



**incontext** >  
consultancy group

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## InContext Business Simulations

*Intense experiences, deep impact with  
unprecedented results*



## An unparalleled learning experience

You want to get your organization moving but not just any old how, in an innovative, inspiring, and even impressive way. Making a difference and leaving a lasting memory. An exciting journey of fun and discovery that ends in something really useful. For over 30 years now, we've been seeing that tailor-made business simulations, perfectly reflecting the client's reality, can make all the difference. For you. For your team. And for your organization.

I know of no better instrument than a business simulation to offer your employees a challenging, surprising and above all truthful (learning) environment. Where they can learn, practice and experiment with their own leadership and strategic choices in complete safety. Getting direct experience of the impact of their own decisions and actions and what changes in approach or behavior could bring about. The result: an unparalleled and deeply impressive learning experience that employees will remember for a lifetime.

Can we help your organization bring this about or would you like to explore other possibilities we can offer? We are here for you. Always.



Thomas Benedict  
Found and director - InContext



## What is a business simulation?

A business simulation is a simplified virtual work environment based on a part of your own organization. It creates an interactive learning environment where your employees can safely explore new skills and behaviors, experiment with them, and develop themselves to achieve meaningful learning goals.

### Real-time interaction and realistic roles

In a business simulation participants experiment with their own choices and behavior. In doing so, they get direct experience of the impact they have on the success (or otherwise) of their options. During the simulation, participants fulfill recognizable company related roles in which they must act and cooperate based on role-specific information. This provides insights that they can't 'un-see' or deny - and thus will never forget. There is no other intervention that has this impact and yields such benefits.

### Take a look under the hood

A business simulation includes the main processes, structures, dynamics, environment and roles of your organization. Each role is given all the current information and choices that correspond to real-life situations. The system continuously calculates the effects of the decisions made in each role and translates them into realistic outcomes and events. Thus, each group largely determines how their simulated organization will fare.

### Data, insights and important conversations

During the game, the system logs all the participants' actions, so that the reasons for certain outcomes can be precisely pinpointed. Opening this "black box" gives participants unique insights into the undercurrent, dynamics and patterns within their organization. This opens up the conversation about 'hard to pin-point' topics such as internal competition, perception and sub-optimization, allowing them to be considered and addressed together (often for the first time). This gives everyone unique insights and keys to increasing productivity and job satisfaction.



### **A unforgettablee experience with extra dimensions**

A business simulation can be used several times by the same groups or in changing formations. The same business simulation creates a unique experience every time, because other participants take different decisions with different consequences.

Participating in a business simulation is therefore an experience of the unexpected that creates strong emotions and always has an impact. This powerful combination - the element of surprise and of emotional involvement - in a context that is believable and relevant, makes the learning experience unforgettable.

### **Timemachine**

A business simulation allows you to travel in time. Impossible you say? As participants make decisions and perform actions, the simulation continuously tracks what's happening. This makes it possible to pause the simulation, to "rewind the movie", reflect on what has happened and learn from it. This enables participants to re-experience certain scenarios as seen from different roles or perspectives, or to move forward and take on bigger challenges.



## Why a business simulation?

An old Chinese saying:

*Tell me and I will forget.  
Show me and I will remember.  
Let me experience and I will learn. .*

Moving your organization forward means introducing new ways of thinking and working together. This requires shared experiential learning.

### Bringing about change

A business simulation offers everyone in your organization the chance to see the familiar with new eyes. This may involve creating urgency, understanding an end-to-end process, exploring a transformation and/or walking the path from the current to the desired situation. By simulating their own organization and making participants 'players' in a fictional but very realistic story, they gradually experience the difference in thinking and acting that is required of them. Participants are presented with changing customer needs, processes, structures, external circumstances and stakeholders. In a realistic, challenging and sometimes confrontational way. They discover new ways to deal with these challenges in a safe and contained learning environment.

### Developing (leadership) skills

In a business simulation, participants are given the space to experiment and practice with different behavior and new (leadership) skills in their own role, or that of another. Simulations compress time, so that everyone experiences the effects of their own behavior and decisions in minutes instead of weeks, months or even years. Simulations offer the opportunity to pause time, reflect on what is happening and draw lessons from it and allow participants to switch roles. But also to replay scenarios and enrich or broaden insights. This ensures that experiences are challenging and valuable and are quickly translated into the person's own practice.



### Working more effectively in (your part of) the organization

A business simulation translates the complex reality of your organization into a simplified model that provides players with very realistic roles, information and choices. A business simulation offers participants the chance to see their organization as a whole (often for the first time), but also to recognize their own behavior, decisions and patterns within it.

A good simulation gives participants the space to make a wide variety of choices and provides them with realistic consequences. This means that participants can experiment endlessly and experience the effects of their choices and behaviors. This creates stunning learning outcomes that participants never forget.

*"The entire organization played the simulation. This gave a huge boost in terms of better collaboration, improved turnaround time, organizational alignment, strategic insight and improved relationships with all our stakeholders."*

### Onboarding

The same business simulation also helps new employees get up to speed in understanding how the organization works, their place in the bigger picture, and how they can start making a positive contribution as soon as possible. It's an excellent tool for interactive and enjoyable onboarding.

# Unparalleled learning experiences in cross-functional teams

How do you get rapid growth under control? How can you set-up your organization to meet this challenge?

ASML has been extremely successful in recent years. The organization experienced rapid growth and technological breakthroughs. This has had an enormous impact on the employees and the organization as a whole.

The success has led to several challenges, including onboarding, knowledge sharing, end-to-end awareness, leadership and culture.

## Approach

ASML and InContext have jointly developed the business simulation, SLAM. The simulation is a role-based, interactive model of the actual ASML organization.

The simulation is designed to practice and experiment with attitude, mindset and behavior without jeopardizing real-life situations in the company.

## Impact

The simulation offers a challenging learning experience in which, combined with verve and vivacity, employees become aware of their role in the bigger picture. They get the opportunity to (further) develop themselves in terms of customer focus, business acumen and quality thinking.

## The result

SLAM is used intensively within ASML for various processes, leading to the following results:

*"What I like about this SLAM simulation is that I can see from start to finish how our organization works. Through the simulation I can also see what the impact of my work is on colleagues in other parts of the organization. That motivates me."*

*"My most important insight is that I now realize what's happening in other parts of the organization and what my colleagues experience there. So, I understand how to help them better."*

*"Great opportunity to get to know your colleagues better from a different perspective and explore what we need to do to be successful together."*

**ASML**

# More effective in the matrix

How can we teach employees in an accessible way to be more effective in the matrix organizational structure?

The major characteristic of the Matrix organizational form is that employees from different disciplines and departments form teams (horizontally), without leaving the structure of their department (vertically). This organizational form is ideally suited for large projects and product development for vaccines, for example, but it brings specific challenges.

## Approach

InContext and GSK closely collaborated in designing and creating a customized program, Succeed in the matrix, with the aim of forging vaccine development teams into a unit capable of keeping the bigger (corporate) picture in mind. This program addresses important dilemmas in the process using the business simulation, LifeSaver:

- How to develop and implement a business strategy and adapt it in a timely and effective way, to address rapidly changing conditions in the market, technological developments and the movements of competitors?
- How do you align the personal goals of team members, and the team goals with the organizational goals; how do you foster an enterprise-oriented mindset?
- How do you find the right balance between personal leadership and willingness to perform tasks?
- How do formal lines of communication relate to informal contacts and decisions?

## The result

During the 'Succeed in the matrix' program, participants play roles that they do not fulfill in daily practice. They are thus placed in an unfamiliar situation that makes new demands, while, simultaneously, they can look at their actual place in the organization from this unfamiliar position. In doing so, they expand their frame of reference and their understanding of other perspectives. Typically, this leads to the following insights:

*"In real life we accelerate the development of vaccines, but in order to experience this process that normally takes years in two days and see the impact of your decisions within minutes is amazing! A real eye-opener!"*

*"I now realize the impact my project has on the actual strategy of the company. It is easy to fight for the interests of your own project, but in order to make sure that we operate as one company, it is very important to have a clear business strategy and clear priorities. I can now make better assessments about which decisions best support the company and my project."*





## How do we develop a simulation?

It is our passion to translate complex organizations with challenging issues into impactful business simulations. But how exactly do we develop our unique software to do this? And how do we ensure real-time, realistic and logical results for each role? We are happy to give you a glimpse into our kitchen!

### Phase 1 - Understanding your organization, culture and context

The first thing we do is speak to employees and leaders in different roles within the organization and analyze the challenges, dilemmas, processes and ways of working. This creates a solid foundation for the simulation.

### Phase 2 – Focusing on the essence

We use all the insights to develop a model of the organization. We make choices, eliminate all noise and bring focus so that all complexity is reduced to the true essence of your organization in combination with the issue at hand. In this way we create a recognizable, but also clear and manageable simulation so that the agreed upon (learning) goals can be achieved.

### Phase 3 - The creative concept

We creatively translate this basic framework into a working model of the organization in which all challenges, (learning) goals, roles and the relationships between them are fully represented.

### Phase 4 - The simulation takes shape

We translate the creative concept into mathematical models and algorithms. Each role receives the current and relevant information appropriate to its perspective, experience and language. The mathematical model continuously calculates all choices made by participants and translates them into realistic outcomes. This simulates effects that help everyone see the whole and the parts and understand each other.

### Phase 5 – Testing, testing and testing

All functionalities, intelligence, game rules, data flows and operation of the various levels are extensively tested in all possible situations. We ensure that everything fits together seamlessly and that an unparalleled learning experience is created that participants will remember for a long time.



## About InContext Consultancy Group

InContext develops business simulations for organizations in all industries and (international) markets. The possibilities are endless: from changing the culture, experiencing new leadership behavior and implementing (new) core values to streamlining the commercial process and increasing customer satisfaction.

Inspiration, creativity and partnership go hand in hand with analysis, decisiveness and results. With ambition and guts we really make a difference and offer innovative, sustainable solutions to our clients.

Clients describe our approach as unorthodox, passionate, careful, surprising and always focused on achieving measurable results. Substantial changes in organizations and in the behavior of people come together at InContext. Our motto is not for nothing "The people side of business - The business side of people".

With this unique combination of knowledge and skills, of hard and soft, we place each intervention in the context of each organization and thus directly at the heart of the issue. With connection, impact and results.

Would you like to know more about the possibilities of our business simulations or talk through any ideas or issues with us? We would love to help!

[Contact us](#)