



## **FACILITATORS MANUAL**

**SIMULATION TITLE:**  
**“GREEN QUEST: THE INERBANTOSA  
WIND FARM NEGOTIATION”**

**ZOREATEX PROJECT**



Co-funded by  
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## **Green Quest - The Simulation Game**

Erasmus+ Project: 2024-1-LV02-KA210-YOU-000243276

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# ABOUT THE PROJECT



is Erasmus+ small-scale partnership project designed to strengthen sustainability education in youth work through experiential and game-based learning. Developed by partner organisations from Latvia and Austria, the project responds to a growing need for tools that help young people understand the complexity of sustainability challenges and practise real-world decision-making in a safe, engaging environment.

At the heart of the project is the understanding that sustainability dilemmas rarely have simple solutions. Real-life decisions involve multiple stakeholders with competing interests, limited resources, and long-term consequences. Traditional learning formats often struggle to capture this complexity. Green Quest addresses this gap by transforming sustainability education into a dynamic simulation where participants negotiate, collaborate and critically reflect on the choices they make.

The project produced two core educational outputs:

## 1. GREEN QUEST SIMULATION GAME

A structured role-play negotiation activity based on six stakeholder roles, each representing different priorities and constraints within a contested sustainability issue. The game mirrors real-life decision-making processes and enables participants to explore how environmental, social and economic interests intersect.

The simulation requires a minimum of six players plus a facilitator, with each participant assigned to one role. It can be scaled to larger groups by creating parallel teams, making the most effective group sizes 6, 12, 18, 24, 30 or 36 participants.

## 2. FACILITATOR METHODOLOGICAL MANUAL

A comprehensive guide providing step-by-step instructions for preparing, running and debriefing the simulation. It includes guidance on managing group dynamics, adapting complexity levels and facilitating reflective discussions. The manual supports youth workers regardless of their prior experience with game-based methods and has been designed for easy use in both local and international settings.

The Facilitator Methodological Manual is available in three languages (English, Latvian and German) ensuring broad accessibility and allowing facilitators to deliver the simulation in diverse educational environments. The guide also offers practical examples, troubleshooting advice and ready-to-use templates, helping youth workers confidently implement Green Quest as a high-quality experiential learning activity.

# INTRODUCTION

Green Quest: The Inerbantosa Wind Farm Negotiation is an immersive, multi-party, multi-issue, scorable simulation game that places participants at the heart of a high-stakes deliberation on the future of renewable energy development. Set in the fictional yet politically charged coastal region of Inerbantosa, the game challenges players to navigate a complex web of stakeholder interests, policy pressures, and socio-ecological dilemmas as they attempt to shape the future of a proposed wind energy megaproject.

Against the backdrop of a national climate neutrality commitment and regional tensions over land use, public trust, and environmental stewardship, six stakeholder groups, ranging from corporate developers to grassroots farmers, are brought together to determine the project's scale, scope, and values. These parties must negotiate not only with each other but also with their own strategic limitations, histories of mistrust, and competing definitions of what a sustainable future should look like.

Rooted in the urgency of the green transition and inspired by real-world negotiation models such as the actual European Green Deal of 2020, PARIS Agreement of 2016, and the COP summits (Conference of the Parties), Green Quest serves as a practical entry point for exploring the challenges of participatory governance, multi-level policymaking, and inclusive green growth.

The game enables learners to grapple with real dilemmas faced in climate-related infrastructure projects:

- How can environmental protection coexist with economic ambition?
- Who bears the burden of development, and who enjoys its benefits?
- Can corporate social responsibility and grassroots justice align in a functional coalition?
- What does consent look like in a context where power, knowledge, and influence are unequally distributed?

Participants take on the role of stakeholders such as the profit-driven wind farm developer, biodiversity and climate advocates, tourism and cultural heritage defenders, state authorities, energy competitors, and local farmers. Through facilitated negotiation rounds, coalition-building, and score-based strategy, players must attempt to reach a four-party minimum consensus, required by the Ministry of Investment and Strategic Development (MISD), on the future scale and character of the wind farm project.

Rather than focusing solely on winning, Green Quest encourages participants to unpack how decisions are made, whose voices dominate, what compromises emerge, and what values are prioritised or sidelined. It offers an experiential learning opportunity to critically assess the meaning and practice of “sustainability” when policy, profit, and people collide.

By the end of the simulation, participants will have gained insight into:

- The political economy of climate action
- The role of principled negotiation in complex stakeholder environments
- The dynamics of trust, deception, influence, and alliance in public deliberation
- The practical limits and possibilities of democratic consensus in green policymaking

# GENERAL BACKGROUND BRIEFING

## FOR PARTICIPANTS OF GREEN QUEST – THE INERBANTOSA WIND FARM NEGOTIATION

### 1. GLOBAL CLIMATE GOALS AND THE GREEN TRANSITION

Climate change is one of the most pressing global challenges of the 21st century. Rising greenhouse gas emissions, driven largely by the burning of fossil fuels, have led to increased global temperatures, extreme weather events, biodiversity loss, and social and economic instability. In response, the global community has set ambitious climate goals:

- The Paris Agreement (2015) commits countries to limit global warming to well below 2°C, preferably 1.5°C.
- The European Union's Green Deal sets the goal of becoming climate-neutral by 2050, with 55% emissions reduction by 2030.
- The United Nations Sustainable Development Goals (SDGs) include Goal 7 (Affordable and Clean Energy) and Goal 13 (Climate Action), placing clean energy at the heart of global development.

To meet these targets, countries must transition their economies away from fossil fuels (coal, oil, and gas) and towards renewable energy sources such as solar, wind, hydro, geothermal, and biomass. This transition is often referred to as the green transition or energy transition, and it requires major changes in infrastructure, investment, behaviour, and governance.

However, green transitions are not only technical, they are also political, economic, and social. The push for renewables must be done in ways that are equitable, inclusive, and sustainable, ensuring that the benefits of clean energy are shared and that vulnerable communities are not left behind or disproportionately affected by new developments.

### 2. WIND ENERGY: TECHNOLOGY, IMPACT, AND GROWTH

#### What is Wind Energy?

Wind energy is generated by converting the kinetic energy of moving air into electricity. Wind turbines, usually mounted on tall towers, capture wind through blades that spin a generator. It is one of the cleanest, most mature, and rapidly growing forms of renewable energy.

There are two primary types of wind farms:

- Onshore wind farms, located on land (often in rural or coastal areas)
- Offshore wind farms, built in bodies of water, where winds are typically stronger and more consistent

#### Benefits of Wind Energy

- Zero emissions during operation (no CO<sub>2</sub> or air pollution)
- Low operational costs once installed
- Abundant and renewable source of energy
- Job creation in construction, maintenance, and supply chains
- Modular scalability, meaning farms can be designed to suit small or large needs

## Environmental and Social Impacts

Despite its benefits, wind energy is not impact-free. Some of the key concerns include:

- Visual and landscape impact: large turbines can disrupt scenic or culturally significant areas.
- Noise pollution: turbines emit low-frequency sounds that may disturb residents.
- Biodiversity concerns: wind farms can affect bird and bat populations, especially near migratory paths.
- Land use conflicts: wind projects often require large land areas, raising tensions with agriculture, indigenous rights, or conservation.

These issues are not necessarily reasons to stop wind energy, but they highlight the need for careful planning, public engagement, and transparent trade-offs. Successful wind projects depend on early dialogue with communities, clear compensation or benefit-sharing mechanisms, and robust environmental impact assessments.

## 3. SUSTAINABILITY TRADE-OFFS AND COMMUNITY DYNAMICS

### Sustainability Is Not Always a Win-Win

The term “sustainable development” is often framed as a win-win: good for the planet, good for people, and good for the economy. But in reality, sustainability involves difficult choices and competing priorities. For example:

- A wind farm may reduce CO<sub>2</sub> emissions (environmental gain) but damage local tourism and biodiversity (economic and ecological loss).
- A solar park might provide green energy but displace farmers or reduce food security.
- A low-carbon investment could attract outside developers while sidelining local voices or needs.

These sustainability dilemmas raise the question: Who decides what is sustainable, and for whom? In energy transitions, power dynamics, values, and perspectives must all be taken into account. Different groups (e.g., governments, corporations, NGOs, farmers, youth, tourists) often have legitimate but conflicting interests.

This is why multi-stakeholder negotiations, like the one simulated in Green Quest, are essential. They allow for dialogue between diverse actors, identification of common ground and red lines and negotiated solutions that balance ambition with realism.

### Environmental Justice and Green Colonialism

In recent years, the concept of environmental justice has gained traction. It emphasises that:

- The burdens and benefits of environmental policy must be fairly distributed.
- Marginalised groups (rural, low-income, indigenous, or Global South communities) must not be sacrificed for green solutions that benefit others.
- Inclusion in decision-making is a key part of sustainability.

In some cases, renewable energy projects have been accused of green colonialism, where developers impose solutions without local participation, often in ways that reinforce inequality. Wind farms in parts of Latin America, Africa, and Europe have faced resistance for this reason.

The lesson: Just because a project is renewable doesn't mean it's automatically just.

## 4. WHY GAMES AND SIMULATIONS?

Climate change and energy transitions are complex. They involve systems thinking, long-term consequences, and multi-actor negotiations. Simulation games are a powerful tool to:

- Make abstract ideas tangible
- Develop empathy for other perspectives
- Practice decision-making under uncertainty
- Encourage reflection and collaboration

In Green Quest, you will represent a stakeholder in a heated sustainability negotiation. You will have private goals, public positions, and internal dilemmas. Your task is not only to “win” but to build coalitions, explore compromises, and reflect on the real-world complexity of transitioning to a sustainable society.

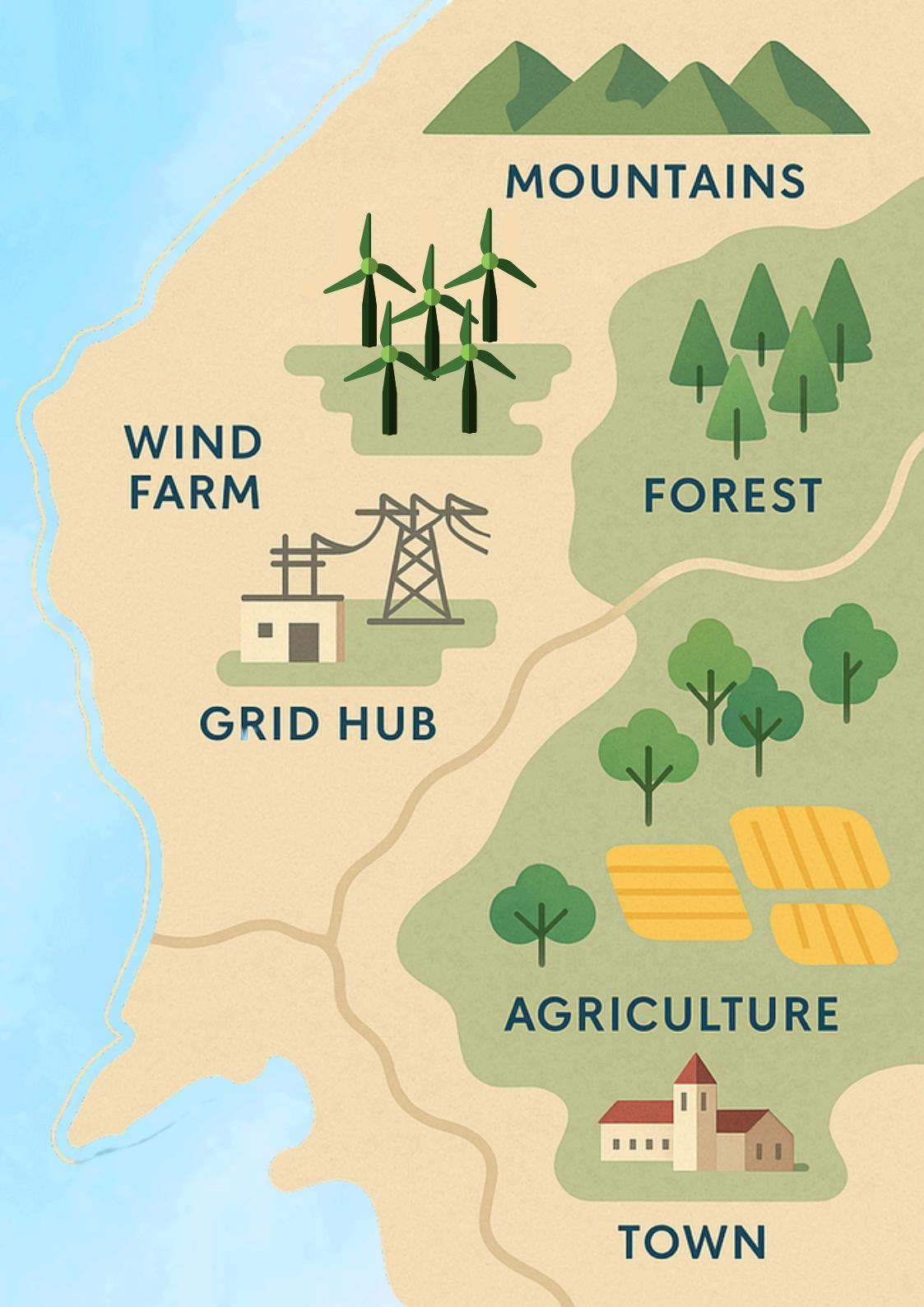
This game does not have a single “correct” outcome. Success depends on how well you engage with the process, how you listen, and how creatively you can balance competing needs.

### Takeaways Before You Play

- Understand the stakes: wind energy can be part of the solution, but not without addressing its impacts.
- Know your stakeholder: think like the actor you’re representing, but also reflect on your own values.
- Be strategic, but not ruthless: real sustainability is built through cooperation, not dominance.
- Remember the real world: these negotiations mirror the dilemmas facing communities, governments, and organisations every day.



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# CONTEXT

The fictional coastal region of Inerbantosa lies in the western frontier of a mid-sized European nation navigating an urgent, turbulent shift toward climate neutrality. Though once considered marginal, known primarily for its small-scale agriculture, fishing villages, and rugged beauty, Inerbantosa is now on the front lines of the country's green energy revolution.

Following the government's legally binding commitment under the European Climate Pact, the nation aims to derive 85% of its electricity from renewable sources by 2035. This has transformed Inerbantosa from a forgotten rural enclave into a critical focal point for infrastructure investments, energy debates, and policy experimentation. The region's consistent coastal winds, low population density, and geographic proximity to existing national energy grid hubs make it an ideal candidate for large-scale wind energy projects.

However, the transition has proven deeply contentious.

Past initiatives in Inerbantosa and neighbouring regions have been marred by mismanagement, corruption, and broken promises. A major solar park collapsed amid fraud investigations, while a hydroelectric dam proposal was abandoned after massive protests over river biodiversity destruction. These failures have left behind a fractured landscape of disillusionment, scepticism, and growing resistance to top-down "green" mandates imposed without proper consultation.

The latest proposal, The Inerbantosa Wind Farm Project, led by the powerful multinational renewable energy company Zoreatex, has reignited national debate. Supporters claim the project is a once-in-a-generation opportunity to decarbonise the energy grid, create up to 6,000 new green jobs, and transform the country into a regional climate leader. With projections estimating enough output to power over 2 million homes, the project is touted as both economically vital and environmentally necessary.

Yet opposition is fierce and multifaceted.

Environmental groups warn of irreversible impacts on migratory bird routes and fragile coastal wetlands that serve as biodiversity hotspots. Local farmers and fishing communities, already facing climate-related disruptions, fear the project will displace their livelihoods and fragment ancestral lands. The tourism and cultural heritage sector, still reeling from the COVID-19 pandemic and extreme weather losses, worries the installation of towering turbines will destroy the very landscape that sustains them. At the heart of the critique lies a powerful question: Who benefits, and who pays the price?

Critics decry a pattern of "green colonialism", where rural regions are exploited for national gain while receiving minimal compensation or influence. They challenge the framing of such projects as "sustainable," arguing that sustainability must account not just for carbon emissions, but also for equity, participation, and long-term cultural resilience.

Amid growing polarisation, the Ministry of Investment and Strategic Development, under increasing pressure from both national and EU institutions, has chosen a bold approach. In a rare move, MISD has convened a multi-stakeholder negotiation process in Inerbantosa, inviting six key actors to deliberate over the project's future. This includes:

- Zoreatex (Corporate Wind Developer)
- Environmental & Biodiversity Advocates
- Local Farmers and Cooperatives
- The Tourism & Cultural Heritage Council
- Other Competing Energy Companies
- The State Development Agency (led by a far-right ruling party faction)

The process is consensus-based, requiring support from at least four of the six stakeholders for the project to proceed. This is more than a consultation, it is a shared decision-making model with real consequences.

What unfolds is not merely a technical discussion about wind capacity or profit margins. It is a simulated clash of values, a negotiation where players must grapple with the trade-offs between climate urgency and procedural justice, economic development and cultural integrity, state ambition and local autonomy.

Inerbantosa becomes the symbolic ground zero for a broader European and global question:

- Can the green transition be just, or will it replicate the same exclusionary dynamics of past industrial revolutions?
- Can diverse, sometimes opposing, interests find common ground when faced with a planetary crisis?
- And most critically, who gets to define what sustainability looks like?

This simulation invites participants not only to negotiate terms but to confront worldviews. Through this, it builds skills in interest-based bargaining, coalition-building, compromise, and critical reflection, tools that are essential for shaping a truly inclusive, sustainable future. The outcome of the Inerbantosa Wind Farm negotiation may be fictional, but the dilemmas are all too real.

# SIMULATION DESIGN OVERVIEW

## OBJECTIVE FOR PARTICIPANTS:

Negotiate an agreement on the final design and conditions of the Inerbantosa Wind Farm Project across five contested issues. Each stakeholder group has different interests, constraints, and scoring mechanisms. The goal is to build coalitions, reach compromises, and influence the final outcome through strategic negotiation.

## STAKEHOLDERS (6 ROLES)

### **Player 1** – Corporate Wind Farms Developer (Zoreatex)

Interests: profitability, brand reputation, renewable energy expansion, project approval without costly concessions.

### **Player 2** – Environmental Groups (Environmental Alliance of Inerbantosa)

Interests: biodiversity protection, climate justice, environmental impact limits, mitigation measures, ecological compensation.

### **Player 3** – Tourism Chamber (Tourism & Culture Chamber)

Interests: preserving scenic landscapes, boosting eco-tourism, protecting cultural heritage, avoiding visual-industrial pollution.

### **Player 4** – State Development Agency

Interests: political stability, achieving national climate targets, fair stakeholder engagement, granting final approval, managing subsidies and compliance.

### **Player 5** – Other Energy Companies (National Energy Corporation)

Interests: grid access, transition from fossil fuels, profit margins, competitiveness, influence over energy policy, and technology neutrality.

### **Player 6** – Local Farmers (Federation of Local Farmers)

Interests: land rights, agricultural subsidies, compensation for disruptions, preservation of traditional livelihoods, and local voice in decision-making.

## KEY NEGOTIATION ISSUES

ISSUE	Option 1	Option 2	Option 3	Option 4
<b>1. Project Scale</b>	Massive (€10B)	Large (€6B)	Medium (€3B)	Small (€1B)
<b>2. Economic &amp; Energy Market Dynamics</b>	Maximum Profit	ESG Reporting Obligations	Corporate Social Responsibility	Fair Trade Energy Distribution
<b>3. Tourism Concerns</b>	Highly Cultural Aesthetics	Moderate Cultural Aesthetics	Attractive but not Cultural	Traditional Windmills
<b>4. Societal Implications</b>	No Climate Bonus	€1K Bonus per HH	€2K Bonus per HH	€3K Bonus per HH
<b>5. Environmental Impact</b>	Harm Ecosystem	Maintain Current State	Support Biodiversity	Improve Ecosystem Health

## GAME MECHANICS

### Structure

- 3 negotiation rounds + final voting
- Each round = 20-30 minutes
- Teams can gather or propose issue bundles

### Voting

- Scoring System: each group has a confidential scoring sheet with different point values based on outcomes across the five issues.
- Participants must agree on one outcome per issue
- Success = reach agreement on all 5 issues with:
  - Basic consensus: 4 of 6 groups
  - Strong consensus: 5 of 6
  - Full consensus: 6 of 6 (all score bonus)

### Facilitation Tip

The required level of consensus can be adjusted based on the experience and dynamics of the participants:

- For most sessions, instruct groups to aim for 5-actor consensus for a meaningful challenge.
- If they succeed in rounds 1 or 2 and there's still time, raise the bar and challenge them to reach full (6-actor) consensus.
- For beginner groups or if the time is tight, a 4-actor consensus is acceptable to test negotiation basics.

### Debrief

After the negotiation, reflect on:

- Which coalitions formed and why?
- Were trade-offs fair and just?
- Did the final outcome reflect sustainable sustainability?

### Learning Outcomes

- Understand trade-offs in green projects
- Practice coalition-building, negotiation, and compromise
- Build critical awareness of social, economic, and ecological dimensions of sustainability
- Strengthen communication and problem-solving skills

# FACILITATION NOTES

## SCENARIO

The fictional coastal region of Inerbantosa has recently attracted attention as a promising site for a high-capacity offshore wind farm, intended to supply renewable energy to meet national climate targets. The proposal, initiated by the multinational corporation Zoreatex, involves a €10 billion investment to develop a 300-turbine wind farm supported by advanced green infrastructure. The project is backed by national climate policy and aligned with international commitments under the European Green Deal and the Climate Neutrality Roadmap.

However, the project has triggered a storm of controversy. Zoreatex cannot proceed without approval from the regional authority, represented by the State Development Agency. The agency, committed to transparency and democratic decision-making, requires that at least four of five key stakeholder groups express formal support for the project before issuing a final license.

These stakeholder groups are:

- The Environmental Coalition of Inerbantosa, a network of NGOs and climate activists critical of greenwashing and biodiversity risks.
- The Tourism Chamber, concerned about how massive turbine installations may disrupt the aesthetic and cultural heritage of the region.
- The State Development Agency, which acts as the neutral arbiter and holds licensing power, but also has political and economic interests.
- The National Energy Corporation, a semi-public fossil-to-renewable transitional energy provider who sees both competition and partnership potential in the project.
- The Federation of Local Farmers, whose land and livelihoods are directly impacted by proposed infrastructure corridors.

The stakeholders must negotiate across five highly contested issues:

1. Project Scale - ranging from a massive €10B installation to a modest €1B intervention.
2. Environmental Impact - from ecological harm to restoration and biodiversity improvements.
3. Economic and Energy Market Dynamics - deciding between profit-maximisation models or fair trade and CSR frameworks.
4. Societal Implications - including financial climate bonuses for residents.
5. Tourism Concerns - focusing on whether the project enhances or disrupts the cultural landscape and tourism value.

Each stakeholder brings to the table their own interests, red lines, and hidden agendas. Some prioritise long-term ecological sustainability, others pursue short-term economic gain. Some are willing to compromise if certain concessions are made, while others are ready to block the entire process if key demands are unmet. Through structured rounds of negotiation, players must explore the art of the possible: how to construct cross-sector alliances, how to frame win-win scenarios, and how to navigate tensions between local justice and global sustainability. The outcome, whether consensus is reached or talks collapse, depends not only on negotiation skill, but on the ability to balance vision with pragmatism, and ideals with systems thinking.

## LOGISTICS

This game is ideally played with either 12 players (two per role) or six players (one per role). A game manager (facilitator) is needed to conduct periodic votes and to answer questions. The number of players per role can change based on the number of participants, even if you have more than 30 players. As a facilitator, you just need to make sure to divide the team equally and make sure that they are balanced in terms of capacity and qualifications.

Game instructions require at least 45 minutes to read. Negotiations across the three rounds require a minimum of 90 minutes. If possible, distribute the General Instructions at some point prior to the time of the game to give each player an opportunity to think about the scenario and consider the interests of the other negotiating parties. Hand out Players'Confidential Instructions ahead of time, too, if you can reasonably be sure that all participants will be present for the play of the game. Otherwise, Confidential Instructions can be distributed just before the game begins, to ensure that all the roles are filled in each group.

Before starting the game, make sure that everyone understands the General Instructions and the mechanics of the negotiation. In particular, the following points are important to stress:

- Zoreatex (the Wind Farm Developer) must be a party to any agreement, it must be the proposer of any package.
- Only four additional parties (in addition to Zoreatex) are needed for agreement, the State Development Agency must be among the supporters of a proposed agreement if any public funding or incentives are included.
- Three formal votes will be taken during the course of the negotiation, if no alternative proposal is on the table at the time of a vote, the vote will be taken on the original Zoreatex proposal or the previous proposal.
- In order for a party to vote "yes" on any package, the proposal must meet or exceed the minimum number of points assigned to that party in their Confidential Instructions. (This does not include bonus points.)

When handing out the role-specific Confidential Instructions, explain to players that there is a confidential one-page score sheet attached to the back of their instructions. You may want to have players in each role confer with others in similar roles to discuss strategy before the actual negotiations begin.

After these initial discussions, the negotiating group(s) of six or twelve should convene (ideally, in separate rooms or designated areas or different corners of the room). If there is more than one group, the game manager should meet with each group separately to welcome them and begin the session.

Introduce yourself as a specialist from the Ministry of Investment and Strategic Development (from now on observer), appointed to observe and assess the progress of the Inerbantosa Wind Farm negotiations. In your capacity you are the official observer and scorekeeper. In the narrative context, you are assigned by the observer to monitor negotiation progress and ensure compliance with procedural rules. You are not a participant in the negotiations.

Explain the voting procedures clearly. You will call for a formal vote after the first 15 minutes of negotiation and again every 45 minutes afterwards twice. These votes are mandated by the observer to help assess whether consensus is being reached. Informal votes are allowed within groups, but only you can conduct formal votes. No vote is official unless you have recorded it.

Remind all participants that Zoreatex must be part of any final agreement, as it is the project initiator and proposer. Furthermore, any agreement that includes public incentives, subsidies, or infrastructure upgrades must be explicitly endorsed by the State Development Agency, which holds veto power over such provisions.

To be accepted by the observer, a package must be supported by at least five of the six stakeholders. That means a maximum of one stakeholder may opt out, and only if the proposal still meets all procedural requirements. Encourage all participants to carefully review their individual scoring sheets and to assess whether any proposed package meets their required thresholds before casting a vote.

As the game manager, you do not facilitate, advise, or intervene in the discussions. Your role is strictly as a silent, neutral observer, except during formal votes. Players are free to structure the negotiation process however they see fit.

**BEGIN THE NEGOTIATIONS.** Before stepping away, you may suggest that players begin by introducing themselves in their assigned roles and offering short opening statements to clarify their positions.

## FORMAL VOTING PROCEDURE

Throughout the negotiation, you will conduct three formal votes. These are essential checkpoints to assess progress and attempt resolution. Use a flip chart or whiteboard to display proposals for clarity during each vote.

### FORMAL VOTE #1

Players take their instructions and confidential guidelines and read them for about 45 minutes, then they come to the table for official voting. They do not know yet what will be the proposal that they will vote on. Zoreatex's first proposal will be complex and unacceptable to almost all other actors because Zoreatex will try to get the maximum possible points.

Now all actors participate and hear out Zoreatex's proposal by highlighting what options it proposes for which issues. The facilitator must write clearly on the flip chart the info and options proposed by Zoreatex using a table or bullet points and then ask for a simultaneous show of hands from the five other stakeholders.

The first formal vote will clearly fail. Then players are given 30 minutes to informally negotiate and discuss. When the time is up, they are invited back for the next vote.

### FORMAL VOTE #2

Conduct this 30 to 40 minutes after the first vote.

### FORMAL VOTE #3

Conduct this another 30 to 40 minutes after the second vote (or near the game's end).

#### Agreement Rules

- If a five-party agreement is reached in any round, ask participants to attempt a six-party consensus, as this is preferred by the Ministry of Investment and Strategic Development.
- As the primary developer Zoreatex must always be part of the agreement.
- Any agreement involving state incentives or co-investment requires the support of the State Development Agency, which holds veto power.

#### End of Negotiation

If no agreement is reached by the third vote:

- Write down the last proposal presented and record the votes for and against.
- Compute and document two sets of scores:
  - Projected scores: points each party would have received under the last proposal.
  - Final scores: if the proposal failed, each stakeholder receives only their minimum or walk-away score, as specified in their confidential instructions.

## INSTRUCTOR NOTES & CLARIFICATIONS

### Purpose of the Game

It is essential to emphasise that the main goal of the simulation is for each participant to achieve the highest possible individual score.

This mirrors real-life negotiations, where actors balance cooperation with their own interests. You are encouraged to motivate participants to maximise their own scores, but without evaluating them based on it. This encourages strategic thinking without pressure.

Reaching a six-party agreement just for the sake of consensus is not ideal if it sacrifices a participant's minimum threshold for satisfaction.

### Final Scoring and Accuracy

Ensure that:

- Final scores are double-checked before the end.
- No computational errors are made (common mistake - summing scores incorrectly and falsely assuming consensus).
- You push for formal votes at the required intervals, even if participants resist.

### Commonly Asked Questions

Q: Can informal votes be held between formal ones?

A: Yes, participants can hold informal votes freely. However, these are not recorded by the Game Manager.

Q: Can participants reveal their score sheets at the end?

A: Not recommended. Sharing numbers can make the game feel overly mechanical. Instead, encourage players to defend their preferences through reasoning, as in real-life negotiations.

## DEBRIEFING GUIDE

The negotiation simulation can yield a variety of outcomes based on the alliances formed and packages proposed. In total, there are:

- 7 possible agreements that achieve full six-party consensus (i.e., all stakeholders vote in favour).
- 27 possible agreements where five out of six stakeholders agree, which still meets the threshold for a successful deal.
- Additionally, there are 52 valid four-party agreements available, which may be used to simplify gameplay for smaller or less experienced groups.

These possible agreements are outlined in the Solution Set, which lists every combination of options across the five key negotiation issues:

- Project Scale
- Economic and Energy Market Dynamics
- Tourism Concerns
- Societal Implications
- Environmental Impact

Each issue contains four predefined options, and each option is numerically coded (e.g., Option 1 for Project Scale = €10B investment). When a proposal is made, it is stated as a series of option numbers (e.g., 1-4-2-3-1), and each stakeholder then evaluates this package against their priorities.

Stakeholder points are determined by how well a given proposal aligns with their confidential preferences (refer to the Score Matrix). The maximum possible score for each stakeholder is marked with an asterisk (\*) in the solution table, serving as a reference point for assessing outcomes.

A party is considered to have "won" if they achieve at least 10 points from their preferred outcomes, based on the package voted upon.

The debriefing should begin with a posting of scores from each group. Typically, 10 percent are 6-way agreements, 70 percent are 5-way agreements, and 20 percent reach no agreement.

To begin the debriefing, ask the following

### **1. Agreement vs. No Agreement**

- What specifically happened in the groups that reached agreement?
- What behaviours, strategies, or dynamics contributed to failure in the groups that didn't?

### **2. High Performers**

- Who earned the highest score in each stakeholder role?
- What were their negotiation strategies, alliances, or trade-offs that helped them succeed?

### **3. Low Performers**

- Who ended up with the lowest score for each role?
- Were their preferences unrealistic, were they excluded from coalitions, or did they fail to adapt?

### **4. Lessons Learned**

- What did participants discover about multi-stakeholder negotiations?
- How did the interplay of coalition-building, scoring systems, and trade-offs influence decision-making?
- What insights can be drawn about real-world policy or investment negotiations, particularly in the context of climate, development, and sustainability?

## **COMMONLY ASKED QUESTIONS IN THE DEBRIEFING**

### **1. What happened in the negotiations in the groups that reached "no agreement"?**

Usually, Player 1 (Corporate Wind Farms Developer), as instructed, pre-emptively proposed a package designed to ensure the greatest return on their investment. The other stakeholders protested, and a series of discussions began. Player 1, offering various concessions, attempted to forge a winning coalition with at least four other players. Groups opposed to the large-scale wind project met simultaneously, seeking to block any pro-Wind Developer agreements. Few coalitions remained stable.

Each player was in a bind, not wanting to be excluded from any settlement, but also unwilling to accept packages that gave them too few points. In some cases, players withheld their "yes" vote because they were just below their minimum acceptable score. In other cases, they attempted to block what they perceived as unfairly large gains for Player 1. The result: stalled negotiations, rising tension, and eventual breakdowns in communication. These groups ultimately failed to reach agreement.

### **2. What strategies could have led the "no-agreement" groups in Green Quest to a consensus?**

The first critical realisation should have been that Green Quest is not a zero-sum game. Each stakeholder values different dimensions, be it environmental integrity, energy profitability, cultural preservation, or community compensation. Joint gains were possible if players had recognised that their priorities were not always in direct conflict. Many missed opportunities could have been turned into shared wins through active listening and collaborative framing. Insights from successful six-party agreements are instructive here. Consensus only emerges when players commit to co-creating solutions, showing genuine effort to understand and address one another's concerns. Often, one actor assumes an informal facilitator role, helping bridge gaps without pushing their own agenda too overtly.

Even while keeping individual point allocations confidential, each player should strive to communicate their underlying interests credibly and transparently. For example, the Environmental Group might have clarified that "Improve" (Option 4) without short-term safeguards felt too abstract or delayed for them to support. Ultimately, the key lies in trading across issues with differing values, like offering stronger tourism aesthetics to gain support for energy choices, or increasing societal bonuses in exchange for environmental compromises. Creative package building, not rigid positioning, enables joint value creation and durable agreement.

### **3. Could we have invented other options?**

No. The scoring system in Green Quest is designed to work only with the predefined options across each dimension. Adding or inventing new options would break the integrity of the structured negotiation framework.

### **4. Is it better to meet separately or not?**

In most cases, it's better to negotiate openly at the main table, as transparency allows for better understanding of trade-offs and broader consensus building. However, if a stakeholder sees that their BATNA (Best Alternative to a Negotiated Agreement) is at risk, side meetings may be useful to form a blocking coalition or push for better terms.

### **5. What if someone agrees to vote a certain way, and then doesn't? Are they bound by that agreement?**

No. There is no enforcement mechanism in Green Quest to hold parties to informal promises. This reflects a real-world risk in coalition politics, trust is crucial, but enforcement is weak. This dynamic introduces important lessons about credibility, alliance-building, and strategic trust.

### **6. To get a six-way agreement, does someone need to act as a mediator?**

Not necessarily a formal mediator, but someone usually has to assume a facilitative role, helping clarify misunderstandings, manage time, and guide parties toward win-win solutions. This kind of leadership can make the difference between deadlock and full consensus.

### **7. What was the negotiation process in the groups reaching a five-way agreement?**

Typically, these groups featured open discussion and minimal private meetings. Player 1 (Corporate Wind Farms Developer) began by asking each stakeholder group to express their needs and concerns. They then worked to construct a package step-by-step, attempting to meet the minimum thresholds for each party. Often, one party, usually Player 2 (Environmental Groups), was left out. Because they only score significantly on two of the five issue dimensions, it was difficult to include them without undermining others' support. As a result, they were frequently excluded from the winning coalition.

Blocking coalitions gradually dissolved as Player 1 offered attractive concessions to the other four parties, forming a five-way agreement. Typically, these included concessions on local benefits (for farmers), compensation (for tourism groups), and moderate aesthetics or economic trade-offs. An example of a five-way agreement that leaves out the Environmental out:

Category	Option #	Description
Project Scale	3	€3B
Economic Dynamics	3	Social Corporate Responsibility
Tourism Concerns	1	Highly Cultural Aesthetics
Societal Impact	2	Climate Bonus of 1K
Environmental Impact	1	Harm

## Score Calculation from Score Matrix

<b>Player 1 – Corporate Wind Farms Developer</b> <ul style="list-style-type: none"> <li>Project Scale (3): 3</li> <li>Economic (3): 1</li> <li>Tourism (1): 2</li> <li>Societal (2): 1</li> <li>Environmental (1): 3</li> </ul> <p><b>Total: <math>3 + 1 + 2 + 1 + 3 = 10</math></b></p>	<b>Player 4 – State Development Agency</b> <ul style="list-style-type: none"> <li>Project Scale (3): 4</li> <li>Economic (3): 0</li> <li>Tourism (1): 0</li> <li>Societal (2): 3</li> <li>Environmental (1): 4</li> </ul> <p><b>Total: <math>4 + 0 + 0 + 3 + 4 = 11</math></b></p>
<b>Player 2 – Environmental Groups</b> <ul style="list-style-type: none"> <li>Project Scale (3): 0</li> <li>Economic (3): 1</li> <li>Tourism (1): 0</li> <li>Societal (2): 3</li> <li>Environmental (1): 0</li> </ul> <p><b>Total: <math>0 + 1 + 0 + 3 + 0 = 4</math></b></p>	<b>Player 5 – Other Energy Companies</b> <ul style="list-style-type: none"> <li>Project Scale (3): 2</li> <li>Economic (3): 8</li> <li>Tourism (1): 0</li> <li>Societal (2): 0</li> <li>Environmental (1): 0</li> </ul> <p><b>Total: <math>2 + 8 + 0 + 0 + 0 = 10</math></b></p>
<b>Player 3 – Tourism Chamber</b> <ul style="list-style-type: none"> <li>Project Scale (3): 5</li> <li>Economic (3): 1</li> <li>Tourism (1): 4</li> <li>Societal (2): 0</li> <li>Environmental (1): 0</li> </ul> <p><b>Total: <math>5 + 1 + 4 + 0 + 0 = 10</math></b></p>	<b>Player 6 – Local Farmers</b> <ul style="list-style-type: none"> <li>Project Scale (3): 3</li> <li>Economic (3): 4</li> <li>Tourism (1): 4</li> <li>Societal (2): 0</li> <li>Environmental (1): 0</li> </ul> <p><b>Total: <math>3 + 4 + 4 + 0 + 0 = 11</math></b></p>

## Final Scores Table

Player	Score
Player 1 – Wind Developer	10
Player 2 – Environmental Groups	4
Player 3 – Tourism Chamber	10
Player 4 – State Development Agency	11
Player 5 – Other Energy Companies	10
Player 6 – Local Farmers	11

## OBSERVATIONS

### 1. Environmental Groups Left Out

- Environmental Groups score only 3 out of 18 possible points, which is far below their satisfaction threshold and indicates clear exclusion from the benefits of this proposal.
- This group is not just left out, they are actively harmed by the current package due to several critical factors:
  - Low climate bonus (only 2K): far below their preferred societal impact measures.
  - Environmental Impact: the proposal selects “Improve” (Option 4), which may seem positive, but their highest scores align with “Support” and “Maintain”, possibly indicating mismatch with their preferred strategies or lack of immediate ecological safeguards.
- Moreover, key high-value dimensions for this group were not prioritised, such as:
  - Strong environmental improvements (like maintain/support rather than late-stage improvement).
  - Compensation to society members and visible sustainability commitments (e.g., ESG obligations, circular economy principles).
- As a result, Environmental Groups cannot support the agreement and are isolated from the emerging five-party coalition.

### 2. Trade-Offs Reflected

- The package favours:
  - Economic actors (Wind Developer, Energy Companies)
  - Local economic concerns (Tourism Chamber and Local Farmers)
- It sacrifices environmental integrity for broader consensus among industry and local stakeholders.

### 3. Environmental Groups Cannot Block Alone

- Environmental Groups do not form a blocking coalition alone.
- Unless they persuade one or two others (e.g., Farmers or Tourism Chamber), their veto power is ineffective in this configuration.

### 4. Local Farmers & State Agency Benefit Most

- Both scored 11 points, the highest among all players.
- This suggests the current proposal strongly aligns with social, economic, and moderate environmental interests of these actors.

### Strategic Implication

This package mirrors a five-way agreement where a single group (Environmental Groups) is systematically excluded to allow for broader consensus. The lesson is: when one group's scoring dimensions are too narrow, and coalitions shift without them, they risk being left out, even when the issue directly concerns them.

# NAVIGATING MULTI-PARTY NEGOTIATIONS

Negotiations grow exponentially more complex as the number of parties and issues increases. Unlike a simple one-on-one negotiation, a multi-party, multi-issue negotiation involves a web of interests, relationships, and potential trade-offs that can be challenging to manage. On one hand, having more stakeholders and more issues on the table creates more opportunities for value-creating trade-offs - negotiators might find creative packages that make everyone better off. On the other hand, multi-party talks introduce unique difficulties: parties may form coalitions, managing the process becomes harder, and each participant's BATNA (Best Alternative to a Negotiated Agreement) can fluctuate as deals evolve. In fact, a multiparty negotiation is not just a two-party negotiation with extra people, it's a fundamentally more complex game. Consider the 2015 Paris Climate Accord negotiations, where delegates from 170+ countries had to reach a consensus on combating climate change - an incredibly challenging multiparty negotiation that nonetheless succeeded through careful coalition-building and focus on common goals. In such settings, even understanding one's BATNA is difficult: the "best alternative" might depend on which coalitions form or which subset of issues are settled, making it a moving target. Moreover, parties often become more protective of their own interests when many potential adversaries are present, hindering the trust and openness needed for integrative (win-win) bargaining.

This paper explores why negotiations become more complicated with multiple parties and issues, and how negotiators can respond. We discuss the challenges of multiparty, multi-issue negotiations, including the difficulty of assessing BATNAs and fostering integrative solutions, and the importance of coalitions in such contexts. We then examine the principled negotiation approach (from Fisher, Ury, and Patton's *Getting to Yes*) as a strategy to move talks from a competitive, distributive mode to a more collaborative one. Throughout, we include examples and case studies to illustrate these concepts in action, providing junior business managers with practical insights into managing complex negotiations.

## CHALLENGES OF MULTI-PARTY, MULTI-ISSUE NEGOTIATIONS

When more parties and issues enter a negotiation, complexity rises on multiple levels. There are more perspectives to consider, more relationships to manage, and a greater risk of miscommunication or misunderstanding. In a multiparty setting, communication becomes a significant challenge, it's akin to moving from a one-on-one chess match to a multi-player, three-dimensional chess game. With several voices at the table, discussions can easily fragment or devolve into side conversations, making it harder to keep everyone on the same page. There is also a proliferation of interests: each party comes with its own goals and concerns, which might conflict not just with one opponent's, but with several others'. The presence of many issues can be a double-edged sword. On the positive side, having multiple issues allows for logrolling (trading off across issues) - parties can give on less important issues in exchange for gains on those they value highly, potentially creating a larger "win-win" zone. However, with many issues in play, the negotiation can become chaotic without good process management. Parties may prioritise issues differently, leading to complex preference trade-offs that are hard to reconcile. There is also an increased potential for misinformation or misinterpretation, with more data and viewpoints flying around, it's easier for facts to be disputed or for parties to disagree on what's "true". All of this means reaching a stable agreement is tougher than in a simple two-party deal.

BATNAs become harder to pin down in multiparty negotiations. In a two-party negotiation, each side usually has a relatively clear BATNA (e.g. an alternative partner, or the status quo). But in a multi-party scenario, your BATNA might involve forming a deal without certain parties, or aligning with some against others. Each party's best alternative can shift dynamically as coalitions form or break apart. A negotiation scholar notes that the fluctuating nature of each party's BATNA is one of the key factors that makes multiparty talks more complex than bilateral ones. For example, imagine three companies (A, B, and C) negotiating a joint venture. Company A's BATNA might be to partner with B alone if C refuses to agree, but if B and C start talking about excluding A, suddenly A's alternative worsens. This uncertainty makes it critical for each negotiator to continuously assess how the negotiation's progress is affecting their outside options. It also means that no one wants to be left out of a deal - the fear of exclusion can drive parties to make concessions or scramble to form alliances (sometimes leading to a race for coalitions, discussed below).

Another challenge in multiparty, multi-issue negotiations is that parties often become more positional and protective in the presence of many counterparts. With numerous "would-be adversaries" around the table, it can be intimidating to openly share interests or suggest creative compromises, one might worry that a candid admission will be exploited by someone. This atmosphere can push parties toward defensive, distributive tactics ("I must claim as much value as I can, since there are so many others who might take advantage"). Without a cooperative framework, multiparty negotiations can deteriorate into positional bargaining by multiple sides, resulting in protracted stalemates or suboptimal lowest-common-denominator agreements.

## THE IMPORTANCE OF COALITIONS

In complex multiparty negotiations, coalitions play a pivotal role. A coalition is a subgroup of two or more parties who coordinate their positions and support each other in order to exert more influence on the outcome. When individual parties feel powerless on their own, they often attempt to form coalitions to bolster their negotiating leverage. By teaming up, coalition members can pool their resources or votes to push for an outcome more favourable to their shared interests. For instance, if there are five departments negotiating over a limited budget, two smaller departments might form an alliance to lobby for a funding formula that benefits both, effectively countering the influence of a much larger department. Similarly, in business dealmaking involving multiple firms, companies with aligned interests might agree to present a united front. An example of this dynamic is seen in supplier negotiations: if one big buyer is playing multiple suppliers against each other, the suppliers might secretly collaborate or form a consortium to avoid a race-to-the-bottom competition. By blocking other coalitions or bargaining as a bloc, they protect their mutual interests.

While coalitions can increase a party's power, they also add another layer of complexity. First, coalitions in negotiations are often unstable and fluid. Members of a coalition have to continuously ensure that sticking together is in their interest, if an outside party offers a better deal to one member, that member might defect. This potential for realignment keeps negotiators on their toes, as today's ally could become tomorrow's opponent. A classic scenario is the "divide-and-conquer" tactic: one powerful party might try to splinter an opposing coalition by offering a side-deal to one of its members. Multi-party negotiation literature emphasises that one should anticipate which coalitions are likely to form, which alliances could block others, and how to manage the decision rules (e.g. majority vote vs. consensus) so that coalition manoeuvres don't derail the whole negotiation.

Second, heavy coalition dynamics can undermine integrative bargaining efforts. If everyone is busy guarding against being outflanked by alliances, they may invest less in jointly creating value. At worst, negotiations devolve into a zero-sum battle between blocs, with little transparency. A real-world illustration came from global climate talks (such as COP28 in 2023), at one point, a coalition of oil-producing countries locked horns with a coalition of climate-progressive nations, each bloc holding firm. This "power race" mindset initially caused deadlock over fossil fuel phase-out language, as each alliance feared being outmanoeuvred. The breakthrough only came when key players shifted focus from forming rigid blocs to finding common ground, engaging in behind-the-scenes bridge-building between coalition leaders. The lesson for business negotiations is similar, while forming a coalition can be an effective strategy, be careful that your group's focus remains on achieving a wise agreement, not just beating the other side. Negotiators should strive to form coalitions oriented toward consensus-building (aligning on mutual interests) rather than destructive power plays.

In summary, multiparty negotiations demand strategic agility. You must manage not only the substantive issues but also the shifting social geometry of who is aligned with whom. Awareness of coalition dynamics and skill in either joining, blocking, or bridging coalitions often makes the difference between a chaotic impasse and a workable agreement in complex negotiations.

## ELEMENTS OF PRINCIPLED NEGOTIATION

Given the complications above, how can negotiators steer a multiparty, multi-issue negotiation toward a successful outcome? One proven approach is to apply the principles of “principled negotiation,” as developed by Roger Fisher, William Ury, and Bruce Patton in *Getting to Yes*. Principled negotiation (also known as “negotiation on the merits”) is an interest-based approach designed to produce wise, mutually beneficial agreements rather than petty compromises or outright impasses. It offers a framework of principles that move parties away from divisive positional bargaining and toward collaboration. These principles are especially valuable in complex settings, they remind everyone to focus on the essence of the problem rather than get lost in tactical manoeuvring. Below, we outline the five key elements of principled negotiation and discuss how each can be applied, with examples.

### 1. KNOW YOUR BATNA

BATNA stands for “Best Alternative to a Negotiated Agreement.” It is perhaps the most famous concept from *Getting to Yes*. Essentially, it’s the answer to the question: “What will I do if this negotiation fails?” Knowing your BATNA means knowing your walk-away alternative, the baseline against which you should judge any proposed deal. Fisher and Ury note that “the reason you negotiate is to produce something better than the results you can obtain without negotiating”. If the current negotiation cannot yield an outcome at least as good as your BATNA, you would be better off pursuing your alternative.

Being clear on your BATNA gives you power at the table. It prevents you from accepting an agreement that is too unfavourable, because you’ll recognise that your alternative is better, and from rejecting a good agreement, because you know what your real options are. For example, imagine you are a supplier negotiating a contract with a prospective client. If you have another client ready to sign a deal (your BATNA), you can negotiate with confidence, any offer below what the other client provides, you can safely decline. On the other hand, if you have no alternative, you know you may have to be more flexible to reach a deal that at least surpasses the status quo. In multiparty negotiations, assessing your BATNA can be tricky (as discussed, BATNAs may shift with coalition changes). Nonetheless, each party should do their homework upfront: explore outside options, build backup plans, and continually update them as the negotiation progresses. A strong BATNA enhances your negotiating leverage, for instance, publicly signalling that you have a lucrative fall-back (if done tactfully) can motivate other parties to compromise to keep you in the deal. Conversely, if you lack alternatives, you might work on improving your BATNA during the negotiation (e.g. quietly seek other partners or solutions) so that you’re not entirely at the mercy of the multiparty outcome. Knowing your BATNA also helps you set a realistic reservation price or walk-away point, which is essential in a crowded negotiation to avoid being pressured into a bad deal. In summary, “Never enter a negotiation without knowing your BATNA” is a cardinal rule, it grounds you in reality and gives you a benchmark for decision-making.

## 2. Focus on Interests, Not Positions

One of the most fundamental shifts in mindset that principled negotiation demands is to separate interests from positions. A position is the explicit stance or demand a party makes (“I must have a 10% price increase,” or “We refuse to sell below €1M”). In contrast, interests are the underlying needs, desires, and concerns that lead a party to take that position (“We need to cover our rising costs and show a profit this quarter” might be the interest behind the 10% price hike demand). Fisher and Ury argue that negotiating on positions, each side digging in and haggling to meet in the middle, is an inefficient and often unwise approach. Positional bargaining tends to produce uncreative outcomes and can strain relationships, because each concession is hard-fought and often grudging. In a multiparty context, positional bargaining is even worse, with many parties, if everyone simply holds to fixed positions, the negotiation can deadlock indefinitely or collapse into a lowest-common-denominator deal that satisfies no one’s true interests.

Focusing on interests means looking past the stated positions to ask why - what do the parties really care about? By identifying the core interests, the group can often discover common ground or complementary needs that weren’t obvious before. This opens the door to integrative bargaining, where parties brainstorm ways for everyone to get more of what they value (expanding the pie) instead of arguing over how to slice a fixed pie. A classic example is the story of two children quarrelling over an orange: they finally agree to split it in half as a compromise, but later one child eats the fruit and throws away the peel, while the other uses the peel for baking and discards the fruit. Had they discussed why each wanted the orange, they would have realised one’s interest was in the fruit and the other’s in the peel, both could have gotten 100% of what they wanted without compromise. This tale underscores how positions (“I want the whole orange”) obscured the interests (vitamin C vs. zest for a cake). In a business setting, consider a negotiation between two departments over project funding: Department X says “We need €200K or we won’t participate,” while Department Y insists “We can only allocate €150K.” If they stay positional, they might split the difference or stalemate. But if they probe interests, X might reveal its interest is covering the cost of two specific team members and some software, while Y’s interest is staying within a tight overall budget and getting the project done on time. Armed with this knowledge, they might find a creative solution: perhaps Y can provide €150K in funding and offer an internal credit from another budget or adjust the project scope/timeline to reduce costs, satisfying both sides’ core needs.

A real case study highlighting interest-based negotiation is a dispute between two sister companies, where one wanted control over a product’s distribution and the other wanted fair compensation for development costs. By sitting down to list their interests, they realised the first company’s interest was market expansion and brand consistency, while the second’s interest was recouping investment. This led them to craft a licensing agreement: Company A got control over distribution (meeting their expansion interest) while Company B received royalty payments ensuring its investment payoff - a solution better than either position alone. The key takeaway: “Ask ‘Why?’ and ‘Why not?’ in negotiations, by understanding motivations, you transform an adversarial haggle into a joint problem-solving session. In multiparty talks, explicitly mapping each party’s interests (perhaps on a whiteboard or shared document) can help diffuse tension and highlight areas of synergy that might otherwise be lost in the noise of competing positions.

### 3. Invent Options for Mutual Gain

Once interests are clear, the next principle is to invent options without committing, in other words, brainstorm freely to generate multiple possible solutions before deciding what to do. Negotiators often fall into the trap of thinking there is a single “right” solution or feeling pressure to settle quickly on an agreement just to get it over with. Principled negotiation encourages a more expansive approach: taking the time to explore creative options that could meet the various interests at the table. In integrative bargaining, this is the stage where parties look for “win-win” outcomes, solutions where, through clever trades or packages, everyone gains more than they would through a simple split-the-difference compromise.

For example, imagine a job offer negotiation between a candidate and a company (and this could extend to multiple candidates or multiple openings, making it multiparty). The candidate’s position might be “I need a higher salary,” while the company’s position is “We can’t go above €X.” If they stop there, they’re stuck. But by brainstorming options, they might discover other value to trade, perhaps the candidate highly values extra vacation time or remote work, and the company could offer those in lieu of cash, or the company might offer a performance bonus or equity stake that costs little now but could be valuable later. Indeed, Getting to Yes urges negotiators to “invent options for mutual gain” by looking for elements that one side values more than the other, and vice versa, to make beneficial trades. In our example, if the candidate is willing to give up some vacation days in exchange for a higher salary, and the company’s bigger interest is ensuring staffing coverage (i.e. having the employee available more days), such a trade creates mutual gain. The candidate gets more of the money they wanted, and the company gets more working time, both sides win compared to a flat “salary only” deal.

In multi-issue, multi-party negotiations, inventing options becomes essential. With several stakeholders, package deals can link issues across parties. For example, in a three-company joint-venture negotiation, Company A may prioritise intellectual property, B wants immediate revenue, and C cares about long-term control. A single proposal won’t satisfy all, but creative thinking can. A might receive stronger IP guarantees, B a higher early payout, and C a pathway to greater future ownership—an integrated deal giving each something valuable. Such solutions appear only when parties agree to brainstorm freely, treating all ideas as non-binding. By separating idea generation from decision-making, negotiators can “invent without committing,” which encourages bold proposals and uncovers options that cautious bargaining would miss.

A similar example comes from an NGO-facilitated negotiation between a city, businesses, and community groups on urban redevelopment. Initially, everyone focused narrowly on splitting a limited budget. In a brainstorming workshop, new possibilities emerged: a company offered in-kind support instead of cash, the city fast-tracked permits to reduce developer costs, and community leaders suggested phased implementation to address urgent needs first. None of these ideas were obvious until stakeholders opened space for exploration. The lesson: invest time in joint problem-solving. In multiparty settings, use small working groups or neutral facilitators to generate options—the more on the table, the greater the chance of building a package acceptable to all.

## 4. Insist on Objective Criteria

The fourth element of principled negotiation is to base the agreement on objective, fair standards whenever possible. Rather than a contest of wills or a test of who can shout loudest, negotiations should “insist on using objective criteria” to decide disputed matters. Objective criteria might include market value, industry benchmarks, expert opinions, legal standards, precedent, or scientific findings, essentially, any data or rule independent of the parties’ mere preferences. The idea is that if everyone agrees on a criterion of fairness or legitimacy, it depersonalises the negotiation and outcomes are seen as dictated by principle, not just one side’s power. This can greatly ease multiparty negotiations, where subjective views abound and trust might be low. If each party feels that an agreement is being measured against a neutral yardstick, they are more likely to perceive the process as fair.

For example, consider a multiparty negotiation between a company’s management and several vendors over pricing and contract terms for a project. Instead of haggling arbitrarily, they might use market price data for similar services as an objective reference. If the market average for a certain service is €100/hour, that could serve as a baseline for all vendor contracts, perhaps adjusting for skill or scope differences but anchored in a known standard. Similarly, in a labour negotiation, rather than union and management just asserting what wages they want, both could agree to refer to cost of living indexes or prevailing wage rates in the region as a guide. By doing so, the discussion shifts from “Because I want it” to “What’s a fair and externally justified outcome?”

In complex public policy negotiations (like environmental regulations involving governments, industries, and NGOs), objective criteria might be scientific studies or expert risk assessments. In fact, during recent climate negotiations (e.g. COP28), one successful tactic was to jointly review the IPCC scientific reports on climate impacts, this created a shared factual basis that underpinned the urgency of phasing down fossil fuels. When all parties acknowledge the same factual groundwork, for instance, “the science says we must cut emissions by X% to avoid catastrophe”, it narrows the range of reasonable disagreement and lends credibility to certain options like investing in renewables or a loss-and-damage fund. Of course, agreeing on objective criteria can itself require negotiation, parties might debate which standard to use, e.g. whose appraisal method or which expert. But that debate is usually productive, because it surfaces each side’s underlying aspirations and concerns in a less positional way (“We think market value is fair because it reflects current reality,” versus “We prefer book value to account for historical investment”). Often, a compromise can be to use multiple criteria, say, average of two independent valuations, to ensure balance.

Insisting on objective criteria protects all parties. As Fisher and Ury note, it prevents pressure or manipulation and shields weaker negotiators from having to accept a stronger party’s terms. For junior managers, this is especially useful: if you feel outmatched, redirect discussions to objective standards. In a partnership negotiation, for instance, you might suggest obtaining an independent legal opinion on a fair clause or refer to industry best practices. Anchoring the outcome in legitimacy rather than leverage promotes a problem-solving atmosphere. In multiparty deals, objective criteria also help build consensus; parties with different interests can still agree on principles like efficiency or external fairness, which then guide the detailed design of the final agreement.

## 5. Separate the People from the Problem

The final core tenet of principled negotiation is to separate the people from the problem. Negotiations are human endeavours, meaning emotions, egos, and miscommunications can easily disrupt the process. Especially with many parties, personal frictions or historical animosities between individuals can spill over and stall progress on the substantive issues. This principle urges negotiators to remember that the people on the other side are not the problem, the problem is the problem. In practice, this means two things: maintain respectful, constructive relationships even with adversaries, and keep the focus on solving the concrete issue at hand, rather than attacking or blaming each other.

In heated multiparty talks, it's easy for side conflicts to erupt. For instance, two department heads in a budget meeting might have a long-standing rivalry, if one perceives the other's comments as a personal slight, the discussion can derail into a tit-for-tat exchange unrelated to the budget. The remedy is to proactively manage “people problems”, issues of perception, emotion, and communication. Techniques include active listening, acknowledging others' feelings, and framing criticisms in objective terms. For example, instead of saying “Your proposal is unrealistic and you clearly didn't do your homework,” one might say “I'm having trouble understanding the feasibility of this proposal, could we look at the data again together?” The difference in tone can prevent defensiveness and keep the conversation task-focused.

Consider a case study from an international multiparty negotiation: the COP28 climate talks in 2023 brought together nations with vastly different political relations, some countries literally were at war or in diplomatic conflict outside the negotiation. Yet, to make progress on climate, delegates deliberately compartmentalised those issues. They exemplified separating people from the problem by prioritizing climate discussions over political disputes, for the duration of the talks, historical grudges and unrelated conflicts were set aside. U.S. and Chinese negotiators, for instance, put aside bilateral tensions to work jointly on emission-reduction frameworks, focusing on the shared problem of climate change rather than on their countries' rivalry. This approach kept emotional and ideological baggage from poisoning the negotiation atmosphere. In business, a parallel might be negotiations following a failed partnership or dispute, the parties may feel aggrieved, but if a new deal could benefit both, they need to treat the new negotiation as a fresh problem to solve, not a forum to re-litigate past wrongs. Sometimes bringing in a neutral facilitator or mediator helps separate personalities from issues, ensuring that ideas are evaluated on their merits, not on who proposed them.

For a junior manager, the takeaway is to cultivate emotional intelligence in negotiations. Don't view the other participants as enemies, even if you strongly disagree. Instead, see them as partners in a difficult problem-solving effort. Address behaviour or substance, not personal traits. If tempers flare, consider calling a timeout or having an off-the-record coffee break to rebuild rapport. By preserving a working relationship, you increase the odds that parties will communicate openly about their interests (linking back to principle #2) and work together on options (principle #3). Remember the adage: attack the problem, not the person. This is how negotiators can disagree vehemently on issues yet still respect and trust each other enough to find a solution.

## THE POWER OF PRINCIPLED NEGOTIATION IN PRACTICE

Applying these principled negotiation elements can transform a contentious multiparty negotiation into a more collaborative endeavour. When negotiators know their BATNAs, they have the confidence to negotiate assertively but wisely. When they focus on interests instead of locking into positions, they uncover win-win potential. By inventing creative options and using objective criteria, they craft agreements that are fair and durable. And by handling people problems separately, they maintain a cooperative tone even amid disagreements. Indeed, principled negotiation has proven effective in scenarios ranging from corporate dealmaking to diplomatic summits.

However, it's important to acknowledge that principled negotiation is not a magic wand, and it has its limitations. Critics have pointed out that Getting to Yes assumes a level of good faith and rationality that may not always be present. In some negotiations, one party might simply refuse to play the integrative game, they might be so power-driven or distrustful that they only engage in hardball tactics or see any concession as a weakness. Others note that cultural differences can affect how these principles work, for example, in some cultures, openly sharing interests might be uncomfortable, or objective criteria might be viewed with scepticism. Additionally, there are truly zero-sum situations, like splitting a pie with no chance to expand it, where focusing on interests can help find fair criteria, but ultimately someone's interest will be fully or partially sacrificed. Scholars analysing legal negotiations caution that principled bargaining, while laudable, has "major limitations that cannot be overlooked", it may not fully account for power imbalances or the tactics of a highly competitive opponent. In spite of these critiques, even these scholars often conclude that it's better to attempt principled negotiation first, resorting to more adversarial methods only if the other side absolutely won't cooperate. In real life, effective negotiators often blend approaches, they start cooperative (principled) to explore gains, but also prepare for competitive dynamics (knowing their BATNA cold, for instance, in case they must walk away or play hardball).

## FROM THEORY TO PRACTICE

Multi-party, multi-issue negotiations are undeniably challenging. As more stakeholders and topics pile on, the negotiation can become a tangled knot of differing interests, shifting alliances, and complex trade-offs. We've seen that a negotiator in such an environment must be especially diligent in analysing the situation, from understanding the dynamic nature of BATNAs to anticipating coalition behaviour, and in guiding the process constructively. The elements of principled negotiation provide a timeless toolkit for doing exactly that. By focusing on interests, generating creative options, using fair standards, and keeping relationships on an even keel, even a large, unwieldy negotiation can move toward a resolution that all sides find acceptable or even beneficial.

For a junior business manager, these lessons are highly practical. You might not negotiate a climate accord, but you could be mediating between multiple departments, or managing a project with several vendors and clients, effectively a multiparty negotiation. Recognise that complexity is not necessarily a curse, if managed well, more parties and issues mean more chances to create value. Embrace techniques like coalition-building carefully, it can help to have allies, but don't let coalitions blind you to the overall value creation for the group. And above all, prepare and practice principled negotiation. It will help you steer discussions away from ego and posturing and toward problem-solving. As the experience of countless negotiators has shown, when everyone at the table feels their interests are heard and the outcome is based on fair principles, even the most complicated negotiation can end in a durable agreement. Principled negotiation may not solve every impasse, but it significantly improves the odds that you'll turn a potential lose-lose fight into a win-win (or at least a no-lose) outcome. In the end, being a skilled negotiator in complex situations is about combining strategic savvy (knowing your alternatives, managing power and coalitions) with collaborative wisdom (applying principled approaches). Armed with these, a junior manager can confidently navigate even the stormiest multiparty negotiations toward a successful resolution.

# SUMMARY OF LESSONS LEARNED

## 1. Brainstorm Before Committing

Generating options freely, without immediate commitment, can unlock creative, mutually beneficial solutions. Participants saw how flexible thinking leads to surprising agreements that better satisfy diverse stakeholder interests.

## 2. Be Transparent About Interests

Openly sharing the interests behind your position allows others to propose "yes-able" solutions. Concealing motives makes it harder to build joint gains across differently valued issues.

## 3. Use Legitimate, Objective Data

Proposals rooted in reliable evidence or widely accepted principles (e.g., ESG frameworks, economic projections) carry more legitimacy, enhancing both persuasion and the perceived fairness of the agreement.

## 4. Relationships Matter

Even amid disagreement, maintaining a respectful tone and collaborative mindset fosters better outcomes. Focus on solving shared problems, not defeating other players.

## 5. Understand Utility & Scoring

The game's point system introduced participants to elementary utility analysis. It reinforced the importance of pre-negotiation analysis and how strategy selection influences outcomes across multiple dimensions.

## 6. Coalitions Shape Outcomes

Multi-party negotiations naturally encourage coalition formation, especially blocking coalitions. Understanding coalition dynamics (who aligns with whom, and why) is essential to navigating and shaping the final deal.

## 7. Transparency vs. Bluffing

Revealing true interests can build trust, but does not guarantee better outcomes. Strategic discretion, or even silence, can be effective depending on timing and trust levels. The cost-benefit of transparency is context-dependent.

## REFLECTION QUESTIONS

### 1. What are the key elements in "principled negotiation"?

How does each element shift a negotiation from distributive (win-lose) toward integrative (win-win) bargaining? Illustrate with examples from the game.

### 2. What are some limitations of Fisher and Ury's method?

What additional principles or tactics would you include to improve its applicability in complex, multi-party contexts like this simulation?

### 3. How can coalitions help or hinder agreement in multi-party negotiations?

Reflect on real experiences in the game: Which coalitions were stable or unstable? What were their effects on negotiation dynamics and the final outcome?

# POSSIBLE SCORES AND OUTCOMES

IS1	IS2	IS3	IS4	IS5	PL1	PL2	PL3	PL4	PL5	PL6	
1	4	1	3	4	10	14	12	10	10	14	70
1	4	1	1	4	12	10	11	12	11	12	68
1	4	1	2	4	11	13	11	11	10	12	68
2	4	1	1	4	10	10	12	10	12	13	67
1	4	1	4	2	12	10	10	11	10	13	66
2	3	1	1	4	11	10	11	10	10	12	64
3	3	1	1	1	11	0	10	12	11	11	55
3	3	1	2	1	10	3	10	11	10	11	55
3	3	1	1	2	10	2	11	11	11	12	57
2	3	1	1	3	11	5	10	11	10	11	58
2	3	2	1	4	10	10	8	10	10	10	58
3	4	1	1	1	10	0	11	12	13	12	58
1	4	3	4	2	10	10	6	12	11	10	59
1	4	2	4	2	11	10	7	11	10	11	60
2	4	1	1	2	12	2	10	13	12	11	60
2	4	1	2	2	11	5	10	12	11	11	60
2	4	1	3	1	11	4	10	12	11	12	60
2	2	1	1	4	12	10	10	10	8	11	61
2	4	1	1	3	10	5	11	11	12	12	61
1	4	1	1	3	12	5	10	13	11	11	62
1	4	1	2	3	11	8	10	12	10	11	62
1	4	2	1	4	11	10	8	12	11	10	62
1	4	2	2	4	10	13	8	11	10	10	62
2	4	1	3	2	10	6	11	11	11	13	62
1	4	1	3	2	12	6	10	13	10	12	63
2	4	1	4	1	11	8	10	10	11	13	63
1	2	1	3	4	12	14	10	10	6	12	64
1	4	1	3	3	10	9	11	11	10	13	64
1	3	1	1	4	13	10	10	12	9	11	65
1	3	1	2	4	12	13	10	11	8	11	65
2	4	1	4	2	10	10	11	9	11	14	65
1	3	1	3	4	11	14	11	10	8	13	67
1	4	1	4	3	10	13	11	9	10	14	67
1	4	1	4	4	10	18	12	8	10	15	73

This matrix shows all possible combinations of stakeholder positions (IS1-IS5) and their resulting individual payoff scores (PL1-PL6), alongside the total cumulative outcome.

The final column indicates the total score across all parties for each configuration, acting as a proxy for overall consensus or acceptability.

- Green Cells indicate high satisfaction (13–15 points)
- Yellow Cells indicate moderate satisfaction (10–12 points)
- Red Cells reflect low satisfaction (0–9 points), signalling likely opposition



# PROPOSAL FOR VOTING

	PROJECT SCALE	ECONOMIC AND ENERGY MARKET DYNAMICS	TOURISM CONCERNS	SOCIETAL IMPLICATIONS	ENVIRONMENTAL IMPACT
VOTE 1					
VOTE 2					
VOTE 3					
VOTE 3					
VOTE 4					
VOTE 5					

Actor	Project Scale				Economic and Energy Market Dynamics				Tourism Concerns				Societal Implications				Environmental Impact			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	10B	6B	3B	1B	Maximum Profit	ESG reporting Obligations	Social Corporate Responsibility	Fair Trade	Highly Cultural Aesthetics	Moderate Cultural Aesthetics	Only attractive but not cultural Aesthetics	Traditional Winds	No climate Bonus	Climate Bonus of 1K	Climate Bonus of 2K	Climate Bonus of 3K	HARM	MAINTAIN	SUPPORT	IMPROVE
ACTOR 1 Corporate Wind Farms Developer	8	6	3	0	4	2	1	0	2	1	0	0	2	1	0	0	3	2	0	0
ACTOR 2 Environmental Groups	0	0	0	0	0	0	0	0	0	0	0	0	0	3	4	8	0	2	5	10
ACTOR 3 Tourism Chamber	2	3	5	6	0	1	1	2	4	1	0	0	0	0	1	1	0	1	2	3
ACTOR 4 State Development Agency	8	6	4	0	1	0	0	0	0	0	1	2	4	3	2	0	4	3	1	0
ACTOR 5 Other Energy Companies	0	1	2	3	0	6	8	10	0	0	1	2	1	0	0	0	0	0	0	0
ACTOR 6 Local Farmers	0	1	3	6	0	3	4	5	4	2	1	0	0	0	2	3	0	1	2	3

# GENERAL INSTRUCTIONS

Zoreatex, a multinational renewable energy developer, has proposed the construction and operation of a large-scale wind farm along the coast of Inerbantosa, a rural region in transition within a country that has pledged aggressive climate neutrality targets under the European Climate Pact. The company is prepared to lead the design, financing, construction, and management of the project, pending formal approval from the Ministry of Investment and Strategic Development. While Zoreatex has already completed preliminary feasibility assessments and stakeholder mapping, it cannot proceed without a license from the MISD. In a departure from previous top-down decision-making, the Ministry has required a multi-stakeholder negotiation process in which at least four of five key stakeholder groups must express support before a license can be granted.

## The Project

The proposed Inerbantosa Wind Farm Project would be the first large-scale coastal wind energy installation in the region and is being positioned as a flagship project for national decarbonisation efforts. If approved, it would generate enough clean electricity to power 2 million households, significantly contributing to the country's goal of reaching 85% renewable energy by 2035.

The infrastructure includes:

- 150 high-capacity wind turbines spread across the coastal and inland hills of Inerbantosa, occupying 90 square kilometres of previously underutilised land.
- A Grid Integration Hub, linking energy generated to national and cross-border grids.
- An Innovation and Training Centre focused on green jobs, local workforce development, and sustainable energy research.
- A Community Investment Package, including direct benefits for local municipalities, land use compensations, and environmental offsets.

## The Political and Social Context

Despite the project's ambitious climate and economic goals, Inerbantosa is a region marked by tension and mistrust. Earlier large-scale green initiatives in the region, including solar and hydro projects, have failed due to corruption scandals and environmental controversies, severely damaging public trust. Local communities, while supportive of climate goals in principle, are wary of exploitation and sceptical of promises made by external actors. The region is ecologically sensitive, home to biodiverse coastal habitats and critical migratory bird paths, and also hosts tight-knit farming communities with longstanding cultural ties to the land. Moreover, the tourism sector, already struggling due to the climate crisis and post-pandemic economic recovery, fears further degradation of Inerbantosa's scenic and cultural appeal.

## The Stakeholder Negotiation

Given the high stakes and polarised views, the Ministry of Investment and Strategic Development has instituted a consensus-based negotiation process. Six major stakeholder groups have been formally invited to participate. The MISD has announced that a construction license will only be granted if at least four/five out of six stakeholders express formal support for the proposed project package. Each group enters the negotiation with different priorities and scoring metrics, but the outcome depends on their ability to find common ground and build stable coalitions. Proposals must address both the technical dimensions of the project and the social legitimacy and perceived fairness of its design.

# PARTIES

**ZOREATEX (CORPORATE WIND FARM DEVELOPER)** is enthusiastic about the opportunity to build a flagship wind energy installation in Inerbantosa. The company believes the project will become profitable within a decade and showcase sustainable innovation on a continental scale. Backed by independent assessments from Energy Futures Institute, Zoreatex argues that the project is not only economically viable but also vital for meeting the country's renewable energy targets. The developer sees benefits beyond profit, such as creating thousands of jobs and elevating the country's green reputation, but is also aware of the growing scepticism from local stakeholders.

Several other key parties have strong interests in the wind farm proposal and in the decision of the Ministry of Investment and Strategic Development to grant or deny the construction license:

## ENVIRONMENTAL GROUPS

This coalition of environmental NGOs and conservation scientists is deeply concerned about the project's potential to disrupt the fragile coastal ecosystems of Inerbantosa. They emphasise the region's role in supporting migratory bird routes, biodiversity corridors, and rare plant habitats. While generally supportive of climate action, the groups argue that renewable energy must not come at the expense of biodiversity. They are pushing for a "do-no-harm" standard and demand legally binding safeguards, impact mitigation strategies, and transparent monitoring systems.

## OTHER ENERGY COMPANIES

Composed of national and regional energy actors, including grid operators, solar developers, and traditional energy utilities, this group views Zoreatex's entry as both an opportunity and a threat. Some see potential for grid collaboration and knowledge-sharing, while others fear market monopolisation or unfair subsidy access. They may condition their support on assurances of open access to grid upgrades, fair competition, and joint ventures in the local renewable economy.

### **STATE DEVELOPMENT AGENCY (SDA)**

The SDA, acting under the umbrella of the MISD, is the primary body overseeing the strategic rollout of national infrastructure investments. Currently, the SDA is led by appointees from the far-right party, which heads the national government. While the agency publicly promotes green growth and energy independence, critics argue that its approach often prioritises economic gain over participatory governance and environmental protections. The SDA remains sensitive to public backlash due to past failed projects and seeks to restore credibility through this high-profile negotiation. Its final stance will likely hinge on whether the project visibly aligns with the government's ideological emphasis on national energy sovereignty, economic productivity, and political optics.

### **TOURISM CHAMBER OF INERBANTOSA**

Representing local tourism businesses, cultural institutions, and hospitality networks, the Chamber fears the wind farm could undermine Inerbantosa's natural charm, which is central to its slow recovery after COVID-19. They are worried about visual pollution, brand damage, and reduced visitor numbers. However, they are not entirely opposed to green transition, provided they are offered co-benefits such as landscape-sensitive turbine placement, eco-tourism investments, or cultural conservation funds.

### **Local Farmers & Agricultural Cooperatives**

Inerbantosa's farmers hold deep cultural, emotional, and economic ties to the land, which has supported generations of livelihoods. Many fear that the project could fragment farmland, disrupt livestock patterns, and reduce land values. Others are cautiously optimistic, seeing potential in land lease income, rural development investments, or co-ownership models. Their support hinges on fair compensation, local decision-making power, and long-term commitments to agricultural sustainability.

# THE LICENSING PROCESS

Zoreatex submitted its application just one month ago to the MISD for review. While the company was aware that the project would attract interest, and likely controversy, from multiple sectors, it initially expected the licensing process to proceed relatively smoothly.

However, the MISD has recently come under fire from national and international observers for a lack of transparency and insufficient public engagement in previous green infrastructure approvals. As a result, the Ministry has become highly sensitive to the level of stakeholder and political support surrounding each major investment it oversees.

In this case, the MISD has announced that it will not issue a construction license for the Inerbantosa Wind Farm unless at least four out of the five other stakeholder groups express formal support for the project. Although a full consensus of all five parties would be ideal, the Ministry will approve the license if only four agree.

Importantly, two parties hold de facto veto power:

- Zoreatex, as the sole developer, can refuse any proposal that undermines its interests or compromises the project's viability.
- The State Development Agency, operating under the far-right government leadership, has retained the authority to block projects that conflict with national strategic priorities or party ideology, even if other stakeholders are aligned.

# THE ISSUES

Preliminary discussions have taken place between Zoreatex and representatives of the five key stakeholder groups. As a result of these early conversations, Zoreatex has identified five core issues that appear to be of significant concern to one or more parties. The MISD will weigh these issues heavily in determining whether the proposed wind farm project can proceed. Below is a general overview of one of the most contentious issues, more detailed implications are provided in each party's Confidential Instructions.

## ISSUE A: PROJECT SCALE

The scale of the proposed wind farm, both in terms of financial investment and physical footprint, has emerged as the most contentious issue. While Zoreatex argues that large-scale deployment is essential for economic viability and to meet the national government's climate targets, other stakeholders have raised concerns about social, environmental, and aesthetic impacts.

Debate has centred around how expansive and intensive the development should be, with trade-offs in job creation, environmental disruption, grid integration complexity, and regional influence. After several rounds of stakeholder conversations, four distinct project scale options have surfaced:

### **Option A1: Massive (€10 billion investment)**

Would include extensive offshore and onshore installations, serving up to 2 million homes. This version maximises energy output and national economic gains but is likely to disrupt ecosystems and landscapes significantly.

### **Option A2: Large (€6 billion investment)**

A more contained version, supplying up to 1.2 million homes. Still ambitious, but allows for certain concessions to environmental protection and tourism concerns.

### **Option A3: Medium (€3 billion investment)**

A balanced approach aiming for up to 700,000 homes. This option limits expansion to less sensitive areas and may reduce opposition from local communities.

### **Option A4: Small (€1 billion investment)**

A pilot-scale project, supplying about 250,000 homes. It would prioritise community involvement and ecosystem preservation but may be seen as insufficient in addressing national energy goals.

Each option has unique implications for employment, biodiversity, local livelihoods, national energy independence, and Inerbantosa's future role in the country's green transition. The final agreement must balance these competing priorities.

## ISSUE B: ECONOMIC AND ENERGY MARKET DYNAMICS

The economic model and market positioning of the Inerbantosa Wind Farm Project is another major point of divergence among the stakeholders. While Zoreatex and government allies emphasise the urgency of maximizing investment returns and securing energy independence, other actors, especially civil society and environmental groups, stress the need for long-term sustainability, ethical business practices, and public accountability.

This issue is not just about profits; it shapes the relationship between the developer and society, influencing how the project contributes to national climate goals, economic equity, and public trust in green transitions. The debate has led to the emergence of four contrasting models of economic and market behaviour:

### **Option B1: Maximum Profit**

The wind farm operates under a fully market-driven model, focused on profit maximisation. This includes strategic energy exports, minimal operational transparency, and limited reinvestment in local development. Critics argue this approach risks reinforcing green colonialism by prioritising shareholders over communities.

### **Option B2: ESG Reporting Obligations**

Zoreatex would commit to Environmental, Social, and Governance (ESG) standards, with public reporting on impacts and risks. While maintaining profitability, this approach introduces basic accountability mechanisms for climate, human rights, and governance practices.

### **Option B3: Social Corporate Responsibility (CSR)**

Goes beyond ESG obligations. Zoreatex would voluntarily engage in local development, contribute to regional education and infrastructure, and maintain an open dialogue with affected communities. This balances business interests with societal expectations.

### **Option B4: Fair Trade Model**

The most transformative model. Zoreatex would adopt fair trade principles, including community ownership shares, reinvestment of a portion of profits into local cooperatives, and formal recognition of community consent processes. While potentially lowering profit margins, this option could build deep-rooted local support and legitimacy.

The chosen model will impact energy pricing, reinvestment in rural economies, public trust, and the strategic image of the project both nationally and internationally. Each option carries trade-offs between efficiency, accountability, and inclusion.

## ISSUE C: TOURISM CONCERNS

The Inerbantosa coastline has long been a draw for both domestic and international tourists due to its natural beauty, cultural heritage, and biodiversity. However, the proposed wind farm's visual impact and spatial footprint raise major concerns within the Tourism Chamber and among local businesses relying on scenic value and regional identity.

The aesthetic and symbolic design of the wind turbines will significantly influence how the project is perceived, either as an eyesore damaging tourism or as an innovative landmark reinforcing the region's cultural uniqueness. This has led to four design direction options under discussion:

### **Option C1: Highly Cultural Aesthetics**

Turbines and surrounding infrastructure would be intentionally designed to reflect Inerbantosa's cultural heritage, integrating local motifs, colours, and symbolism. Accompanied by cultural storytelling signage and tourist experiences, this option aims to make the wind farm a cultural attraction in its own right, rather than a disruption.

### **Option C2: Moderate Cultural Aesthetics**

This middle-ground approach includes some culturally inspired design features, but with less intensity and cost than Option C1. The turbines would have aesthetic modifications (e.g., colour palettes and shapes) that complement the landscape, without becoming fully immersive or themed.

### **Option C3: Only Attractive but Not Cultural Aesthetics**

This option focuses solely on visual appeal, with sleek, modern turbine designs that are aesthetically pleasing but do not reflect local culture. While more acceptable than traditional turbines, this approach risks being perceived as culturally detached or generic.

### **Option C4: Traditional Winds (industrial design)**

Standard wind turbines would be installed with no special aesthetic considerations. This is the most cost-effective model but is likely to provoke strong opposition from tourism stakeholders, who fear it would erode the visual and cultural integrity of the coastal landscape.

The selected aesthetic direction will heavily influence the tourism sector's stance, particularly in a region still recovering from the pandemic and climate-related disruptions. For many locals, this is not just about design, but about identity, livelihood, and place-based pride.

## IISSUE D: SOCIETAL IMPLICATIONS - COMPENSATION TO LOCAL FAMILIES

The proposed wind farm will directly affect the daily lives of local farming and fishing families, many of whom live in close proximity to the proposed turbine zones. These communities have expressed concern about land use changes, noise, biodiversity disruption, and reduced quality of life, particularly given the region's history of top-down infrastructure projects with little local benefit.

In an attempt to build trust and address local grievances, Zoreatex and the MISD are exploring options for climate-related compensation packages, referred to as "Climate Bonuses", to be paid directly to affected households. Four options have emerged during planning:

### **Option D1: No Climate Bonus**

No direct compensation is provided to local families. Proponents of this option argue that broader national benefits and job creation are sufficient justification for the project, and that bonus payments could create unrealistic expectations or future dependency.

### **Option D2: Climate Bonus of €1,000**

A modest annual bonus per affected household. Seen as a symbolic gesture, this option acknowledges disruption without straining the project's budget. However, it risks being viewed as insufficient or tokenistic, especially by communities with deep-rooted land ties.

### **Option D3: Climate Bonus of €2,000**

A medium-tier annual bonus aimed at offsetting some economic and emotional costs of proximity to the wind farm. This is considered a balanced compromise between fiscal responsibility and social fairness by some stakeholders.

### **Option D4: Climate Bonus of €3,000**

A significant annual payment to affected households, framed as a form of climate justice and recognition of rural sacrifice. This option is popular among community representatives but raises concerns among developers and fiscal conservatives about project affordability and future precedent.

The level of compensation will greatly influence the support or resistance of local stakeholders, especially farmers and community-based NGOs. For them, this issue is not only about money, it is about recognition, fairness, and the right to shape their own future in the transition to climate neutrality.

## ISSUE E: ENVIRONMENTAL IMPACT

The Inerbantosa Wind Farm Project stands at the centre of a heated debate on how renewable energy projects affect the environment, particularly in regions with rich ecosystems and migratory biodiversity. While wind energy is widely promoted as green, its local ecological footprint, especially when implemented on a massive scale, can be controversial.

The coastal and marine habitats in Inerbantosa are home to migratory bird routes, fragile dune systems, marine mammals, and numerous endangered species. Environmental groups, scientists, and coastal communities are closely watching how this project will impact, preserve, or restore these ecosystems.

The MISD and Zoreatex must therefore commit to one of four positions in their environmental strategy, which will significantly shape public support or opposition:

### **Option E1: Harm**

Acknowledges that the project will cause significant environmental degradation, such as disruption of habitats and bird migration patterns, without sufficient mitigation measures. While this option may maximise construction speed and reduce costs, it will likely provoke severe backlash from environmentalists and ecologists.

### **Option E2: Maintain**

Commits to preserving current environmental conditions through strict adherence to existing regulations, without investing in proactive restoration. This middle-ground approach avoids further degradation but does not improve ecological integrity, and is viewed as insufficient by more eco-conscious actors.

### **Option E3: Support**

Involves integrating positive environmental measures, such as wildlife corridors, limited development zones, or bird-friendly turbine designs, that offset some negative impacts and signal a more responsible approach to ecological balance.

### **Option E4: Improve**

Goes beyond mitigation and aims to use the wind farm project as a catalyst for ecological regeneration. This includes habitat restoration, biodiversity monitoring programs, and co-investments in marine and coastal conservation. While expensive and time-consuming, this option is the most favoured by environmental stakeholders and helps repair the public image of green mega-projects in the region.

The choice on this issue is likely to be a deal-breaker for environmental groups and a core measure of legitimacy for civil society watchdogs, the media, and international observers tracking the country's climate transition.



ZOREATEX NEGOTIATOR

# CONFIDENTIAL INSTRUCTIONS FOR THE ZOREATEX NEGOTIATOR

**(From the Board of Directors of Zoreatex – Multinational Wind Energy Company)**

This project is central to our company's future. It offers an exceptional opportunity to position Zoreatex as a global leader in the green transition, expand our renewable energy portfolio, and solidify our reputation as a driver of sustainable innovation.

The proposed Inerbantosa Wind Farm is designed to generate clean electricity for over 2 million homes, create thousands of jobs, and contribute to national and European decarbonisation goals. It's a win-win, on paper. But in reality, local resistance, ecological sensitivities, and political negotiations make it complicated.

We believe that public benefits are clear, and that the opposition arises more from historical failures and poor communication by other developers, not from anything we've done. That said, we know that this project will only succeed if we can secure strong, broad-based support across the region. Therefore, your task is to secure the best possible deal while ensuring at least five of the six stakeholders agree to the terms. If you achieve this quickly and time allows, push for a six-party consensus, you'll earn a bonus of 10 points and earn the additional recognition of being in Socio-Economic Business Development Intelligence.

But remember: we are a business. We need cost efficiency, expansion potential, and a project that strengthens our green reputation. Do not give away too much in pursuit of harmony. The negotiation is about shaping the final design of the project across five key contested issues.

## Scoring System

In order to help you plan your negotiating strategy, we have developed a 19-point scoring scheme that reflects the relative importance of each of the five contested issues to Zoreatex. Your total score in the negotiation will depend on how each issue is resolved. The most favourable set of outcomes is worth 19 points to us, while the least favourable yields 0. There is also the possibility of earning a bonus if a broad consensus is reached among the negotiation actors.

Each issue has been assigned a different value based on its importance to our company's interests – including profit margins, reputation, competitiveness, and strategic growth. This point system may feel abstract, but it serves as a useful tool: it allows us to convert multiple priorities into a single “currency,” enabling meaningful comparisons between different trade-offs and negotiation outcomes.

Importantly, Zoreatex will only support the project if the final agreement is worth at least 10 points (not including any bonus for consensus). If the negotiated outcome results in fewer than 10 points, the project will no longer be considered viable, and we will withdraw in favour of alternative investment opportunities with higher strategic value.

Your objective in this negotiation is to maximise the number of points earned, not out of greed, but to reflect our legitimate and strategic interests. Aim for at least 10 points, but strive for more if possible. If you successfully reach a 5-actor consensus, or ideally a 6-actor consensus, you will receive a bonus to your final score.

## ISSUE 1: PROJECT SCALE

### What this issue is about:

The Project Scale determines the total investment size and number of wind turbines built in Inerbantosa. The bigger the scale, the more wind turbines are installed, leading to higher profit margins, stronger international energy influence, and greater strategic control of the market. However, larger projects also face greater resistance from communities, environmentalists, and local stakeholders due to visual, ecological, and land-use concerns.

This is a critical issue for Zoreatex. The company's strategy and investor expectations are tied to achieving maximum deployment and infrastructure efficiency. Any reduction reduces their value and return.

### Scoring options for player 1 (Zoreatex):

Option	Description	Investment	Points	Explanation
1	Massive Scale	10B	8	This is Zoreatex's ideal scenario. With 10 billion in investment, the company can deploy a massive wind farm, achieve economies of scale, long-term dominance, and significant returns.
2	Large Scale	6B	6	A solid, profitable compromise. While smaller than optimal, this still allows for a strong presence and moderate profitability.
3	Medium Scale	3B	3	A disappointing scenario. Profits are limited, and infrastructure investment is underutilised. Only acceptable if offset by major wins on other issues.
4	Small Scale	1B	0	Not acceptable. This symbolic scale project does not bring returns or strategic benefits. It would damage investor confidence and fail to justify operations.

### Zoreatex position summary:

- Best outcome: Option 1 - Massive scale (10B investment)
- Acceptable compromise: Option 2 - Large scale (6B investment)
- Barely tolerable: Option 3 - Medium scale (3B investment)
- Unacceptable: Option 4 - Small scale (1B investment)

Zoreatex will advocate aggressively for the massive scale, but may settle for large scale if needed to gain consensus.

## ISSUE 2: ECONOMIC AND ENERGY MARKET DYNAMICS

### What this issue is about:

This issue defines the underlying principles that will shape the business model and operations of the renewable energy development in Inerbantosa. The direction taken here will influence how profits are allocated, what legal obligations apply, and how the project is perceived by international stakeholders and investors.

For Zoreatex, this is about securing an operating environment that maximises return on investment and minimises regulatory or ethical constraints. Being a large-scale corporate developer, Zoreatex is under constant pressure to deliver quarterly results, and less interested in constraints that stem from ethics or justice-based approaches.

### Scoring options for player 1 (Zoreatex):

Option	Description	Points	Explanation
1	<b>Maximum Profit</b>	4	This is Zoreatex's <b>preferred scenario</b> . It allows the company to operate freely under market principles, with <b>no obligations</b> for reporting, redistribution, or ethical audits. Maximum efficiency and profitability.
2	<b>ESG Reporting Obligations</b>	2	Tolerable if needed to maintain investor trust or to meet EU-wide compliance. But Zoreatex wants minimal reporting overhead.
3	<b>Social Corporate Responsibility</b>	1	Acceptable only if required to gain public support. Voluntary CSR measures reduce operational freedom and add cost without direct returns.
4	<b>Fair Trade</b>	0	<b>Unacceptable.</b> This framework is seen as incompatible with Zoreatex's corporate model. It forces long-term commitments, profit sharing, and introduces worker-focused provisions that reduce competitiveness.

### Zoreatex position summary:

- Ideal: Option 1 - pure market-driven model focused on profit maximisation.
- Acceptable: Option 2 - ESG reporting, as long as limited in scope.
- Tolerable: Option 3 - voluntary CSR may be used as a bargaining chip, but adds little value.
- Red line: Option 4 - Fair Trade mechanisms are structurally misaligned with Zoreatex's business strategy.

Zoreatex will push for a profit-oriented market model, and will only tolerate moderate social or ethical concessions if essential for consensus.

## ISSUE 3: TOURISM CONCERNS

### What this issue is about:

This issue addresses the visual and cultural integration of the wind farm within the landscape of Inerbantosa, a region that relies heavily on tourism and cultural identity for local economic sustainability. The visual appearance and thematic integration of the turbines and related infrastructure will affect how well the region retains or loses its touristic value.

For Zoreatex, design considerations must be weighed against construction costs, timeline, and flexibility. While they are not opposed to cultural aesthetics in theory, overly demanding or symbolic elements can delay deployment and increase costs, making them reluctant to agree unless this is a bargaining necessity.

### Scoring options for player 1 (Zoreatex):

Option	Description	Points	Explanation
1	<b>Highly Cultural Aesthetics</b>	2	Acceptable if it boosts public perception or neutralises opposition. Costly but may help unlock other approvals or goodwill.
2	<b>Moderate Cultural Aesthetics</b>	1	Preferred compromise. Balances visual acceptance without over-customizing turbine design or layout.
3	<b>Only Attractive but Not Cultural Aesthetics</b>	0	Ideal technically, cheapest and most efficient, but not favoured by other groups. Politically risky if insisted upon.
4	<b>Traditional Winds (no aesthetic consideration)</b>	0	Likely to face strong pushback. While it saves cost and aligns with engineering simplicity, it offers no benefit in negotiations.

### Zoreatex position summary:

- Best trade-off: Option 2 - moderate cultural integration, tolerable cost increase.
- Playable if strategic: Option 1 - high aesthetics can be used as a trade in multi-party deals.
- Operational ideal: Option 3 - simple, clean, aesthetic design without cultural commitments.
- Weakest bargaining chip: Option 4 - too raw, seen as negligent of local identity, likely to fail stakeholder support.

Zoreatex will be pragmatic here, they'll accept cultural aesthetics if it ensures project approval, but will push back on anything that significantly increases complexity or requires artistic consultation.

## ISSUE 4: SOCIETAL IMPLICATIONS, CLIMATE BONUS SCHEME

### What this issue is about:

This issue focuses on whether Zoreatex should provide direct financial bonuses to local residents as a form of community compensation or benefit-sharing, often framed as “climate bonuses.” These payouts are designed to secure public support, but from Zoreatex’s perspective, they represent a direct cost to profitability and set a precedent for future negotiations elsewhere.

### Scoring options for player 1 (Zoreatex):

Option	Description	Points	Explanation
1	<b>No Climate Bonus</b>	2	Ideal scenario. No payouts, maximum profitability, minimal precedent-setting. Best-case financially.
2	<b>Climate Bonus of €1,000/person</b>	1	Tolerable if required for stakeholder buy-in or regulatory approval. Still reduces overall margin.
3	<b>Climate Bonus of €2,000/person</b>	0	Hard to justify. Substantial cost increase without proportional benefit to developer.
4	<b>Climate Bonus of €3,000/person</b>	0	Worst-case financially. Perceived as excessive and dangerous precedent for future contracts.

### Zoreatex position summary:

- Strong preference: Option 1 - no bonus. Keeps budget tight, avoids public expectations in other regions.
- Negotiable midpoint: Option 2 - €1,000 bonus. Can be a compromise if it unlocks multi-party support.
- Resisted options: Options 3-4 - €2,000 or €3,000 bonuses. Drain profitability, set a costly precedent.

Zoreatex may accept a minimal bonus only as a bargaining chip, but prefers other forms of public compensation (e.g., job creation) rather than cash transfers.

## ISSUE 5: ENVIRONMENTAL IMPACT COMMITMENTS

### What this issue is about:

This issue focuses on how far the wind farm developer is willing to go in addressing and mitigating environmental damage. It reflects the level of investment in ecological conservation, biodiversity protection, and habitat restoration, all of which come at a cost to the developer's bottom line.

### Scoring options for player 1 (Zoreatex):

Option	Description	Points	Explanation
1	<b>Harm</b>	3	Minimal cost. Least regulation or offset investment. No greenwashing needed. Ideal for profit but triggers public backlash.
2	<b>Maintain</b>	2	Acceptable. Minimal mitigation to avoid reputational damage. Standard business practice.
3	<b>Support</b>	0	Costly. Involves contributing to biodiversity preservation, ongoing assessments, and community trust-building.
4	<b>Improve</b>	0	Very costly. Involves long-term environmental stewardship, land restoration, and ecosystem services. No direct return.

### Zoreatex position summary:

- Preferred outcome: Option 1 - accepting some environmental degradation without formal offset requirements. Maximises construction and profit speed.
- Tolerable compromise: Option 2 - maintaining current environmental baseline, just enough to avoid resistance or lawsuits.
- Opposed options: Options 3 and 4 - would require partnerships with environmental groups, offset spending, or changes to wind farm design that increase costs.

Zoreatex sees deep environmental commitments as public relations tools at best, and profit drains at worst, and will avoid them unless absolutely necessary for approval.

## CONFIDENTIAL SUMMARY OF POINTS FOR THE ZOREATEX NEGOTIATOR

### A: Project Scale (8)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Massive Project (10B investment)	8			
2. Large Project (6B investment)	6			
3. Medium Project (3B investment)	3			
4. Small Project (1B investment)	0			

### B: Economic & Energy Market Dynamics (4)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Maximum Profit	4			
2. ESG Reporting Obligations	2			
3. Social Corporate Responsibility	1			
4. Fair Trade	0			

### C: Tourism Concerns (2)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Highly Cultural Aesthetics	2			
2. Moderate Cultural Aesthetics	1			
3. Attractive, Not Cultural	0			
4. Traditional Winds	0			

### D: Societal Implications (2)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. No Climate Bonus	2			
2. Climate Bonus 1K	1			
3. Climate Bonus 2K	0			
4. Climate Bonus 3K	0			

### E: Environmental Impact (3)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Harm	3			
2. Maintain	2			
3. Support	0			
4. Improve	0			

Option	Points	1st Vote	2nd Vote	3rd Vote
A through E: TOTAL (your goal)	19			
UNANIMOUS BONUS (if reached with 6 actors) = +10	25			

**MINIMUM NEEDED FOR AGREEMENT = 10**

## CONFIDENTIAL SCORE SHEET FOR THE ZOREATEX NEGOTIATOR

Your name/Group Name: \_\_\_\_\_

Did Zoreatex get an agreement? YES  NO

If "yes" who signed (or voted for) the agreement?

	Yes	No
Environmental Groups		
Other Energy Companies		
State Development Agency		
Tourism Chamber of Inerbantosa		
Local Farmers & Agricultural Cooperatives		

If your group reached agreement, please describe the agreement and identify the number of points it generated:

ISSUE	OUTCOME	POINTS
A. What project scale was agreed to?		
B. What economic/market model was agreed to?		
C. What tourism concerns were addressed?		
D. What societal bonus was selected?		
E. What level of environmental impact is expected?		

SUBTOTAL (ADD ITEMS A THROUGH E): \_\_\_\_\_

If agreement was unanimous, add 10 bonus point.

TOTAL POINTS GENERATED BY AGREEMENT: \_\_\_\_\_

## APPENDIX: A DISCUSSION OF THE SCORING SYSTEM FOR THE ZOREATEX NEGOTIATOR

In today's negotiation simulation, Zoreatex enters with a broad and complex set of interests. As a tourism developer with long-term ambitions, we must balance economic feasibility, environmental sustainability, cultural integrity, and public perception. We aim to develop attractive tourism infrastructure while ensuring the destination remains liveable and authentic. At the same time, we must manage financial commitments responsibly, especially regarding climate-related contributions or compensation schemes. Overinvesting without proportional benefit could threaten our ability to proceed or profit, so we seek a solution that is balanced, sustainable, and justifiable to our board and stakeholders.

To guide our decisions, we use a confidential 19-point internal scoring system. Each issue adds points based on alignment with our goals, allowing us to weigh financial, social, and environmental interests in a unified framework. The maximum score is 19; any deal below 10 points (excluding bonus points) is unacceptable and would lead us to withdraw.

Our highest priority is Project Scale, worth up to 10 points. We strongly prefer a Massive Project (10B, 8 points) or a Large Project (6B, 6 points). Smaller projects offer diminishing returns and are not strategically compelling. Our second priority, Economic & Energy Market Dynamics (4 points), reflects our commitment to Maximum Profit (4 points). We have no interest in Fair Trade (0) and avoid Social Corporate Responsibility (1). ESG Reporting is acceptable for 2 points, as it provides a “green” image without binding costs.

Tourism Concerns contribute 2 points. We value Highly Cultural Aesthetics (2), may accept Moderate (1), and reject options lacking cultural identity. In Societal Implications, we prefer “No Climate Bonus” (2); a small bonus (1K) is tolerable (1), while higher commitments (2K or 3K) carry no value. Environmental Impact is our least important issue: outcomes causing environmental harm earn 3 points; “Maintain” earns 2; “Support” or “Improve” earn none.

The scoring system helps us prioritise strategically, compare deals, and assess whether an agreement meets our minimum 10-point threshold. A unanimous six-party agreement adds a 10-point bonus, but this does not count toward our internal minimum.

This scoring sheet is strictly confidential. You may share general preferences but never disclose your point allocations. Communicate strength through behaviour, not numbers. Use the sheet privately to track progress and evaluate proposals; revealing it could give competitors leverage. You may discuss interests, but keep numerical valuations hidden.

In summary, the system helps you:

- Quantify trade-offs across issues,
- Prioritise what matters most,
- Maintain focus on the 10-point go/no-go threshold,
- Judge whether an outcome justifies participation,
- Navigate complex negotiations while staying aligned with Zoreatex's goals.



ENVIRONMENTAL GROUPS

# CONFIDENTIAL INSTRUCTIONS FOR THE ENVIRONMENTAL GROUPS

**(From the Board of ESG Reporting appointed nationally by the EU)**

We are writing with deep concern regarding Zoreatex's proposal to construct and operate a large-scale wind farm in Inerbantosa. While wind energy is often seen as a symbol of the green transition, this project raises serious environmental and ecological risks. It could damage fragile ecosystems, displace wildlife, and degrade landscapes if implemented without strict safeguards. We fear this may become another case where "sustainable energy" justifies unsustainable practices. Your role in the upcoming negotiation is to prevent this outcome.

Initially, our board was hesitant to join the negotiations at all. We worried our presence might be misread as an endorsement of the wind farm. However, we concluded that not participating would be worse, as it would forfeit our ability to influence design choices and allow a worst-case scenario—a massive industrial wind park driven by profit, lacking ecological assessments or climate safeguards—to unfold. Your participation is essential, not symbolic.

Of the five issues under negotiation, only two truly matter to us: Environmental Impact and Societal Implications. These reflect our mission to protect environmental integrity and ensure real climate benefits. Project Scale, Economic and Energy Market Dynamics, and Tourism Concerns are secondary. If concessions on those help secure stronger protections where it counts, make them strategically.

To assist your decision-making, we have assigned points to the different outcomes across each issue. Your maximum potential score is 18 points: up to 10 points from the Environmental Impact dimension (with "improve" being our ideal outcome), and up to 8 points from Societal Implications (with the "Climate Bonus of 3K" representing the strongest indicator of public benefit and climate alignment). These points are not arbitrary, they reflect tangible ecological outcomes, such as, enhanced biodiversity protections, strengthened carbon offset mechanisms, and genuine accountability for long-term sustainability.

We will not support any agreement worth fewer than 10 points. That is our red line. If negotiations fail to yield sufficient environmental guarantees, we will publicly withdraw our endorsement of the wind farm and potentially challenge the project through legal or policy channels. We would rather see the project delayed or downsized than see Inerbantosa's environment sacrificed for short-term gain under the false flag of green development. However, if your negotiations result in 10 or more points, we will be prepared to support the wind farm, with conditions and transparent explanation to our members and stakeholders.

Your mission is clear: maximise gains where they matter, and secure as many points as possible on the two issues central to our vision. This is not a matter of being stubborn or inflexible. On the contrary, this is a negotiation. But negotiation does not mean surrender. It means using trade-offs intelligently. Use other issues tactically, to extract commitments on environmental protection and societal benefit. Protecting Inerbantosa's ecological balance must remain non-negotiable.

Remember, you are not just representing Zoreatex at the table, you are representing the interests of the species, habitats, and local communities that cannot speak for themselves. Your strategic judgment and negotiation skills will decide whether this wind farm becomes a beacon of sustainable innovation, or yet another case of greenwashing at the cost of our planet's well-being.

## ISSUE 1: PROJECT SCALE

### What this issue is about:

The Project Scale determines the total investment size and number of wind turbines built in Inerbantosa. Larger projects mean greater land use, more visual and ecological disruption, and higher risk to local biodiversity. While wind energy is a cleaner alternative to fossil fuels, scale without proper environmental safeguards can lead to substantial harm, particularly in ecologically sensitive zones like Inerbantosa's coastal habitats and migratory corridors.

This issue is not a priority for the Environmental League. While large-scale energy projects generally raise environmental concerns, scale alone is not our main focus, what matters more is how a project is designed, implemented, and regulated. We are willing to trade off scale if it helps us win stronger commitments in areas such as Environmental Impact and Societal Climate Contributions.

### Scoring options for player 2 (Environmental Groups):

Option	Description	Investment	Points	Explanation
1	Massive Scale	10B	0	Unacceptable. A large-scale wind farm without guarantees of ecological protection could devastate sensitive habitats. We strongly oppose unchecked expansion.
2	Large Scale	6B	0	Still problematic. A reduced footprint, but without paired environmental commitments, this remains a serious concern for us.
3	Medium Scale	3B	0	Neutral. Moderately acceptable <b>only</b> if combined with strong climate benefits and environmental safeguards.
4	Small Scale	1B	0	We don't prioritize scale reduction for its own sake. A symbolic project may appear "green," but may have negligible impact.

### Environmental Group position summary:

- Best outcome: Option 4 - Small scale, but only if accompanied by environmental and social wins.
- Acceptable compromise: Option 3 - Medium scale, if paired with strong environmental and societal protections.
- Barely tolerable: Option 2 - Large scale, only if we get our maximum points on climate and ecological dimensions.
- Unacceptable: Option 1 - Massive scale with no safeguards. We will oppose this in negotiations and public discourse.

Environmental groups do not assign any points to project scale alone. However, they may strategically concede scale in exchange for significant gains on climate bonuses and ecological improvements. Their approach is to leverage this issue, not prioritise it.

## IISSUE 2: ECONOMIC AND ENERGY MARKET DYNAMICS

### What this issue is about:

This issue deals with the economic model behind the Inerbantosa wind farm project and its alignment with different market principles, ranging from pure profit-maximisation to socially and environmentally conscious frameworks. For Environmental Groups, this is a moderately important issue, as the underlying market logic will influence how decisions are made and whose interests are prioritised over time.

While Environmental Groups do not have a direct stake in financial profits or trade policy, we are highly attuned to the long-term systemic effects of economic decision-making. In particular, profit-maximizing models (Option 1) are often linked to cutting corners on ecological protection, resisting regulation, and placing shareholder value above climate and community resilience. Such models pose a threat to any climate-aligned project.

At the same time, although Options 2, 3, and 4 are imperfect and not guarantees of sustainability, they each introduce accountability mechanisms that can influence behaviour over the long term. These include transparency tools like ESG reporting, social responsibility standards, and fair trade frameworks that, if implemented seriously, can increase pressure on project leaders to uphold environmental commitments and public trust.

### Scoring options for player 2 (Environmental Groups):

Option	Description	Points	Explanation
1	Maximum Profit	0	This model is incompatible with ecological responsibility. Pure profit-maximisation often leads to exploitation of people and the planet. We strongly oppose this outcome.
2	ESG Reporting Obligations	1	This is a modest win. While ESG frameworks can be shallow, they offer a foothold for transparency and public scrutiny. It signals some responsiveness to environmental concerns.
3	Social Corporate Responsibility	1	Even though we distrust superficial CSR statements, some companies do evolve under pressure. CSR can provide a basis for collaboration with environmental watchdogs.
4	Fair Trade	1	Fair trade alone doesn't equal climate justice, but it reflects an ethical orientation and broader accountability to workers and communities. It's a positive signal, though not our priority.

### Environmental Group position summary:

While this issue is not at the heart of our advocacy, we recognise the indirect influence economic frameworks have on the environment. We will not expend major negotiation capital here, but we do prefer any framework that introduces obligations, reporting, or external accountability, even if minimal. This is why Options 2, 3, and 4 are each worth 1 point, whereas Option 1 (Maximum Profit) remains completely unacceptable.

Ultimately, we advocate for a transition to an economy that values people and the planet over short-term profits. These modest point allocations reflect our desire to nudge the governance model in that direction without diverting focus from our top priorities: ecological regeneration and community well-being.

## ISSUE 3: TOURISM CONCERNS

### What this issue is about:

This issue centres on the visual and cultural aesthetics of the wind turbines and their integration with the landscape of Inerbantosa, which is known for its natural beauty and local heritage. While some stakeholders prioritise visual attractiveness for tourism promotion, for environmental groups, the concern is not appearance but ecological harmony.

From our perspective, focusing solely on visual appeal risks reducing the wind farm to a branding exercise rather than a meaningful climate solution. We believe the aesthetic conversation must be secondary to ecological function and community empowerment. We are wary of tokenistic “cultural design” that greenwashes industrial infrastructure without improving biodiversity or reducing emissions.

### Scoring options for player 2 (Environmental Groups):

Option	Description	Points	Explanation
1	Highly Cultural Aesthetics	0	Not important. Cultural symbols or design flourishes do not address our core environmental or justice concerns.
2	Moderate Cultural Aesthetics	0	No added value. Mere visual compromises without ecological outcomes are not a priority.
3	Only Attractive but Not Cultural	0	Appearance alone is insufficient. We oppose using aesthetic arguments to justify harmful environmental impacts.
4	Traditional Winds	0	Traditional imagery may serve nostalgia, but we are focused on <b>carbon reductions</b> , not visual cues.

### Environmental Group position summary:

- Ideal: None, this issue is not a scoring priority.
- Acceptable: None, aesthetics are irrelevant if the ecological integrity is compromised.
- Red Line: Using visual aesthetics to distract from environmental harm.

Environmental Groups will not allocate any points toward this issue and will refuse to bargain aesthetics for environmental damage. If a proposal leads to carbon emissions, land degradation, or biodiversity loss, no amount of design polish can redeem it.

## ISSUE 4: SOCIETAL IMPLICATIONS

### What this issue is about:

This issue focuses on how the project will affect broader society, particularly in terms of climate justice and equity. It considers whether the economic benefits of the wind farm are distributed fairly and whether the project contributes meaningfully to combating the climate crisis. For Environmental Groups, this issue is foundational. We see the transition to renewable energy as not just a technological shift, but a moral obligation to correct systemic injustices and ensure that climate action reaches and benefits all communities.

We believe that any large-scale renewable project must deliver tangible climate benefits to people, especially those historically marginalised or disproportionately affected by environmental harm. A project that fails to deliver any climate bonus to the public is unacceptable and a clear sign that private profit is being prioritised over public good.

### Scoring options for player 2 (Environmental Groups):

Option	Description	Points	Explanation
1	No Climate Bonus	0	Completely unacceptable. A project that brings no benefit to citizens undermines climate justice and public support.
2	Climate Bonus of 1K	3	Still insufficient. Symbolic support, but does not reflect the scale of community involvement or need.
3	Climate Bonus of 2K	4	Acceptable. Reflects a moderate recognition of community rights and climate equity, but not ideal.
4	Climate Bonus of 3K	8	Strongly preferred. This reflects meaningful redistribution of benefits to communities and aligns with climate justice values.

### Environmental Group position summary:

- Ideal: Option 4 - climate bonus of 3K. Demonstrates genuine commitment to social justice and equitable climate action.
- Acceptable compromise: Option 3 - 2K bonus. Offers moderate but real benefits.
- Barely tolerable: Option 2 - symbolic bonus of 1K. Useful as a minimum baseline but insufficient for equity.
- Red line: Option 1 - no climate bonus is a total rejection of public accountability and climate ethics.

Environmental Groups will push hard for the highest possible climate bonus, seeing it as a direct investment in societal resilience and fairness. While minor compromises may be acceptable in pursuit of broader environmental wins, social equity must be a pillar, not a side note, of the transition to renewable energy.

## ISSUE 5: ENVIRONMENTAL IMPACT

### What this issue is about:

Environmental Impact lies at the core of the Environmental Groups' mission and values. While renewable energy infrastructure is essential, not all green energy is automatically sustainable. For the coalition, how the Inerbantosa wind farm is planned, built, and maintained will determine whether it becomes part of the solution or simply repeats old mistakes.

Wind farms can disrupt fragile ecosystems, displace wildlife, degrade biodiversity, and scar landscapes, especially when driven by profit-first logic. Conversely, a well-designed, ecologically integrated wind farm can regenerate land, restore habitats, and create new conservation zones. The difference is not technological but political and ethical.

Environmental Groups believe this project must set a new benchmark for climate and ecological integrity. It cannot merely "avoid harm"; it must actively improve the environment, building resilience and repairing past damage. Inerbantosa can become a model for combining energy transition with ecological regeneration, but only with a bold, ambitious vision.

### Scoring options for player 2 (Environmental Groups):

Option	Description	Points	Explanation
1	Harm	0	Totally unacceptable. Projects that lead to deforestation, habitat loss, or ecological degradation betray the principles of sustainability. This scenario represents a greenwashed expansion of extractivism under the guise of clean energy.
2	Maintain	2	Weak and disappointing. While not causing new damage, this approach fails to address past harm or meet the urgent need for ecological regeneration. It reflects a passive mindset incompatible with today's environmental challenges.
3	Support	5	Tolerable but insufficient. Some minimal support for ecosystems may be included (e.g., monitoring or local conservation offsets), but this approach lacks ambition. It may be accepted as part of a package deal, but only with significant wins in other issue areas.
4	Improve	10	This is the ideal scenario. The project becomes an ecological asset, contributing to biodiversity, restoring habitats, planting native species, and aligning with nature-based solutions. It transforms the energy transition into an ecological transition.

### Environmental Group position summary:

- Ideal: Option 4 - Environmental improvement. This is the only path that aligns with our ecological values and long-term vision.
- Acceptable compromise: Option 3 - Supportive but not transformative. Acceptable only if paired with strong wins in other areas.
- Barely tolerable: Option 2 - Maintenance of current conditions may be tolerated for short-term consensus but is not a real win.
- Red line: Option 1 - Any environmental harm is an immediate deal-breaker and will result in withdrawal from the negotiation.

Environmental Groups will demand genuine ecological improvement, insisting the wind farm be restorative, not just "green." We will not accept harmful outcomes; strong environmental ambition is non-negotiable.

## CONFIDENTIAL SUMMARY OF POINTS FOR THE ENVIRONMENTAL GROUPS

### A: Project Scale (0)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Massive Project (10B investment)	0			
2. Large Project (6B investment)	0			
3. Medium Project (3B investment)	0			
4. Small Project (1B investment)	0			

### B: Economic & Energy Market Dynamics (1)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Maximum Profit	0			
2. ESG Reporting Obligations	1			
3. Social Corporate Responsibility	1			
4. Fair Trade	1			

### C: Tourism Concerns (0)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Highly Cultural Aesthetics	0			
2. Moderate Cultural Aesthetics	0			
3. Attractive, Not Cultural	0			
4. Traditional Winds	0			

### D: Societal Implications (8)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. No Climate Bonus	0			
2. Climate Bonus 1K	3			
3. Climate Bonus 2K	4			
4. Climate Bonus 3K	8			

### E: Environmental Impact (10)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Harm	0			
2. Maintain	2			
3. Support	5			
4. Improve	10			

Option	Points	1st Vote	2nd Vote	3rd Vote
A through E: TOTAL (your goal)	19			

**MINIMUM NEEDED FOR AGREEMENT = 10**

## CONFIDENTIAL SCORE SHEET FOR THE ENVIRONMENTAL GROUPS

Your name/Group Name: \_\_\_\_\_

Did Zoreatex get an agreement? YES  NO

If "yes" who signed (or voted for) the agreement?

	Yes	No
Zoreatex Company		
Other Energy Companies		
State Development Agency		
Tourism Chamber of Inerbantosa		
Local Farmers & Agricultural Cooperatives		

If your group reached agreement, please describe the agreement and identify the number of points it generated:

ISSUE	OUTCOME	POINTS
A. What project scale was agreed to?		
B. What economic/market model was agreed to?		
C. What tourism concerns were addressed?		
D. What societal bonus was selected?		
E. What level of environmental impact is expected?		

SUBTOTAL (ADD ITEMS A THROUGH E): \_\_\_\_\_

If agreement was unanimous, add 10 bonus point.

TOTAL POINTS GENERATED BY AGREEMENT: \_\_\_\_\_

## APPENDIX: A DISCUSSION OF THE SCORING SYSTEM FOR THE ENVIRONMENTAL NEGOTIATOR

This negotiation will shape the future of wind energy development in Inerbantosa and offers a rare opportunity to embed sustainability, ecological stewardship, and social equity into a major public infrastructure project. What's at stake goes beyond turbine placement or revenue distribution; it is about the kind of transition we want to lead, just and sustainable, or a missed opportunity disguised as progress.

Several issues are on the table, while many are relevant to different stakeholders, not all are equally aligned with our mission. Our point allocation reflects deliberate choices based on environmental priorities, scientific reasoning, and our broader commitment to intergenerational justice.

We allocate 10 of our 19 points to Environmental Impact. This is not symbolic, it reflects the urgent need to move beyond “doing no harm” and embrace a regenerative approach that actively improves ecological conditions in and around Inerbantosa. In practice, this means championing biodiversity restoration, halting degradation, and enhancing natural resilience. Whether reversing habitat loss, protecting marine ecosystems, or advancing adaptive coastal management, we want an agreement that generates real ecological gains. “Maintaining” current standards is insufficient, and accepting harm would be unacceptable and damaging to both regional health and our credibility. Environmental impact is the litmus test for the project’s integrity.

Next in importance is Societal Implications, to which we assign 8 points. Environmentalism without social justice is no longer acceptable. The energy transition must benefit local residents, not only developers or investors. A strong climate dividend, such as €3,000 per household, signals fairness and community inclusion, and helps secure public support for long-term sustainability goals. A weak or absent bonus would erode trust and reinforce the narrative that sustainability is done to communities, not with them. Inerbantosa should model what a just transition looks like in practice.

Our third priority is Economic and Energy Market Dynamics, assigned 1 point. While less central, we still support frameworks ensuring accountability and basic environmental safeguards.

We place little weight on Tourism Concerns or Project Scale, assigning 0 points to both categories. Turbine aesthetics or symbolic value matter only if they directly affect the environment, and project size alone is not a virtue. A large wind farm without safeguards would be unacceptable, so we remain neutral on size.

Important: You will be evaluated on how well the final agreement aligns with these scores. Do not accept a deal worth fewer than 10 points, it would harm our mission and credibility. But remember, this is not about maximising points; it is about advancing what matters most. Our allies in the environmental movement will be watching closely.



# CONFIDENTIAL INSTRUCTIONS FOR THE TOURISM CHAMBER

The proposed Inerbantosa Wind Farm is a pivotal moment for the region, and for the Tourism Chamber it requires careful balance. We support the shift toward renewable energy, but we are equally committed to preserving Inerbantosa's cultural identity, aesthetic appeal, and long-term value as a leading tourist destination.

Our mission is to ensure that any major development enhances, not undermines, the region's tourism potential. With over a third of local jobs tied to tourism and cultural heritage, even small landscape or visitor-experience changes can have lasting economic effects. Wind energy can coexist with tourism, but only if integrated thoughtfully and respectfully into the environment.

This negotiation allows us to protect what makes Inerbantosa unique. We must push for options that preserve cultural aesthetics, promote social reinvestment, and encourage ethical business practices, while remaining mindful of regional needs. Our success will depend not only on what we avoid, but on the positive vision we help shape.

We aim to be constructive partners, but we cannot support any agreement that overlooks tourism impacts. Your task is to secure a deal aligned with our priorities, achieving at least 10 points, and ensuring tourism remains a strong pillar of the local economy. Our legacy, and the region's reputation, depend on it.

To guide your negotiation strategy, we have developed a 16-point scoring model reflecting our organisation's priorities across the five contested issues. The most favourable outcomes total 16 points; the least favourable yield zero. The final agreement must score at least 10 points for the Tourism Chamber to support the project.

Each issue has been assigned points based on how closely options align with our mission of cultural preservation, economic well-being, and sustainable regional branding. This system simplifies complex trade-offs into one scale, helping us assess whether the proposal delivers sufficient value for Inerbantosa's tourism sector.

- Project Scale (6 points max): we prioritise smaller-scale projects that minimise visual intrusion and preserve landscape character. Large-scale developments risk harming the region's appeal.
- Tourism Concerns (4 points max): our top priority. Options that protect or enhance Inerbantosa's cultural aesthetics are essential; generic or culturally indifferent solutions are unacceptable.
- Environmental Impact (3 points max): a healthy environment is vital for tourism. We reward options that improve or support ecological conditions; harmful outcomes are unacceptable.
- Economic & Energy Market Dynamics (2 points max): we value ethical, accountable business practices—Fair Trade, ESG reporting, and Social Corporate Responsibility—as they strengthen the region's brand among eco-conscious travellers.
- Societal Implications (1 point max): community-focused climate bonuses are welcome when they support local well-being and strengthen public sentiment toward tourism.

Your goal is to maximise our score within this structure, prioritising options that preserve tourism value while navigating trade-offs strategically. Use the next section for a full breakdown of option-by-option scores. Be flexible, but stay anchored in our core interests.

## ISSUE 1: PROJECT SCALE

### What this issue is about:

The Project Scale defines the total investment and number of wind turbines proposed for Inerbantosa. While higher investment typically results in greater energy production, it also introduces more wind turbines, increased land use, and visual disruption, threatening the region's appeal as a high-value tourism destination.

For the Tourism Chamber, protecting the visual, ecological, and cultural integrity of Inerbantosa is critical. Wind energy can support sustainable development only if done in harmony with local character. Projects that overwhelm the landscape risk deterring visitors, damaging local businesses, and undermining the identity that draws people to Inerbantosa in the first place.

This issue is the Chamber's top priority, and we strongly advocate for options that limit scale while maximizing compatibility with the tourism economy.

### Scoring options for player 3 (Tourism Chamber):

Option	Description	Investment	Points	Explanation
1	Massive Scale	10B	2	Highly disruptive, but marginally tolerable if major benefits are guaranteed elsewhere. Visual and spatial footprint is a major concern.
2	Large Scale	6B	3	Still problematic, though slightly less intrusive. Would require strong compensatory measures for tourism and landscape protection.
3	Medium Scale	3B	5	A reasonable balance. Compatible with local landscape and may allow for some eco-tourism integration.
4	Small Scale	1B	6	Strongly preferred. Preserves visual identity and creates space for tourism innovation. Minimal disruption to cultural and natural features.

### Environmental Group position summary:

- Best outcome: Option 4 - Small scale. Aligns with tourism sustainability and protects Inerbantosa's scenic character.
- Preferred compromise: Option 3 - Medium scale. Acceptable if the project maintains aesthetic harmony and minimises visual clutter.
- Conditional acceptance: Option 2 - Large scale, tolerable only if paired with guarantees for tourism support and visual mitigation.
- Reluctant minimum: Option 1 - Massive scale. Not preferred, but still earns some points if significant cross-sector benefits are delivered.

Project Scale is the most valued issue for the Tourism Chamber, receiving 6 out of their 16 total available points. Negotiators representing this group must secure a high-scoring outcome here to meet organisational priorities.

## ISSUE 2: ECONOMIC AND ENERGY MARKET DYNAMICS

### What this issue is about:

This issue focuses on how wind energy projects are framed within the larger economic and market structure. The key question is whether development is based solely on profit maximisation, or if it is integrated with values like Fair Trade, Corporate Social Responsibility (CSR), and ESG Reporting (Environmental, Social, and Governance).

For the Tourism Chamber, sustainable tourism is closely tied to reputation, responsibility, and long-term value. Tourism-driven economies benefit when energy projects reflect ethical standards and community fairness. Local and international tourists are increasingly responsive to destinations that demonstrate visible commitments to sustainability and ethical governance.

### Scoring options for player 3 (Tourism Chamber):

Option	Description	Points	Explanation
1	Maximum Profit	0	Prioritizing profit at the expense of social values damages the local image. Seen as short-sighted and harmful to the tourism brand.
2	ESG Reporting Obligations	1	Shows a basic level of transparency. Valuable for branding but insufficient without real action.
3	Social Corporate Responsibility	1	Encouraging sign of ethical direction. Positively received if paired with visible local benefits.
4	Fair Trade	2	Strongest alignment with tourism values. Promotes equity, ethics, and positive perception among tourists and partners.

### Environmental Group position summary:

- Best outcome: Option 4 - Fair Trade. Strongly supports sustainable tourism, enhances destination branding, and aligns with international visitor expectations.
- Acceptable compromises:
  - Option 2 - ESG Reporting. Transparent, but needs follow-through.
  - Option 3 - CSR. Reflects ethical awareness and improves perception.
- Unacceptable: Option 1 - Maximum Profit. Damages image, alienates values-driven tourists, and may trigger opposition from cultural and local business sectors.

For the Tourism Chamber, market ethics directly impact the tourism image and local appeal. Visitors are more inclined to support destinations where responsibility and fairness are part of the business ethos. Ethical governance doesn't just protect communities, it attracts visitors.

## ISSUE 3: TOURISM CONCERNS

### What this issue is about:

Tourism is a cornerstone of Inerbantosa's economy, built on its high cultural aesthetics, rich traditions, and scenic landscapes. Wind energy development must therefore be designed with careful attention to visual and cultural impact. Projects that disregard the region's unique character can harm tourism appeal and local pride, key drivers of the tourism industry.

For the Tourism Chamber, this issue is critical. Protecting the identity, visual appeal, and cultural integrity of the region isn't just a matter of values, it's essential to sustaining economic success and maintaining Inerbantosa's competitive edge as a tourist destination.

### Scoring options for player 3 (Tourism Chamber):

Option	Description	Points	Explanation
1	Highly Cultural Aesthetics	4	Strongly preferred. Reinforces Inerbantosa's image, appeals to international and local tourists, and supports the economy by preserving heritage.
2	Moderate Cultural Aesthetics	1	Tolerable compromise. Some loss of identity, but maintains enough authenticity to avoid major reputational damage.
3	Only Attractive but Not Cultural	0	Unacceptable. Lacks cultural relevance and weakens Inerbantosa's brand. Risks alienating visitors seeking genuine experiences.
4	Traditional Winds (Generic Turbines)	0	Totally unacceptable. Industrial appearance undermines the visual harmony and dilutes the region's tourism value.

### Environmental Group position summary:

- Best outcome: Option 1 - Highly Cultural Aesthetics. Aligns with the region's image and directly supports the tourism sector by protecting cultural uniqueness.
- Acceptable compromise: Option 2 - Moderate Cultural Aesthetics. Not ideal, but can be managed if paired with strong community engagement and branding efforts.
- Unacceptable: Options 3 & 4. Generic and unattractive styles damage the identity of the destination and reduce its tourism appeal.

Cultural and aesthetic authenticity is non-negotiable for the Tourism Chamber. Tourism thrives on uniqueness, and when energy infrastructure threatens that, it jeopardises the entire sector's future. To protect tourism, energy development must preserve identity, not erase it.

## ISSUE 4: SOCIETAL IMPLICATIONS

### What this issue is about:

This issue examines how wind energy projects impact local communities through economic incentives, specifically climate bonuses. These bonuses are intended to ensure that locals benefit from hosting wind infrastructure. For the Tourism Chamber, maintaining public support, community goodwill, and socioeconomic stability is vital, especially in tourism-reliant areas where public perception and local pride shape visitor experiences.

### Scoring options for player 3 (Tourism Chamber):

Option	Description	Points	Explanation
1	No Climate Bonus	0	Unacceptable. Fails to share benefits with locals, creating resentment that may spill over into tourism perceptions and social tension.
2	Climate Bonus of 1K	0	Inadequate. A symbolic amount that's unlikely to sway public opinion or meaningfully support the community.
3	Climate Bonus of 2K	1	Acceptable. Shows some effort to reward locals, which helps maintain positive public opinion.
4	Climate Bonus of 3K	1	Acceptable. Demonstrates more significant community benefit, which aligns with sustainable tourism values. Still not sufficient to outweigh cultural or environmental harm.

### Environmental Group position summary:

- Preferred outcome: Option 3 or 4 - Bonuses of 2K or 3K. These show a moderate commitment to local benefit-sharing, which helps preserve community satisfaction and public support vital for tourism.
- Unacceptable: Options 1 & 2 - No or symbolic bonuses fail to mitigate the disruption caused by wind projects and could damage community-tourism relations.

For the Tourism Chamber, financial compensation is secondary to preserving aesthetics and identity, but still matters. Bonuses should be fair, visible, and appreciated to protect the region's image and prevent community backlash that could affect tourist perception. If wind projects disrupt, they must also uplift. Community goodwill is essential for a thriving tourism economy.

## ISSUE 5: ENVIRONMENTAL IMPACT

### What this issue is about:

The environmental footprint of wind energy development can shape how tourists perceive a destination. From scenic beauty to biodiversity, the environmental state of Inerbantosa plays a key role in attracting visitors. Wind projects that harm ecosystems or degrade landscapes risk damaging the tourism brand. On the other hand, initiatives that protect or even enhance the environment can boost the region's appeal and reputation as a sustainable destination.

### Scoring options for player 3 (Tourism Chamber):

Option	Description	Points	Explanation
1	Harm	0	Unacceptable. Any project that visibly harms the environment threatens the tourism sector by reducing natural appeal and contradicting Inerbantosa's image as an eco-conscious destination.
2	Maintain	1	Bare minimum. While not damaging, simply maintaining the current state fails to add value or offer a tourism advantage.
3	Support	2	Encouraged. Actions that help protect ecosystems or reduce environmental pressure align with sustainable tourism values and strengthen the region's eco-profile.
4	Improve	3	Strongly preferred. Projects that actively enhance natural habitats or biodiversity create a competitive advantage and support long-term tourism growth through environmental leadership.

### Environmental Group position summary:

- Best outcome: Option 4 - Improve. Actively restoring or enhancing the natural environment benefits tourism by increasing destination value, attractiveness, and credibility as a green leader.
- Acceptable compromise: Option 3 - Support. Initiatives that preserve and protect ecosystems without significant degradation are welcome and show alignment with responsible tourism development.
- Barely tolerable: Option 2 - Maintain. This is the bare minimum, while acceptable, this option doesn't add value to tourism.
- Unacceptable: Option 1 - Harm. Damaging the environment would directly harm Inerbantosa's tourism economy and contradict its image. This option offers no value to the sector.

The environment is one of Inerbantosa's greatest tourism assets. Wind energy projects must do more than avoid harm, they should strive to actively improve the natural setting to elevate Inerbantosa's status as a leading destination for sustainable tourism.

## CONFIDENTIAL SUMMARY OF POINTS FOR THE TOURISM CHAMBER

### A: Project Scale (6)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Massive Project (10B investment)	2			
2. Large Project (6B investment)	3			
3. Medium Project (3B investment)	5			
4. Small Project (1B investment)	6			

### B: Economic & Energy Market Dynamics (2)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Maximum Profit	0			
2. ESG Reporting Obligations	1			
3. Social Corporate Responsibility	1			
4. Fair Trade	2			

### C: Tourism Concerns (4)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Highly Cultural Aesthetics	4			
2. Moderate Cultural Aesthetics	1			
3. Attractive, Not Cultural	0			
4. Traditional Winds	0			

### D: Societal Implications (1)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. No Climate Bonus	0			
2. Climate Bonus 1K	0			
3. Climate Bonus 2K	1			
4. Climate Bonus 3K	1			

### E: Environmental Impact (3)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Harm	0			
2. Maintain	1			
3. Support	2			
4. Improve	3			

Option	Points	1st Vote	2nd Vote	3rd Vote
A through E: TOTAL (your goal)	16			

**MINIMUM NEEDED FOR AGREEMENT = 10**

## CONFIDENTIAL SCORE SHEET FOR THE TOURISM CHAMBER

Your name/Group Name: \_\_\_\_\_

Did Zoreatex get an agreement? YES  NO

If "yes" who signed (or voted for) the agreement?

	Yes	No
Zoreatex Company		
Other Energy Companies		
State Development Agency		
Environmental Groups		
Local Farmers & Agricultural Cooperatives		

If your group reached agreement, please describe the agreement and identify the number of points it generated:

ISSUE	OUTCOME	POINTS
A. What project scale was agreed to?		
B. What economic/market model was agreed to?		
C. What tourism concerns were addressed?		
D. What societal bonus was selected?		
E. What level of environmental impact is expected?		

SUBTOTAL (ADD ITEMS A THROUGH E): \_\_\_\_\_

If agreement was unanimous, add 10 bonus point.

TOTAL POINTS GENERATED BY AGREEMENT: \_\_\_\_\_

## APPENDIX: A DISCUSSION OF THE SCORING SYSTEM FOR THE TOURISM CHAMBER

This negotiation will shape the future of tourism in Inerbantosa. For the Tourism Chamber, it is a pivotal chance to ensure wind energy development aligns with the region's values and economic vitality. What's at stake is not just infrastructure, but the future of one of Inerbantosa's most treasured sectors. Our point allocation reflects a commitment to sustainable tourism, responsibility to local communities, and a long-term vision for Inerbantosa as a world-class destination.

Our top priority is Project Scale, allocated 6 of 16 points. The scale of development must fit the character and sustainability of Inerbantosa's tourism landscape. Smaller-scale projects, especially at €1 billion, offer the best chance for thoughtful integration without overwhelming the region. A €3 billion project remains manageable, but €6 billion or €10 billion proposals risk dominating the visual and environmental setting visitors value. We are not opposed to growth, but we are concerned about outsized projects that prioritise industrial scale over regional fit.

Our second priority is Tourism Concerns, assigned 4 points. Tourism depends on cultural identity and visual harmony. Wind projects must complement, not compromise, the region's aesthetic value and authentic charm. Our sector thrives on heritage and storytelling, and developments that reflect local materials, design, and place are those we support. Visitors come for authenticity, not generic infrastructure.

We have allocated 3 points to Environmental Impact. Clean air, scenic landscapes, and vibrant ecosystems are at the core of our appeal. Tourists return to places that protect nature, not those that put it at risk. We favour projects that go beyond "doing no harm" and actively contribute to ecological health. Investments that support biodiversity, restore habitats, and enhance natural resilience are not just good for the planet, they are good for our economy. The environment is not a backdrop to tourism, it is part of the experience itself.

Societal Implications received 2 points. A tourism economy cannot thrive where communities feel excluded or disempowered. Projects that include fair and meaningful benefits for residents, especially climate bonuses that reach low-income and frontline communities, strengthen long-term public support and help secure the future of sustainable tourism. When local people feel valued and engaged, they become stewards of the destination.

Finally, we awarded 1 point to Economic and Energy Market Dynamics. While this is not our core concern, we recognise the importance of ethical frameworks that promote transparency, corporate responsibility, and fair trade. Governance matters. If wind development is to coexist with tourism, it must be built on trust, integrity, and shared value.

Important note: This negotiation is about more than trade-offs. It's about protecting what makes Inerbantosa worth visiting and preserving. We don't demand every outcome favour tourism, but we won't accept decisions that disregard the sector's values. Our scoring framework is not symbolic, it reflects what it will take to keep Inerbantosa a thriving, resilient destination where tourism and sustainability go hand in hand. The tourism sector is watching closely.



STATE DEVELOPMENT  
AGENCY

# CONFIDENTIAL INSTRUCTIONS FOR THE STATE DEVELOPMENT AGENCY

The proposed Inerbantosa Wind Farm is seen as a cornerstone of national progress, offering the State Development Agency a rare chance to accelerate energy independence, economic modernization, and regional integration. Our priority is ensuring the region becomes a central player in green growth and innovation. Our mission is to scale renewable energy in ways that demonstrate impact, attract investors, and strengthen the state's ability to meet environmental and economic goals. The project's size and scope are crucial not only for national energy targets but also for positioning Inerbantosa within the broader strategic vision. Success means building a flagship initiative that showcases ambition and state leadership in the energy transition.

This negotiation allows us to lead with vision. We can support targeted adjustments, but we will not compromise on fundamentals: large-scale impact, clear market signals, and accelerated timelines. The final deal must produce measurable public benefits with minimal regulatory obstacles and strong scalability. We will be collaborative and pragmatic, but all parties must respect the urgency and strategic importance of this investment. Your task is to secure an agreement worth at least 10 of 18 points, advancing long-term infrastructure development, competitiveness, and national alignment.

Our scoring framework reflects national and regional development priorities across five issue areas. The total score is 18, and the outcome must reach at least 10 points to earn our endorsement. Project Scale is our highest priority, receiving all 6 points. We favor large-scale investments that show ambition and impact. A €10 billion project is ideal, signalling state readiness to lead on renewable energy and attract top-tier investors. Modest or experimental-scale projects lack the transformative value we require.

Economic and Energy Market Dynamics follows with 4 out of 4 points. We strongly support proposals that maximize profit, improve energy security, and position the state as a reliable energy player. We are particularly interested in projects that boost national competitiveness and align with investor priorities. ESG obligations and corporate social responsibility are not our focus; instead, we value strong financial performance and regulatory efficiency.

Environmental Impact is important but must not obstruct scale or speed. We have allocated 3 points here and reward options that maintain or support existing environmental conditions. We are open to minor improvements, but not at the expense of delaying implementation or inflating costs. Harmful impacts are discouraged, but we will not let ecological perfection stand in the way of national interests.

Societal Implications have been allocated 3 points. We believe public support can be maintained through transparent communication and moderate incentives. A climate bonus is acceptable if it builds trust and accelerates adoption, but we do not expect high community integration or co-governance models. Our aim is to move forward efficiently while offering enough to keep stakeholders cooperative.

Tourism Concerns receive 2 points, and are our lowest priority. We recognize tourism's economic value but reject the idea that it should limit strategic infrastructure development. Projects should minimize disruption, but we do not accept aesthetic objections as grounds for rejection. Wind energy is a national priority, and tourism must adapt, not obstruct, this progress. Your role is to maximize the score under this framework by crafting proposals that demonstrate scale, profitability, and implementation-readiness. Use the next section to evaluate the score potential of each available option and guide the negotiation accordingly.

## ISSUE 1: PROJECT SCALE

### What this issue is about:

The Project Scale defines the overall level of ambition, impact, and investment of the wind energy development in Inerbantosa. For the State Development Agency, this issue is a cornerstone of national infrastructure strategy. Larger-scale investments reflect the state's leadership, attract high-level investors, and maximize energy production. A massive project is a symbol of progress, one that accelerates energy independence and signals long-term competitiveness.

The agency views wind energy as a growth catalyst. Projects with high investment levels create jobs, build confidence in the region's capabilities, and showcase the state's readiness to drive the green transition. Smaller projects are seen as missed opportunities, lacking the scale, reach, and influence to position Inerbantosa as a key player in national development.

This issue is the Agency's top priority, and it holds the maximum of 6 points in our internal evaluation model. We are committed to securing the highest-impact option in this category.

### Scoring Options for Player 4 (State Development Agency):

Option	Description	Investment	Points	Explanation
1	Massive Scale	10B	8	The ideal scenario. Maximum investment, maximum impact. Strong signal of leadership and ambition.
2	Large Scale	6B	6	Strong and strategic. High value for money and acceptable scale for visibility and growth.
3	Medium Scale	3B	4	Missed opportunity. Moderate benefits with limited transformative effect.
4	Small Scale	1B	0	Inadequate. Symbolic gesture with no substantial infrastructure gain.

### State Development Agency Position Summary:

- Best Outcome: Option 1 – Massive scale (10B investment). Demonstrates bold action, delivers national impact, and sets a precedent.
- Strong Preference: Option 2 – Large scale. Delivers significant results and aligns with strategic goals.
- Minimum Acceptable: Option 3 – Medium scale. Acceptable only if paired with strong benefits in other areas.
- Non-Negotiable Rejection: Option 4 – Small scale. Symbolic only. Fails to meet strategic or economic expectations.

Project Scale is the most valued issue for the State Development Agency, representing 6 out of 18 available points. It is non-negotiable to secure a high-scoring outcome in this category to justify state-level endorsement.

## ISSUE 2: ECONOMIC AND ENERGY MARKET DYNAMICS

### What this issue is about:

Economic and Energy Market Dynamics refers to how the wind energy project engages with the broader economy and energy ecosystem, including corporate practices, governance models, and financial returns. For the State Development Agency, the emphasis is on maximizing profit and return on investment, enabling reinvestment in public infrastructure, innovation, and future green energy ventures.

From the agency's perspective, the wind project must deliver financial viability and market competitiveness. Obligations around ESG reporting, social corporate responsibility, or fair trade are secondary concerns, seen as constraints that may deter investors or complicate implementation. A streamlined, profitable model is preferred, focusing on growth, scale, and impact. This issue holds 1 out of 18 points in the Agency's evaluation, reflecting a narrower, results-driven focus. Financial performance is essential, but we aim to keep reporting requirements minimal to avoid slowing momentum.

### Scoring Options for Player 4 (State Development Agency):

Option	Description	Points	Explanation
1	Maximum Profit	1	Fully aligned. Prioritizes unrestricted capital gains and streamlined operations.
2	ESG Reporting Obligations	0	Too bureaucratic. Reporting burdens deter investors and slow implementation.
3	Social Corporate Responsibility	0	Distracts from core business goals. Adds non-essential requirements to private operators.
4	Fair Trade	0	Not relevant. Adds symbolic value but offers no competitive advantage or cost efficiency.

### State Development Agency Position Summary:

- Best Outcome: Option 1 – Maximum profit. Supports the project's business case and increases attractiveness to investors
- All Other Options: (2-4) are viewed as non-essential and add unnecessary complexity. These are not prioritized by the agency.

While this issue holds 1 out of 18 points, it reflects our clear stance: prioritize efficiency, minimize obligations. Regulatory add-ons reduce agility and competitiveness in the energy sector

## ISSUE 3: TOURISM CONCERNS

### What this issue is about:

Tourism Concerns address how wind energy development aligns with the cultural, aesthetic, and experiential value of Inerbantosa as a premier tourism destination. Wind projects that protect or enhance the region's scenic identity are favored by tourism stakeholders. However, for the State Development Agency, tourism is a secondary consideration, important, but not decisive.

The agency supports investment in tourism only when it aligns with broader infrastructure or economic development. Aesthetic design is appreciated but must not impede implementation speed or escalate costs. There is openness to basic tourism integration, particularly when it creates additional value or supports regional branding.

This issue holds 2 out of 18 total points in the agency's scoring framework, signaling moderate concern, but far from a deal-breaker.

### Scoring Options for Player 4 (State Development Agency):

Option	Description	Points	Explanation
1	Highly Cultural Aesthetics	0	Not cost-efficient. Custom design elements delay implementation.
2	Moderate Cultural Aesthetics	0	Adds some value, but too little to justify increased complexity.
3	Only Attractive but Not Cultural	1	Acceptable. Standard design that doesn't detract from landscape is fine.
4	Traditional Winds (Generic Turbines)	2	Most favorable. If cultural design is already available, reuse is efficient.

### State Development Agency Position Summary:

- Best Outcome: Option 4 – Traditional wind design. Offers cultural resonance only if it comes at no additional cost or delay.
- Acceptable Minimum: Option 3 – Basic aesthetic compatibility, as long as it avoids harming the visitor experience.
- Low Priority: Options 1 and 2 – Too expensive and cumbersome without delivering proportional benefits to the energy or development goals.

Tourism concerns are not a central driver for our agency, but we recognize the value of preserving visual quality when it doesn't obstruct progress. This issue contributes 2 out of 18 total points and may support regional buy-in, but not at the cost of efficiency.

## ISSUE 4: SOCIETAL IMPLICATIONS

### What this issue is about:

Societal Implications reflect how the project engages local communities, supports social cohesion, and ensures a fair distribution of benefits, particularly through climate bonuses or reinvestment schemes. For many stakeholders, such initiatives are crucial to generate public goodwill and increase local acceptance of wind energy.

For the State Development Agency, this issue is a strategic priority. The agency views public support as essential to maintaining project momentum, avoiding resistance, and ensuring smooth implementation. Bonuses and benefit-sharing schemes are not just ethical, they are practical tools for fostering alignment between the project and regional development goals.

With 4 out of 18 total points allocated, this issue is one of the most valued categories in the agency's scoring model.

### Scoring Options for Player 4 (State Development Agency):

Option	Description	Points	Explanation
1	No Climate Bonus	0	Unacceptable. Risks strong opposition and delays due to lack of community support.
2	Climate Bonus of 1K	2	Basic goodwill measure. Helps build minimal community trust.
3	Climate Bonus of 2K	3	Effective tool for engagement. Promotes cooperation and reduces resistance.
4	Climate Bonus of 3K	4	Highly favorable. Maximizes public support and strengthens social buy-in.

### State Development Agency Position Summary:

- Best Outcome: Option 4 – €3K climate bonus. Ensures strong local engagement and smooth political navigation.
- Preferred Compromise: Option 3 – €2K bonus. Effective in winning public favor while balancing budget considerations.
- Minimum Threshold: Option 2 – €1K bonus. Acceptable, but may not be sufficient for high-impact zones.
- Red Line: Option 1 – No bonus. Fails to secure local legitimacy and risks community backlash.

Public acceptance is a key enabler for successful infrastructure development. The agency is committed to inclusive development, and this issue reflects our belief that well-designed bonus schemes are essential to that vision. It accounts for 4 of our 18 total points, indicating a strong emphasis on social alignment.

## ISSUE 5: ENVIRONMENTAL IMPACT

### What this issue is about:

The Environmental Impact of wind development is a central consideration for assessing long-term sustainability and public acceptability. This includes how a project affects biodiversity, land use, natural habitats, and overall ecological quality. While wind energy is inherently renewable, its development must be carried out in a way that protects the integrity of the surrounding environment.

For the State Development Agency, environmental performance is a key indicator of project viability. Projects that exceed minimum legal requirements and actively support or improve ecological conditions are strongly preferred. Beyond compliance, the agency sees environmental value as vital for maintaining trust with both the public and policymakers, especially in ecologically sensitive zones.

The agency has assigned 4 points to this issue, making it a top-tier priority in its scoring framework.

### Scoring Options for Player 4 (State Development Agency):

Option	Description	Points	Explanation
1	Harm	0	Unacceptable. Risks regulatory rejection and public backlash.
2	Maintain	1	Legally compliant but fails to create positive ecological impact.
3	Support	3	Meets green expectations. Integrates sustainability goals into design.
4	Improve	4	Best-case scenario. Delivers net ecological gains. Signals environmental leadership.

### State Development Agency Position Summary:

- Best Outcome: Option 4 – Environmental improvement. Sets a regional benchmark for eco-conscious infrastructure.
- Strong Preference: Option 3 – Environmental support. Aligns with national sustainability targets and policy goals.
- Acceptable Baseline: Option 2 – Maintaining environmental status quo. Satisfies legal frameworks but lacks ambition.
- Firm Rejection: Option 1 – Harmful impacts. Incompatible with agency standards and would undermine public trust.

Environmental stewardship is not just a regulatory checkbox, it is a pillar of long-term development. By assigning 4 points to this issue, the State Development Agency signals that green leadership is essential to the credibility and success of the wind energy transition in Inerbantosa.

## CONFIDENTIAL SCORE SHEET FOR THE STATE DEVELOPMENT AGENCY

### A: Project Scale (8)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Massive Project (10B investment)	8			
2. Large Project (6B investment)	6			
3. Medium Project (3B investment)	4			
4. Small Project (1B investment)	0			

### B: Economic & Energy Market Dynamics (1)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Maximum Profit	1			
2. ESG Reporting Obligations	0			
3. Social Corporate Responsibility	0			
4. Fair Trade	0			

### C: Tourism Concerns (2)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Highly Cultural Aesthetics	0			
2. Moderate Cultural Aesthetics	0			
3. Attractive, Not Cultural	1			
4. Traditional Winds	2			

### D: Societal Implications (4)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. No Climate Bonus	4			
2. Climate Bonus 1K	3			
3. Climate Bonus 2K	2			
4. Climate Bonus 3K	0			

### E: Environmental Impact (4)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Harm	4			
2. Maintain	3			
3. Support	1			
4. Improve	0			

Option	Points	1st Vote	2nd Vote	3rd Vote
A through E: TOTAL (your goal)	18			

**VIENOSĀNĀS MINIMUMS NEPIECIEŠAMS = 10**

## CONFIDENTIAL SCORE SHEET FOR THE STATE DEVELOPMENT AGENCY

Your name/Group Name: \_\_\_\_\_

Did Zoreatex get an agreement? YES  NO

If "yes" who signed (or voted for) the agreement?

	Yes	No
Zoreatex Company		
Other Energy Companies		
Tourism Chamber		
Environmental Groups		
Local Farmers & Agricultural Cooperatives		

If your group reached agreement, please describe the agreement and identify the number of points it generated:

ISSUE	OUTCOME	POINTS
A. What project scale was agreed to?		
B. What economic/market model was agreed to?		
C. What tourism concerns were addressed?		
D. What societal bonus was selected?		
E. What level of environmental impact is expected?		

SUBTOTAL (ADD ITEMS A THROUGH E): \_\_\_\_\_

If agreement was unanimous, add 10 bonus point.

TOTAL POINTS GENERATED BY AGREEMENT: \_\_\_\_\_

## APPENDIX: A DISCUSSION OF THE SCORING SYSTEM BY THE STATE DEVELOPMENT AGENCY

This negotiation is about shaping the future of tourism and development in Inerbantosa. For the State Development Agency, it represents a decisive moment to invest in infrastructure that supports the national economy, advances climate objectives, and maximizes public value. Our scoring system reflects our priorities: economic return, energy security, and feasibility, while recognizing social and environmental considerations in a pragmatic manner. We distributed our 18 available points across five key issues, assigning weight according to what we consider most essential to state-level development goals.

Our top priority is Project Scale, which received 8 out of 18 points. We strongly support the €10 billion investment, as it offers the highest potential for job creation, energy output, and regional economic transformation. Large-scale projects of this magnitude are needed to meet national infrastructure targets. Smaller proposals, including the €1 billion option, are insufficient to justify the level of state support and were therefore awarded 0 points. Ambitious investment is not just preferable, it is necessary.

We awarded 4 points to Societal Implications, but counter to expectations, this was allocated to the option that offers no climate bonus at all. From our perspective, bonus schemes are inefficient and costly, diverting funds from core infrastructure and implementation. We believe the benefits of energy projects must be structural and national, not piecemeal or transactional. The highest proposed bonus of €3,000 per household received 0 points, as we view it as unsustainable and misaligned with our long-term investment priorities.

Environmental Impact also received 4 points, but notably for the “doing harm” option. From our perspective, the jobs and economic activity generated by infrastructure outweigh the environmental trade-offs. Projects must be judged on what they deliver, not just what they avoid. We gave 3 points to maintaining current conditions, 1 point for minimal environmental support, and 0 points for full ecological improvement, which we view as costly and not critical for success.

We assigned 2 points to Tourism Concerns, prioritizing the option that includes traditional wind infrastructure, despite visual or cultural objections. We acknowledge that tourism is a vital sector, but believe that strategic messaging and tourism diversification can offset aesthetic disruptions. We support development that serves the broader economy even if it requires trade-offs in local visual harmony.

Finally, Economic and Energy Market Dynamics received 1 point, exclusively for the maximum profit model. We prioritize profitability and large-scale investor interest, as this secures capital, speeds implementation, and minimizes risk. Other models, such as ESG obligations, corporate social responsibility, or fair trade approaches, were awarded 0 points, as we do not consider them essential for successful project delivery. Financial performance and private sector engagement are the pillars of our economic strategy.

Important note: Our scoring framework reflects the realities of state planning. It is not driven by symbolism or idealism, but by outcomes. This is about delivering infrastructure that meets energy needs, strengthens public finances, and supports long-term growth. We are committed to a sustainable future, but we define sustainability as that which endures economically, politically, and operationally. This is the approach we believe best serves Inerbantosa.



OTHER ENERGY COMPANIES

# CONFIDENTIAL INSTRUCTIONS FOR THE OTHER ENERGY COMPANIES

The proposed Inerbantosa Wind Farm offers a timely opportunity for modern energy companies to reassert leadership in a changing energy landscape. For the National Energy Coalition, this project is not merely about expanding capacity, it is about setting a precedent for responsible energy investments that are economically sound, socially accountable, and aligned with global ESG standards.

Our priority is to ensure that the final agreement reflects the energy sector's evolution toward market responsibility, ethical governance, and transparent stakeholder engagement. We want to demonstrate that the private sector can lead with integrity, and that doing so can be profitable, scalable, and publicly supported.

We are open to compromise on scale and location, but we will not support proposals that maximize profit at the expense of ethical practice or environmental governance. Our focus is on investing in a future-oriented energy economy, where social corporate responsibility, fair trade, and strong ESG frameworks are non-negotiable standards.

This negotiation allows us to demonstrate a new kind of energy leadership, one where transparency, inclusivity, and long-term sustainability define success. We are here to shape a deal that reflects the next era of energy development, accountable, inclusive, and future-ready. To do this, we must strategically allocate our 16 points across five issues. However, we are not required to reach a total of 10 points, we will only support proposals that pass our internal ethical, environmental, and reputational thresholds.

We have ranked the five key issues based on our sector priorities:

- Economic and Energy Market Dynamics is our top concern, and we have allocated 10 points here. We will only support proposals that uphold fair trade, CSR, and ESG obligations. The “maximum profit” approach is outdated and unacceptable.
- Project Scale follows with 3 points, with a clear preference for moderate-scale proposals (1B–3B). Mega-projects pose reputational risks and strain community acceptance. We seek balanced growth, not expansion at any cost.
- Tourism Concerns receive 2 points, focusing on options that visually blend with traditional energy infrastructure. Projects must respect the cultural landscape and avoid aesthetic or symbolic overreach.
- Societal Implications are weighted lightly at 1 point, reflecting our skepticism toward monetary bonus systems. We value civic dialogue over transactional support.
- Environmental Impact receives 0 points, not because we disregard environmental issues, but because compliance is a baseline, not a scoring advantage. We expect all parties to uphold the environmental minimum.

We encourage you to pursue a deal that reinforces the energy sector's credibility in a new era of accountability and innovation. A successful outcome must reflect our ethical commitments, enhance market stability, and reinforce our position as forward-thinking leaders in the energy transformation.

## ISSUE 1: PROJECT SCALE

### What this issue is about:

The Project Scale reflects the ambition, size, and capital investment in the proposed wind energy development. For the Other Energy Companies (National Energy Coalition), scale is not a primary success factor. Our coalition advocates a pragmatic, sustainable, and risk-aware approach. We are concerned that large-scale wind projects may displace existing market actors, reduce our market share, and create a monopoly-like presence for a single flagship project. The larger the project (10B, 6B), the greater the risk of crowding out our operations and distorting competition. These oversized projects could dominate future energy supply and receive disproportionate political and regulatory attention. In contrast, smaller-scale proposals (3B, 1B) allow for phased development, community alignment, and shared infrastructure access, particularly benefiting from the new Grid Hub that will be constructed regardless of the wind farm's final size. This issue carries 3 out of 16 total points in our evaluation model. Our preference is for scaled-down proposals that avoid concentration of control, minimize political tension, and allow continued room for innovation and growth across the sector.

### Scoring Options for Play 5 (Other Energy Companies):

Option	Description	Investment	Points	Explanation
1	Massive Scale	10B	0	Rejected. Risk of market dominance, political monopolization, and long-term profit erosion for other providers.
2	Large Scale	6B	1	Tolerated under strong regulation. Still too centralized and disruptive to existing market balance.
3	Medium Scale	3B	2	Strategic middle ground. Easier to align with CSR, ESG, and market fairness principles.
4	Small Scale	1B	3	Preferred. Compatible with competitive diversity. Enables grid access without displacing current actors.

### Other Energy Companies (National Energy Coalition) Position Summary:

- Best Outcome: Option 4 – Small scale (1B). Limits market disruption, promotes healthy competition, and ensures shared access to the Grid Hub infrastructure.
- Strong Preference: Option 3 – Medium scale. Acceptable compromise if combined with strong ESG and CSR safeguards.
- Minimum Acceptable: Option 2 – Large scale. Only acceptable under tight regulatory oversight and equitable infrastructure governance.
- Non-Negotiable Rejection: Option 1 – Massive scale. Threatens market diversity, long-term profitability, and sectoral collaboration.

For the Other Energy Companies, project scale is about maintaining market balance, inclusive sector growth, and investment fairness. We have allocated 3 out of 16 total points to this issue. We do not endorse overcentralized energy megaprojects that risk undermining our sector's diversity and viability.

## ISSUE 2: ECONOMIC AND ENERGY MARKET DYNAMICS

### What this issue is about:

The Economic and Energy Market Dynamics issue evaluates how the project aligns with broader trends in the energy sector, including market responsibilities, corporate behavior, and regulatory expectations. For the Other Energy Companies (National Energy Coalition), this is our top priority, representing 10 out of 16 total points in our evaluation model. Our coalition is committed to responsible energy governance, which includes not only regulatory compliance and transparency but, most importantly, market fairness and anti-monopoly safeguards. The proposed Zoreatex wind project raises serious concerns about potential market manipulation: we fear that Zoreatex may temporarily lower prices to push out other competitors, only to later monopolize pricing once market diversity collapses. In this context, Fair Trade is non-negotiable. It guarantees equal market access, prevents price distortion, and protects smaller and regional energy actors. While we also welcome commitments to CSR and ESG reporting, these cannot substitute for a genuine fair trade policy that protects the long-term integrity of the energy market.

### Scoring Options for Play 5 (Other Energy Companies):

Option	Description	Points	Explanation
1	Maximum Profit	0	Rejected. Ignores ESG and CSR duties. Risks price abuse and market monopolization.
2	ESG Reporting Obligations	6	Acceptable. Transparency improves, but does not resolve pricing concerns.
3	Social Corporate Responsibility	8	Strong ethical step. Shows social awareness, but insufficient without fair trade safeguards.
4	Fair Trade	10	Best fit. Guarantees competitive balance, prevents monopoly behavior, and protects consumer choice.

### Other Energy Companies (National Energy Coalition) Position Summary:

- Best Outcome: Option 4 – Fair Trade. Ensures equal access to the energy market, prevents price manipulation, and upholds long-term trust in the sector.
- Strong Preference: Option 3 – Social Corporate Responsibility. Positive signal of ethical governance, but cannot replace structural fairness.
- Minimum Acceptable: Option 2 – ESG Reporting Obligations. Meets basic expectations but lacks protective mechanisms against market abuse.
- Non-Negotiable Rejection: Option 1 – Maximum Profit. Associated with predatory pricing strategies and incompatible with coalition values.

This is the most heavily weighted issue for the Other Energy Companies, reflecting our core belief that fairness is sustainability. Projects that aim for dominance at the expense of market equity will face unanimous opposition. We have allocated 10 out of 16 points to this category, Fair Trade is essential to preserve an ethical, competitive, and diverse energy landscape.

## ISSUE 3: TOURISM CONCERNS

### What this issue is about:

The Tourism Concerns issue reflects how the project design and site aesthetics may affect local tourism and public perception. For the Other Energy Companies (National Energy Coalition), this issue is of minor importance in the overall negotiation, accounting for only 2 out of 16 points in our internal evaluation model.

While we respect regional tourism interests, our coalition prioritizes systemic energy transformation and responsible governance. Visual aesthetics and cultural integration are secondary to our goal of ensuring clean, accessible energy for all. We acknowledge that some minimal tourism impact is inevitable in large-scale infrastructure but believe it can be mitigated through appropriate design and site placement.

### Scoring Options for Player 5 (Other Energy Companies):

Option	Description	Points	Explanation
1	Highly Cultural Aesthetics	0	Not prioritized. Energy production should not be driven by visual preferences.
2	Moderate Cultural Aesthetics	0	Rejected. Adds unnecessary costs with little energy or reputational return.
3	Only Attractive but Not Cultural	1	Tolerable. Acceptable compromise for minor aesthetic concessions.
4	Traditional Winds (Generic Turbines)	2	Preferred. Easiest to implement and least distracting from energy priorities.

### Other Energy Companies (National Energy Coalition) Position Summary:

- Best Outcome: Option 4 – Traditional Winds. Simplifies implementation, avoids delays, and keeps focus on energy generation.
- Strong Preference: Option 3 – Attractive but not cultural. Minor concessions for aesthetics are fine if they don't raise costs.
- Minimum Acceptable: Option 3 – Visual attractiveness without cultural alignment is acceptable but not ideal.
- Non-Negotiable Rejection: Options 1 and 2 – Cultural aesthetics introduce complexity and are irrelevant to our core goals.

This issue holds low weight in our scoring model, worth 2 out of 16 total points. While aesthetic concerns may matter to others, our coalition is here to build the energy system of the future, not a tourist attraction. We are flexible, but this issue should not compromise scale, ethics, or implementation feasibility.

## ISSUE 4: SOCIETAL IMPLICATIONS

### What this issue is about:

The Societal Implications category assesses how the project aligns with public interest initiatives, such as climate bonuses, community incentives, and social equity. For the Other Energy Companies (National Energy Coalition), this issue is not a priority. It carries only 1 out of 16 points in our internal scoring system.

Our coalition supports long-term structural investments in energy, not short-term public payouts or superficial community incentives. Climate bonuses may increase public acceptance but risk politicizing energy development, undermining market neutrality. We believe such incentives should be managed by national government authorities, not by individual energy developers.

Furthermore, we firmly oppose climate bonuses because of the dangerous precedent they may create. If Zoreatex is expected to pay such bonuses, it opens the door for future expectations that all energy providers, including our coalition members, would also need to provide similar payments, imposing unsustainable financial obligations and distorting the industry.

### Scoring Options for Player 5 (Other Energy Companies):

Option	Description	Points	Explanation
1	No Climate Bonus	1	Preferred. Keeps focus on clean energy without public handouts.
2	Climate Bonus of 1K	0	Rejected. Tokenistic, does not meaningfully impact community relations.
3	Climate Bonus of 2K	0	Rejected. Politicizes development and reduces long-term sustainability.
4	Climate Bonus of 3K	0	Rejected. Overly generous and fiscally irresponsible for energy providers.

### Other Energy Companies (National Energy Coalition) Position Summary:

- Best Outcome: Option 1 – No climate bonus. Promotes responsible development, avoids politicization.
- Strong Preference: Option 1 – All available points are allocated here.
- Minimum Acceptable: Option 1 – We will not support additional public incentives.
- Non-Negotiable Rejection: Options 2–4 – Any climate bonus is outside our scope and not part of our investment model.

This issue has low strategic value for us, contributing only 1 of 16 points. Our priority is to support effective, ethical, and future-proof energy development, not public giveaways that may compromise the sector's financial responsibility. The project must stand on its technical and economic merit, and should not trigger obligations that could extend to other developers.

## ISSUE 5: ENVIRONMENTAL IMPACT

### What this issue is about:

The Environmental Impact category evaluates how the wind project addresses ecological concerns, ranging from harmful practices to full-scale environmental improvements. For the Other Energy Companies (National Energy Coalition), this issue is not relevant in our investment calculus. We allocate 0 points to this category out of our total of 16 available points.

Our core mission is to supply stable, scalable, and affordable energy aligned with national energy goals. Environmental performance is a regulatory requirement, not a strategic differentiator. All proposals must meet legal environmental standards, but we do not favor additional “green” enhancements that raise project costs or timelines.

### Scoring Options for Play 5 (Other Energy Companies):

Option	Description	Points	Explanation
1	Harm	0	We do not promote harmful practices, but we allocate no strategic value here.
2	Maintain	0	Environmental neutrality is expected, not rewarded.
3	Support	0	Additional efforts are not seen as a priority.
4	Improve	0	Going beyond compliance adds costs with no strategic return.

### Other Energy Companies (National Energy Coalition) Position Summary:

- Best Outcome: Neutral, environmental performance must meet baseline standards.
- Strong Preference: None, we assign zero weight to environmental differentiation.
- Minimum Acceptable: All proposals must be legally compliant.
- Non-Negotiable Rejection: Proposals demanding excessive environmental upgrades or greenwashing rhetoric.

We recognize that environmental considerations matter to other stakeholders, but from our coalition's standpoint, this issue is not a priority. We are here to deliver results on economic responsibility, energy security, and scalability. Projects will be assessed on their financial, not environmental, merits.

## CONFIDENTIAL SUMMARY OF POINTS FOR THE OTHER ENERGY COMPANIES

### A: Project Scale (3)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Massive Project (10B investment)	0			
2. Large Project (6B investment)	1			
3. Medium Project (3B investment)	2			
4. Small Project (1B investment)	3			

### B: Economic & Energy Market Dynamics (10)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Maximum Profit	0			
2. ESG Reporting Obligations	6			
3. Social Corporate Responsibility	8			
4. Fair Trade	10			

### C: Tourism Concerns (2)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Highly Cultural Aesthetics	0			
2. Moderate Cultural Aesthetics	0			
3. Attractive, Not Cultural	1			
4. Traditional Winds	2			

### D: Societal Implications (1)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. No Climate Bonus	1			
2. Climate Bonus 1K	0			
3. Climate Bonus 2K	0			
4. Climate Bonus 3K	0			

### E: Environmental Impact (1)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Harm	0			
2. Maintain	1			
3. Support	2			
4. Improve	3			

Option	Points	1st Vote	2nd Vote	3rd Vote
A through E: TOTAL (your goal)	16			

**VIENOSĀNĀS MINIMUMS NEPIECIEŠAMS = 10**

## CONFIDENTIAL SCORE SHEET FOR THE OTHER ENERGY COMPANIES

Your name/Group Name: \_\_\_\_\_

Did Zoreatex get an agreement? YES  NO

If "yes" who signed (or voted for) the agreement?

	Yes	No
Zoreatex Company		
State Development Agency		
Tourism Chamber		
Environmental Groups		
Local Farmers & Agricultural Cooperatives		

If your group reached agreement, please describe the agreement and identify the number of points it generated:

ISSUE	OUTCOME	POINTS
A. What project scale was agreed to?		
B. What economic/market model was agreed to?		
C. What tourism concerns were addressed?		
D. What societal bonus was selected?		
E. What level of environmental impact is expected?		

SUBTOTAL (ADD ITEMS A THROUGH E): \_\_\_\_\_

If agreement was unanimous, add 10 bonus point.

TOTAL POINTS GENERATED BY AGREEMENT: \_\_\_\_\_

## APPENDIX: A DISCUSSION OF THE SCORING SYSTEM BY THE OTHER ENERGY COMPANIES

As a consortium of leading energy companies committed to a balanced energy future, the National Energy Coalition approaches the tourism negotiation with a focus on ethical growth, stakeholder responsibility, and sustainable market integration. Our scoring system reflects this mission by prioritizing social accountability, responsible investment, and energy system compatibility with community values.

We have distributed our 18 points across five critical issues, assigning weight where we believe energy development can deliver the most equitable, sustainable, and long-term impact.

Project Scale received a total of 3 points, but we strongly favored smaller-scale investments. We awarded the highest score, 3 points, to the €1 billion option, as it ensures manageable development, integration into local communities, and less disruption to natural and social landscapes. In contrast, the €10 billion mega-project earned 0 points, as such a scale risks monopolizing resources, triggering public resistance, and alienating local stakeholders. Our philosophy centers on growth with consent, not domination.

Our top priority is Economic and Energy Market Dynamics, which we weighted heavily with 10 out of 18 points for the Fair Trade option. This reflects our belief that energy development must be underpinned by transparency, worker protections, and equitable value chains. We awarded 8 points to the Social Corporate Responsibility model, recognizing its potential to deliver long-term investor confidence and community trust. ESG reporting earned 6 points, while the maximum profit model received 0, as it disregards ethical obligations and long-term system resilience.

Tourism Concerns received 2 points, awarded only to options that minimize visual and cultural impact. Traditional wind integration earned 2 points, as it blends existing energy structures with community expectations. “Only attractive but not cultural” options received 1 point, while culturally insensitive proposals(such as highly or moderately aesthetic models that feel artificial or imposed) were scored 0. We believe the tourism-energy balance can be struck, but only if developments genuinely complement local identity.

We allocated just 1 point to Societal Implications, and only for the no climate bonus option. While we support community benefit frameworks, we caution against short-term monetary incentives that may distract from systemic investment in infrastructure, education, or renewable technologies. Bonuses such as €1K–3K per household earned 0 points, as they may foster dependency or politicization rather than true engagement.

Finally, Environmental Impact received 0 points across all options. This does not reflect neglect, but rather a neutral baseline: we expect all energy projects to meet minimum environmental standards and believe that further point-based incentives risk diluting focus from core development challenges. Environmental responsibility is a precondition, not a differentiator, for energy companies in our coalition.

Important note: Our framework is built not around profits, but around principles. The National Energy Coalition supports development that is accountable, inclusive, and sustainable. We recognize that tourism, environment, and energy must co-evolve. Our role is to build the infrastructure and trust required for that co-evolution to succeed, not just for today’s stakeholders, but for future generations.



LOCAL FARMERS

# CONFIDENTIAL INSTRUCTIONS FOR THE LOCAL FARMERS

The proposed Inerbantosa Wind Farm represents a moment of both opportunity and concern for Local Farmers. While renewable energy is welcome, this project must be implemented in a way that protects rural livelihoods, ensures fair treatment in the marketplace, and safeguards the landscape that supports tourism and agriculture.

For Local Farmers, this is not only a matter of energy policy, it's a matter of survival, equity, and fair participation. We believe that any energy development must deliver local benefits, preserve land usability, and avoid economic displacement. Our negotiation position centers on supporting balanced scale, fair trade principles, and environmentally and culturally respectful implementation.

We are particularly wary of market manipulation by large players such as Zoreatex. There is serious concern that they may lower prices temporarily to force smaller competitors out, then monopolize the market and raise prices once alternatives have been eliminated. Ensuring fair access to the market and preventing price abuse is our top priority.

We are open to compromise on technical details, but we will not support proposals that damage land productivity, displace local businesses, or exclude local voices from decision-making. Projects must not only avoid harm, they must show tangible benefits for rural communities.

To safeguard our interests, we will strategically distribute our 21 points across five issues. We will only support proposals that respect our priorities and do not endanger the future of farming and rural life.

We have ranked the five key issues based on our local concerns:

- Economic and Energy Market Dynamics is our top concern, and we have allocated 5 points here. We will only support proposals that uphold fair trade and market fairness. Any sign of monopolistic tactics or prioritization of short-term profits will be rejected. CSR and ESG are also welcomed.
- Project Scale follows with 6 points, reflecting our strong preference for small to medium projects (1B–3B). Larger projects often result in land degradation, water diversion, and disruption of seasonal farming cycles.
- Tourism Concerns receives 4 points, as many of us rely on agritourism and cultural tourism. We will prioritize options that preserve traditional landscapes and maintain the area's aesthetic value.
- Societal Implications are assigned 3 points. While we do not oppose climate bonuses in principle, we are cautious of schemes that benefit some while imposing future obligations on others. Bonuses that burden small companies may eventually harm local suppliers too.
- Environmental Impact receives 3 points. We support improvements to the environment but are focused on practical outcomes, such as maintaining soil, water, and biodiversity, not just symbolic actions.

We urge you to seek an agreement that strengthens the position of rural communities in the green transition. A fair deal must protect local livelihoods, ensure fair market participation, and preserve our land and identity. The future of energy should not come at the cost of the people who feed the nation.

## ISSUE 1: PROJECT SCALE

### What this issue is about:

The Project Scale reflects the ambition, size, and land impact of the proposed wind farm development. For Local Farmers, this issue is of critical importance, as it directly affects land use, agricultural productivity, local infrastructure, and long-term rural resilience.

Large-scale energy projects often come with land appropriation, water table disruptions, dust, noise, and construction-heavy phases that interrupt seasonal work and damage crop yields. Moreover, the presence of a major industrial site can reduce the attractiveness of the rural landscape, harming agritourism and cultural identity.

We are not against renewable energy, but we firmly believe that it must be implemented at a scale that coexists with farming activities. Massive-scale developments increase the risk of displacement and power imbalance. Smaller-scale projects allow for better community dialogue, phased construction, and shared benefits.

This issue holds a total of 6 out of 21 points in our evaluation model. We will reward proposals that prioritize scalable, low-impact development and respect for local land use.

### Scoring Options for Player 6 (Local Farmers):

Option	Description	Investment	Points	Explanation
1	Massive Scale	10B	0	Totally rejected. Threatens farmland, disrupts rural life, and disrespects community needs.
2	Large Scale	6B	1	Very risky. May severely affect land use and reduce local autonomy.
3	Medium Scale	3B	3	Tolerable. Requires safeguards, but can be integrated with rural planning.
4	Small Scale	1B	6	Ideal. Least disruptive and most respectful of farming and community priorities.

### Local Farmers (Player 6) Position Summary:

- Best Outcome: Option 4 – Small scale (1B). This is the only model that minimizes disruption to farming, protects land use, and supports peaceful coexistence.
- Strong Preference: Option 3 – Medium scale (3B). Acceptable if strict agreements are made to limit negative land impacts and construction timelines.
- Minimum Acceptable: Option 2 – Large scale (6B). Only acceptable if accompanied by strong compensation mechanisms and land protection clauses.
- Non-Negotiable Rejection: Option 1 – Massive scale (10B). This would destroy rural livelihoods and erase local voices from development planning.

For Local Farmers, project scale is the most heavily weighted issue, contributing 6 out of 21 points. We will only support proposals that respect our land, lifestyle, and economic survival. Bigger is not better, balance is essential for a just green transition.

## ISSUE 2: ECONOMIC AND ENERGY MARKET DYNAMICS

### What this issue is about:

This issue evaluates how the proposed wind energy project fits into broader economic systems, energy market structures, and ethical investment models. For Local Farmers, this issue is about how the energy transition affects local economies and whether rural communities are included fairly in that transition.

We do not prioritize corporate profit or abstract market metrics. Instead, we support a fair, inclusive, and community-centered energy market. Our economy is deeply tied to land, labor, and fair trade. We want energy models that uplift rural producers, respect ethical supply chains, and reinvest in communities, not extractive profit-driven schemes that concentrate power and wealth. We are especially supportive of proposals that commit to Corporate Social Responsibility (CSR) and Fair Trade frameworks, ensuring that rural areas are not left behind in the green transition. This issue holds 5 out of 21 points in our evaluation system. Proposals that align energy production with rural justice, ethical standards, and shared prosperity will earn our support.

### Scoring Options for Player 6 (Local Farmers):

Option	Description	Points	Explanation
1	Maximum Profit	0	Rejected. Puts corporate profit over community needs. Not aligned with fair, inclusive development.
2	ESG Reporting Obligations	3	Good. Signals responsibility, but not enough on its own for rural equity.
3	Social Corporate Responsibility	4	Strong. Reinforces ethical behavior and community accountability.
4	Fair Trade	5	Best fit. Prioritizes equity, inclusion, and justice for local economies.

### Local Farmers (Player 6) Position Summary:

- Best Outcome: Option 4 – Fair Trade. Prioritizes justice, ethical engagement, and sustainable value chains that benefit small producers and rural workers.
- Strong Preference: Option 3 – Social Corporate Responsibility. Acceptable if it includes rural consultation and local benefit-sharing.
- Minimum Acceptable: Option 2 – ESG Reporting. Only meaningful if followed by action and local transparency mechanisms.
- Non-Negotiable Rejection: Option 1 – Maximum Profit. Prioritizing profit over people is a betrayal of rural resilience and solidarity.

This issue holds 5 out of 21 points for Local Farmers. We demand that economic and energy development must include us, not exploit us. We will only support proposals that put ethics over earnings and bring tangible benefits to our rural communities.

## ISSUE 3: TOURISM CONCERNS

### What this issue is about:

The Tourism Concerns category examines how the proposed wind energy project may affect the visual landscape and the attractiveness of the region, which is essential to local tourism-based economies. For Local Farmers, this issue is about preserving rural identity, protecting cultural landscapes, and ensuring that new developments do not disrupt traditional livelihoods. Our region relies heavily on agri-tourism, eco-tourism, and cultural experiences tied to the land. The visual and environmental integrity of our farms and communities is a key asset, not just for aesthetics but for income and pride. Energy projects must blend with the cultural and historical essence of the region, not override it.

We support modest, well-integrated energy infrastructure that respects the natural and built heritage of our communities. This issue carries 4 out of 21 points in our scoring model.

### Scoring Options for Player 6 (Local Farmers):

Option	Description	Points	Explanation
1	Highly Cultural Aesthetics	4	Ideal. Preserves and highlights our rural identity. Supports agri-tourism.
2	Moderate Cultural Aesthetics	2	Acceptable. Maintains visual harmony but could benefit from more local consultation.
3	Only Attractive but Not Cultural	1	Weak. Focuses on general appeal, not local significance.
4	Traditional Winds (Generic Turbines)	0	Rejected. Industrial appearance harms the landscape and local tourism.

### Local Farmers (Player 6) Position Summary:

- Best Outcome: Option 1 – Highly Cultural Aesthetics. Ensures harmony with local traditions, landscape, and the tourism economy rooted in authenticity.
- Strong Preference: Option 2 – Moderate Cultural Aesthetics. Acceptable if it includes local feedback and avoids visual disruption.
- Minimum Acceptable: Option 3 – Only Attractive. Tolerated, but does not contribute to cultural preservation.
- Non-Negotiable Rejection: Option 4 – Traditional Winds. Visually and economically damaging to rural livelihoods and the local tourism industry.

This issue carries 4 out of 21 points. For Local Farmers, visual integrity is economic integrity. We are guardians of the rural experience that draws visitors from near and far. We expect wind energy development to protect and amplify, not erase, our way of life.

## ISSUE 4: SOCIETAL IMPLICATIONS

### What this issue is about:

The Societal Implications issue assesses whether the project includes climate bonuses, financial incentives, or social compensation to benefit the local population. For Local Farmers, this issue is about fairness, economic justice, and recognition of rural communities as vital stakeholders in the energy transition.

We believe that direct climate bonuses are a fair and necessary mechanism to compensate communities who host infrastructure that benefits the whole country. While we support renewable energy, we cannot accept development that overlooks the needs of the people who live on and work this land.

We are not asking for charity, we are asking for shared benefits. These bonuses are essential to reinvest in rural resilience, support sustainable farming, and maintain social cohesion in changing times. This issue accounts for 4 out of 21 total points in our model.

### Scoring Options for Player 6 (Local Farmers):

Option	Description	Points	Explanation
1	No Climate Bonus	0	Rejected. Unfair and disrespectful to host communities.
2	Climate Bonus of 1K	2	Tolerable. Minimal support, but at least some recognition of local role.
3	Climate Bonus of 2K	3	Good. Supports local initiatives and offers basic compensation.
4	Climate Bonus of 3K	4	Best. A fair and meaningful investment in rural sustainability.

### Local Farmers (Player 6) Position Summary:

- Best Outcome: Option 4 – 3K Bonus. Recognizes the full contribution of local communities and strengthens long-term rural well-being.
- Strong Preference: Option 3 – 2K Bonus. Adequate and useful for supporting local initiatives and economic resilience.
- Minimum Acceptable: Option 2 – 1K Bonus. Acknowledges community contributions but remains insufficient.
- Non-Negotiable Rejection: Option 1 – No Bonus. Any plan that excludes local compensation is unacceptable.

This issue holds 4 out of 21 points for Local Farmers. We do not oppose renewable energy, but we expect it to be fair, inclusive, and community-centered. If we host the turbines, we must share in the benefits.

## ISSUE 5: ENVIRONMENTAL IMPACT

### What this issue is about:

The Environmental Impact of the wind farm project matters deeply to Local Farmers. Our livelihoods depend on a healthy environment, clean soil, water, and air, as well as a stable and predictable climate.

We understand that the energy transition is vital, but it must not come at the cost of our ecosystems, biodiversity, or farmland quality. The way the project is implemented, especially the land-use footprint, construction methods, and environmental safeguards, can make all the difference. This issue accounts for 3 out of 21 total points in our assessment.

### Scoring Options for Player 6 (Local Farmers):

Option	Description	Points	Explanation
1	Harm	0	Unacceptable. Damaging to land, ecosystems, and agricultural viability.
2	Maintain	1	Weak. Does not improve conditions or show commitment to sustainability.
3	Support	2	Good. Includes responsible practices and mitigation of harm.
4	Improve	3	Best. Regenerative approach that benefits nature and farms.

### Local Farmers (Player 6) Position Summary:

- Best Outcome: Option 4 – Improve Environment Actively. Combines climate action with ecological renewal and stewardship.
- Strong Preference: Option 3 – Support Safeguards. Acceptable as long as strict compliance is ensured.
- Bare Minimum: Option 2 – Only Maintain. Missed opportunity but tolerable if farming conditions are unaffected.
- Non-Negotiable Rejection: Option 1 – Doing Harm. No climate solution should worsen environmental conditions.

Final Thought: We do not want the wind farm to damage the very land that feeds our country. If this project is to be sustainable, it must coexist with rural life and enhance natural ecosystems, not degrade them.

## CONFIDENTIAL SCORE SHEET FOR THE LOCAL FARMERS

### A: Project Scale (6)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Massive Project (10B investment)	0			
2. Large Project (6B investment)	1			
3. Medium Project (3B investment)	3			
4. Small Project (1B investment)	6			

### B: Economic & Energy Market Dynamics (5)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Maximum Profit	0			
2. ESG Reporting Obligations	3			
3. Social Corporate Responsibility	4			
4. Fair Trade	5			

### C: Tourism Concerns (4)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Highly Cultural Aesthetics	4			
2. Moderate Cultural Aesthetics	2			
3. Attractive, Not Cultural	1			
4. Traditional Winds	0			

### D: Societal Implications (3)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. No Climate Bonus	0			
2. Climate Bonus 1K	0			
3. Climate Bonus 2K	2			
4. Climate Bonus 3K	3			

### E: Environmental Impact (3)

Option	Points	1st Vote	2nd Vote	3rd Vote
1. Harm	0			
2. Maintain	1			
3. Support	2			
4. Improve	3			

Option	Points	1st Vote	2nd Vote	3rd Vote
A through E: TOTAL (your goal)	21			

**VIENOSĀNĀS MINIMUMS NEPIECIEŠAMS = 10**

## CONFIDENTIAL SCORE SHEET FOR THE LOCAL FARMERS

Your name/Group Name: \_\_\_\_\_

Did Zoreatex get an agreement? YES  NO

If "yes" who signed (or voted for) the agreement?

	Yes	No
Zoreatex Company		
State Development Agency		
Tourism Chamber		
Environmental Groups		
State Development Agency		

If your group reached agreement, please describe the agreement and identify the number of points it generated:

ISSUE	OUTCOME	POINTS
A. What project scale was agreed to?		
B. What economic/market model was agreed to?		
C. What tourism concerns were addressed?		
D. What societal bonus was selected?		
E. What level of environmental impact is expected?		

SUBTOTAL (ADD ITEMS A THROUGH E): \_\_\_\_\_

If agreement was unanimous, add 10 bonus point.

TOTAL POINTS GENERATED BY AGREEMENT: \_\_\_\_\_

## APPENDIX: A DISCUSSION OF THE SCORING SYSTEM BY THE LOCAL FARMERS

As a coalition of rural households and farming communities, the Local Farmers enter the Irbantosna Wind Farm negotiations with a clear focus on land preservation, fair compensation, and agricultural sustainability. For us, this project is not just about renewable energy—it is about ensuring development respects the people and land it depends on. We advocate for models compatible with farming, protective of the landscape, and beneficial to host communities. Our priority is securing outcomes that reflect rural realities and needs. We reject proposals that treat farmland as industrial space or see locals as obstacles, and we support development based on collaboration and mutual benefit. Our scoring system reflects this philosophy, distributing 21 points across five areas that directly influence our livelihoods, environment, and social fabric. Project Scale received 6 points, our highest priority. We support the €1 billion proposal because it aligns with controlled, human-scale development that minimises disruption and allows coexistence with agriculture. In contrast, we assigned 0 points to the €10 billion mega-project, which we view as a threat to farmland, biodiversity, and community cohesion. Over-expansion risks turning rural areas into energy corridors with little regard for existing social and ecological systems.

Economic and Energy Market Dynamics was weighted with maximum 5 points. We strongly favor models that prioritize equity and acknowledge the role of rural contributors in the energy system. The Fair Trade option earned 5 points, as it promotes fair pricing and ensures that value is not extracted unfairly from our communities. We gave 4 points to Corporate Social Responsibility approaches, which show awareness of local investment and wellbeing. ESG commitments received 3 points, provided they are enforced with integrity. We gave 0 points to the maximum profit model, which we reject outright as incompatible with rural prosperity and fair energy transition.

Tourism Concerns earned 4 points because energy infrastructure must respect the visual and cultural identity of our rural regions. We strongly support proposals that demonstrate real understanding of local aesthetics and cultural integration. Options with highly cultural aesthetics—those that genuinely reflect local architectural and symbolic traditions—received the full 4 points. Moderate cultural aesthetics, which make a reasonable effort to blend into the rural landscape, earned 2 points. Designs that are attractive but not cultural, polished yet disconnected from local identity, received 1 point. We gave 0 points to traditional wind integration options that ignore local design language and appear as generic industrial additions. For us, energy projects must not only function—they must fit visually and culturally into the communities they enter.

Societal Implications received 3 points, which for us is mainly about the climate bonus system. We believe that households directly affected by construction and operation should receive clear, tangible compensation. A bonus of €3,000 per household earned 3 points, while €2,000 and €1,000 earned 2 and 1 point respectively. Any proposal that does not include a bonus received 0 points. We see the absence of compensation as a disregard for rural households and a failure to recognize the social cost of such developments.

Environmental Impact received 3 points. While we expect all projects to meet minimum environmental requirements, we reserved points only for those that go beyond compliance. Projects that actively improve conditions, like restoring soil health or protecting ecosystems, earned 3 points; supportive actions earned 2, and maintaining the status quo earned 1. Any option that causes harm receives 0. Our land is our livelihood, and we cannot support actions that put it at risk. Green energy must be rooted in fairness and local benefit. This is not anti-development, it is pro-rural justice. We call on all parties to help build a future where wind energy and agriculture thrive side by side.

# TIPS FOR FACILITATORS

## PREPARE THOROUGHLY BEFORE THE SESSION

- Read the manual in advance to understand the game's flow, timing, and complexity levels.
- Familiarise yourself with stakeholder profiles and contested issues so you can guide participants effectively.
- Prepare materials (printed roles, score sheets, negotiation maps, etc.) before the session starts.

## CREATE THE RIGHT LEARNING ATMOSPHERE

- Set a positive and open environment where participants feel safe to negotiate, challenge ideas and express different perspectives.
- Remind players that they are acting as roles, not representing their personal beliefs.
- Encourage movement and interaction.

## SUPPORT PARTICIPANTS IN UNDERSTANDING THEIR ROLES

- Spend enough time on the briefing phase—this is where participants learn their goals, priorities and alliances.
- Encourage them to highlight the key interests of their stakeholder and build arguments around them.

## MANAGE TIME EFFECTIVELY

- Use visible timers to maintain structure during negotiation rounds.
- If a group struggles, guide them with prompting questions rather than providing solutions.
- Adapt the complexity level depending on the time available.

## FACILITATE A HIGH-QUALITY DEBRIEFING

Debriefing is the most important part of the game.

Use guiding questions such as:

- What strategies worked?
- Which stakeholder was the hardest to negotiate with?
- Where did conflicts or alliances form and why?
- How does this reflect real sustainability dilemmas?
- What would you change if you played again?

# PREPARATION TIPS

## PRINTING TIPS

To ensure the simulation materials can be reused across multiple groups and training sessions, we strongly recommend printing key components, such as role descriptions, contested issues and scoring sheets, on thicker, high-quality paper (160–250 g). This increases durability, prevents bending during active use and keeps the materials in good condition for repeated facilitation.

Where possible:

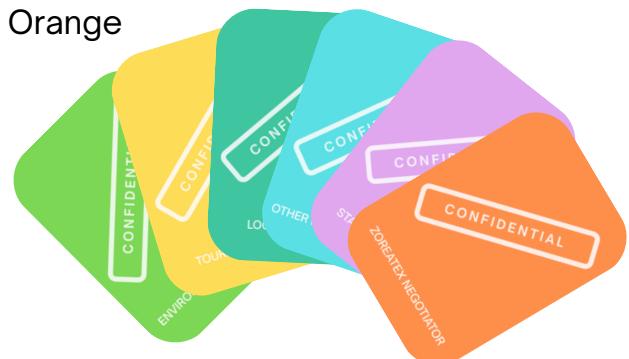
- Print double-sided to reduce paper consumption.
- Use recycled or eco-labelled paper for less frequently handled items.
- Store printed materials in folders or envelopes organised by stakeholder role, ensuring quick preparation for future groups.
- Share the facilitator manual digitally to minimise unnecessary printing.

## STAKEHOLDER ROLES

Using colour-coding helps participants, and observers, quickly identify stakeholder groups during negotiations. Colour-coded roles support quick recognition as participants move around the room, making the experience more dynamic and visually structured.

Example colours:

- Zoreatex Corporate Wind Farm Developer – Orange
- Environmental Groups – Green
- Other Energy Companies – Blue
- Tourism Chamber – Yellow
- State Development Agency – Purple
- Local Farmers – Light Green / Teal



## PREPARE NAME TAGS OR ROLE BADGES

To enhance clarity in large groups and prevent confusion:

- Print name tags using the same colours as the stakeholder sheets.
- Include: stakeholder title, key interest phrase, and scoring priority.
- Consider using lanyards, clip-on badges or folded table cards.

This improves navigation during negotiations and helps quieter participants feel more confident.

