

Chocolate Pizza Simulation Game

The Chocolate Pizza Simulation Game was developed by Lauren Feehrer.

It is an adaptation of Jonah McIntire's S&OP Game (Manhattan Associates) and the MIT Sloan Beer Game.



Game provided for your use courtesy of Lauren Feehrer, CCXP and Kissinger Group Consultant

Kissinger Group is a boutique consulting firm specializing in enterprise-level transformations.



Overview

Looking for a dynamic activity to enhance cross-department collaboration and communication? The Chocolate Pizza Simulation Game is a fast-paced exercise that can be completed in just 20–30 minutes. This game divides participants into two key groups: Marketing and Warehousing. Together, they plan a six-week season leading up to Valentine’s Day, working to successfully stock and sell a featured product—chocolate pizzas.

Supplies

- Chocolate Pizza Simulation workbook (for the facilitator only)
- Workshop slides to introduce the participants to the activity.
- Handout slides for Warehouse team.
- Handout slides for Marketing team.
- A timer (use a cell phone w/ alarm)

Note: it is essential that the teams don’t see each other’s handouts at the start of the game.

Facilitator Workbook

Facilitator Tips

- **Room Setup:** Arrange the room with the spreadsheet trackers hung up on opposite sides. Keep the Warehouse and Marketing teams as far apart as possible.
- **Role Assignment:** If there's an executive in the room, assign them the role of Store Manager—a neutral position that remains with you during the activity.
- **Time Management:** Keep a close watch on the time. Use a timer for the planning session and each round, limiting rounds to 3-4 minutes to encourage quick decision-making based on sales and inventory updates.
- **Liaison Role:** During the initial rounds, act as the go-between for the teams. Collect their data for your workbook (using your laptop) and subtly discourage inter-team communication.
- **Encouraging Collaboration:** Typically, by the third round, or when teams are at risk of losing their bonus, they'll realize the need to communicate. If they seek permission to collaborate, allow it.

Sales and Operations Planning Team Game: How it Works

- Divide into two groups: Marketing and Warehousing.
- Each group gets instructions (handout slides) and gets 6 minutes to plan its 6-week season
- You'll then come together and play 6 rounds of weekly operations, shipping chocolate pizzas to a store to be sold for Valentine's day
- Each round is conducted as:
 1. Marketing requests a quantity to be shipped each week.
 2. The warehousing team uses its planned labor to ship. The warehouse is the final decision maker on volume shipped. They can over/under-ship.
 3. The units shipped, plus inventory at store, are used to meet demand
- **The goal is for both teams to earn their season bonus**

Facilitator: fill in the yellow from the marketing and warehousing teams' worksheets. Do NOT let them know the other team's numbers. Only share the captured sales and missed sales aloud for each round.

	1	2	3	4	5	6
Forecasted Units	5	10	15	50	50	40
Sales Plan (units)						
Units requested						
Units Shipped						
BOP Store Inventory	0	0	0	0	0	0
Actual Demand	5	5	30	40	60	30
Captured Sales	0	0	0	0	0	0
Missed Sales	5	5	30	40	60	30
EOP Store Inventory	0	0	0	0	0	0
Labor Plan (units)						
DC Overtime (units)						
Wasted Labor	0	0	0	0	0	0

Marketing Wins?

Sales Wins?

Actual demand: Row 5. Actual Demand options (row 9)

Facilitator: You are welcome to adjust the actual demand. We've successfully played the game with these two options: Generally, marketing will try to 'overstock' the store -with warehousing getting frustrated and debating their overtime.

Option One:

Actual Demand (units)	5	5	30	40	60	30
-----------------------	---	---	----	----	----	----

Option Two:

Actual Demand (units)	5	5	10	40	40	30
-----------------------	---	---	----	----	----	----

| Key Questions

Debriefing Questions:

- What happened during the game?
- What did you observe?
- What went well, and what didn't?
- What would you do differently next time?

Abstracting Questions:

- How does this simulation relate to our company or projects?
- How can we prevent similar issues from occurring in real life?
- What steps can we take to ensure success from the outset?

Workshop Slides

Sales and Operations Planning Team Game



- You work for a company that sells sweet treats.
- You're preparing for Valentine's Day – one of the biggest and most important days of the year.
- This year, the "Chocolate Pizza" is a key featured product.
- You're a member of one of two teams: marketing or warehouse.
- You have six weeks to hit your goals!

Sales and Operations Planning Team Game

- Divide into two groups: Marketing and Warehousing.
- Each group gets instructions and gets 6 minutes to plan its 6-week season
- You'll then come together and play 6 rounds of weekly operations, shipping chocolate pizzas to a store to be sold for Valentine's day
- Each round is conducted as:
 1. Marketing requests a quantity to be shipped each week.
 2. The warehousing team uses its planned labor to ship. The warehouse is the final decision maker on volume shipped. They can over/under-ship.
 3. The units shipped, plus inventory at store, are used to meet demand
- **The goal is for both teams to earn their season bonus**

Marketing Team Handout Slides

Marketing Team

- A forecast is shown below. These are the best guess of the future units sold.
- The warehouse has been given the same forecast below.
- If you under-stock the store, compared to actual demand, it's a missed sale.
- Make an allocation plan below. But you don't have to use this during the game.
- **If you keep store's BOW (back of warehouse) inventory below 55 units, and never miss a sale, you will get your season bonus**

Fill out this scorecard with your allocation plan:

	1	2	3	4	5	6
Forecasted Units Sold	5	10	15	50	50	40
Allocation Plan (units)						
Units requested by Marketing						
Units Shipped by Warehouse						
Actual Demand (units)						
Captured Sales						
Missed Sales						
Store Inventory						

Warehouse Team Handout Slides

Warehouse Team

- You must plan your labor (in units shipped) for the 6-week season. There is a forecast of actual demand below.
- Each week, marketing can go off the forecast if it wants to.
- You can add overtime if necessary, but only 5 units per week.
- Any units planned, but unshipped, are wasted labor.
- **If you keep total overtime below 10 units, and wasted labor below 10, you will earn a season bonus**

Fill out this scorecard with your labor plan:

	1	2	3	4	5	6
Forecasted units sold	5	10	15	50	50	40
Labor Plan (units)						
Units Requested by Marketing						
Units Shipped by Warehouse						
DC Overtime (units)						
Wasted Labor						

Takeaways

Results

	1	2	3	4	5	6
Forecasted Units Sold	5	10	15	50	50	40
Sales Plan (units)						
Units requested						
Units Shipped						
BOP(beginning of period) Store Inventory						
Actual Demand (units)						
Captured Sales						
Missed Sales						
EOP (end of period) Store Inventory						
Labor Plan (units)						
DC Overtime (units)						
Wasted Labor						

What does the game teach us?

- Both teams had the same forecast, but used it differently
 - Marketing used it as a “minimum”
 - Warehousing used it as “average”
- The departments had different goals... but both can win!
 - Marketing wanted to maximize revenue
 - Warehousing wanted to maximize labor efficiency
 - Nothing stopped you from asking the other their goals... but its infrequent
- In most outcomes, neither team is happy
 - Its frustrating to not be aligned. The “them-us” mentality.
 - Your bonus is outside your control
- Departmental Alignment Takes Work
 - A third player, such as a Supply Chain Officer who gets a bonus based on both departments’ performance. The player has to have power as well.
 - Carefully negotiated agreements between the two parties that make pursuing a joint goal more valuable than being selfish

Contact Information



Lauren Feehrer

Lauren@loyaltycraft.com

401.741.5940