



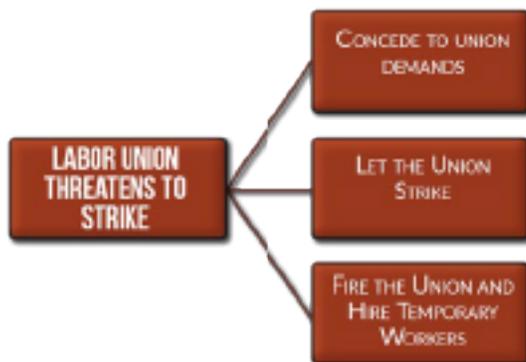
The Signature Case method is a modern approach to the case study. This online, interactive, multi-player experience brings you together with fellow students to lead a company through business challenges based on real-world data and actual events. This “gamulation” is a fun and exciting way to help you work together to solve business problems, think strategically, understand key business principles and concepts, and discover your own leadership style.

As students play through the Signature Case, a common question we receive is:

*“How do my individual decisions impact the game and/or my team’s performance?”*



Let’s first examine the purpose of the gamulation and how teams work together to “win”. In the game, just as in real-life, there is no magical “right” solution to a problem. Rather each challenge gives you a series of choices with consequences that must be addressed.



The game is not a win or lose game, it is a game that can be played well by students who work as a group and make choices which will either reinforce positive outcomes or offset negative outcomes.

We recognize that students want to better understand the reasoning behind the decision outcomes so they can continue to refine their skills and we want you to succeed. We also believe it would not be appropriate to share every minor detail and nuance to our game. To do so would provide an unfair advantage to future students who might seek that information online.

However, we are happy to provide an example of a decision for students to reference.

Example: Labor crisis, CEO’s initial decision. The labor union is demanding more pay, and threatening to go on strike if their demands are not met. The CEO is provided a background of what has been happening up to this point with the company. Three choices are presented, whichever is chosen will steer the direction of the company and set the stage for the rest of the team. Students should understand





that the decisions they make will affect the rest of their teammates decision choices.

Our CEO is given three options with corresponding costs to each outcome. For the sake of our example, let's say our CEO chooses the "Strike and Stand" option, costing the company \$286,732. This choice can cause Customer Satisfaction to decline by 10%, Employee Satisfaction to decline by 11%, and Shareholder Satisfaction to increase by 1%. As a result, the rest of the team will need to make choices that will offset the declining Customer and Employee Satisfaction while ideally also increasing Shareholder Satisfaction. Just as in real life, when you have limited resources to solve problems, the team will need to work together to solve the crisis at hand.

But let's step back and examine the why. We have built a complex algorithm to simulate real life outcomes, and we encourage students and instructors to discuss potential outcomes as a class. For this example, we assigned several underlying variables that, when decisions are made, can positively or negatively impact the outcomes within the game. For this initial decision, the underlying variables that were positively affected by our choice were:

- Shareholder Satisfaction
- Reducing Operating Cost

And those variables that were negatively affected by our choice were:

- Employee Morale
- Customer Service Perception

There are many other variables that are built into the game that were not affected by this decision, that will be affected by choices made later.

When student teams consider which choices to make, it is expected they will identify some of these variables through collective reasoning and make educated decisions based on their understanding of the options presented.

Just as in real life, it is not expected or even possible to know all the reasons for an outcome, but choices need to be made. The purpose of the game is to help you build the skills you need to make decisions both individually and collectively as a team and know how to consider, adjust, and manage short-term and long-term consequences.



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