ERPsim

Manufacturing Sustainability

Student Friendly Challenge

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ERPsim Manufacturing Sustainability Student Challenge 2025
Hybrid | Feb 14, 2025

ERPsimLab | HEC MONTRÉAL | 20TH ANNIVERSARY
Serious games to learn enterprise systems and business analytics

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Teams

- A - Centria UAS
- B - Tecnológico de Monterrey
- C - Missouri University of Science & Technology
- D - Université Laval
- E - Durham College
- F - Oulu Business School
- G - UEH-ISB
- H - SIIT, Thammasat University
- I - Nha Trang university
- J - Montana Technological University
- K - Seneca Polytechnic
- L - Leeds Beckett University
- M - Azerbaijan Technical University
- N - Duy Tan University
- O - West Chester University
- P - Universidad Peruana de Ciencias Aplicadas
- Q - International Management Institute, New Delhi
- R - Niagara College
- S - Universidade Presbiteriana Mackenzie
- T - Central Michigan University
- U - Georgia College & State University
- V - International University of Rabat

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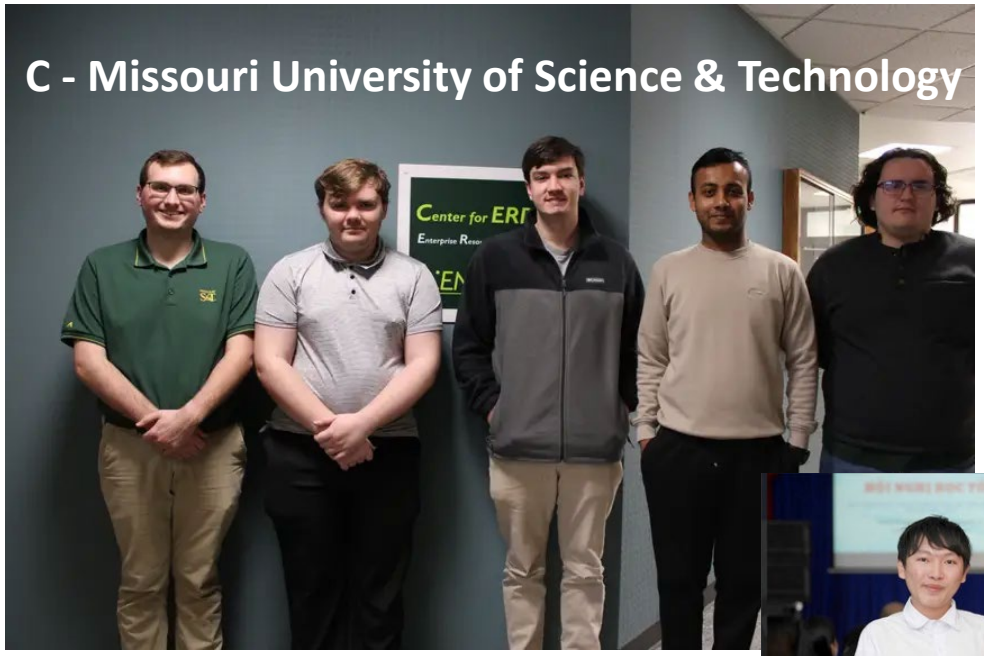
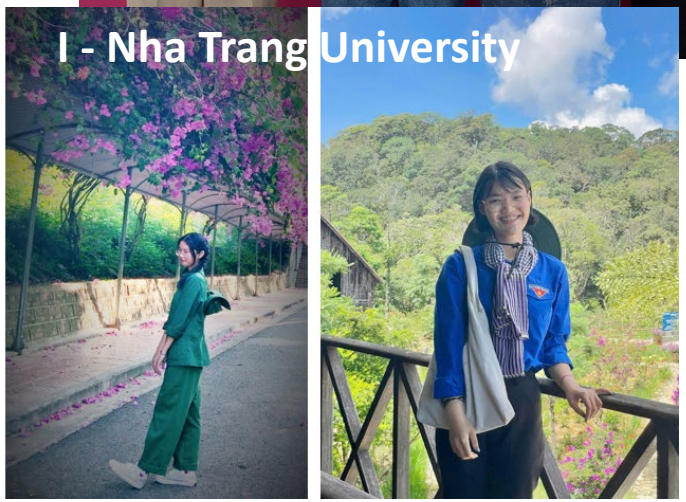
Teams





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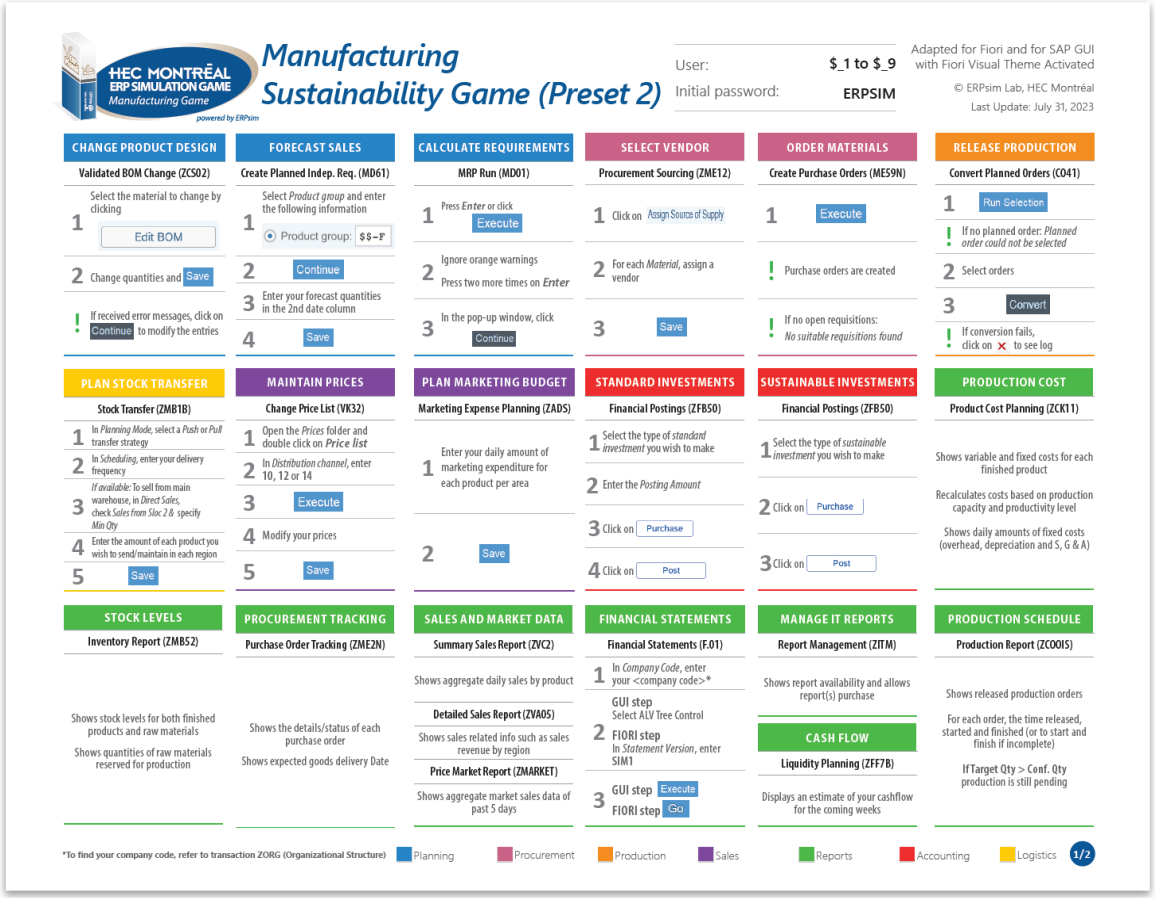
Job Aid (Manufacturing Sustainability Preset 2/3)



HEC MONTRÉAL ERP SIMULATION GAME Manufacturing Game — powered by ERPsim

Manufacturing Sustainability Game (Preset 2)

User: $_1 to $_9
Initial password: ERPSIM

Adapted for Fiori and for SAP GUI with Fiori Visual Theme Activated

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Last Update: July 31, 2023

CHANGE PRODUCT DESIGN
Validated BOM Change (ZCS02)
1. Select the material to change by clicking — Edit BOM
2. Change quantities and Save
! If received error messages, click on Continue to modify the entries

FORECAST SALES
Create Planned Indep. Req. (MD61)
1. Select *Product group* and enter the following information — Product group: $$-F
2. Continue
3. Enter your forecast quantities in the 2nd date column
4. Save

CALCULATE REQUIREMENTS
MRP Run (MD01)
1. Press *Enter* or click Execute
2. Ignore orange warnings. Press two more times on *Enter*
3. In the pop-up window, click Continue

SELECT VENDOR
Procurement Sourcing (ZME12)
1. Click on Assign Source of Supply
2. For each *Material*, assign a vendor
3. Save

ORDER MATERIALS
Create Purchase Orders (ME59N)
1. Execute
! Purchase orders are created
! If no open requisitions: *No suitable requisitions found*

RELEASE PRODUCTION
Convert Planned Orders (CO41)
1. Run Selection
! If no planned order: *Planned order could not be selected*
2. Select orders
3. Convert
! If conversion fails, click on ✕ to see log

PLAN STOCK TRANSFER
Stock Transfer (ZMB1B)
1. In *Planning Mode*, select a *Push* or *Pull* transfer strategy
2. In *Scheduling*, enter your delivery frequency
3. *If available:* To sell from main warehouse, in *Direct Sales*, check *Sales from Sloc 2* & specify *Min Qty*
4. Enter the amount of each product you wish to send/maintain in each region
5. Save

MAINTAIN PRICES
Change Price List (VK32)
1. Open the *Prices* folder and double click on *Price list*
2. In *Distribution channel*, enter 10, 12 or 14
3. Execute
4. Modify your prices
5. Save

PLAN MARKETING BUDGET
Marketing Expense Planning (ZADS)
1. Enter your daily amount of marketing expenditure for each product per area
2. Save

STANDARD INVESTMENTS
Financial Postings (ZFB50)
1. Select the type of *standard investment* you wish to make
2. Enter the *Posting Amount*
3. Click on Purchase
4. Click on Post

SUSTAINABLE INVESTMENTS
Financial Postings (ZFB50)
1. Select the type of *sustainable investment* you wish to make
2. Click on Purchase
3. Click on Post

PRODUCTION COST
Product Cost Planning (ZCK11)
Shows variable and fixed costs for each finished product
Recalculates costs based on production capacity and productivity level
Shows daily amounts of fixed costs (overhead, depreciation and S, G & A)

STOCK LEVELS
Inventory Report (ZMB52)
Shows stock levels for both finished products and raw materials
Shows quantities of raw materials reserved for production

PROCUREMENT TRACKING
Purchase Order Tracking (ZME2N)
Shows the details/status of each purchase order
Shows expected goods delivery Date

SALES AND MARKET DATA
Summary Sales Report (ZVC2)
Shows aggregate daily sales by product
Detailed Sales Report (ZVA05)
Shows sales related info such as sales revenue by region
Price Market Report (ZMARKET)
Shows aggregate market sales data of past 5 days

FINANCIAL STATEMENTS
Financial Statements (F.01)
1. In *Company Code*, enter your <company code>*
GUI step: Select ALV Tree Control
2. FIORI step: In *Statement Version*, enter SIM1
3. GUI step Execute
FIORI step Go

MANAGE IT REPORTS
Report Management (ZITM)
Shows report availability and allows report(s) purchase

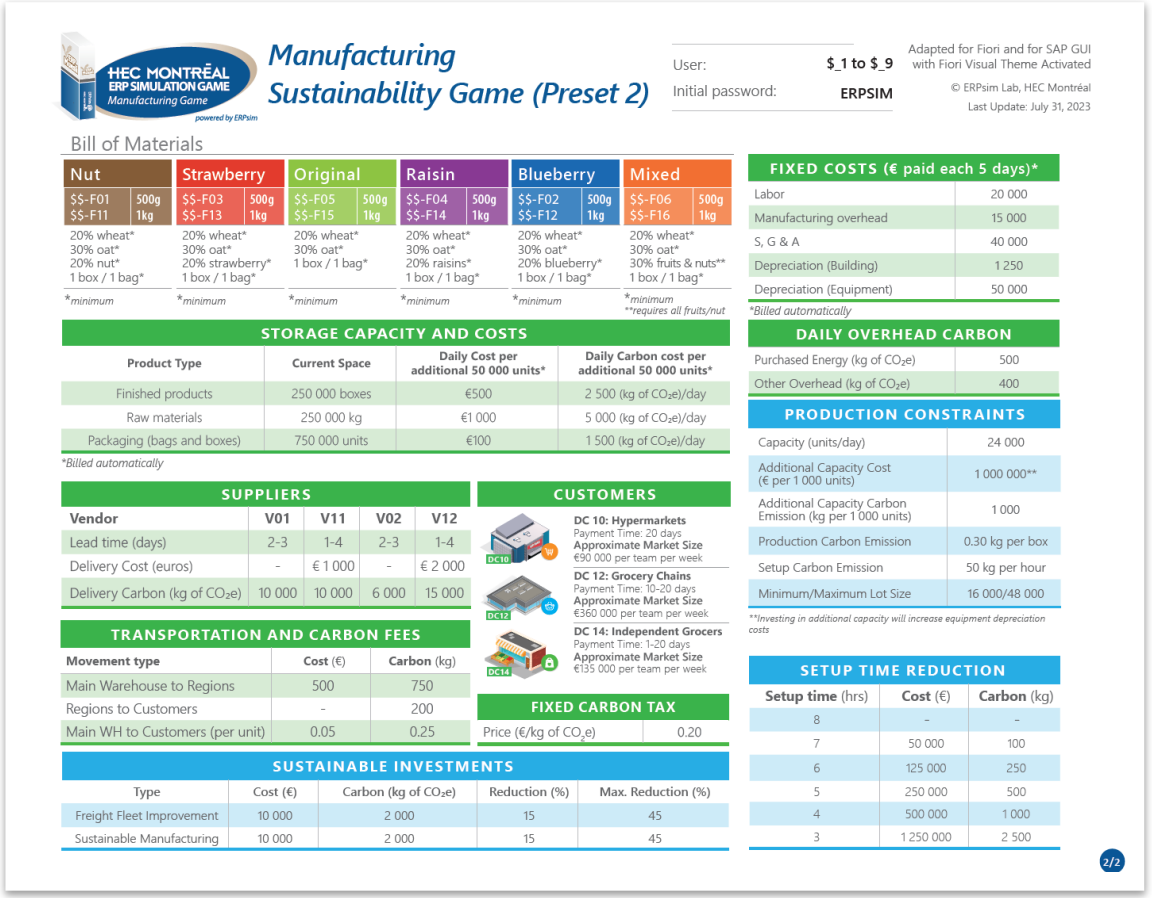
CASH FLOW
Liquidity Planning (ZFF7B)
Displays an estimate of your cashflow for the coming weeks

PRODUCTION SCHEDULE
Production Report (ZCOOIS)
Shows released production orders
For each order, the time released, started and finished (or to start and finish if incomplete)
If Target Qty > Conf. Qty production is still pending

*To find your company code, refer to transaction ZORG (Organizational Structure)

Planning | Procurement | Production | Sales | Reports | Accounting | Logistics

1/2



HEC MONTRÉAL ERP SIMULATION GAME Manufacturing Game — powered by ERPsim

Manufacturing Sustainability Game (Preset 2)

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Bill of Materials

Nut	Strawberry	Original	Raisin	Blueberry	Mixed
$$-F01 / $$-F11 — 500g / 1kg	$$-F03 / $$-F13 — 500g / 1kg	$$-F05 / $$-F15 — 500g / 1kg	$$-F04 / $$-F14 — 500g / 1kg	$$-F02 / $$-F12 — 500g / 1kg	$$-F06 / $$-F16 — 500g / 1kg
20% wheat* 30% oat* 20% nut* 1 box / 1 bag*	20% wheat* 30% oat* 20% strawberry* 1 box / 1 bag*	20% wheat* 30% oat* 1 box / 1 bag*	20% wheat* 30% oat* 20% raisins* 1 box / 1 bag*	20% wheat* 30% oat* 20% blueberry* 1 box / 1 bag*	20% wheat* 30% oat* 30% fruits & nuts** 1 box / 1 bag*
*minimum	*minimum	*minimum	*minimum	*minimum	*minimum **requires all fruits/nut

STORAGE CAPACITY AND COSTS

Product Type	Current Space	Daily Cost per additional 50 000 units*	Daily Carbon cost per additional 50 000 units*
Finished products	250 000 boxes	€500	2 500 (kg of CO_2e)/day
Raw materials	250 000 kg	€1 000	5 000 (kg of CO_2e)/day
Packaging (bags and boxes)	750 000 units	€100	1 500 (kg of CO_2e)/day

*Billed automatically

SUPPLIERS

Vendor	V01	V11	V02	V12
Lead time (days)	2-3	1-4	2-3	1-4
Delivery Cost (euros)	-	€ 1 000	-	€ 2 000
Delivery Carbon (kg of CO_2e)	10 000	10 000	6 000	15 000

CUSTOMERS

DC10 — **DC 10: Hypermarkets**
Payment Time: 20 days
Approximate Market Size
€90 000 per team per week

DC12 — **DC 12: Grocery Chains**
Payment Time: 10-20 days
Approximate Market Size
€360 000 per team per week

DC14 — **DC 14: Independent Grocers**
Payment Time: 1-20 days
Approximate Market Size
€135 000 per team per week

TRANSPORTATION AND CARBON FEES

Movement type	Cost (€)	Carbon (kg)
Main Warehouse to Regions	500	750
Regions to Customers	-	200
Main WH to Customers (per unit)	0.05	0.25

FIXED CARBON TAX

Price (€/kg of CO_2e)	0.20

SUSTAINABLE INVESTMENTS

Type	Cost (€)	Carbon (kg of CO_2e)	Reduction (%)	Max. Reduction (%)
Freight Fleet Improvement	10 000	2 000	15	45
Sustainable Manufacturing	10 000	2 000	15	45

FIXED COSTS (€ paid each 5 days)*

Labor	20 000
Manufacturing overhead	15 000
S, G & A	40 000
Depreciation (Building)	1 250
Depreciation (Equipment)	50 000

*Billed automatically

DAILY OVERHEAD CARBON

Purchased Energy (kg of CO_2e)	500
Other Overhead (kg of CO_2e)	400

PRODUCTION CONSTRAINTS

Capacity (units/day)	24 000
Additional Capacity Cost (€ per 1 000 units)	1 000 000**
Additional Capacity Carbon Emission (kg per 1 000 units)	1 000
Production Carbon Emission	0.30 kg per box
Setup Carbon Emission	50 kg per hour
Minimum/Maximum Lot Size	16 000/48 000

**Investing in additional capacity will increase equipment depreciation costs

SETUP TIME REDUCTION

Setup time (hrs)	Cost (€)	Carbon (kg)
8	-	-
7	50 000	100
6	125 000	250
5	250 000	500
4	500 000	1 000
3	1 250 000	2 500

2/2

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Challenge Rules

- Teams will play 6 Rounds of the ERPsim **Manufacturing Sustainability** (Preset 2+) scenario.
- Teams are **only allowed** to perform **transactions** described on the **Job Aid**.
- Teams must **finish with a debt less than the initial one** (8 Million EUR).
- Investing in **capacity increase** and **setup time reduction** is **irreversible**.
- **Coaches** can login but not allowed to input transactions.
- **Coaches** can join their team's breakout rooms but will be asked to come back to the main session when the simulation is running.
- Teams have **access** to the **OData** service.
- Teams must **behave ethically** and responsibly.
- Teams will be ranked based on their **company valuation**.

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Round 1&2

ERPsim Academic Edition

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Rounds Evolution

Round 1&2

- Carbon tax at 0.20€/kg CO2e
- Initial inventory
- Initial planned orders
- Sales from main or regional warehouses
- Standard & sustainable investments allowed
- ZITM unavailable (all reports available)
- Suppliers V11 and V12 now available

Round 3&4

- Carbon tax at 0.30€/kg CO2e*
- Random disruption 1

Round 5&6

- Carbon tax at 0.40€/kg CO2e*
- Random disruption 2

* Values might be different, depending on the Random Disruptions

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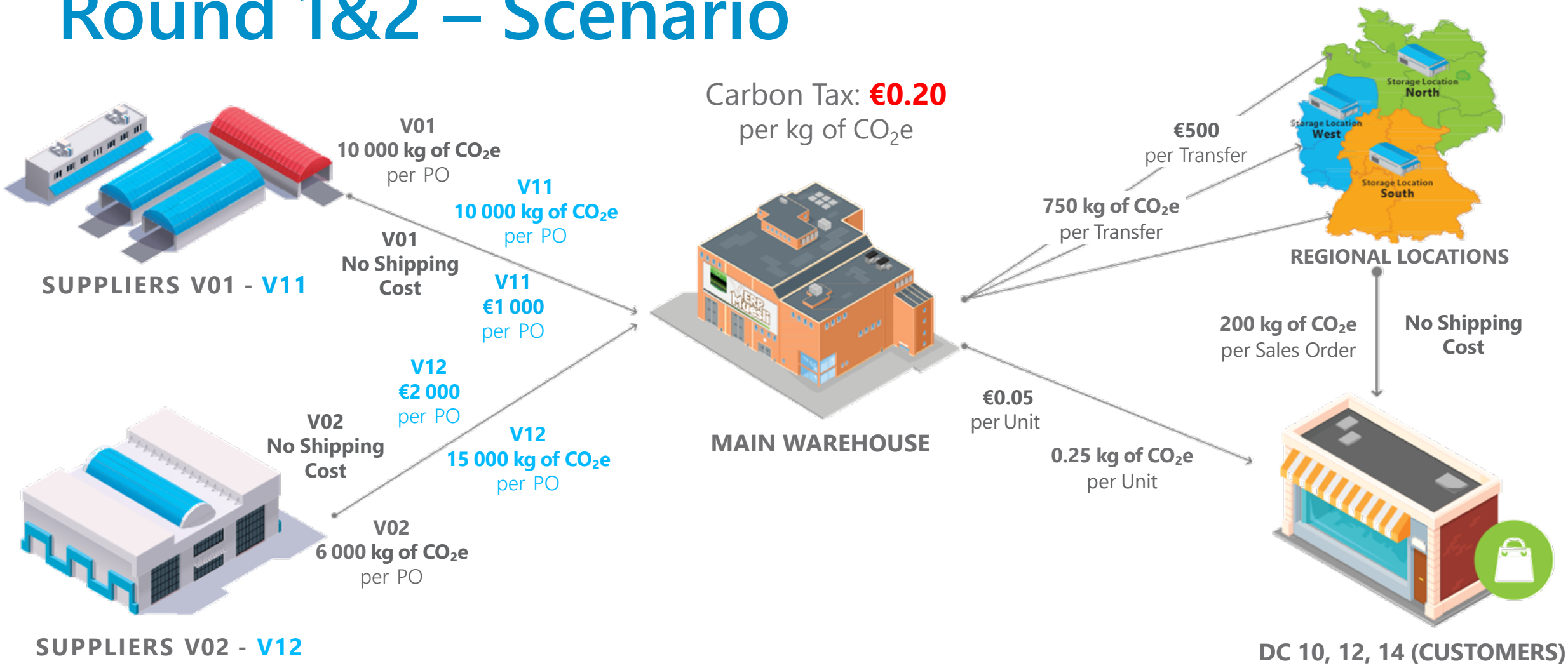
Round 1&2 – Scenario



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Round 1 - Results

Financial Statements - R1

Team	Credit ratings	Interest Rate (%)	Rank	Company valuation	Cumulative Net Income	Total sales	Gross Margin (%)	Net Margin (%)	ROE (%)	ROA (%)	D/E (%)	Mktg/S (%)	Round Net Income	Round Productivity	Round Sales per Team	CO2e (kg)	CO2e per Unit Sold (kg/unit)	CO2e per Sales (kg/€)
B	A+	7.750	1	174,654,236.26	1,196,822.73	3,193,219.30	74.003	37.480	5.392	3.901	38.213	0.000	1,196,822.73	95.000	3,193,219.30	525,511.05	1.18	0.16
K	AA+	6.500	2	164,299,146.42	1,416,846.52	2,775,438.50	74.150	51.049	6.320	4.908	28.766	0.359	1,416,846.52	91.667	2,775,438.50	371,871.48	0.74	0.13
N	BBB	9.000	3	161,462,116.92	548,339.60	3,422,749.84	73.427	16.020	2.545	1.585	60.520	0.114	548,339.60	87.069	3,422,749.84	478,141.10	0.94	0.14
C	AA-	7.250	4	158,375,319.82	1,315,185.29	3,027,000.45	74.510	43.448	5.894	4.244	38.856	6.355	1,315,185.29	87.500	3,027,000.45	438,081.79	0.89	0.14
T	BBB	9.000	5	153,601,750.46	1,150,685.63	3,407,270.72	71.836	33.771	5.195	3.299	57.457	0.000	1,150,685.63	89.167	3,407,270.72	421,813.40	0.74	0.12
H	A+	7.750	6	153,179,083.91	949,878.53	2,995,891.50	71.976	31.706	4.327	3.204	35.047	0.310	949,878.53	81.875	2,995,891.50	536,506.25	1.02	0.18
E	AA-	7.250	7	152,193,248.71	523,895.04	2,952,913.54	72.752	17.742	2.434	1.738	40.085	0.161	523,895.04	93.173	2,952,913.54	452,627.45	0.93	0.15
J	A	8.000	8	110,030,496.67	128,638.30	2,574,299.17	69.585	4.997	0.609	0.427	42.752	0.000	128,638.30	74.000	2,574,299.17	462,777.66	0.93	0.18
O	A+	7.750	9	108,753,939.40	964,048.99	2,543,011.49	64.709	37.910	4.389	3.164	38.706	0.009	964,048.99	79.008	2,543,011.49	475,797.66	0.84	0.19
D	AA-	7.250	10	105,276,907.38	730,304.34	2,202,754.00	71.193	33.154	3.361	2.479	35.587	0.006	730,304.34	66.875	2,202,754.00	357,073.56	0.89	0.16
U	A+	7.750	11	100,193,935.66	733,565.62	2,482,549.07	63.012	29.549	3.375	2.406	40.290	0.000	733,565.62	85.625	2,482,549.07	595,920.25	1.07	0.24
A	BB+	9.750	12	95,744,339.20	638,737.22	2,727,200.23	67.151	23.421	2.952	1.984	48.762	0.253	638,737.22	77.499	2,727,200.23	794,921.60	1.46	0.29
V	AA	7.000	13	57,424,825.09	526,394.23	1,699,790.88	64.081	30.968	2.445	1.780	37.412	0.000	526,394.23	42.917	1,699,790.88	303,961.00	0.80	0.18
F	CCC	12.000	14	43,801,188.24	574,683.50	2,070,479.60	68.764	27.756	2.664	1.507	76.705	0.222	574,683.50	81.666	2,070,479.60	566,272.86	1.43	0.27
I	BBB+	8.750	15	39,690,273.88	421,709.16	1,705,749.00	72.409	24.723	1.969	1.404	40.180	0.000	421,709.16	35.000	1,705,749.00	1,049,412.75	4.25	0.62
G	A-	8.250	16	12,271,984.00	(360,556.83)	1,063,119.11	69.997	(33.915)	(1.747)	(1.302)	34.190	0.945	(360,556.83)	31.667	1,063,119.11	232,804.00	1.27	0.22
M	A+	7.750	17	(1,077,386.55)	(10,549.41)	855,709.50	64.330	(1.233)	(0.050)	(0.036)	38.114	0.000	(10,549.41)	0.000	855,709.50	163,396.25	0.85	0.19
L	A	8.000	18	(3,025,265.67)	(543,585.99)	943,895.00	61.485	(57.590)	(2.657)	(1.977)	34.411	0.000	(543,585.99)	39.167	943,895.00	183,553.59	1.04	0.19
P	A+	7.750	19	(3,038,926.98)	(29,756.16)	827,613.53	64.315	(3.595)	(0.142)	(0.103)	38.149	0.000	(29,756.16)	0.000	827,613.53	161,848.75	0.87	0.20
R	BBB+	8.750	20	(49,523,741.18)	(526,189.75)	78,623.25	58.624	(669.255)	(2.570)	(1.848)	39.074	0.076	(526,189.75)	10.000	78,623.25	141,223.50	13.69	1.80
Q	B	11.000	21	(53,186,278.40)	(6,838,578.48)	671,719.50	70.369	(1,018.071)	(48.290)	(26.817)	80.071	0.000	(6,838,578.48)	34.971	671,719.50	205,097.91	1.65	0.31
S	A	8.000	22	(156,644,123.00)	(1,566,441.23)	1,413,219.01	64.049	(110.842)	(8.060)	(5.672)	42.108	135.014	(1,566,441.23)	35.000	1,413,219.01	299,417.00	0.94	0.21

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Round 2 - Results

Financial Statements - R2

Team	Credit ratings	Interest Rate (%)	Rank	Company valuation	Cumulative Net Income	Total sales	Gross Margin (%)	Net Margin (%)	ROE (%)	ROA (%)	D/E (%)	Mktg/S (%)	Round Net Income	Round Productivity	Round Sales per Team	CO2e (kg)	CO2e per Unit Sold (kg/unit)	CO2e per Sales (kg/€)
B	AA	7.000	1	201,752,679.09	3,232,132.45	6,608,746.03	75.925	48.907	13.338	10.407	28.165	0.380	2,035,309.72	94.583	3,415,526.73	942,370.71	1.01	0.14
N	A	8.000	2	199,587,243.33	2,900,078.20	7,336,468.73	74.750	39.530	12.134	8.653	40.236	0.132	2,351,738.60	93.750	3,913,718.89	832,801.86	0.77	0.11
K	AAA+	6.000	3	182,674,421.00	2,786,240.35	5,666,370.85	74.589	49.172	11.714	9.700	20.764	0.344	1,369,393.83	92.500	2,890,932.35	685,201.33	0.70	0.12
C	AA+	6.500	4	163,728,072.93	2,779,294.64	5,940,291.12	74.967	46.787	11.688	8.551	36.686	6.470	1,464,109.35	96.250	2,913,290.67	720,178.45	0.82	0.12
T	A-	8.250	5	152,921,476.24	2,655,480.14	6,410,127.32	73.623	41.426	11.226	7.698	45.829	0.000	1,504,794.51	94.167	3,002,856.60	779,144.24	0.73	0.12
A	A-	8.250	6	141,162,962.78	2,465,410.49	6,052,322.93	70.627	40.735	10.507	7.763	35.335	0.228	1,826,673.27	89.166	3,325,122.70	1,246,854.75	1.14	0.21
H	A+	7.750	7	123,772,536.00	1,923,878.83	5,057,997.50	72.995	38.036	8.392	6.800	23.422	0.506	974,000.30	90.294	2,062,106.00	1,055,286.00	1.26	0.21
E	A+	7.750	8	117,634,457.53	1,482,841.46	5,198,106.69	71.601	28.527	6.595	5.180	27.313	0.208	958,946.42	86.365	2,245,193.15	885,767.36	1.09	0.17
J	BBB+	8.750	9	114,376,733.65	505,505.59	5,641,642.42	72.322	8.960	2.351	1.590	47.837	0.000	376,867.29	92.155	3,067,343.25	1,072,932.94	1.10	0.19
O	AA-	7.250	10	104,316,972.62	1,864,276.57	4,736,408.09	66.199	39.361	8.154	5.849	39.399	0.016	900,227.58	86.874	2,193,396.60	957,108.85	0.98	0.20
U	A	8.000	11	74,935,002.67	1,065,366.72	4,395,530.65	63.089	24.238	4.828	3.449	39.980	0.000	331,801.10	88.333	1,912,981.58	1,315,051.00	1.32	0.30
F	B-	11.250	12	62,604,480.26	1,549,530.54	4,464,185.60	71.938	34.710	6.872	4.084	68.247	0.167	974,847.04	70.095	2,393,706.00	1,189,108.86	1.26	0.27
L	AA	7.000	13	51,291,001.45	473,668.36	3,228,821.55	66.600	14.670	2.206	1.634	35.005	0.000	1,017,254.35	50.000	2,284,926.55	405,244.34	0.70	0.13
G	AA-	7.250	14	28,375,034.49	90,365.23	2,482,370.91	70.366	3.640	0.428	0.318	34.862	0.620	450,922.06	45.208	1,419,251.80	510,295.25	0.96	0.21
I	A-	8.250	15	27,806,110.04	567,708.08	2,933,294.00	71.849	19.354	2.632	2.026	29.948	0.000	145,998.92	95.000	1,227,545.00	1,773,266.75	3.73	0.60
D	A-	8.250	16	25,817,176.33	293,767.35	2,445,170.00	70.058	12.014	1.380	1.003	37.598	0.034	(436,536.99)	67.917	242,416.00	707,690.44	1.57	0.29
V	A+	7.750	17	24,837,175.15	486,394.68	2,552,870.63	62.766	19.053	2.264	1.631	38.814	0.000	(39,999.55)	41.667	853,079.75	626,595.75	1.09	0.25
Q	BBB-	9.250	18	(5,737,913.21)	(5,739,212.25)	3,340,001.50	65.762	(171.833)	(37.608)	(20.119)	86.928	0.000	1,099,366.23	82.224	2,668,282.00	702,990.10	0.99	0.21
M	A	8.000	19	(10,713,915.50)	(214,278.31)	1,412,880.00	64.000	(15.166)	(1.031)	(0.737)	39.847	0.000	(203,728.90)	26.667	557,170.50	331,556.00	1.04	0.23
P	A+	7.750	20	(29,093,958.64)	(569,756.69)	856,080.00	64.335	(66.554)	(2.789)	(2.004)	39.158	0.000	(540,000.53)	0.000	28,466.47	181,420.00	0.94	0.21
R	BBB	9.000	21	(46,061,753.54)	(998,004.66)	203,211.10	71.292	(491.117)	(4.990)	(3.564)	39.996	0.196	(471,814.91)	6.667	124,587.85	182,113.25	6.60	0.90
S	A-	8.250	22	(87,074,872.65)	(1,777,778.65)	2,289,946.15	63.023	(77.634)	(9.249)	(6.422)	44.020	91.523	(211,337.42)	40.000	876,727.14	546,542.00	1.07	0.24

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Round 3&4

ERPsim Academic Edition

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Round 3&4 - Random Disruption

Event	Name	Context	Scope
1	Cold Spell	The cold spell increases the carbon emission per unit of raw material purchased, as suppliers must use energy-intensive protection measures to protect the fruits/nuts/cereals from the cold. However, your company requires less energy to stock them in a cool environment.	All suppliers, 2 random raw materials
2	Heat Wave	The heat wave increases the carbon per unit of raw material purchased, as suppliers must use energy to protect the fruits and/or nuts from the intense heat before the harvest. Furthermore, your company requires more energy to stock them in a cool environment.	All suppliers, 2 random raw materials
3	Disruption in Supply Chain (Vendors)	Disruptions in your supplier's supply chain required them to use less-optimal sourcing and routing. Therefore, all products purchased from this supplier will be generating more carbon emissions.	Random suppliers, All products
4	New Legislation, Renewable Energy Adoption	New legislations in Germany increases drastically the carbon tax while reducing the carbon footprint of purchasing energy as more energy is now generated by renewable sources.	-
5	Waste Heat Recovery System	Newly installed waste heat recovery system on your machineries allow your company to reuse heat from your production process, thus reducing the amount of energy purchased. However, the more complex machineries require more care when cleaning up between production batches.	-
6	Main Warehouse Relocation	A recent relocation of your main warehouse increases the distance between your main hub and two regions and Germany while reducing the distance with the third region. The distance difference will be impacting the carbon emissions generated by deliveries from the main warehouse to the regions and by sales delivered directly from the main warehouse.	Random regions

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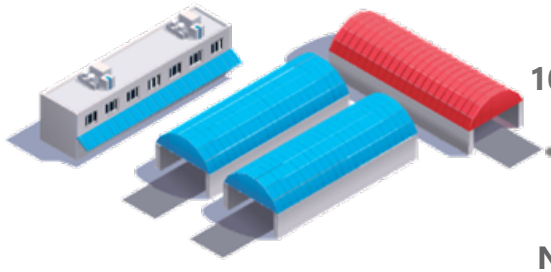
Round 3&4 – Scenario



SUPPLIERS V01 - V11

V01
10 000 kg of CO_2e
per PO

V01
No Shipping Cost

V11
10 000 kg of CO_2e
per PO

V11
€1 000
per PO

Carbon Tax: **€0.30**
per kg of CO_2e

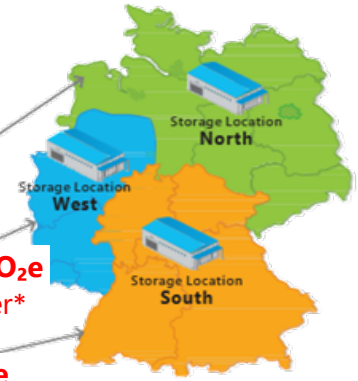
MAIN WAREHOUSE

€500
per Transfer

1 000 kg of CO_2e
per Transfer*

500 kg of CO_2e
per Transfer*

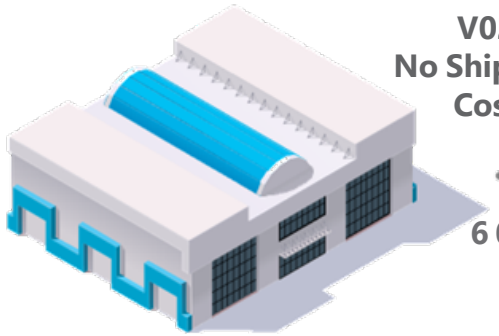
1 250 kg of CO_2e
per Transfer*



REGIONAL LOCATIONS

200 kg of CO_2e
per Sales Order

No Shipping Cost



SUPPLIERS V02 - V12

V12
€2 000
per PO

V02
No Shipping Cost

V12
15 000 kg of CO_2e
per PO

V02
6 000 kg of CO_2e
per PO

€0.05
per Unit

0.35 kg of CO_2e
per Unit*

DC 10, 12, 14 (CUSTOMERS)

***Main Warehouse Relocation Disruption**

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Thank you!

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