2025

$2 Billion Challenge: A Leadership Experience™

Business Simulation Program

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OSI ORGANIZATION SYSTEMS INTERNATIONAL

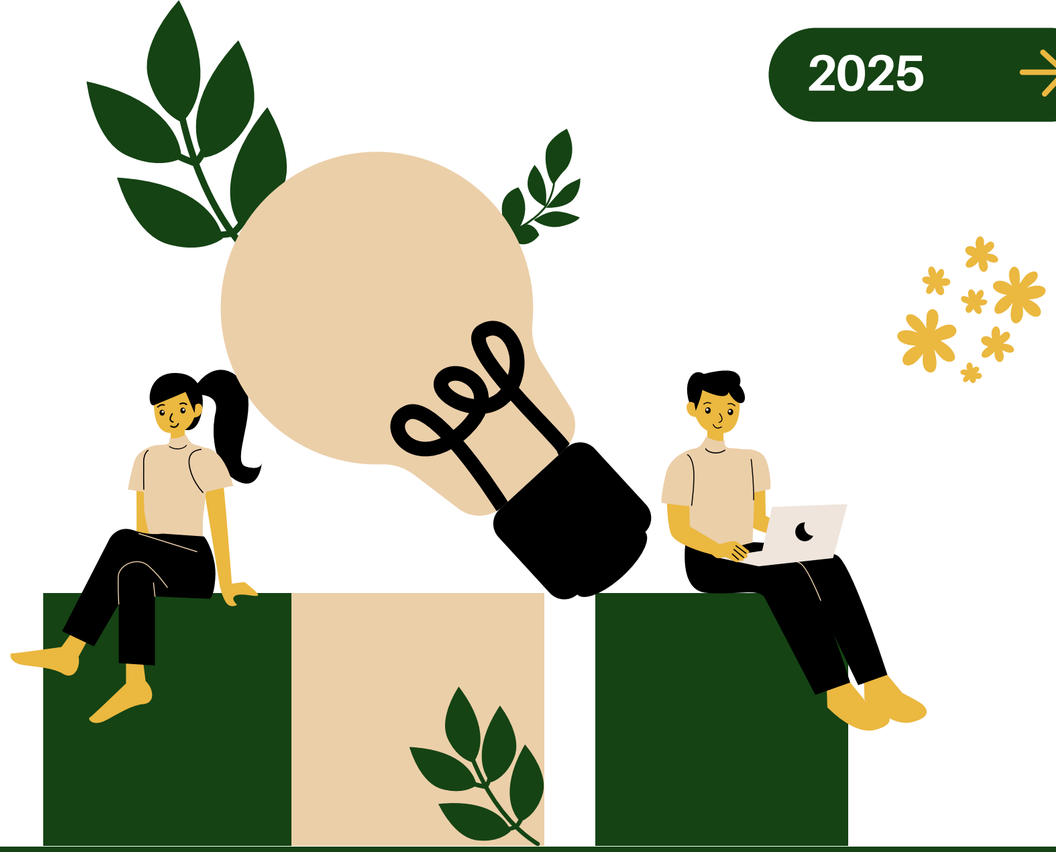
Overview

2025

Our Unique Offering

The $2 Billion Challenge is a 2 day* business simulation that positions high-performing managers to move into more strategic leadership roles.

A recipient of the Excellence in Practice Citation Award by the Association of Training and Development, the $2 Billion Challenge has been developing national and international leaders for over 20 years.



About

The setting of the $2 Billion Challenge is a fictional work environment of a global pulp and paper product manufacturer called Paper Nation. Participants are challenged to lead Paper Nation through 6 simulated years of growth toward the goal of doubling sales to $2 billion.

**The program can be extended to include additional learning and development objectives (such as 360 multi-rater feedback instrument and/or personality instrument) to meet additional "soft skills" learning objectives.*

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About Paper Nation

A Multi-Billion International Manufacturing Company

Paper Nation is a privately held transnational global pulp and paper product manufacturer. The state of the business when the participants take it over is:

- Revenues of nearly $1 billion U.S. in the last fiscal year.
- Nearly 4,000 employees worldwide.
- Production of a full range of packaging products and communication papers.
- Manufacturing and sales functions throughout the eastern hemisphere in India, Australia, New Zealand, Southeast Asia, and Japan, and in the western hemisphere in the Americas, Europe, Africa, and the Middle East.

The expectation is that worldwide revenues should increase to $2 billion U.S. within 6 years while maintaining profitability and adding shareholder value.

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Running Paper Nation

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How It Works

Participants are assigned 1 of 10 executive roles within the company. They are then given a mandate to grow the business. After each round of annual decisions, the Paper Nation team receives immediate feedback. The feedback is then used to plan for the next year's budget inputs. These cycles provide an intense on-the-job experience. When faced with new or challenging situations, Blue Sky Consultants (program facilitators) sharpen questions and clarify options. They help participants experience learning as they run the business, through focused debriefs. The $2 Billion Challenge generates knowledge and insights with direct applications to real-world situations.

Along the way, participants must struggle with developing a strategy and implementing it. As they do this they practice:

Identifying

Both strategic and tactical options within a complex business.

Understanding

The upstream and downstream impact of their actions in a complete business context.

Learning

To make informed financial decisions to grow the business within specific criteria as a member of the Strategic Leadership Team.

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Program Agenda

2- Day Simulation Overview

With your leadership team thrust into an accelerated, real-world setting, Blue Sky Consultants will set the stage for participant decision-making toward the goal of doubling sales to $2 billion, as follows:

- Program Context, Objectives, and Introductions
- Strategy 101
- Finance 101
- Strategic Leadership Team Role Assignments
- Distribution of Role Descriptions, Memos, and Budget /$$ Allocations
- 6 Rounds of Budget Inputs with Immediate Financial Feedback to Drive Decision-Making

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$2 Billion Challenge Difference

A Systems Thinking Approach

The $2 Billion Challenge was created in response to a need for enterprises to teach strategy, business acumen, and financial skills to their emerging leaders, and utilizes proprietary modeling software to simulate a business that participants lead during the program.

Unlike other quantitative decision-making simulations that limit participants' reactions to their *last* set of decisions, leading Paper Nation requires participants to anticipate their *next* set of decisions, and to think and act for the long run. This often means holding to a course that might satisfy short-term objectives but miss strategic targets.

This "systems thinking" approach involves practicing a higher order of dynamic leadership skills required of today's business leaders. It's not only about assessing data and risk but also about mastering fears and aligning the Strategic Leadership Team to make decisions that hit their targets. The $2 Billion Challenge teaches your high-potential managers how to move from a tactical to a strategic mindset.

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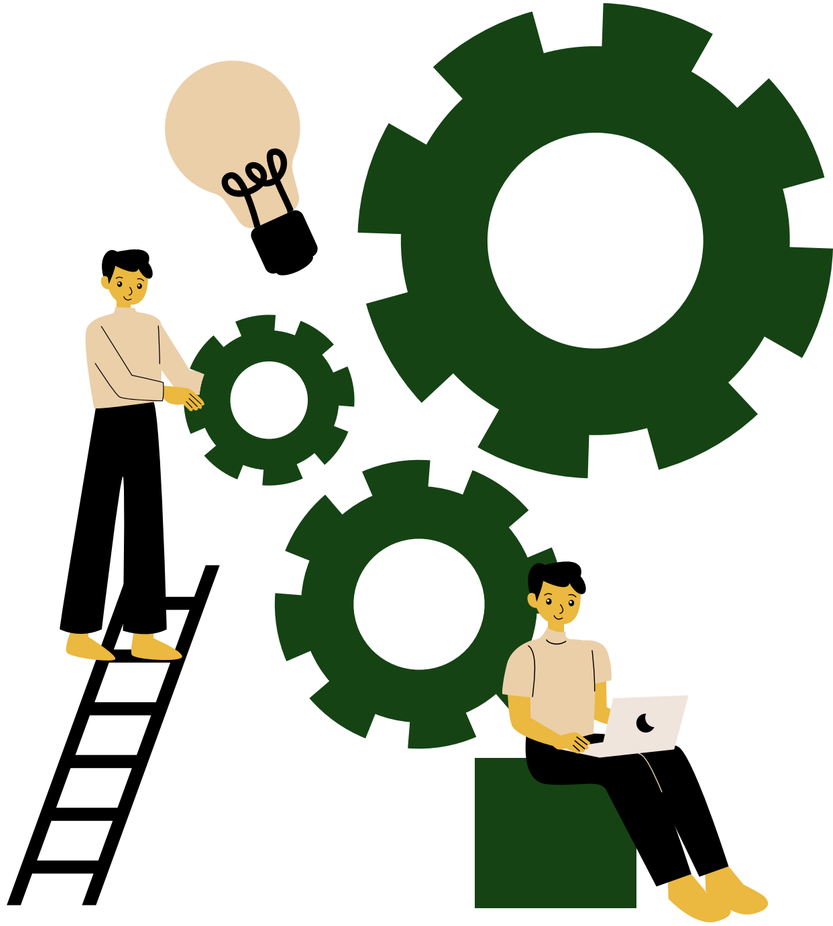
Participant Takeaways

Developing Next-Gen Leaders

The $2 Billion Challenge offers participants a chance to make high-stakes decisions in a safe environment. Through the $2 Billion Challenge participants will:

- Fully participate as a member of the Strategic Leadership Team to engage in critical decision-making, take action, and meet objectives.
- Identify both strategic and tactical options within a complex systems model.
- Make informed financial decisions based on income statements, balance sheets, and return-on-investment analysis that will grow the business within specific criteria.
- Develop their strategic leadership, business systems savvy, risk comfort, and financial acumen.



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Our Clients

And What They're Saying

OSI has delivered business simulation leadership programs to these market leaders:

"The $2B Challenge provides for great learning on what key elements drive successful business decisions."

"Great course that will help us to be better business partners and make better decisions."

"It was eye-opening to see the varying degrees of success each team had in making Paper Nation profitable when each team had access to the same information."

"This was a great program that was intense, but real. It was a challenge that I really enjoyed."

"The $2B Challenge was intense but worthwhile. It was a great experimental exercise in seeing the big picture."

"Excellent experiential learning. Intense, risk-free environment to learn."

Our Team

The People Behind the Vision

At Organization Systems International (OSI), we are about better leaders and managers now and in the future.

Though the human side of business can get lost in a high-tech world, we are known for our personal touch and close customer contact.

OSI has been providing management and organizational development services and products to an international client base since 1980, and has distinguished itself by providing a custom mix of science and art to furnish unique solutions for clients.

OSI's core competence is a blend of industrial/organizational psychology and organizational development that is grounded in research and cognizant of the dynamic realities of the workplace.

Bruce Griffiths
President

Crystal Matsuura
Operations Manager

Bob Power
Senior Consultant

Rick Morales
Senior Consultant

Rich Mayhew
Senior Consultant

Matt Mayberry
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