

# EURINFLUENCE

## Business Game



A game for the integration of the stakeholders and of their influences in  
Economical, scientific and technological questions

by JC & B Frezal



Concept methods and tools sourced in "Influence & Systems"

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The aim of this game is to broaden the vision of the players in order to integrate the environmental dimensions of the stakeholders and of their influence in scientific and technological questions. The goal is to provide the basic questioning to create optimal conditions for strategic decision making in the field of research.

### THE CONTEXT

The Syrup Company is active in the field of production, packaging and marketing of syrups and additives for beverage under its own brands and under private label; Syrup works for Carrefour, Leclerc and Intermarche Hypermarkets. Syrup Ltd is a SME which employs 400 employees in France.

The Syrup Company is 60% owned by a French family and up to 40% by a Kuwaiti group.

In 2014 the turnover of the Syrup company should reach 440 million euros, 144 million in France, stagnant compared to 2012.

The market is stabilizing in 2015, with volumes up slightly (+0.1%) and an increase in value (+4.2%) due to innovations.

Taking into account this situation, the CEO of Syrup Cie M Pierre LEROY has decided to react.

Considering the "Red Bull" successful business model, the CEO foresees the development of a new product: an energizing syrup with an outstanding and secret recipe (project WAOU!), but he fears to face risks from Food & nutrition authorities.

Before investing in R&D, he wishes to rely on experts to accompany this touchy business and avoid the risk of a negative opinion.

From the "Red Bull" case he has learned that the ANSES (French Agency for food, environmental and occupational health and safety) with whom he has been maintaining links for many years, is no longer the only body involved.

EFSA (European Food Safety Authority) seems to play an increasing role and becomes a determinant actor for the European markets.

## THE SITUATION

Given the public health problems on energy drinks in Europe (ie Red Bull), the board of directors of the company SYRUP has just added to the agenda of its today session a presentation of the relational strategy for the development of the new energizing syrup which code name is WAOU! . Pierre Leroy appealed urgently to EURINFLUENCE company you represent. You have 1hr 30 to submit your relational influence strategy in the important step of elaboration of the product

## YOU

**You are a consulting firm in influence strategy located in the center of Brussels**

Your goal is to advise companies, public organizations, business unions .. to accompany them to reveal and develop their influence among their stakeholders.

**Your activities:**

- **Audit:** analysis and diagnosis of existing and prospective situation and context, assessing issues
- **Monitoring:** Collection and processing of information to help make decisions
- **Strategic development and formalization of tools:** modeling the positions of opinion leaders, mapping of the relevant actors
- **Implementation favoring relations and contacts:** a dialogue (formal or informal) with decision-making centers in the interests of service. (elected officials, administrations, businesses, unions, professional associations, scientists, academics etc.).

## DELIVERABLE

**Present your relational influence strategy by proposing and justifying an approach of the environment (or milieu), choose targeted actors and develop possible actions, in order to facilitate the conception and launch of the NEW syrup**

You will probably have to

- ☛ Key question of the case (one by group).
- ☛ Formulation of the stake.
- ☛ List the stakeholders identified or to identify and design a cartography.
- ☛ Analyze their relationship
- ☛ Propose actions to collect the missing information.
- ☛ Analyze the information available for a first approach of the milieu.

Let's meet soon!!

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The game is composed of



Actors and organizations related to EFSA  
44 including 8 empty cards to supplement if necessary



Stakeholder Theory and concepts  
12 cards



4 information cards

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