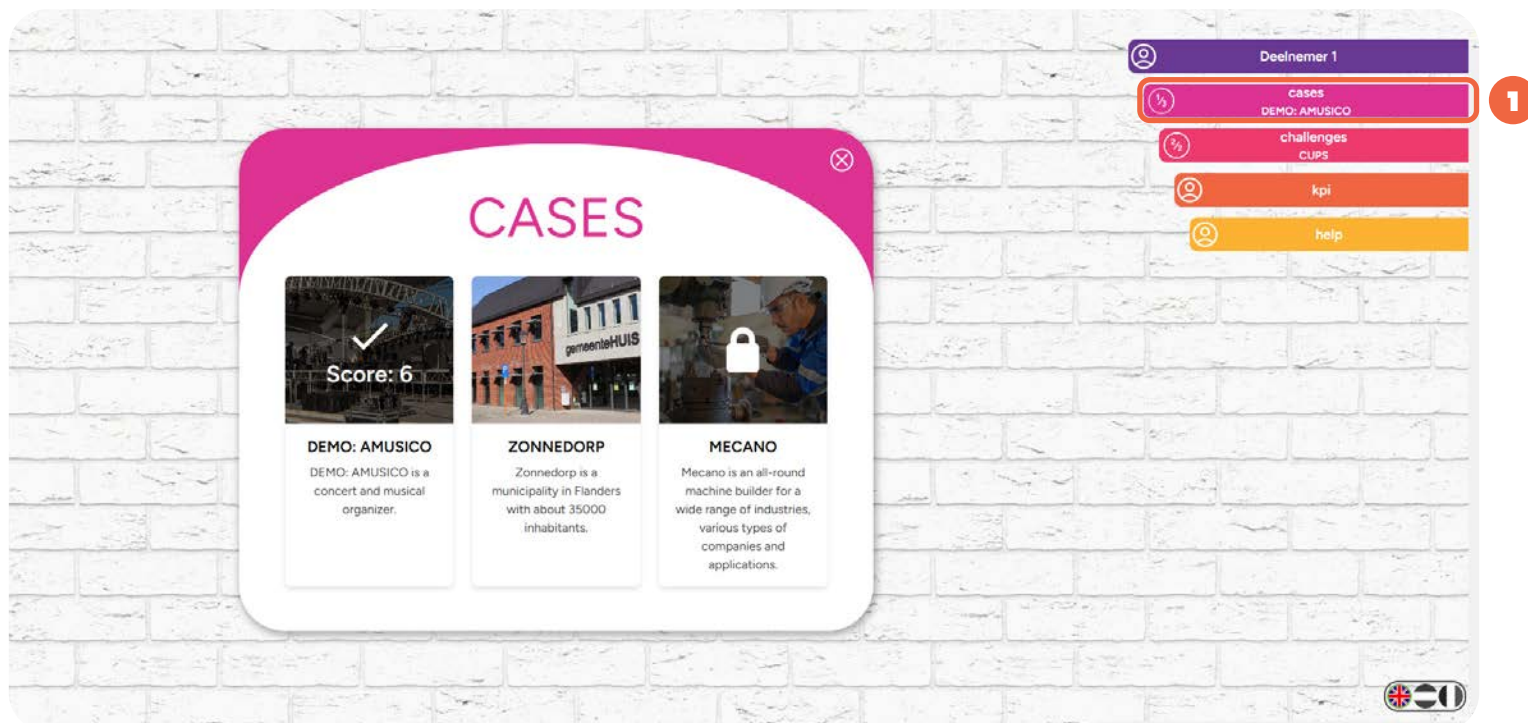


Cases

Here you see the active case. Click it to get an overview of all cases in your game, to see your score in previous cases or to switch cases.

You can go back to cases you have already played here to review your previously given answers and feedback. To do so, click on the case in question, after which you can go through the given answers using the arrows next to the challenges.

Cases must be played in order. As shown below, case 'Mecano' has not yet been unlocked, as case 'Zonnedorp' has to be finished first.



Challenges

The current challenge is shown here. Clicking here will take you back to this challenge.

POOL

The municipality has an outdated swimming pool in compliance with Vlare and energy standards. The pool is used very regular by the municipality's schools and those of a neighbouring municipality. Because it is not very modern, the price for users is also kept low. What decision to take?

Invest in a totally new, energy-neutral swimming pool. This means a hefty investment: not only will the price per swim go up significantly, non-swimmers will also have to contribute to paying off the pool through higher taxes.

Discontinue the local pool and agree with a neighbouring municipality with a similar problem to build a new, bigger and better facility together. With the shared effort, the investment can be financed by the price increase per swim.

Keep the current swimming pool and make some renovations that can no longer be put off. The swimming pool should only be closed for a limited time, but all in all these are superficial modernisations. The pool remains an energy guzzler and the price per swim can't be increased significantly.

The local swimming pool will be closed. The municipality does make an agreement with nearby towns and municipalities within a 30-kilometre radius that residents can go swimming there at reduced rates. The municipality pays a fixed fee to those towns and municipalities for this.

make your choice

Deelnemer 1

cases ZONNEDORP

challenges POOL

strategy Positive earnings & focus on "PEOPLE"

kpi

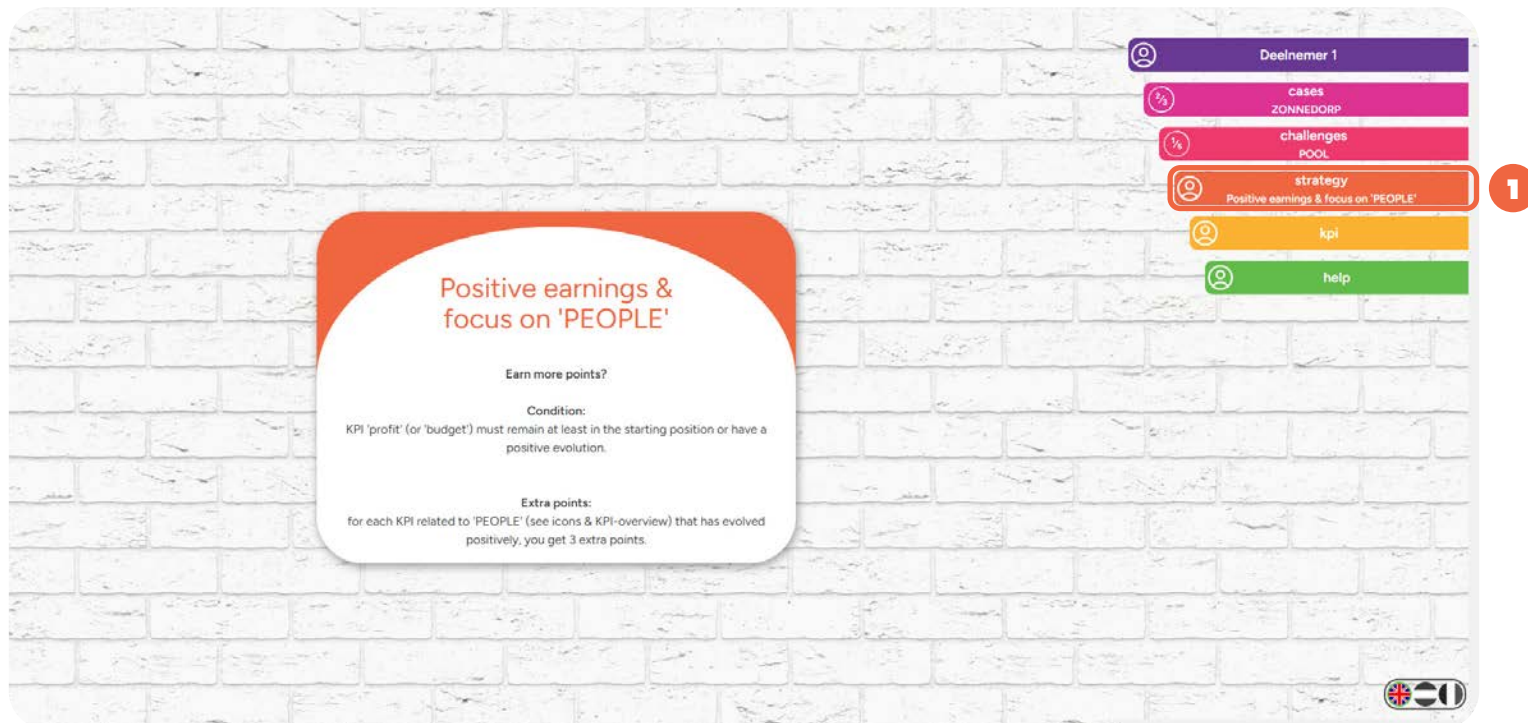
help

Strategy

Strategy is visible only when added by the organiser to the active case.

Strategy is an objective you can (try to) achieve to earn bonus points. There are often conditions attached to achieving the strategy. By clicking this tab open, you can consult the strategy and gain insight into what exactly you need to do to achieve it.

When the strategy asks you to achieve a certain target or range, this target or range is also displayed on the dashboard by means of a black pawn at the top of the board.



KPI

Below is a brief description of the KPIs in the active case, as well as the category (People, Planet or Financial) under which they fall. This is sometimes relevant if strategies are being played with. The category is also indicated on the dashboard by icons.

KPI

KPI's in the case: ZONNEDORP

- FINANCIAL**
budget: Available financial resources
- PLANET**
emission¹²³: Direct and indirect greenhouse gas emissions from business activities (scope 1, 2 & 3)
circularity: Managing materials in reuse and recycling cycles.
water consumption: Amount of water used by business activities.
biodiversity: Variety of life forms within an ecosystem or environment.
- PEOPLE**
resident satisfaction: degree of citizen satisfaction
service level: Quality and speed of customer service provided.
social engagement: Active involvement of the company in social issues.
employee satisfaction: Level of employee satisfaction with their job.

Deelnemer 1

cases ZONNEDORP

challenges POOL

strategy Positive earnings & focus on 'PEOPLE'

kpi

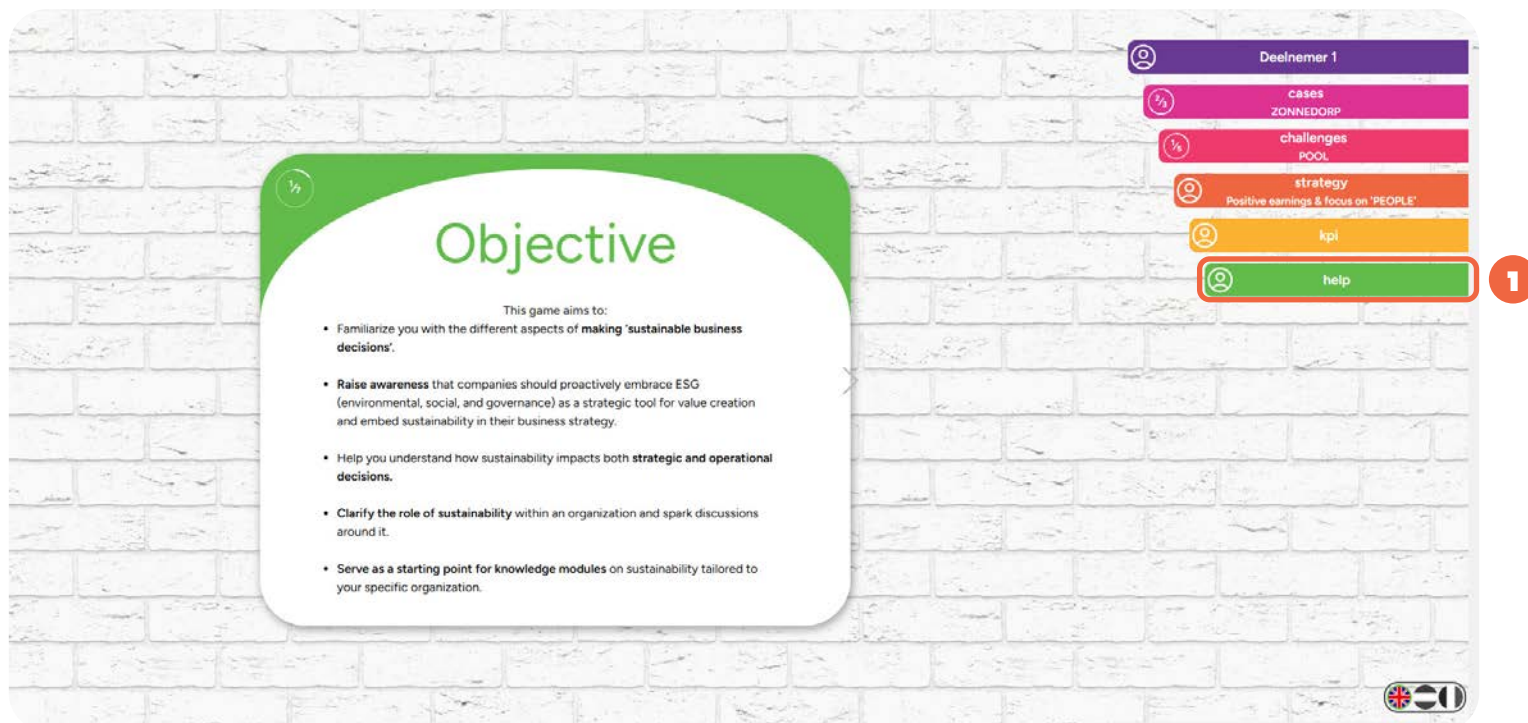
help

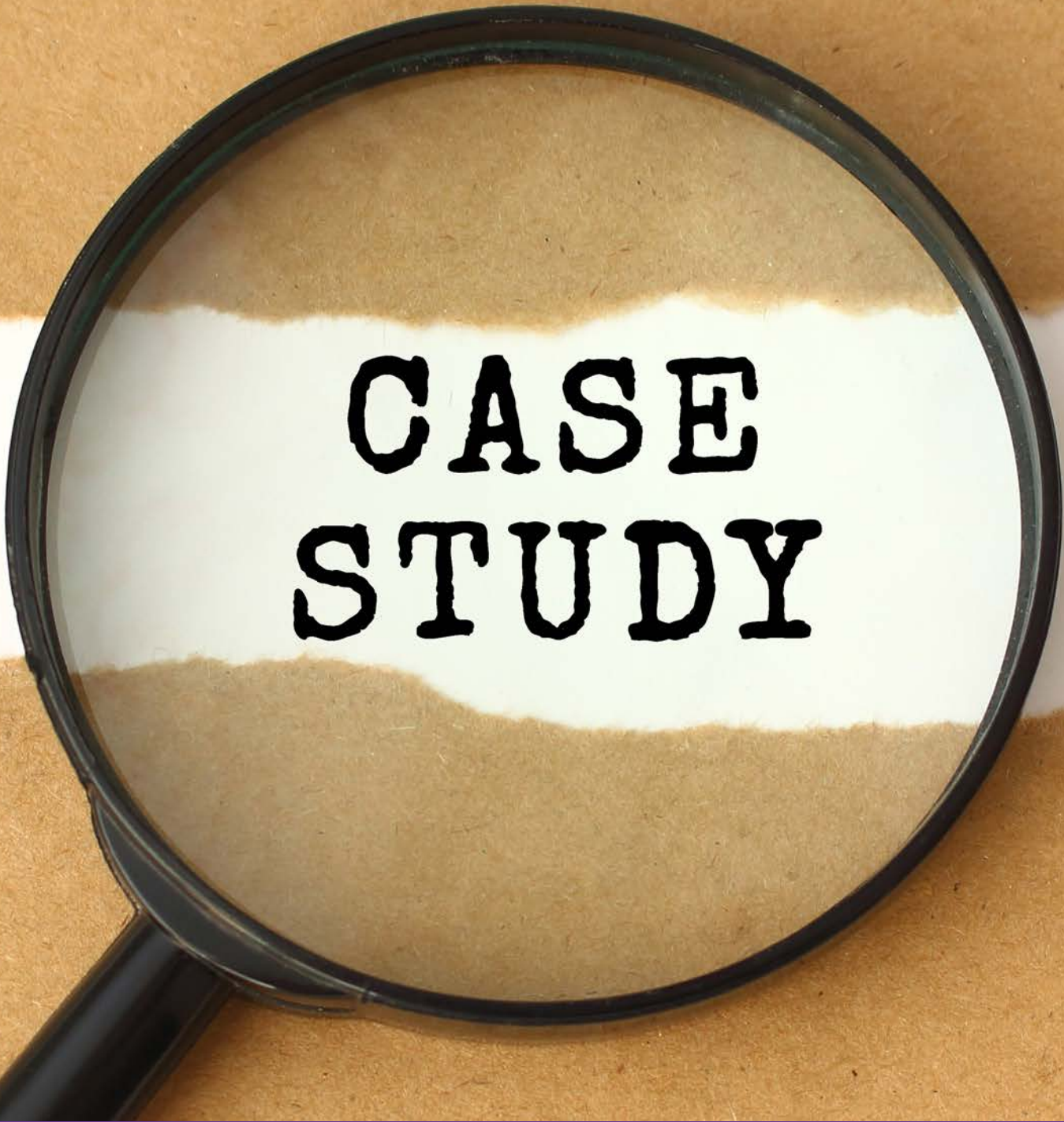
1

ECCO

Help

Players can consult the game rules here at any time. Use the grey arrows to go through the different pages.





CASE STUDY



6. Cases

The SDGame contains numerous cases and new cases are added regularly. All cases are collected from practice, anonymised and sometimes transformed for use in this serious game. Each case has a different angle, but all are super-relevant and instructive. To know which cases are best suited for your sessions, we provide an overview below.

Amusico (demo)

Amusico is a company that manages the complete organisation of concerts and musicals.

Number of challenges

2 (≈ 20 minutes of group discussion)

KPIs

Profit, customer satisfaction, community engagement, supply chain risk, circularity, scope 1 emissions, scope 2 emissions, scope 3 emissions, user experience and reputation.

Note

This is the demo case that can be used to make the game principle clear. This case consists of fewer challenges than a standard case, but the challenges it contains are still relevant and based on real companies.



Constructo

Constructo is a Belgian construction firm, active for both the public and private sectors.

Number of challenges

5 (≈ 50 minutes group discussion)

KPIs

Profit, working capital, scope 1 emissions, scope 2 emissions, scope 3 emissions, customer satisfaction, employee satisfaction, safety, circularity.



Coolit

Coolit is a manufacturing company specialising in the development, production and marketing of cooling systems such as refrigerators or counters.

Number of challenges

5 (≈ 50 minutes group discussion)

KPIs

Profit, cash-flow, labour productivity, waste, emissions¹²³, product damage, community engagement, water consumption and supply chain risk.



Electroco

Electroco is a Belgian technology company operating worldwide.

Number of challenges

5 (≈ 50 minutes group discussion)

KPIs

Profit, working capital, emissions¹²³, ethics, customer satisfaction, diversity, employee satisfaction, community engagement and circularity.



Gustoso

Gustoso is a food company specialising in producing charcuterie and ready meals.

Number of challenges

5 (≈ 50 minutes of group discussion)

KPIs

Profit, emissions¹²³, supply chain risk, community engagement, biodiversity, waste, productivity, animal welfare and circularity.



Julie&Marie

Julie&Marie is a fashion brand for women with its own boutiques and an online shop, but which is also (limited) available in multi-brand shops.

Number of challenges

5 (≈ 50 minutes group discussion)

KPIs

Profit, emissions 123, responsible consumption, circularity, customer satisfaction, child labour, community engagement, employee satisfaction and foodwaste.



Mangeco

Mangeco is a semi-industrial catering company that mainly makes food under private label for some department stores, but also manages its own chain of shops for fresh and healthy food.

Number of challenges

5 (≈ 50 minutes group discussion)

KPIs

Profit, emissions 123, sustainable supply chain, customer satisfaction, reputation, supply chain risk, biodiversity, community engagement and foodwaste.



Mecano

Mecano is an all-round and quality machine builder, active in numerous industries and with a strong focus on after-sales service.

Number of challenges

5 (≈ 50 minutes group discussion)

KPIs

Profit, working capital, emissions¹²³, customer satisfaction, product damage, circularity and employee satisfaction.



Sanico (1)

Sanico is an umbrella health organisation responsible for the management and administration of some healthcare facilities, such as some general hospitals, polyclinics and medical centres.

Number of challenges

5 (≈ 50 minutes group discussion)

KPIs

Budget, scope 1 emissions, scope 2 emissions, scope 3 emissions, patient comfort & satisfaction, energy efficiency, quality of care, employee satisfaction and circularity.



Sanico (2)

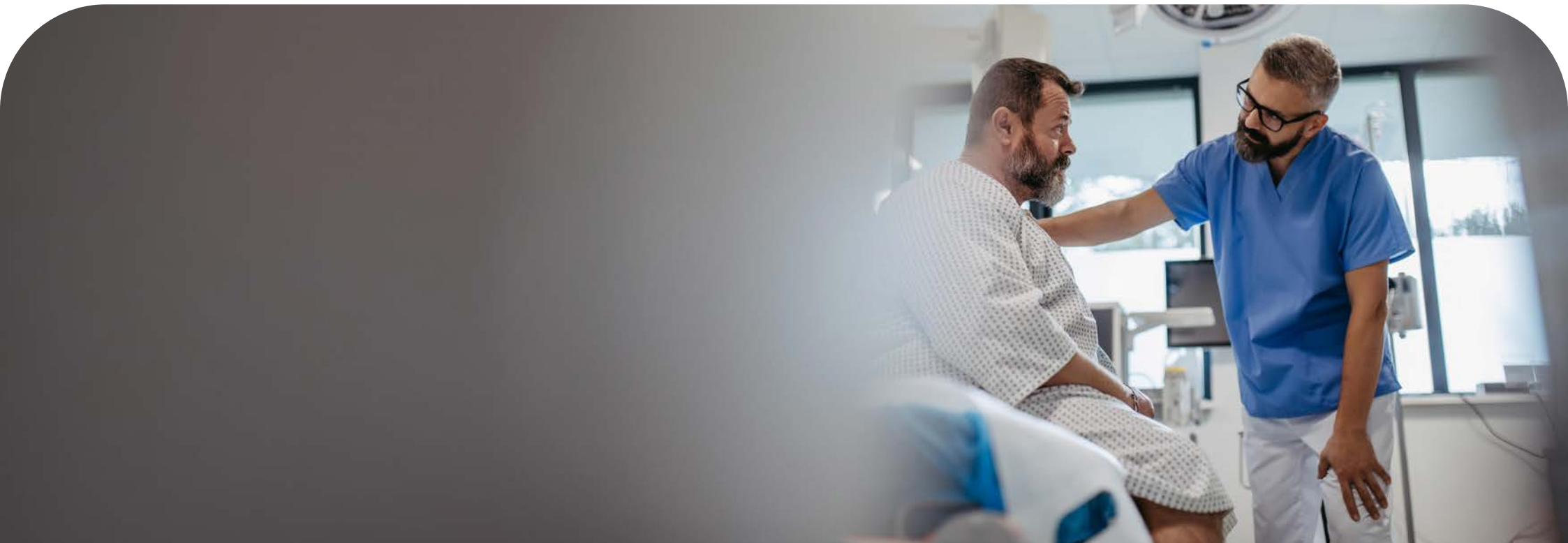
Sanico is an umbrella health organisation responsible for the management and administration of some healthcare facilities, such as some general hospitals, polyclinics and medical centres.

Number of challenges

5 (≈ 50 minuten groepsdiscussie)

KPIs

Budget, emissions 123, patient comfort & satisfaction, employee satisfaction, waste, circularity, water consumption, health and social engagement.



Zonnedorp

Zonnedorp is an attractive and growing municipality in Belgium with around 35,000 inhabitants.

Number of challenges

5 (≈ 50 minutes group discussion)

KPIs

Budget, emissions 123, resident satisfaction, service level, circularity, water consumption, social engagement, biodiversity and employee satisfaction.

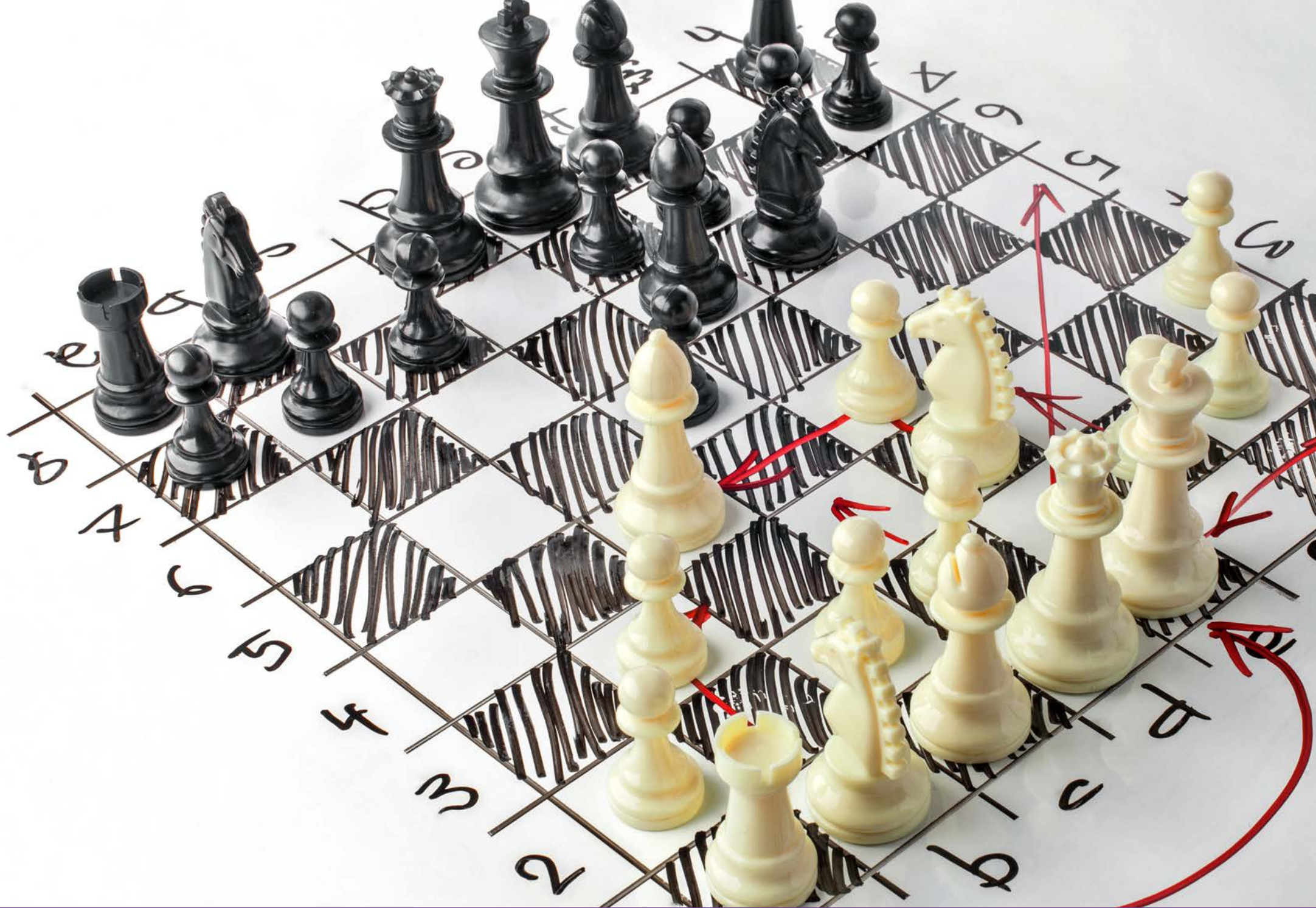


Your case here?

The SDGame is regularly updated with new features and cases. Do you have suggestions for a new case, or is there a particular sector you would like to see represented in the SDGame? Let us know at: info@wakaaro.be

Moreover, we are also strongly committed to customisation and personalisation and can also create company-specific cases specifically and uniquely for sessions within your company. Contact us for more info.







7. Strategy

The SDGame contains numerous strategies that can earn players bonus points. These strategies can provide a handhold for the players and guide their decisions in a certain direction. As an organiser, you choose whether and which strategy to play for which case. You can add a maximum of one strategy per case.

Most strategies are compatible with all cases, but there are some concerns with certain cases and strategies:

- Certain strategies ask players to improve the KPI 'emissions123'. This strategy will not work in cases where this KPI is not present, because it is split into 3 KPIs (emissions scope 1, emissions scope 2 and emissions scope 3), for example, as is the case in the demo Amusico.
- In the Zonnedorp case, the KPI 'profit' was replaced by budget. In this case, if you choose a strategy that capitalises on profit, players should pay attention to the KPI 'budget' for this.

Positive profit & focus on 'PEOPLE'

Requirement:

KPI 'profit' (or 'budget') must remain at least at the starting position or have a positive evolution.

Extra points:

For every KPI related to 'PEOPLE' that has evolved positively, you get 3 extra points.

Positive profit & focus on 'PLANET'

Requirement:

KPI 'profit' (or 'budget') must remain at least at the starting position or have a positive evolution.

Extra points:

For every KPI related to 'PLANET' that has evolved positively, you get 3 extra points.

Positive profit & reduced emissions

Requirement:

KPI 'profit' (or 'budget') must have at least three positions positive evolution and KPI 'emissions 123' at least five positions positive evolution.

Extra points:

If this objective is achieved, you get 6 extra points.

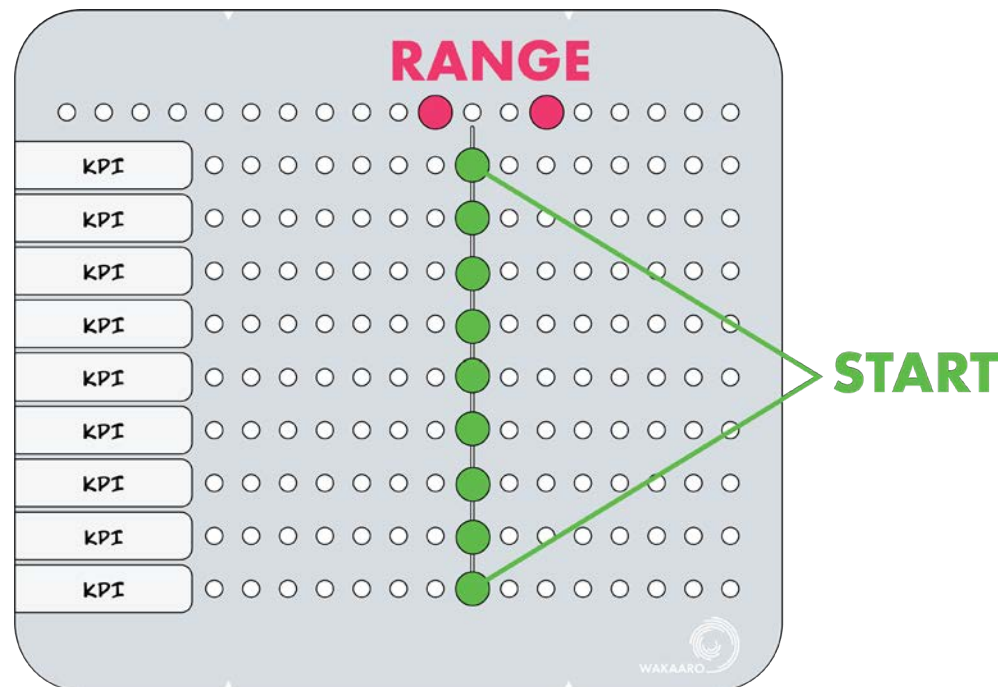
Attention! This strategy is not feasible in cases where the KPIs 'emission scope 1', 'emission scope 2' and 'emission scope 3' are used!

Balanced dashboard

Provide a balanced dashboard.

Extra points:

For every KPI that is within the range, you receive 2 extra points; for KPIs outside the range, there is 1 penalty point.



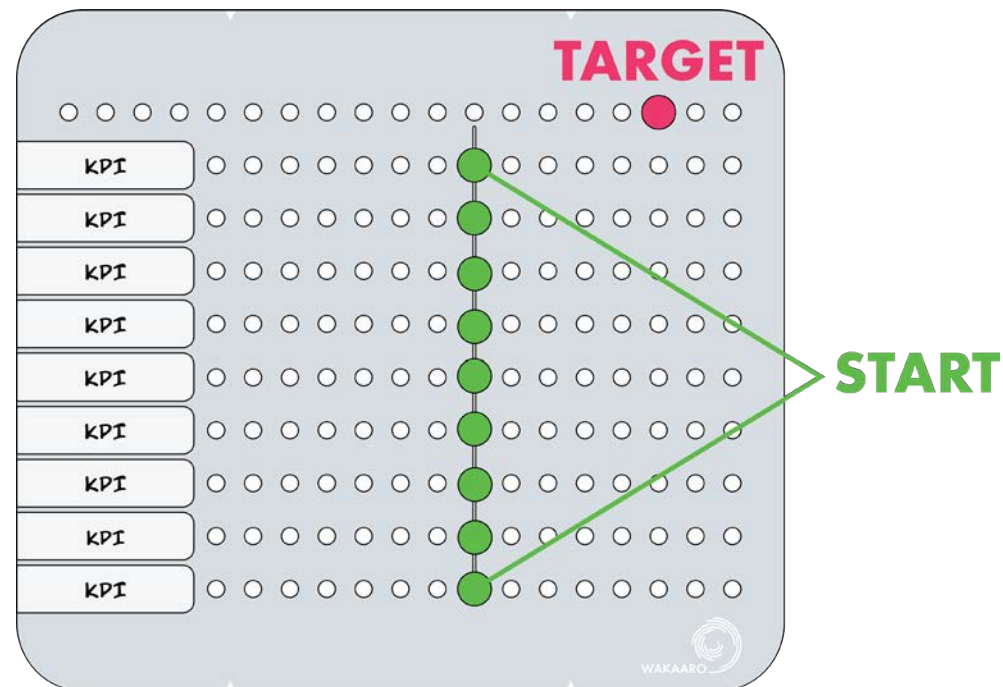
Objective linked to 'PEOPLE' KPIs

Requirement:

No additional requirements.

Extra points:

For every KPI related to 'PEOPLE' that achieves the target, you get 4 extra points.



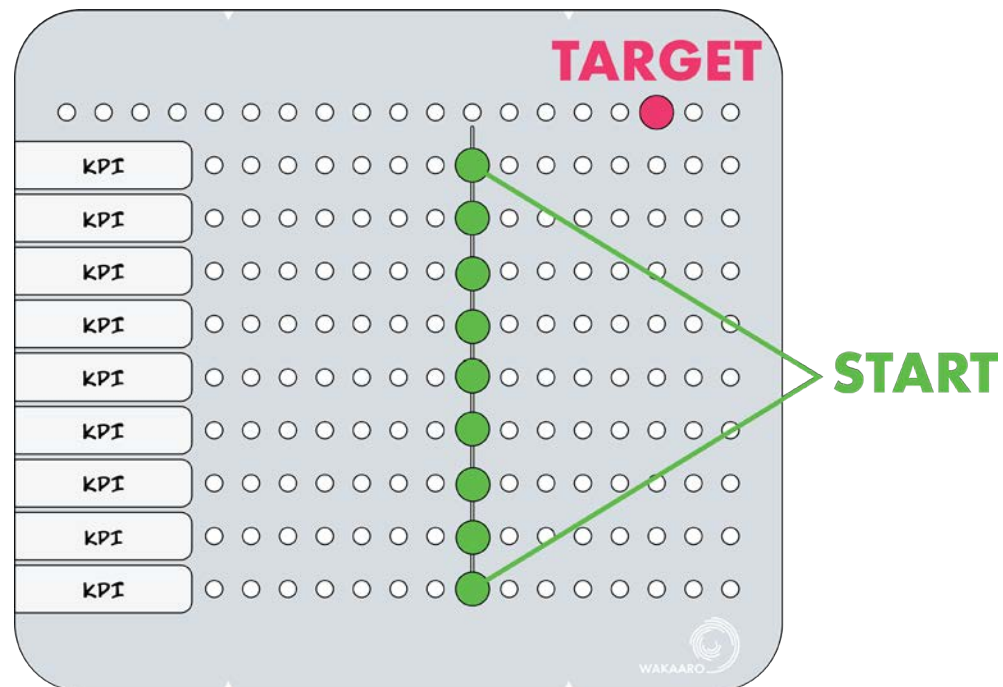
Objective linked to 'PLANET' KPIs

Requirement:

No additional requirements.

Extra points:

For every KPI related to 'PLANET' that meets the target, you get 4 extra points.



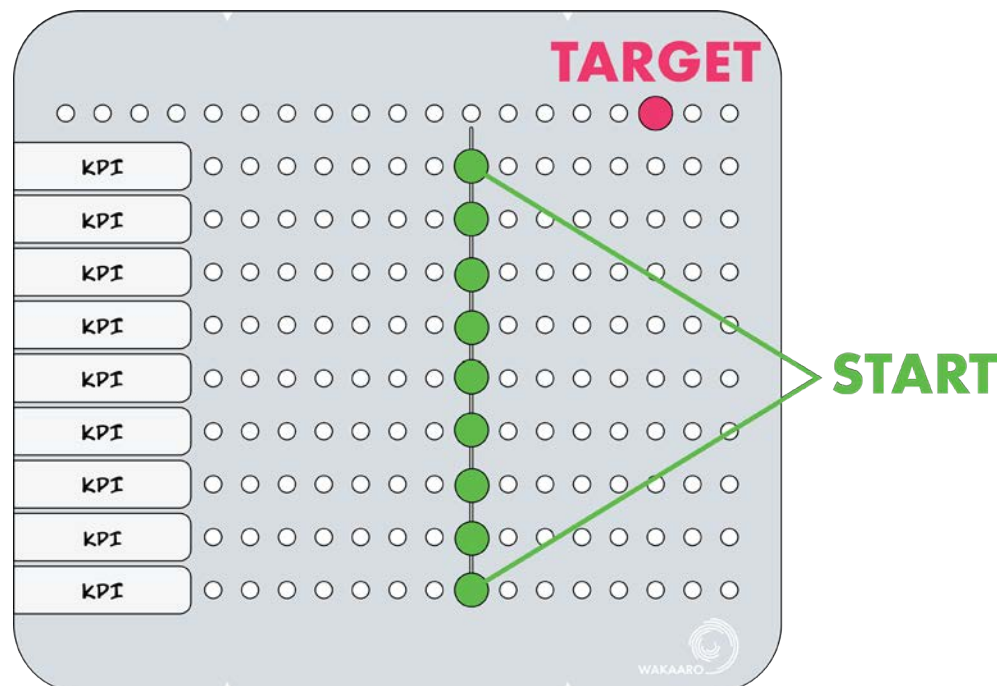
Objective linked to all KPIs

Requirement:

No additional requirements.

Extra points:

For every KPI you got at least on target in final position, you receive 3 extra points.
Note: If the KPI 'profit' (or 'budget') moves negatively compared to start position, that's 4 penalty points.



More strategies?

The SDGame is regularly updated with new features and cases. Do you have suggestions for a new strategy? Let us know at: info@wakaaro.be





8. Learnings

Playing the SDGame gives players numerous new insights and, moreover, the game lends itself perfectly to introducing theoretical principles or giving practical experience of these principles. Below, we would like to give some possibilities and learnings that can be obtained from the game, but feel free to get creative!

Not so familiar with the material yourself yet? Would you like to participate in your own session? Or do you simply need extra support? We will gladly come and guide your sessions. We can also bring experts in the field or practical testimonials to make your session just that little bit more in-depth. Contact info@wakaaro.be for more details!

8.1. *Let players experience the complexity of sustainability decisions*

- Show that we cannot always evolve all KPIs (positively).
- Show that decisions are often a trade-off between different KPIs. Which do we consider most important? This forms a bridge to a company's materiality matrix, giving a handle on which KPIs are most important to the company. Can be simulated in the game simplified with the strategies.
- Giving insight that to evolve some KPIs, you often have only one chance. Certain KPIs you can influence with almost any decision, others only very rarely. This is also true in practice.
- Some cases contain decisions that affect KPIs that are not material to the business (they are not part of the KPIs on the board). How do your players deal with that?
- Get players to think what their decisions would have looked like had they had a particular function (and therefore individual goals) within the company. For example, a CFO will focus more on financial KPIs than a CHRO.
- Provide insight into the fact that you don't always know or can't predict everything. Especially in the long term, you often don't know what the future holds. Players will also experience this during the game.
- More experienced players can let you think about how they can counter the negative consequences of a decision. For example, a certain decision has a negative impact on KPI x, but what measures could you take as a company to turn this negative effect into something positive?
- ...

8.2. Establish links with theory

- Before the game starts, briefly explain why sustainability is important for all companies and not just something for the big companies that already have to comply with **CSRD**:
 - Be ready for the future. Maybe your company will have to report within a few years.
 - Sustainability is chain-driven. Big companies have to report on their customers and suppliers. As a small company, chances are you are in the chain of a big company.
 - Banks increasingly demand that small companies also engage in sustainability.
- **Emissions scope 1, 2 and 3.** Is a very important KPI in the game. Explain the theoretical principle and then let players experience this for themselves. Choose a case where the different 'scopes' are broken down into different KPIs for even greater insight.
- **Double materiality.** The different cases let players clearly experience that sustainable business decisions go far beyond 'classic' decisions. The importance of understanding the impact of your decision on society is extremely important. Use this insight to explain dual materiality.
- **Materiality matrix.** Some players will struggle to prioritise. Which KPIs are most important to the company right now? Explain the principle of the materiality matrix. If necessary, add a strategy to the game and explain that, like a materiality matrix, this can guide decisions in a certain direction.
- **KPIs.** After the game, you can go deeper into setting up KPIs. How do you do this as a company? What are you going to measure? How are you going to measure it? How do you ensure reliable data? Go deeper into the challenges.

8.3. Practice examples with the game

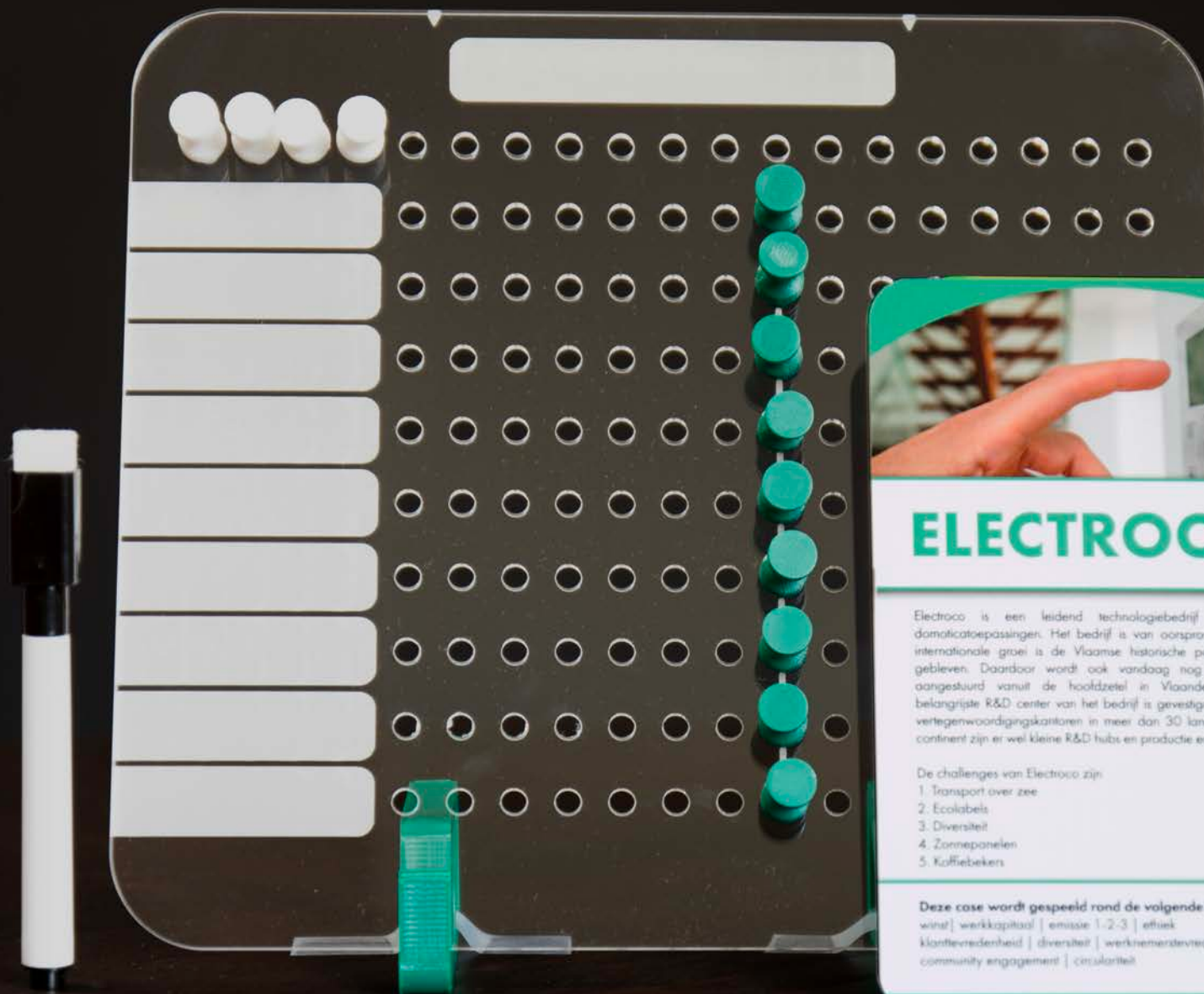
The SDGame has already been used to introduce the following topics or to turn the theory of the following topics into an instructive and valuable practical session:

- Deep dive into the EU Green Deal and associated regulations (CSRD, EU Taxonomy, CSDDD).
- Development and selection of KPIs to measure ESG performance. Communication with shareholders and stakeholders on the purpose-driven strategy.
- Evaluate financial and ESG performance.
- Establish reward systems that integrate ESG.
- Develop life cycle impact analysis.
- Set up decarbonisation pathways.
- Develop internal systems for 'carbon pricing'.
- Perform scenario analysis for the ESG strategy.
- Guide pathways to green financing.
- ...

Would you like to integrate one or more of these knowledge modules into your sessions? You can! Contact us (info@wakaaro.be) and we will be happy to look into the possibilities.

Want to learn more?

Need more guidance? No problem. We are happy to come and host your sessions so that you, the organiser, are completely at ease. We can also provide additional speakers, catering or a venue if required. Contact us (info@wakaaro.be) for more information!



ELECTROCO

Electroco is een leidend technologiebedrijf gespecialiseerd in domoticatoepassingen. Het bedrijf is van oorsprong Vlaams en bij de internationale groei is de Vlaamse historische positie altijd belangrijk gebleven. Daardoor wordt ook vandaag nog het bedrijf centraal aangestuurd vanuit de hoofdzetel in Vlaanderen waar ook het belangrijkste R&D center van het bedrijf is gevestigd. Er zijn commerciële vertegenwoordigingskantoren in meer dan 30 landen en in quasi ieder continent zijn er wel kleine R&D hubs en productie entiteiten.

De challenges van Electroco zijn:

1. Transport over zee
2. Ecolabels
3. Diversiteit
4. Zonnepanelen
5. Koffiebekers

Deze case wordt gespeeld rond de volgende KPI's:
winst | werkkapitaal | emissie 1-2-3 | ethiek
klanttevredenheid | diversiteit | werknemers tevredenheid
community engagement | circulariteit

9. Physical version

The SDGame also exists in a physical version. This version is used exclusively with our guidance and is ideal for groups of up to 40-50 participants. Each group receives a physical dashboard and cases in card form. Moreover, the physical version allows for the exclusive (optional) extension 'Functions' to be played, which provides a different approach. In that expansion, each player is assigned his or her own function with personal goals, prompting even more discussion within the group.

But whether you choose the digital or the physical version, the learnings will stick and the impact with your target group will be great!

Interested in having us host a session (with the digital or physical version)? Do not hesitate to contact info@wakaaro.be and we will be happy to look into the possibilities.





10. Usability and references

Thanks to its modular structure and adaptability, the SDGame is extremely suitable in many situations:

- During an onboarding process.
- during a teambuilding exercise.
- as part of the intranet.
- to set up an internal competition.
- in an individual employee learning process.
- ...

These organisations are already getting started with the SDGame and are at least already enthusiastic:



