

GRIP Procurement: Tender simulation



Teaching notes

Overview

The Tender Simulation mimics the interaction within a tender for pupil transportation. Student teams learn about the procurement process from different roles. In the simulation, students learn about:

- Scoring a tender
- Asking and answering questions about a tender
- Presenting a tender to municipalities

This manual is designed to help instructors guide the simulation. It consists of 4 parts:

1. The Education Plan: This section provides specific information about learning objectives and teaching opportunities.
2. The Technical Manual: This section helps instructors run the simulation and instruct the players.
3. The simulation overview: This section contains screen shots and descriptions of user and instructor screens.
4. Appendices: This section contains information on resources that can be used in class for evaluation and analysis.

Keywords

Collaboration; communication; conflict management; collaboration; procurement; expectation management; interpersonal; performance management; project; simulation; team dynamics; teamwork; time management; presentation skills;

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Target groups

This simulation is suitable for master or bachelor students for whom the procurement process is relevant to learn about. It can be used at the beginning of a course in which procurement or aspects of it are covered or if the students have already learned about it.

Learning Objectives

The simulation teaches students to:

- **Work:** Working with a procurement process from different (company and municipality) perspectives.
- **Persuade:** Persuading through presentations
- **Ask and answer:** Asking and answering critical questions before and during a tender.
- **Score:** Scoring a tender, given that the distribution of points is decisive for a tender.

When and how do you use the simulation?

- The simulation is particularly useful for students who are learning about (aspects of) procurement and have not yet had practical experience with it.

The simulation

Students play the simulation in small groups. In the simulation, students work with 10-25 students on a tender. Each student group plays a different role in the simulation. At the beginning of the simulation, students watch a short introductory video about the simulation. Then the simulation begins. Depending on their role, the students must prepare a presentation or questions based on the available information. During this process, the team is interrupted by so-called "events" that require a response from the students or provide additional information. In the next phase of the simulation the taxi companies give a presentation to the municipality. The municipality gives a score and determines the winner.

The players

The simulation involves a tender in which each group has a different role within the tender:

Municipality:

- Municipality of Softwood : Focus on integrity of the drivers.
- Municipality of Corendam : Focus on an effective communication plan.
- Municipality of Walenstein : Focus on SROI within procurement.
- Municipality of Bade : Focus on procurement costs due to balance sheet deficit.

Taxi companies:

- AA Taxi: Largest player in the region with 40 years of experience.
Strengths: Has won the tender for years.
Weaknesses: Lack of VOG drivers and use of "all weather" tires.
- Berendsen: Mid-sized taxi company looking to become the largest player in the region.
Strengths: Experienced drivers, modern taxis with security cameras.
Weaknesses: SROI hiring for communications and the combined distance calculation.
- Clarenschot: Small new player in taxi market. Strengths: New hybrid taxis.
Weaknesses: Absenteeism among drivers.

Lesson Plan

The simulation session set-up:

Session 1: Simulation Basics - 120 min.
10 min - Introduction (plenary)
5 min - Instructional video (plenary)
30 min - Reading and preparation time (small group)
20 min - Presenting and asking questions (small group)
25 min. - Scoring and announcement of winner (small group)
25 min - Evaluation (plenary).
5 min - Closing (plenary).

Preparation

- A few days before playing the simulation, students should be informed about the purpose of the simulation in the context of their group work and given information about their other team players and their roles. See Appendix 4 for mail templates for students and teachers.
- All students read the Programme of requirements.
- To help them understand the simulation, there is a [Test Mural](#) and a [short video](#) about the Mural .

- 1 or 2 days before the simulation, print the GRIP roll package. For detailed instructions on the printing process, see *"The Simulation Overview"* on page 7.

Running the simulation

Once the students are informed by the teacher about the purpose and role of the simulation game and the structure of the meeting, the groups can begin the simulation. To do this, the teacher connects to the website (<https://www.gripgame.nl/tender>).

1. On the scenario selection screen choose the appropriate language. On the landings page you will find 2 buttons; the *"Rules"* Button and the *"Start"* Button.
2. The first step is to click on the *"Rules"* button to start a 5-minute explanation video that guides the student through the setup of the simulation.
3. After the groups reach the end of the video, the instructor clicks the *"Start"* button to start the real simulation.

At various times, teams receive notifications of unexpected events that require actions by the student team. The simulation lasts 75 minutes.

Evaluation

There are several ways the instructor can conduct the debriefing with the students, depending on his/her goals for using the simulation.

The evaluation presentation includes a range of topics and learning objectives. The instructor can choose from the evaluation presentation those topics which are relevant learning objectives for the course and/ or which resonate with you as a teacher.

Technical guide

Class and team size

The simulation can be played with up to 25 students.. However, smaller numbers (around 20 students) are probably more convenient.

Group size	Representatives by municipality (role)	Number of representatives to negotiating tables with companies
10	1 Softwood 1 Walenstein 1 Correndam 1 Bade	2 AATaxi 2 Berendsen 2 Clarenschot
15	3 Softwood 2 Walenstein 1 Correndam 1 Bade	3 AATaxi 3 Berendsen 3 Clarenschot
20	3 Softwood 2 Walenstein 2 Correndam 1 Bade	4 AATaxi 4 Berendsen 4 Clarenschot
25	5 Softwood 3 Walenstein 3 Correndam 2 Bade	4 AATaxi 4 Berendsen 4 Clarenschot

Technical Requirements

- Ideally, each taxi company and the all municipality plays the simulation at its own table
- Use of laptops for the collaboration board is recommended (1 per team).
- Use a presentation screen or projector to share the GRIP simulation interface and events.
- Use the latest version of Chrome, Safari, Firefox, etc.
- Open the simulation in a browser (<https://www.grippgame.nl/tender/>)

Useful links for the simulation

Simulation Portal: <https://www.grippgame.nl/tender/> (For a video instruction, click on “Rules”).

Watch this video for instructions on how to navigate the Mural Software used in the simulation:

<https://vimeo.com/837945223/>

Simulation Overview

This section discusses in more detail all relevant actions for the simulation instructor. (i.e. what steps must a simulation instructor take to prepare and conduct the simulation).

Preparation: printing the roll packages and Mural Links

Please email info@gripgame.nl to receive links to the Mural. **Do this at least 1 week before the actual simulation date!**

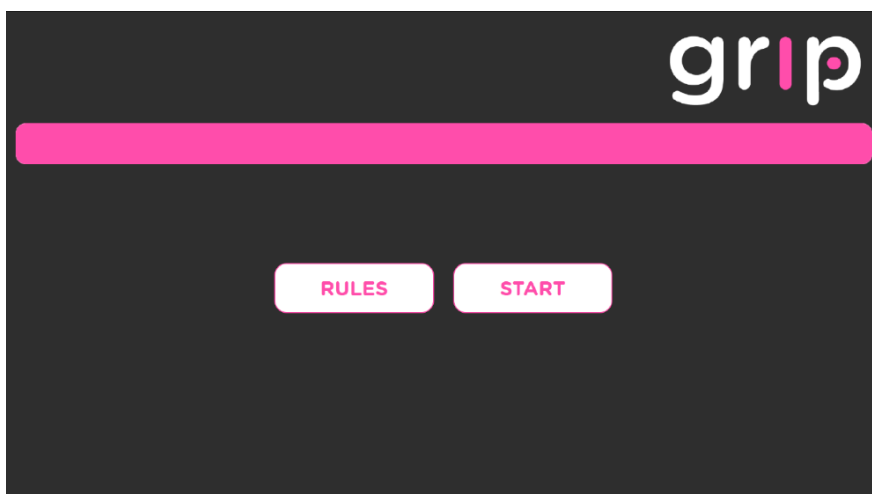
Once you have received the Mural links, please refer to “Appendix 4: Mail Templates” for detailed email templates for teachers and students.

Below you will find the printing and sorting instructions for the double-sided rolls set.

- Pages 1 (GRIP Tender) may remain separate.
- Page 2 (Municipality of Softwood) to page 3 should be joined with a paper clip.
- Page 4 (Municipality of Walenstein) may remain separate.
- Page 5 (Municipality of Walenstein) may remain separate.
- Page 6 (Municipality of Softwood) may remain separate.
- Page 7 (GRIP Taxi Companies) to page 9 should be merged with paperclip.
- Page 10 (Berendsen) to page 11 should be joined with a paper clip.
- Page 12 (Clarenschot) to page 13 should be joined with a paper clip.
- Page 14 (GRIP Name signs) to 16 should be joined with a paper clip.
- Page 17 (GRIP Instructor) to 20 should be joined with a paper clip.

Starting the simulation for the instructor - Playing the introduction video

1. Instruct students to follow the step-by-step instructions in the presentation " GRIP Aanbestedingen - Setting the simulation.pptx".
2. Once the table is ready, go to the GRIP Simulation Portal in your browser:
<https://www.gripgame.nl/tender/>
Click the Rules button (See figure 1 GRIP Simulation Portal) to start the instructional video.
3. Remember to ask students if there are any questions before clicking the “Start” button (See Appendix 3 for FAQ and tips).



Simulation: Starting the simulation

1. When the “Rules Video” has ended and all questions (see Appendix 3 for FAQ and Tips) have

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been answered, the instructor can start the simulation by clicking the “*Start*” button (Figure 1 GRIP Simulation Portal).

Simulation: Teams conduct their simulation

1. The student teams run and participate in their simulation. For an overview of the simulation dynamics, see Appendix 1 for the Scenario Manual.
2. The simulation lasts 75 minutes.

Evaluation

1. There are several ways in which the instructor can conduct the evaluation with the students, depending on his/her goals for using the simulation.
2. You can choose from the evaluation presentation the topics that are included in the learning objectives for your course and that you, as an instructor, feel are most relevant for your course.

Appendix 1: Scenario manual

Overview of events

During the simulation, 11 events appear on the GRIP simulation interface. This guide provides an overview of the events that occur in GRIP Procurement simulation. The impact of each event on the simulation game is listed in the table below, along with the actions to be taken by the students. *(Note: The actions of the moderator, Municipality of Softwood, are also listed on the screen (GRIP simulation interface)).*

Time	No.	Title Event	Team dynamics	Learning points for students	Moderator Action
75:00	1	Tender preparation kick-off	Promotes collaboration and strategic planning at the beginning of the project.	Understanding the importance of proper tender preparation and strategy development.	Municipality of Softwood: Remove card "Event 1 Remove when prompted" to reveal Event 1
70:00	2	Taxi companies see recovery with new tenders after COVID-19	Encourages confidence of taxi companies in their adaptability after economic downturn.	Learning how external factors such as a pandemic can affect the market and how to anticipate them.	Municipality of Softwood: Remove card "Event 2 Remove when prompted" to reveal Event 2
65:00	3	AA Taxi threatens financial downturn	Warns players for the risks of underbidding and the importance of financial sustainability.	Understanding the importance of cost recovery in bids and its impact on a company's financial health.	Municipality of Softwood: Remove map "Event 3 Remove when prompted" to reveal Event 3
60:00	4	Clarenschot embraces green transition with hybrid taxis	Emphasizes the importance of innovation and sustainability initiatives.	Understanding the importance of sustainable business practices and the impact of transitioning to greener alternatives.	Municipality of Softwood: Remove map "Event 4 Remove when prompted" to reveal Event 4
55:00	5	Berendsen's SROI employment model undermined by complaints	Underlines the importance of quality management and customer satisfaction.	Learning about the importance of social impact and customer focus in business models.	Municipality of Softwood: Remove map "Event 5 Remove when prompted" to reveal Event 5
50:00	6	Cooperation proves expensive for taxi companies in tenders	Warns the player for the pitfalls and challenges of collaborative partnerships.	Understanding the complexities and risks of partnerships in competitive environments.	Municipality of Softwood: Remove map "Event 6 Remove when prompted" to reveal Event 6

45:00	7	Preparation time is over. Presentation begins.	Marks the transition from the preparation to the execution phase. Enhances the pressure cooker model and focus.	N/A	Municipality of Softwood: Remove map "Event 7 Remove when prompted" to reveal Event 7
35:00	8	Presentation time is over. Prepare for the Q&A session	Indicates the transition from the presentation to the Q&A.	N/A	Municipality of Softwood: Remove map "Event 8 Remove when requested" to reveal Event 8
25:00	9	Presentation time is over. Prepare to evaluate and select bid	Indicates the transition from the presentation phase to the tender scoring phase	N/A	Municipality of Softwood: Remove map "Event 9 Remove when requested" to reveal Event 9
5:00	10	Announcement of tender results	Appoint the winner of the tender and explain preference municipality.	Learning that only one taxi company can win in the tender and what has been the deciding factor for municipality in determining the tender winner.	Municipality of Softwood: Remove map "Event 10 Remove when prompted" to reveal Event 10
0:00	11	End of Simulation: Thank you for your participation	The players are thanked for their efforts.	N/A	

Appendix 2: Assessment process

The quotes from the three companies by price (all ex VAT) are as follows:

Price per rate:	AATaxi	Berendsen	Clarenschot
Rate A	160	155	130
Rate B	110	90	125
Rate X per km	6	8	10
Total quotation	728.900	807.000	890.350

→ Municipalities prefer a budget around 800,000 euros ext VAT.

The municipalities' assessment of the quoted price should be as follows:

Points for:	AATaxi	Berendsen	Clarenschot
Rate A	16	19	20
Rate B	12	15	11
Rate X	5	4	3
Total	33	38	34

→ In terms of price, Berendsen has the best offer (38 out of 40 points).

The companies may also choose to quote together. If they choose to do so, the rates will be slightly higher than the average of the individual companies:

Price per rate:	A+B	A+C	B+C	A+B+C
Rate A	158	145	148	150
Rate B	100	118	108	110
Rate X per km	7	8	9	8
Total quotation	768.900	810.040	830.600	813.500

→ With combinations, price deviations from the municipal budget are less.

In the case of a joint bid, the evaluation comes to the following distribution of points:

Points for:	A+B	A+C	B+C	A+B+C
Rate A	16	20	20	20
Rate B	15	11	15	15
Rate X per km	5	5	3	5
Total	36	36	38	40

→ Cooperation between all three parties eliminates competition and automatically leads to the best price. In terms of outcomes the next best result is the combination Berendsen + Clarenschot which delivers the best offer in terms of price.

Additional Evaluation Criteria

In addition to price, companies compete on quality, communication and implementation. Each company has been given its own information about their strengths and weaknesses. However, this does not automatically mean a better or worse rating; much also depends on the quality of the presentation, the answering questions and the extent to which companies can convince the municipalities of their offer.

The companies differ in other respects as follows:

	AATaxi	Berendsen	Clarenschot
Implementation	Years of expertise, but recently there have been incidents stemming from a toxic work environment.	Medium-sized company, committed to quality, sustainability and safety. There are concerns about financial feasibility	Young company, smallest of the three, but most innovative and sustainable. Driver training not yet complete.
Quality assurance Communications	There is a website and telephone switchboard (6 a.m. to 7 p.m.) for parents and schools to contact with questions or complaints.	Use of disabled people to handle communication (otherwise not financially feasible)	An app has been developed for schools and parents that provides a variety of options for questions and complaints

Appendix 3: FAQ and tips

Tips

- Follow the players' Collaboration Board via the Mural Link.
- See if the Municipality Softwood shows the events at the right time on Mural (the Collaboration Board).
- Note whether students ask (Taxi Companies) and answer (Municipalities) questions on the Mural (the Collaboration Board). If students are not asking or answering questions you can ask them to do so.

FAQ Student:

Q: Can our team adjust the level of prices ?

A: No, bid prices are fixed.

Q: How can our team still influence the tender if we are not allowed to adjust the price?

A: The presentation could persuade a municipality to give you higher scores on aspects like Communication, Implementation, and Quality Assurance.

FAQ Teacher:








Q: Can the teacher **skip through the events** when students have finished a phase (See image with the three phases)?

A: Yes, by pressing the right arrow key on **the keyboard** once. This makes the simulation skip one event.

Note: Only instructors have access to explanations for skipping events. This feature has not been disclosed to students, Note: Do not press the right arrow key twice. Pressing it twice causes the simulation to skip two

events. If you have pressed the right arrow key twice, you can correct this by pressing the left arrow key once.

Phase Visual:

Phase	Taxi Companies	Municipalities
	  	   
30 min 1	<ol style="list-style-type: none"> 1. Read and prepare 2. Prepare a presentation 3. Ask questions on the Collaboration Board 	<ol style="list-style-type: none"> 1. Read and prepare 2. Prepare questions 3. Answer questions on the Collaboration Board
20 min 2	<ol style="list-style-type: none"> 1. Deliver a Presentation 2. Answer Questions 	<ol style="list-style-type: none"> 1. Listen to Presentation 2. Ask Questions
25 min 3	<ol style="list-style-type: none"> 1. Silently monitor the scoring procedure 	<ol style="list-style-type: none"> 1. Score the taxi companies 2. Choose a winner based on scores and budget 3. Announce the winner

Appendix 4: Mail templates

Student Email

Dear Student,

Thanks for participating in the pilot GRIP Tender Edu-simulation. Included in this e-mail are

- Your Mural link: **[ADD MURAL LINK]**
- For instructions on the Mural watch this video:
<https://vimeo.com/837951817/d9416a5270?share=copy>

NB. Don't forget to bring your laptop to get easy access to the Mural NB.

Don't forget to bring your charging cable

Further instructions will follow during the meeting. Kind

regards,

Instructor Email

Dear instructor,

In the attachment you find the Role package of the Tender Simulation. Below we will instruct you how to prepare a role package.

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Part of the Simulation will be played using an online Collaboration Tool called Mural.

To access the Mural use the link below:

- **[ADD MURAL LINK]**
- For instructions on how to use the Mural, you can watch this video:

<https://vimeo.com/837951817/d9416a5270?share=copy>

Kind Regards,