



Emerald Group Publishing (India) Pvt. Ltd is delighted to be working in partnership with Cesim to bring you a range of unique business, management and industry specific simulations. As a leading publisher in business and management research, Emerald is committed to creating a meaningful impact in this field through the production of high quality, topical research with a clear focus on linking theory and practice. Through this partnership, Emerald is able to provide new services to our communities with a real emphasis on practical application.

## Service Business Simulation

**Cesim OnService is a service based business simulation that integrates the functional areas of HR management, capacity management, pricing and marketing.**

**Focus**  
Entrepreneurship, services management, business fundamentals, SME management.

**Used in**  
Entrepreneurship courses at various levels, college preparedness courses, undergraduate courses focused on core business processes, advanced business courses at the secondary education level.

**Features**  
Participants manage a family hotel with 50 rooms and permanent staff of four in the beginning.

**Participant tasks**  
The starting task for the teams is to get familiar with their business through practice round(s) and refine the business idea for their hotels accordingly. During the rounds the teams will manage the future of their companies by decisions on human resources, investments, service quality, pricing, marketing, and revenue management through sales channels. They operate in

competitive markets with seasonal variations in demand and economic conditions. They can also be faced with strategic decisions, such as expanding their operations to a new market area.

**Key learning areas**  
Management of the overall operating, market, and financial performance, with human resources management, capacity management, investments, service quality, pricing, and marketing as the key decision making areas.

**Key success factors**  
In order to succeed the teams must develop and implement a consistent business plan that addresses the seasonal variations in demand and utilizes the principles of revenue management effectively. In addition, skillful and well-planned human resources management is highly important. Success is measured by both operational and financial key indicators, including capacity utilization rates, customer and employee satisfaction, market shares, profit per employee, net

profit, return on capital, and earnings per share. The ultimate indicator in the simulation is the return to shareholders, which consolidates all the key success factors into one measurable criterion that can be used to compare the performance between teams.

**Expected outcome**  
To help the participants to develop a holistic view of business operations including marketing, sales, human resources, capacity management, investments, and service quality. To develop the understanding and command of business fundamentals, market-driven decision making practices and financial implications of the various operational and marketing decisions. In addition, participants will gain invaluable experience in teamwork and problem solving.

**Available languages**  
English, Serbian, Finnish, French, Italian, Portuguese, Romanian, Mandarin Chinese, and Spanish.



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# Strategy and International Business Simulation

**Cesim Global Challenge has been designed to improve the understanding and knowledge of the complexity of global business operations in a dynamic, competitive environment.**



## Focus

Strategic management, international business, business policy.



## Used in

Strategy and international business courses at graduate and advanced undergraduate levels, executive MBA programs and capstone courses.



## Participant tasks

The task for the teams is to manage a global mobile telecommunications company through technological and market evolution. Learners will develop and execute strategies for their simulated company operating in the USA, Asia, and Europe.



## Key learning areas

Technology-based product road maps and global market and

production strategies. A range of concepts from various management-related disciplines: economic, political, financial, human resources, accounting, procurement, production, logistics, research and innovation, and marketing.



## Key success factors

Success is measured and compared by both operational and financial key indicators, including market share, net profit, return on capital, return on equity, earnings per share, capacity utilization rate and production scrap rate. The ultimate indicator in the simulation is the return to the shareholders, which consolidates all the key success factors into one measurable criterion that can be used to compare the performance of each team.



## Expected outcome

Better understanding of the complexity of global business operations in a dynamic competitive environment. Comprehension of each of the management-related disciplines both individually and collectively. Good sense of the interaction between the different parts of the business and the financial implications of the various strategic and operational decisions. Invaluable experiences in teamwork and problem solving.



## Available languages

English, French, Hungarian, Italian, Lithuanian, Portuguese, Romanian, Russian, Turkish, Mandarin Chinese, and Spanish.



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# Marketing Management Simulation

**Cesim SimBrand develops the understanding and command of the whole marketing decision-making process.**

## Features

The market consists of eight customer segments in two market areas. To encourage and enable unique strategy creation and execution, students start their Cesim SimBrand® companies fresh without any operations history.

Participants are provided with a decision making tool that helps them to try and practice with different scenarios as well as analyze the outcomes of their decisions and projections. In addition, the simulation generates a range of reports that will help the teams to analyze and benchmark their own performance against their competitors.

## Participant tasks

A significant part of the decision making challenge is to match both qualitative and quantitative product

features of each product in the product portfolio with the selected target segments' preferences. Moreover, pricing, promotion and channel selection should be set based on the segments' preferences.



## Key learning areas

The simulation covers marketing topics including segmentation, positioning, distribution channel investments, advertising budget allocation, after sales services, pricing, sales forecasting, marketing research, competitor analysis, research and development, and profitability.



## Key success factors

The essence of the Cesim SimBrand® simulation is to mirror a fast developing smartphone market that is driven by short product life cycles and innovation; where

constant attention to own core competences, timely product development, segmentation, positioning, and marketing communications are the keys to success.



## Expected outcome

As an outcome of the simulation exercise, participants will fully comprehend the different parts of the marketing decision making process, their relationship with each other, and their impact on the company's overall results. In addition, participants will gain invaluable experience in teamwork and problem solving.



## Available languages

English, French, Italian, Lithuanian, Portuguese, Romanian, Russian, Turkish, Mandarin Chinese, and Spanish.



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## General Business Simulation

**Cesim SimFirm is a product based business simulation that integrates the functional areas of production, marketing and logistics.**

**Focus**  
Business management, planning and forecasting, demand and cost management, investment appraisal, competition, financial budgeting and planning.

**Used in**  
Business skills courses for non-business majors, introductory business courses at business schools.

**Participant tasks**  
The task for the teams is to manage the sales and operations of an international pharmaceutical company. Key success factors include accurate forecasting and planning, analytical approach to decision-making, and good teamwork.

Teams will develop and execute strategies for their simulated company operating in different

markets with specific customer behavior, cost structures, and currency fluctuations.

**Key learning areas**  
The simulation integrates a range of concepts from various management related disciplines, including marketing, production, logistics, and financial decision-making. In addition, it links the organization to the wider context of business world and stakeholders.

Decisions include promotion, pricing, and quality control across products and customer segments, production location cost advantages, investment appraisal, capital vs. labor assessment, financing decisions, demand estimations and budgeting.

**Expected outcome**  
As a result of playing Cesim SimFirm the participants will improve their understanding of

operating a company from a general management perspective and develop market- and value-driven approach to decision-making. They will improve their capability to interpret and forecast market situations and financial results and translate them into goal-oriented decisions. Participants will also learn to recognize the interactions among the various companies and external stakeholders in a complex and interrelated environment. Finally, SimFirm will enhance fact-based analytical decision making by linking the decisions to cash flows and bottom line performance.

**Available languages**  
English, Italian, French, Lithuanian, Portuguese.



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## Hotel and Restaurant

**Cesim Hospitality is an interactive and fun learning environment that improves the participants' business competencies and employability.**



### Focus

Hotel and restaurant management.



### Used in

Corporate in-house programs. Business and management courses at undergraduate and graduate levels in hospitality and tourism programs.



### Features

The participants run their hotel and restaurant operations in competition with other teams. They can try and practice with different scenarios as well as analyze the outcomes of their decisions and projections. For each round, the simulation generates a range of detailed reports that help the teams to analyze and benchmark their performance against their competitors. Financial results are reported according to the Uniform System of Accounts for Restaurants and for the Lodging Industry.



### Key learning areas

Hotel management related functions; revenue management, sales promotion, menu engineering, housekeeping, staff management and procurement. Big picture understanding of the linkages between different functions and their impact on the bottom line.



### Key success factors

Teams' success is measured with a number of different financial ratios, including operating profit, net profit, return on assets, and cash flows. Within the hotel operations, revenue management and customer satisfaction are key. Success factors for the Restaurant side include menu engineering, staff management and overall customer experience. In addition, the simulation contains all relevant industry specific ratios including (but not limited to) ADR, GOPPAR, RevPAR, occupancy-%, revenue

per customer and customers per restaurant seat.



### Expected outcome

The simulation develops the participants' capabilities in identifying, analyzing, and acting on the key operational & environmental variables that influence hotel and restaurant operations. Furthermore, the simulation enhances fact-based analytical decision making and illuminates the financial implications of operational decisions by linking the decisions to cash flows and bottom line performance. Finally, this dynamic, evolving hospitality business simulation excites competitive spirits among participants and allows them to gain practical experience in teamwork and problem solving.



### Available languages

English, Portuguese, French, Spanish, Italian and German.



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# Energy Company Business Simulation

**Cesim SimPower is a browser-based power utility management simulation game that combines the dynamics of power markets, production, and risk management. It also includes decisions and policies regarding sustainable development**



## Focus

Energy industry, strategic management, risk management, regulation, power utilities, commodities.



## Used in

Integrative courses at energy and commodities related programs in business and engineering schools, executive MBA programs and in-house programs.



## Features

Teams manage a power utility that has its own production with coal-fired, gas-fired, and eolic power plants and a solid customer base consisting of both industrial and residential customers. The company uses forward contracts for hedging against market price fluctuations and it operates in markets where greenhouse gas regulations and carbon emissions trading take place.



## Participant tasks

The task for the teams is to manage the sales, production, risk management, and finance functions of a power utility. Teams make decisions regarding pricing, marketing, plant investments and

divestments, capacity utilization and operational improvements, renewable energy, risk management policy, funding, and profit redistribution.



## Key learning areas

SimPower familiarizes participants with the whole decision-making environment for a power utility; including electricity sales, procurement, renewable energy investments, sustainable development policies, risk-management, financials, and their relationship with each other.

During the rounds the participants experience how variations in the electricity spot price impact their profitability, how they should take those price variations into account when pricing to their own customers, what types of power plants to use under different conditions, what kind of risk-management policies they should apply, how different regulatory aspects influence the company's operations, and how the changing customer preferences and shifts in demand should be taken into account.



## Key success factors

The success of the teams is measured by their ability to generate sustainable shareholder returns. The returns are dependent on how the teams are able to incorporate the impact of regulatory policies in their investment decisions, how they address the preferences of different customer segments, and how successful they are in their risk management and financial decisions.



## Expected outcome

Participants develop capabilities in formulating, implementing, and adapting business strategies in a dynamic competitive environment. In addition, they will enhance their fact-based decision-making skills and improve their financial knowledge through linking operational decisions to cash flows and bottom line performance. The simulation exercise also gives practical experiences in team-work and problem solving and excites competitive spirits in a dynamically evolving marketplace.



## Available languages

English, Spanish, Portuguese (Br), French, Italian.



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# Telecom Operator Management Simulation

**Cesim Connect is a telecom operator simulation game where teams manage mobile, broadband and entertainment services for residential customers and communications and IT services for corporate customers. It also includes decisions regarding network infrastructure development and finance**



## Focus

Telecom industry, business skills for telecom, strategic management, finance.



## Used in

In-house programs, integrative courses for telecommunications related programs in business and engineering schools, and executive programs.



## Features

Teams manage a telecom operator that provides telecom and entertainment services for residential customers and telecom and IT services for corporate customers. The company is currently placed in a situation where the expansion of the 4G network is a key decision. In addition, teams need to carry forward the company's recent entry to the entertainment services.



## Participant tasks

Pricing, promotion, channel management, entertainment service strategy, human resources, network infrastructure development, and finance are among the decision

areas that the participants must consider. In addition, the teams will make decisions about various different events that influence the success of their companies for the whole duration of the simulation.



## Key learning areas

Cesim Connect helps the participants to comprehend the relationships between the different telecom operator functions and develops their telecom-related business acumen. The simulation improves the participants' decision-making skills familiarizing them with the whole decision-making environment for a telecommunications operator; including mobile, fixed broadband, entertainment, and IT services, channel management, network infrastructure development, and finance.

During the rounds the participants must plan how they prepare for shifting consumer preferences and new network technologies, they experience how variations in competitive intensity influences their profitability, and how they should nurture shareholder returns even with zero or negative growth.



## Key success factors

The teams success is measured by their ability to generate shareholder returns. The returns are dependent on how the teams are able to run the operations, how well they manage to manoeuvre the company through changes in the external environment and competitive forces, and how successful they are in their decisions regarding capital structure and profit redistribution.



## Expected outcome

Participants develop capabilities in formulating, implementing, and adapting business strategies in a dynamic competitive environment. In addition, they will enhance their fact-based decision-making skills and improve their financial knowledge through linking operational decisions to cash flows and bottom line performance. The simulation exercise also gives practical experiences in team-work and problem solving and excites competitive spirits in a dynamically evolving marketplace.



## Available languages

English, French, Italian, Russian, Finnish.



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## Service Business Simulation

**The goal of the Cesim Bank Simulation is to facilitate understanding of the front and back office operations of a bank, and their interaction in a competitive environment, and to help cultivate holistic and fact-based management culture, develop analytical skills, and create awareness about the current banking operating environment.**



### Used in

Training programs within the financial industry for both smaller and larger institutions and advanced courses at educational institutions. The simulation offers a wealth of customization options for widest array of use cases and optimal implementation.



### Key learning areas

Pricing of credit and deposit products. Balancing risks and the growth of the balance sheet. The division of bank funding sources into core deposits and managed liabilities. Understanding the bank income statement and balance sheet. The interaction between central bank and commercial banks. Bank specific solvency and liquidity measures and regulation according to international standards. Bank specific terminology and results presentation including many unique financial ratios. Uniqueness of

money as the bank's core product. Profitability of different customer segments and products. Understanding basic banking products and services and how they relate to each other.



### Participant tasks

The task for the participating teams is to manage a bank with several front and back office operations in a single geographical market. In the role of a bank manager, the teams will be responsible for consumer and business clients, lending and borrowing, front office and back office, and customers with deposits, mortgages and other credit products and investments. They'll have personnel to manage, IT systems to maintain and develop, risk metrics to keep in check, regulators to report to and capital markets to raise financing from, provided that they are pleased with the way the bank is managed.



### Key success factors

Success is measured and benchmarked by both operational and financial key indicators including assets under management, deposit and credit product growth, bank image, risk metrics, credit rating, net interest margin, cost / income ratio, credit impairments, net profit margin, return on assets, return on equity etc. The ultimate indicator in the simulation is the total shareholder return p.a., which consolidates all the key success factors into one measurable criterion that can be used to compare the performance of each team.



### Available languages

English, Finnish, French, Hungarian, Turkish, Russian.



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# Project Management

**Cesim Project has been designed to capture the essence of project management in a collaborative and competitive environment.**

**Focus**  
Project management, teamwork and leadership, effective collaboration and communication.

**Used in**  
Introductory and more advanced project management courses, interactive project management sessions, executive and project management training programs.

**Participant tasks**  
Each participant in a Cesim Project simulation exercise has an active role as part of a project team. The project team together is tasked with completing a large sub-project and the entire project organization must successfully complete multiple possibly interlocking projects each colored by some unique problem spots. The success of the teams vitally depends on the project members' ability to communicate appropriate action plans within the newly formed project team. Specifically the project teams and members must decide upon formation of project teams based on unique skill sets and task requirements, determination of

appropriate budgets, prioritization of project tasks, use of overtime hours, preparation for unexpected changes, outsourcing of tasks, and potential changes in project team composition.

**Key learning areas**  
Cesim Project was designed from ground up on the philosophy that communication between the people is the essence of all project management. While project management at large covers a multitude of functional disciplines many of which are part of the simulation, the key learning area is the need to disseminate information appropriately within the project team and the larger organization, taking into full consideration the unique needs of the real project team in place. No two Cesim Project courses will ever be the same as each new session will bring about new people with their unique interpersonal skills and communicative tendencies.

**Key success factors**  
Success is measured in a mixture of collaborative and competitive

elements. Project teams in charge of their respective sub-projects within the larger project organization seek to complete their tasks with the best quality, least time and cost and within budgetary constraints. However, the project teams should not neglect the collective goal of the entire organization that on its part can be measured against results from other project courses.

**Expected outcome**  
Better understanding of the critical element of communication in project work. Increased understanding of the interplay of collaborative and competitive elements in an environment that puts interpersonal skills at test. Insights into systematic measurement of project goals and key metrics like time, cost, budget overruns etc. Newly found appreciation of differences of opinion and variance in teamwork skills, and for people management.

**Available languages**  
English, Finnish



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## Business, Strategy and Management Simulations

When you would like to increase participant engagement and hands-on business learning in your course.



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**Cesim SimFirm** is a product based business simulation that integrates the functional areas of production, marketing and logistics.



**Cesim OnService** is a service based business simulation that integrates the functional areas of HR management, capacity management, pricing and marketing.



**Cesim SimBrand** develops the understanding and command of the whole marketing decision-making process.



**Cesim Project** has been designed to capture the essence of project management in a collaborative and competitive environment.

## Industry Specific Simulations

When your course or training requires the setting of a particular industry.



**Cesim Hospitality** is an interactive and fun learning environment that improves the participants' business competencies and employability.



**Cesim Bank** facilitates the understanding of the front and back office operations of a bank, and their interaction in a competitive environment.



**Cesim SimPower** is a browser-based power utility management simulation that combines the dynamics of power markets, production, and risk management.



**Cesim Connect** is a telecom operator simulation where teams manage mobile, broadband and entertainment services for residential customers and communications and IT services for corporate customers.