



## Corporate Sustainability Innovation Game

Developed in cooperation with Deutsche Telekom  
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# Facilitation Guide



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## Introduction

The Corporate Sustainability Innovation Game is a game that turns sustainability challenges at the workplace into seeds for innovation. It provides a playful approach to address some of the great challenges we are dealing with today. The CSI Game does not define potential solutions straight away – this must be left to dedicated follow-up workshops, activities, or working groups. But it can help us to better understand where to start, how to deal with some of these issues at work, and how we can create a positive impact on our company and the world we live in in the long run.

**Variants and duration:** The CSI game can be played in two variants: a full-fledged 4-hour workshop or a reduced 2-hour format. In the full version participants understand basic concepts and dilemmas of corporate sustainability, identify and formulate their own, situated sustainability challenges and co-create innovative approaches to address them. As in the full version in the reduced Corporate Sustainability Dilemma Game participants deal with different quiz questions and dilemmas of corporate sustainability. After that they reflect on the lessons learned and come up with a compelling “Call for Action”.

**Group size:** 3-9 participants can play online or in a face-to-face environment.

**When to use it:** Playing the game is suitable, when top management and employees of an organisation seeks to explore the potentials of sustainability concerns to drive innovation. Such an exploration can be motivated through the introduction of a new, sustainability-oriented innovation strategy, or an intend to screen for further potentials to improve the sustainability performance of an organisation, for instance by tapping potentials in terms of costs, risks, revenues and profit margins, corporate reputation and brand value, attractiveness as employer and the innovative capacity of a company.

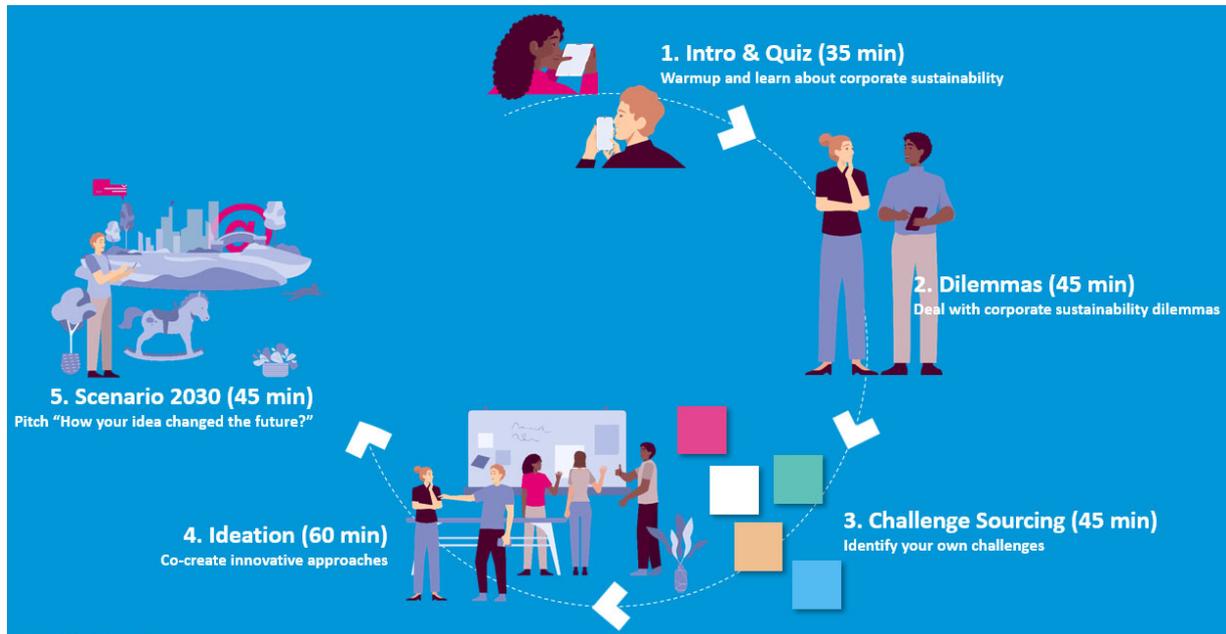
**Who should use it:** Employees in established companies or public organisations who either already collaborate as teams, or work in diverse branches of an organisation. Playing in cross-functional groups allows participants to sensitize themselves for, and to learn from sustainability challenges and solutions in from different branches and departments, and therefore contributes to the development of an innovation culture based on shared sustainability values.

### Before the Activity:

- Decide on duration and the game format you want to go for (full or reduced version, online or face-to-face).
- Read the PWP file (and [MURAL](#) canvases) to familiarize yourself with the game’s content and activities.
- Share [link](#) to the instructions for players (below) with all participants.
- Ask participants to bring an object that allows them to introduce their perspective on corporate sustainability in one or two sentences.
- If you will be playing the full game in an online format remind participants to use a laptop or computer with a mouse (rather than a touchpad).
- Create a table with the player’s names to keep track of their score and the stakeholder cards they pick.
- Define fixed sequence of players (1 to x) to clarify turn-taking.

## Playing

*The CSI game proceeds in five steps:*



1. First, a **warm-up quiz** introduces players to basic definitions and sustainability-challenges companies are facing today.
2. In step two players choose to deal with either **closed or open dilemmas**. Closed dilemmas describe situations in which the players need to decide between imperfect alternatives, while open dilemmas allow them to come up with their own response to dilemmatic situations. Dilemmas that address issues specific to the telecommunication industry are marked with a pink contour.
3. Step three prompts participants to **share related experiences and challenges** that they have been facing at work. They translate these challenges into how-might-we questions and select the most relevant challenges that they want to address.
4. In step four players are divided in two groups. They discuss different approaches that have been used for addressing similar challenges and **come up with their own ideas** on how to tackle their selected challenge. Finally, they spell out one of their ideas by using a template.
5. In step 5 the players **create scenarios** depicting how the world and our business may look like in the year 2030, thanks to their ideas and the measures that they are initiating today. They present their ideas to the other group in a short pitch and vote for deciding which solution to implement.

While dealing with the quiz questions and dilemmas participants gain **"Impact Investment Points"**. The player who gets the most points from the two initial steps becomes the leader of his/her group and is able to use two extra votes in the voting sessions afterwards.

The following pages contain further instructions for players to be read before or during the gameplay.

## The CSI game addresses four domains of sustainability-oriented innovations:



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



**Circular Economy:** Issues relating to economic approaches to continuous use of resources and elimination of waste.



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

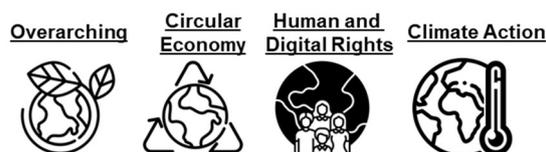


**Climate Action:** Activities relating to the UN Sustainable Development Goal 13 to combat climate change and its impacts.

## Use these resources in your response to the dilemmas

- In the **CSI Game** allows working with different dilemmas from **the four focus domains** of sustainability innovation.
- Four **“Normative Directive Cards”** and five **“Stakeholder Cards” (on the right)** provide players with a **common ground** for solving the dilemmas and for evaluating the answers of their teammates.
- The **“Normative Directive Cards”** provide information about **Deutsche Telekom’s strategic goals and values**.
- The **“Stakeholder Cards”** give information about the **values, interests and pain points of the company’s stakeholders**.
- An **evaluation scale (below)** guide players in awarding or deducting points for the responses to the dilemmas.

### Normative Directive Cards



### Stakeholder Cards



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

# Normative Directive Cards

 <b>Overarching</b>	 <b>Circular Economy</b>	 <b>Human &amp; Digital Rights</b>	 <b>Climate Action</b>
<ul style="list-style-type: none"> <li>• We are committed to <b>responsible behaviour along our value chain</b> and to take responsibility in the face of the <b>environmental, social and economic</b> challenges of our time</li> <li>• We accompany the <b>digital transformation</b> and simplify and enrich people's lives sustainably</li> <li>• We enable <b>digital participation</b> for all members of society</li> <li>• We enable <b>sovereign and safe actions</b> in the digital world</li> </ul>	<ul style="list-style-type: none"> <li>• We work to develop a more <b>sustainable and transparent supply chain</b></li> <li>• We emphasize the use of <b>eco design principles</b> including use of recycled materials in order to avoid resource consumption in the design and production phase</li> <li>• We place importance on <b>reducing waste and recycling</b> valuable resources, e.g. by addressing repairability and modularity to prolong lifecycles</li> <li>• Where reuse or recycling is not possible we ensure <b>environmentally sound and legal compliant disposal</b> of remaining waste</li> <li>• We <b>help our customers</b> to conserve resources</li> <li>• We <b>promote the sharing economy</b> by connecting people with each other on a variety of platforms</li> </ul>	<ul style="list-style-type: none"> <li>• We promote <b>equal opportunities for participating</b> in the global information society and knowledge economy</li> <li>• We empower and encourage people to <b>strengthen democracy</b> through the use of digital media</li> <li>• We want <b>public spaces</b>, including our internal and external networks, <b>to be used for participation, exchange and thus innovation</b>. We don't want to leave them to those who abuse them for hatred and agitation</li> <li>• We strengthen our efforts to be a <b>responsible employer</b></li> <li>• We safeguard the adherence of <b>human rights in our supply chain</b></li> </ul>	<ul style="list-style-type: none"> <li>• We promote a low carbon and <b>environmentally friendly society</b></li> <li>• We aim to achieve a <b>100 percent use of electricity from renewable energy sources</b> across the Group</li> <li>• We focus on <b>reducing emissions</b> from the <b>supply chain</b> and that our <b>customers</b> generate when using our products and solutions</li> <li>• We are investing in <b>efficient network technologies</b> and optimizing our data centres, networks and other own operations</li> <li>• We engage in initiatives for <b>national and international cooperation</b> that contribute to a more climate-friendly society</li> </ul>

## Stakeholder Cards

				
<p><b>Customers</b> include all private or business actors that are buying or may become buyers of Telekom's products or services.</p>	<p><b>Shareholders</b> are Telekom's private investors that have economic benefit from the ownership of their shares.</p>	<p><b>Journalists</b> include all media representatives, bloggers and public speakers that report to the general public about news and issues from the corporate world.</p>	<p>This stakeholder group includes <b>representatives of non-governmental organizations</b> in the fields of environmentalism and protection of human rights.</p>	<p>This group represents the direct <b>colleagues</b>, i.e. on the same level of hierarchy, of the decision-maker in a particular dilemma.</p>
<p><b>Values:</b> Prestige, Fairness, Public opinion, Privacy, Sustainability, Personalized interactions <b>Interests:</b> Affordability, Efficient and reliable services, Quality of service, Transparency in billing <b>Pain points:</b> High prices, low performance of products and services, Bad reputation, Loss of trust</p>	<p><b>Values:</b> Profitability, Certainty, Transparency, Public opinion <b>Interests:</b> Balance between short-term and long-term gain, Strategic influence, Transparent communication <b>Pain points:</b> Financial risk, Bad reputation, Loss of competitive advantage, Lack of market expansion and innovations</p>	<p><b>Values:</b> Public opinion, Transparency, Fairness, Democracy, Freedom of speech and information, Equality, Sustainability, Ethics <b>Interests:</b> Defending the interests of the public and the environment, Looking for sensations <b>Pain points:</b> Violation of human rights, Violation of laws and ethical standards, Lack of environmental responsibility, Loss of integrity, Hidden information</p>	<p><b>Values:</b> Legality, Cooperation, Transparency, Fairness, Equality, Sustainability, Ethics <b>Interests:</b> Defending the interests of the public and the environment, creating relationships with the public and private sectors, Proposing solutions <b>Pain points:</b> Violation of human rights, Violation of laws and ethical standards, Lack of social and environmental responsibility, Loss of integrity, Lack of willingness to cooperate</p>	<p><b>Values:</b> Appreciation, Legality, Reliability, Team work, Transparency, Ethics <b>Interests:</b> Compliance with corporate strategic goals and values, Adherence to corporate guidelines and code of conduct, Cost efficiency, Process efficiency <b>Pain points:</b> Unmet deadlines, Unnecessary expenditures, Bad reputation, Violation of laws and ethical standards, Loss of integrity, Lack of willingness to cooperate</p>

## Further notes for the facilitator

To facilitate the CSI game in a face-to-face or in an online format some specific details need to be considered. In a face-to-face environment the facilitator needs to make sure that there are enough post-its and pens for the participants and that all instructions, quiz, dilemma, normative directive and stakeholder cards are printed (stakeholder cards should be printed twice if there are more than five people playing). To moderate the online format, the facilitator should set up a call through a video conferencing platform such as [ZOOM](#). For the Challenge Sourcing, Ideation and Scenario steps of the game, a collaborative space on a virtual whiteboard platform such as [MURAL](#) or [Miro](#) needs to be prepared. Links to pre-set MURAL canvases for these steps are available in the notes of the PWP file. In the Ideation step the facilitator should also contribute with own knowledge of cases and good practices and guide the discussion if players get stuck. A collection of “Good Practices & Cases of Sustainability in ICT” is available in the backup slides of the PWP file. Finally, in order to keep the game within its timeframe the facilitator should adjust the number of quiz questions and dilemmas to be addressed depending on the number of players. This also applies to the number of stakeholder players that are invited to reason about their feedback in the Dilemma part of the game.

## Customization

The CSI game was developed to address the specific needs of Deutsche Telekom and the challenges of corporate sustainability in the domain of ICT. Nevertheless, most of the quiz questions and dilemmas are equally relevant to any other industry. An adapted version of the game that can be played by other companies or students is available upon request. Interested parties can also further customize the game by adapting the quiz questions and dilemmas to their own business context, e.g. by sourcing them from employees or other stakeholders.

## Credits

Developed by Prof. Dr. Henning Breuer and Kiril Ivanov from the University of Applied Sciences for Media Communication and Management (HMKW), Berlin for GAMiFY. In collaboration with Industry partners from Deutsche Telekom.

GAMiFY is co-funded by Erasmus+ Program of the European Union. It is a Knowledge Alliance that brings together academia and industry to advance gamification for innovation and entrepreneurship. See more on [www.gamify.site](http://www.gamify.site).

## Contact

An editable PWP version of the game is available upon request. Feel free to contact us with further questions or related inquiries at: [k.ivanov@hmkw.de](mailto:k.ivanov@hmkw.de) or [h.breuer@hmkw.de](mailto:h.breuer@hmkw.de).



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