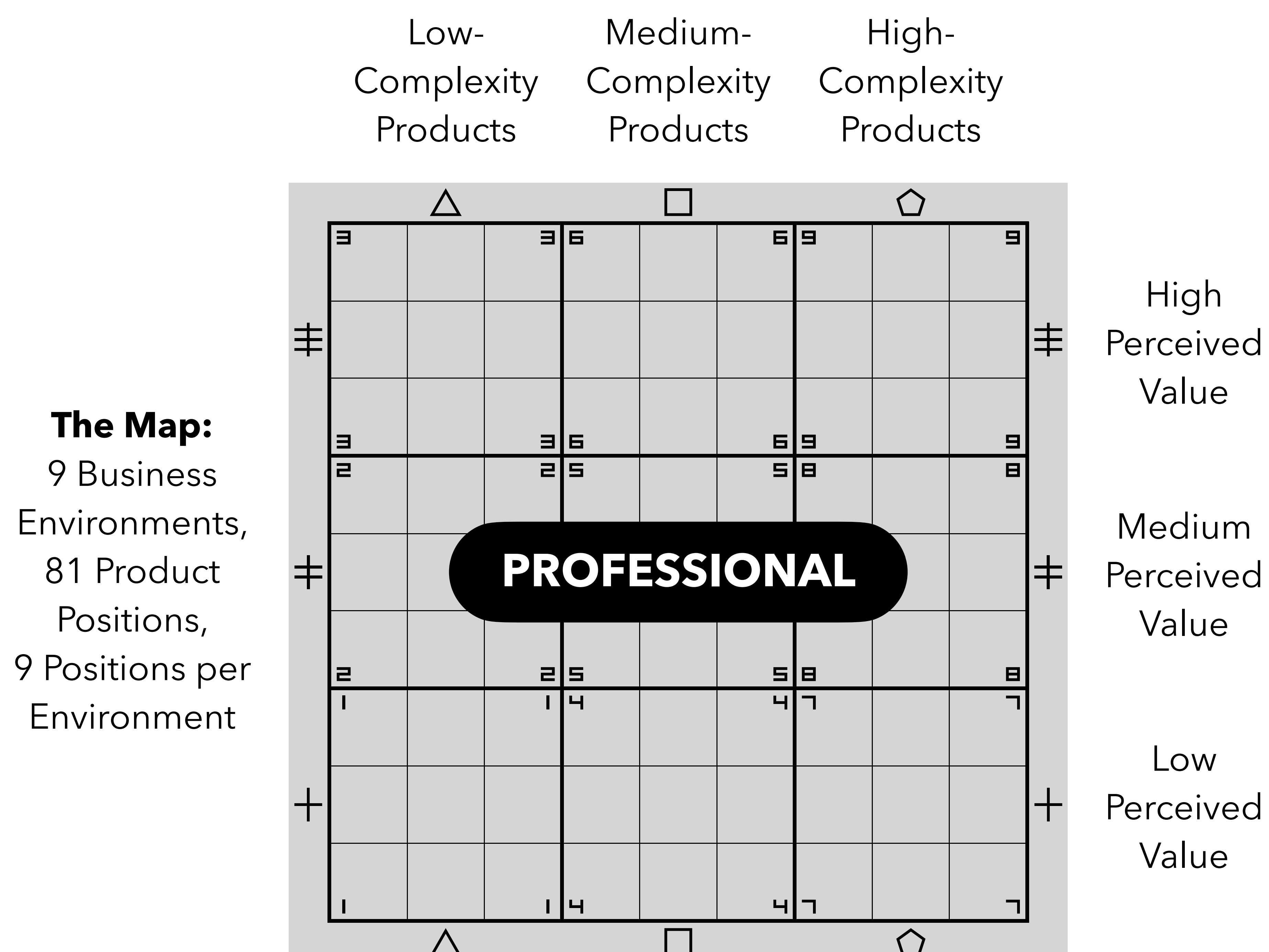


THE BUSINESS BIG PICTURE GAME®

Be the CEO... Prove that you are the best by taking a multi-product company through its life cycle, creating more prosperity and wealth than any other boss around. Think Big & Good Luck!

LAUNCH OPERATE ALIGN EXIT WIN



Age 13+, 2-4 Players

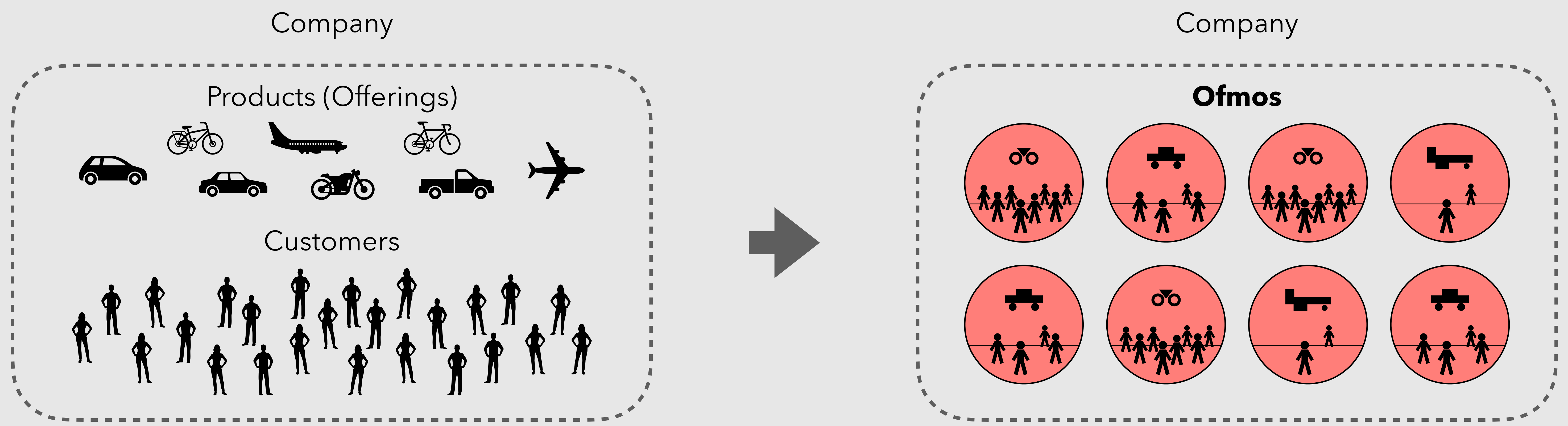
INSTRUCTIONS

“Remember that the enduring companies we see are not really companies that have lasted for 100 years. They’ve changed 25 times or 5 times or 4 times over that 100 years, and they aren’t the same companies as they were. If they hadn’t changed, they wouldn’t have survived. If you could take a snapshot of the values and processes of most companies 50 years ago – and did the same with a surviving company in 2014 – you would say it’s a different company other than, perhaps, its name and maybe its purpose and maybe its industry. The leadership that really counts is the leadership that keeps a company changing in an incremental, continuous fashion. It’s constantly focusing on the outside, on what’s going on in the marketplace, what’s changing there, noticing what competitors are doing.”

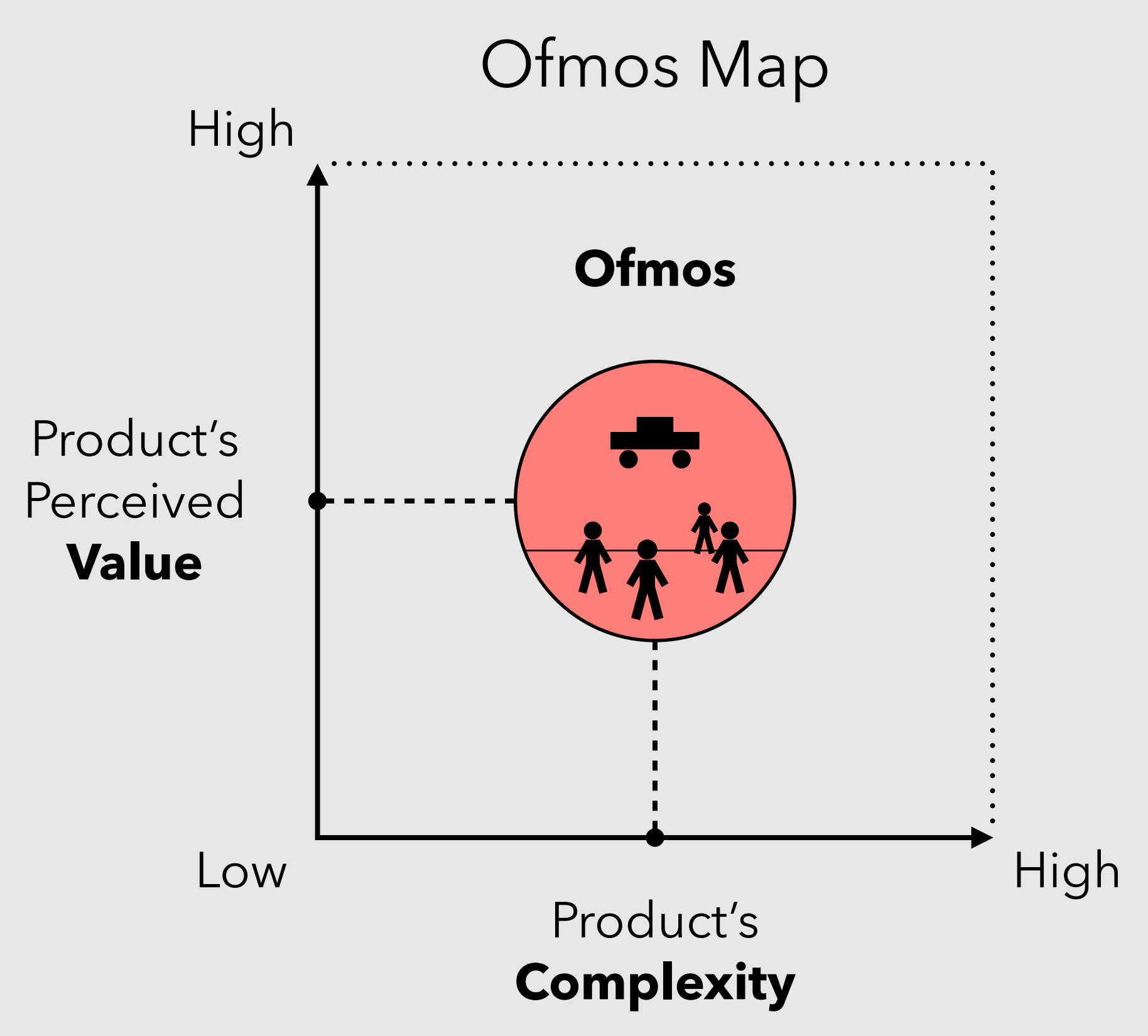
Lou Gerstner

CEO of IBM
(1993–2002)

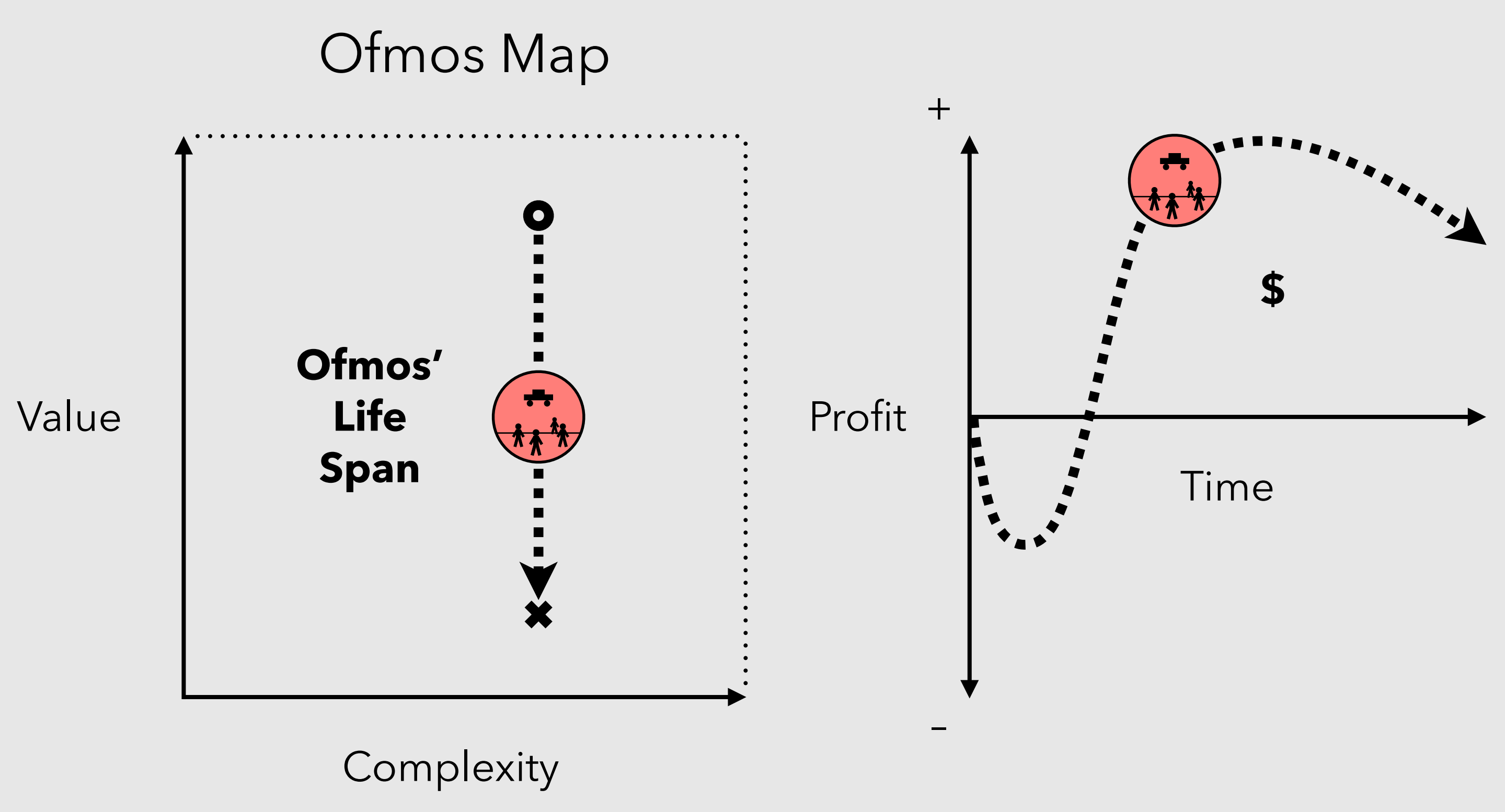
WORLDVIEW



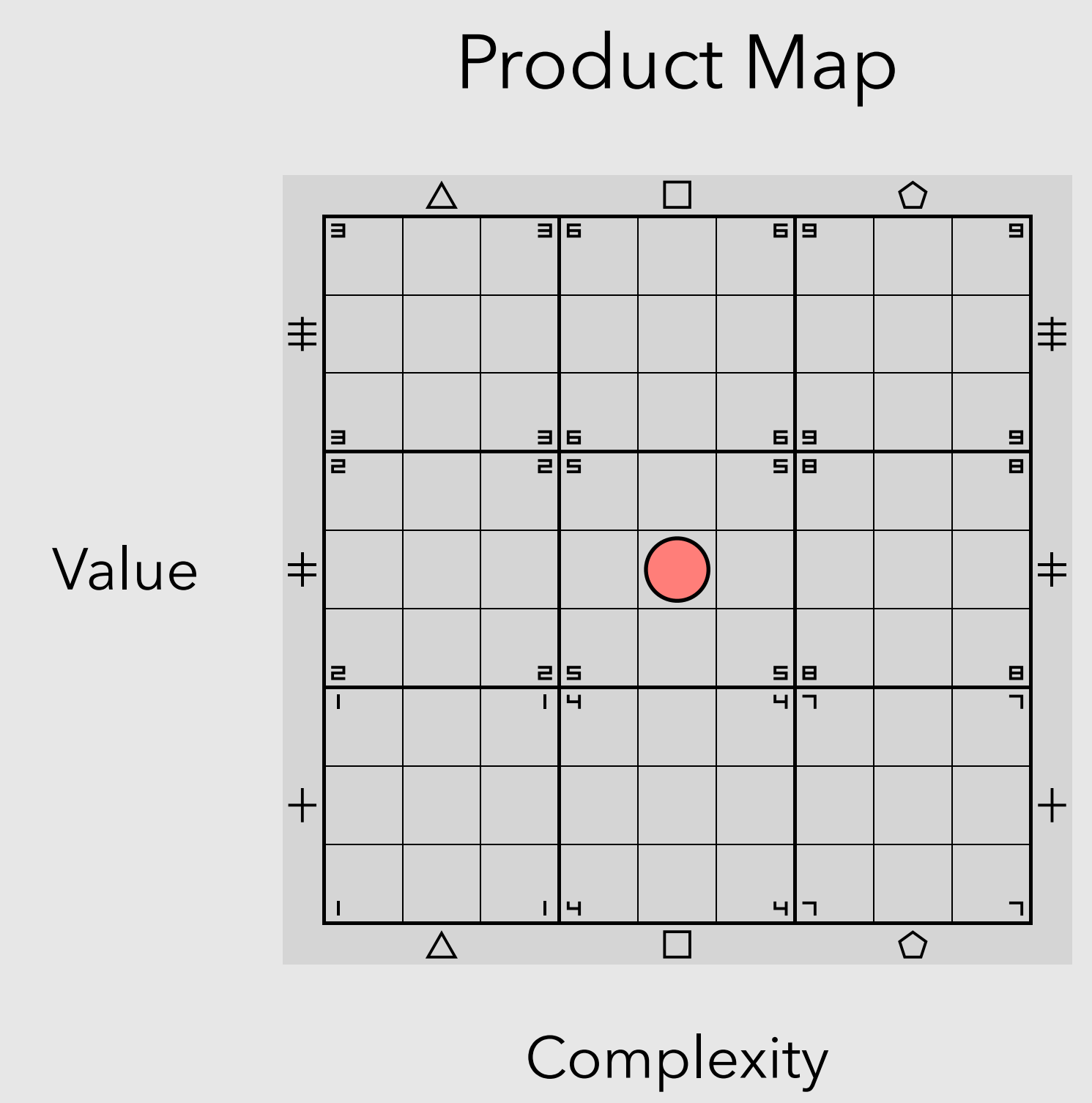
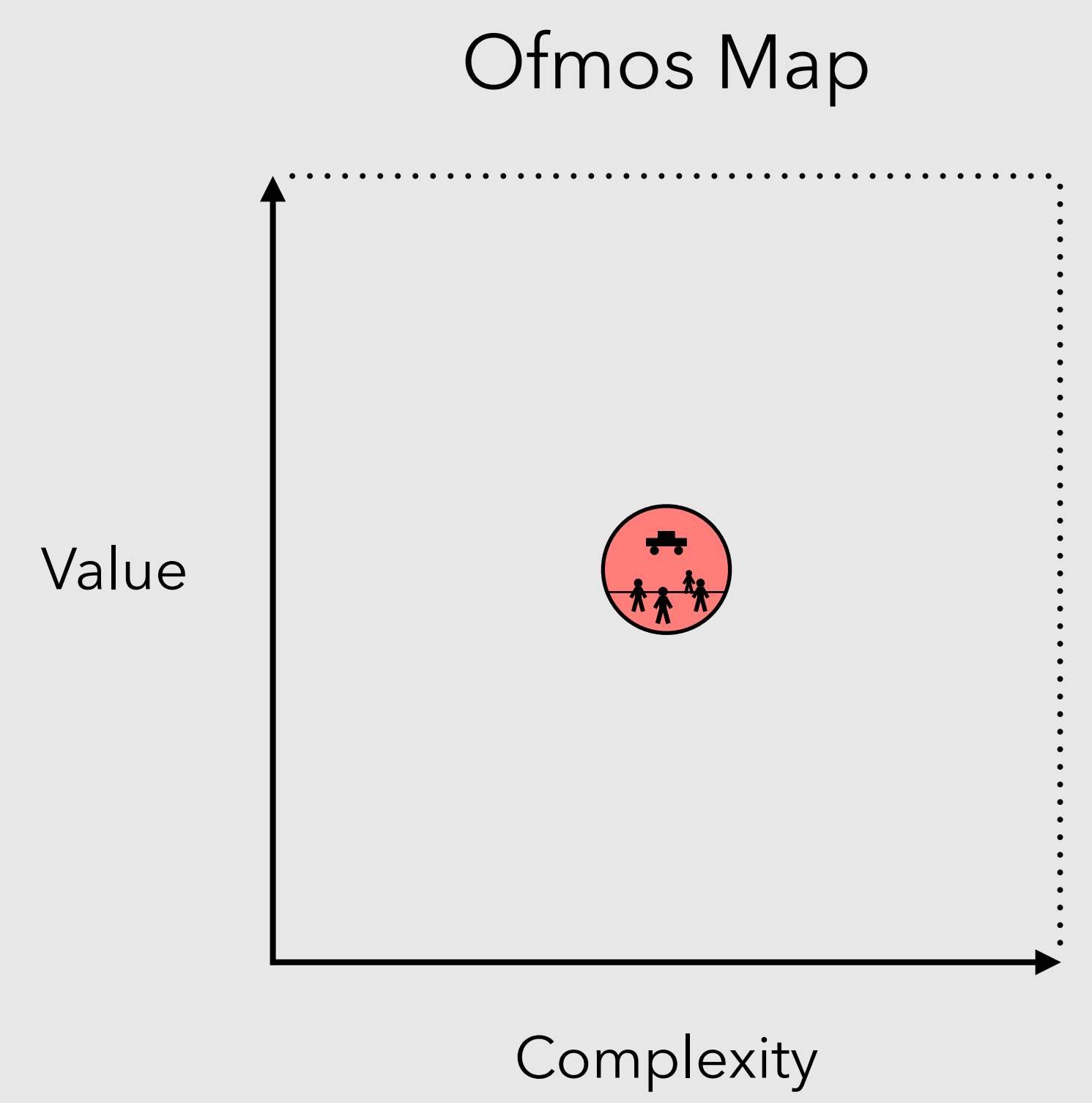
Any company can be viewed and analyzed as a collection of ofmos (offering-market cosmos), which are virtual business spaces defined by an offering and a set of customers with the same need-addressing behavior relative to the offering.



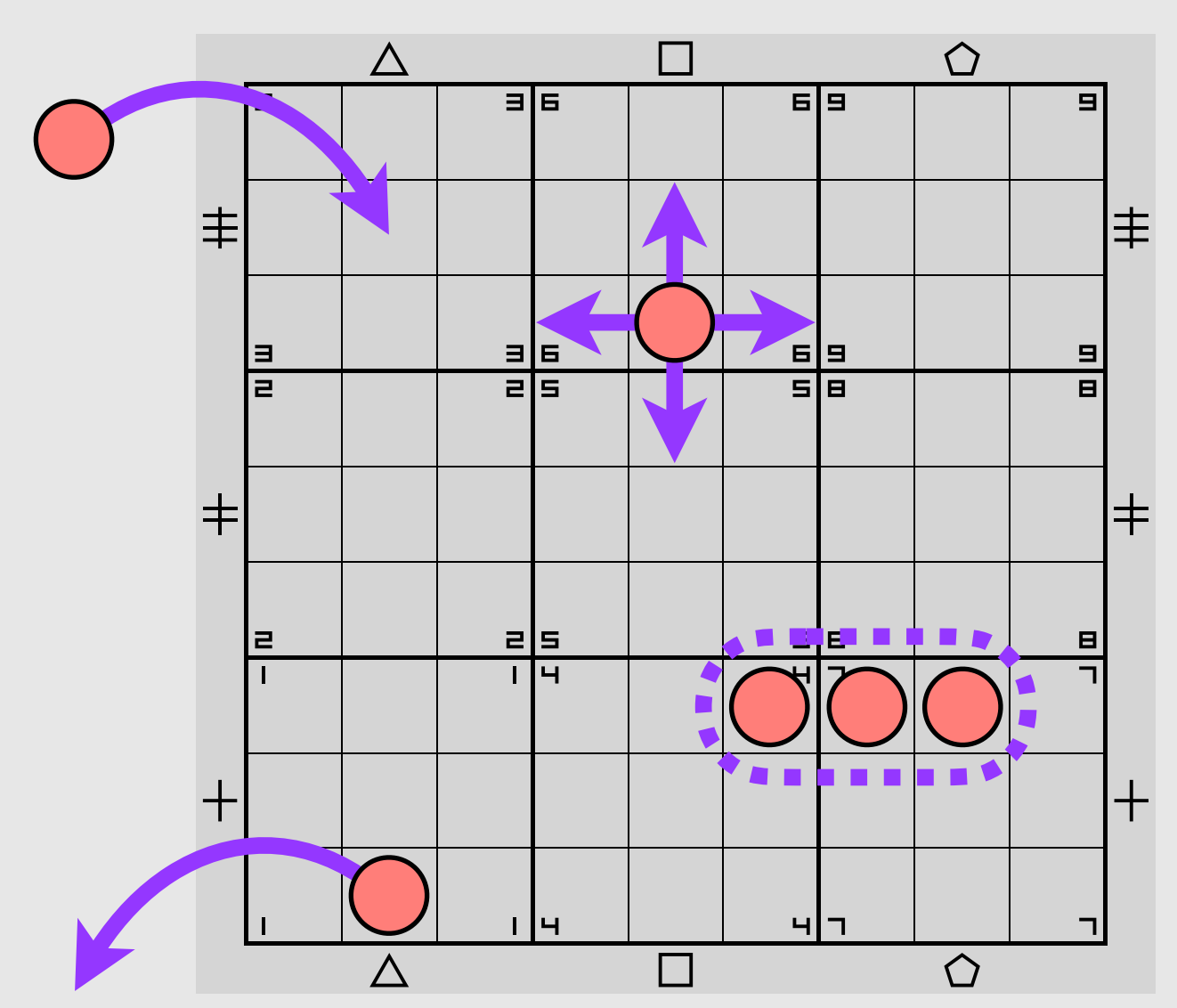
Every ofmos can be represented on a map defined by the product's complexity and its perceived value.



After an ofmos is created, the products's perceived value (utility) drops throughout the ofmos's life span.



The explanation of how businesses work is further simplified into a simulation. An ofmos can be seen as a product. And a company can be mapped inside 9 environments, defined by the categories of product complexity and value (utility).



- Launch** = Launch a new product and start the product business
- Operate Downward** = Operate a product business
- Operate Laterally** = Operate a product business and product innovate
- Operate Upward** = Operate a product business and value innovate
- Exit** = Retire a product and exit the product business
- Convert** = Replace old products with new, more lucrative ones
- Align** = Share resources and create synergies among products

PLAY

Be the CEO.

Start with \$100 (millions) and 18 products to launch. Use these initial resources to build and run your company, creating more wealth than your rival CEO.

As you both lead your companies from inception and toward their orderly closure, end the contest when either you or your opponent gets there first. The CEO with the most cash on the table at that moment wins.

(You also win if your opponent runs out of money or simply gives up.)

Decide who goes first. Take turns, with a single action per turn, and independently advance through the corporate stages. Use the section STAGES for a summary of the actions and the 'bonus' events available at each stage.

At each turn, select an action area on the board that, depending on the stage, includes one or more environments (basic action areas). Each environment is defined by a category of product complexity (triangle, square, pentagon) and a category of perceived value or utility (one notch, two notches, three notches).

For each action taken, execute the financial transaction that comes with it, always paying into and collecting from the cash pool. Use the section CASH for a summary of all the possible ways in which your cash flows in and out.

Calculate the amount of each financial transaction by using the number associated with the environment (basic action area) of your action and the corresponding formula, as indicated in the sections STAGES and CASH.

(In the formulas, E indicates the number associated with an environment. Like the numbers on the money chips, the numerical values of E, from 1 to 9, represent those particular amounts in millions of dollars.)

STARTUP

One by one, launch 9 products – one in each of the 9 environments.

- **Select** an action area (1 environment), where you don't have a product yet.
- **Launch** a product in one of the open positions in the selected environment. Pay \$E.

(Throughout the contest, launch each product in its matching product complexity category.)

EXPANSION

After you launched the first 9 products, launch the others, while taking advantage of the newly-available actions at will.

- **Select** the action area (1 environment) by rolling both dice: the complexity die and the perceived value die.
- **Reselect** the action area (1 environment) with an additional reroll (only one per turn). For the unintentional reselect, when an action is not possible, pay \$3. For the intentional reselect, pay \$9.
- **Launch** a product in one of the open positions in the selected environment. Pay \$E.
- **Launch** a product in the selected environment by pushing a competing product in the open position below. Pay \$E.

(Throughout the contest, the action is possible only if the position below the competing product is open. You cannot push your own product. The competitor does not collect for the downward move, but will collect the 'alignment' bonus, if the push creates such an event.)

- **Operate** a product positioned inside the selected action area, moving it downward in the open position below. Collect \$E.
- **Operate** a product positioned inside the selected action area, moving it downward and taking out a competing product positioned immediately below. Collect \$E.
- **Operate** a product positioned inside the selected action area, moving it laterally (left or right) in an open neighboring position, inside the category. Collect \$0.

- **Exit** with (take out) a product positioned inside the action area and on the bottom row of the board. Collect \$E.

- Generate a bonus by creating a horizontal **alignment** of 3 or more neighboring products. Execute the financial transaction for the action taken (\$A), then collect the sum of all \$E corresponding to the positions of all products in the alignment.

- Generate a bonus by adding 1 or more neighboring products to an existing **alignment** of 3 or more products. Execute the financial transaction for the action taken (\$A), then collect the sum of all \$E values corresponding to the positions of all newly-added products in the alignment.

RESTRUCTURING

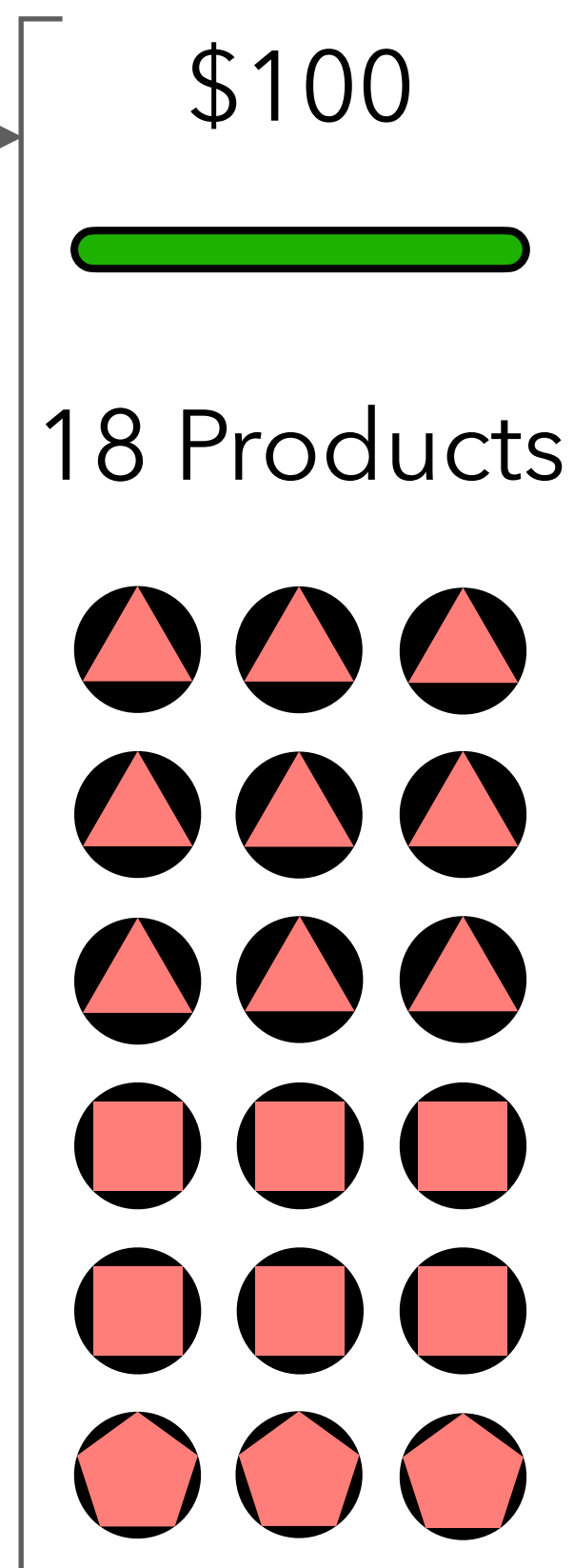
After the last product has been launched, complete the two required product conversions in any order, and launch the newly-acquired products.

- **Select** the action area (3 environments) by rolling one dice of your choice at every turn: the complexity die or the perceived value die.
- **Reselect** the action area (3 environments), with an additional reroll (only one per turn). For the unintentional reselect, when an action is not possible, pay \$3. For the intentional reselect, pay \$9.
- **Convert**: in one turn, take out 3 triangles from the selected action area (3 environments), and bring in 2 out-of-game squares that must be launched in later turns. Collect \$0.
- **Convert**: in one turn, take out 2 squares from the selected action area (3 environments), and bring in 1 out-of-game pentagon that must be launched in a later turn. Collect \$0.
- **Launch** a newly-acquired product in one of the open positions in the selected environment. Pay \$E.

PLAY

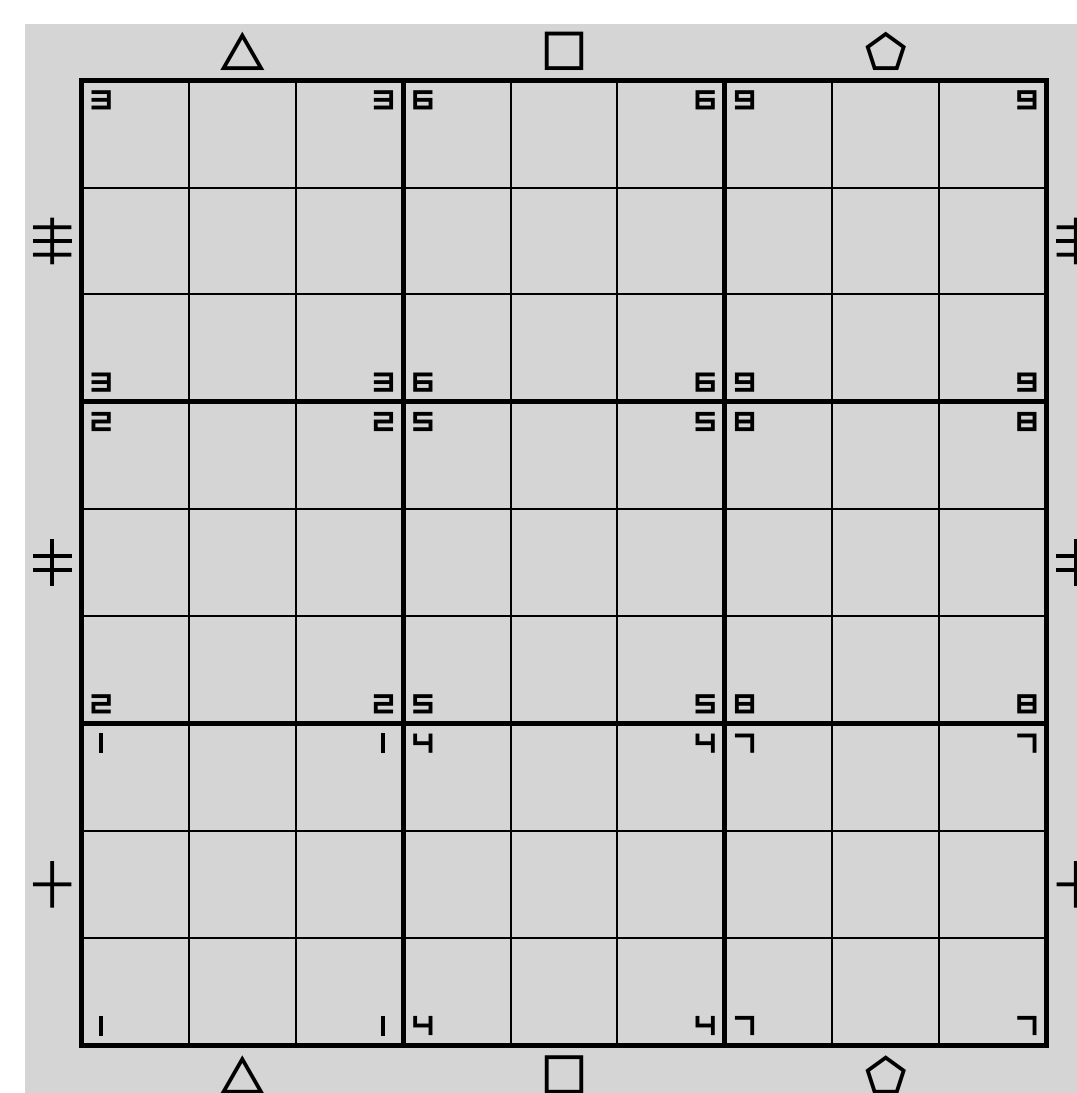
The CEO's resources:
cash and products to be
launched (capabilities)

CEO 1
(Company 1)



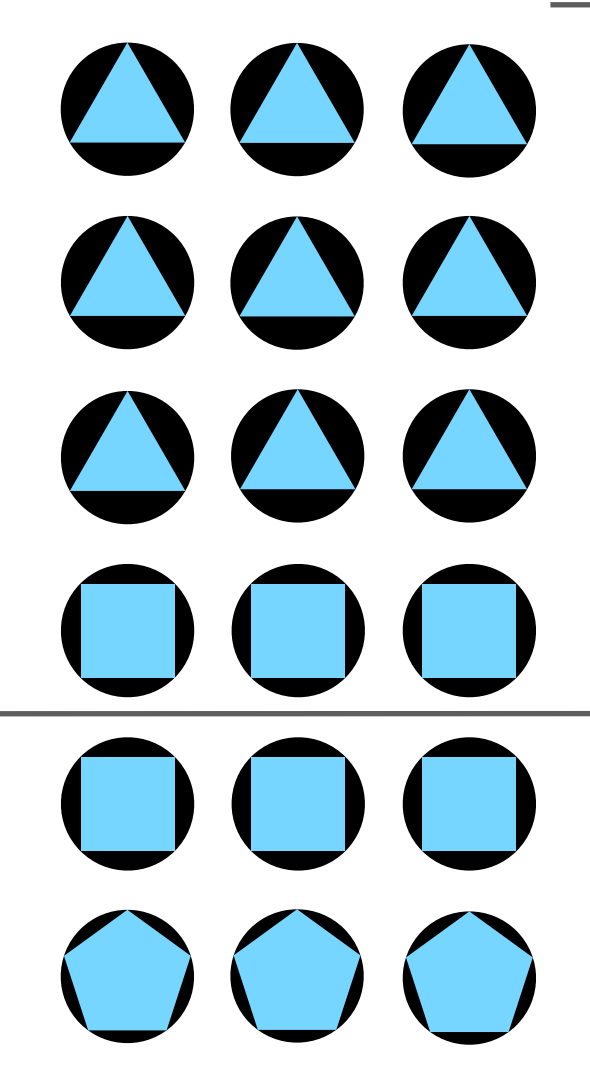
Cash Pool

Dice



\$100

18 Products



CEO 2
(Company 2)

Three types of
products (by complexity):

- Triangles (i.e., Bikes)
- Squares (i.e., Cars)
- Pentagons (i.e., Planes)

Three states of
a product:

- Active & In Game
- Inactive & In Game (Capability)
- Inactive & Out of Game (Retired, Killed)

- **Launch** a newly-acquired product in the selected action area by pushing a competing product in the open position below. Pay \$E.
- **Operate** a product positioned inside the selected action area, moving it downward in the open position below. Collect \$E.
- **Operate** a product positioned inside the selected action area, moving it downward and taking out a competing product positioned immediately below. Collect \$E.
- **Operate** a product positioned inside the selected action area, moving it laterally (left or right) in an open neighboring position, inside the category. Collect \$0.
- **Exit** with (take out) a product positioned inside the action area and on the bottom row of the board. Collect \$E.
- Generate a bonus by creating a horizontal **alignment** of 3 or more neighboring products. Execute the financial transaction for the action taken (\$A), then collect the sum of all \$E corresponding to the positions of all products in the alignment.
- Generate a bonus by adding 1 or more neighboring products to an existing **alignment** of 3 or more products. Execute the financial transaction for the action taken (\$A), then collect

the sum of all \$E values corresponding to the positions of all newly-added products in the alignment.

FINALE

After the last of the 3 newly-acquired products has been launched, manage your company toward its orderly closure.

- **Select** the action area (all 9 environments), freely, with no dice.
- **Operate** a product positioned inside the selected action area, moving it downward in the open position below. Collect \$E.
- **Operate** a product positioned inside the selected action area, moving it downward and taking out a competing product positioned immediately below. Collect \$E.
- **Operate** a product positioned inside the selected action area, moving it laterally (left or right) in an open neighboring position, inside the category. Collect \$0.
- **Operate** a product positioned inside the selected action area, moving it laterally (left or right) in an open neighboring position, across categories. Collect \$0.
- **Operate** a product positioned inside the selected action area, moving it laterally (left or right) and taking out a competing

product in a laterally-neighboring position. Pay \$E.

- **Exit** with (take out) a product positioned inside the action area and on the bottom row of the board. Collect \$E.
- **Exit** with (take out) a product positioned inside the action area and anywhere on the board, except the bottom row. Pay \$9.
- Generate a bonus by creating a horizontal **alignment** of 3 or more neighboring products. Execute the financial transaction for the action taken (\$A), then collect the sum of all \$E corresponding to the positions of all products in the alignment.
- Generate a bonus by adding 1 or more neighboring products to an existing **alignment** of 3 or more products. Execute the financial transaction for the action taken (\$A), then collect the sum of all \$E values corresponding to the positions of all newly-added products in the alignment.

End the contest when you or your rival retire the last active product. Counting only the cash accumulated to that point, show more of it and win.

Think Big & Good Luck!™

SELECT

LAUNCH

OPERATE

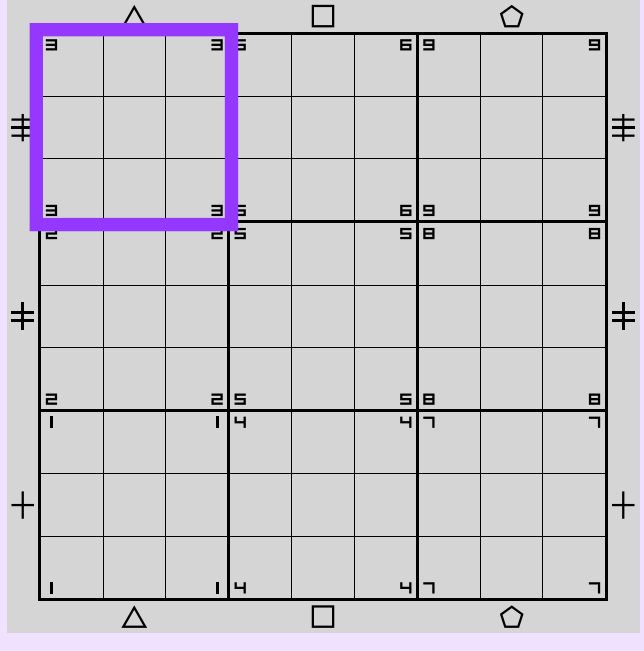
EXIT

ALIGN

STAGES

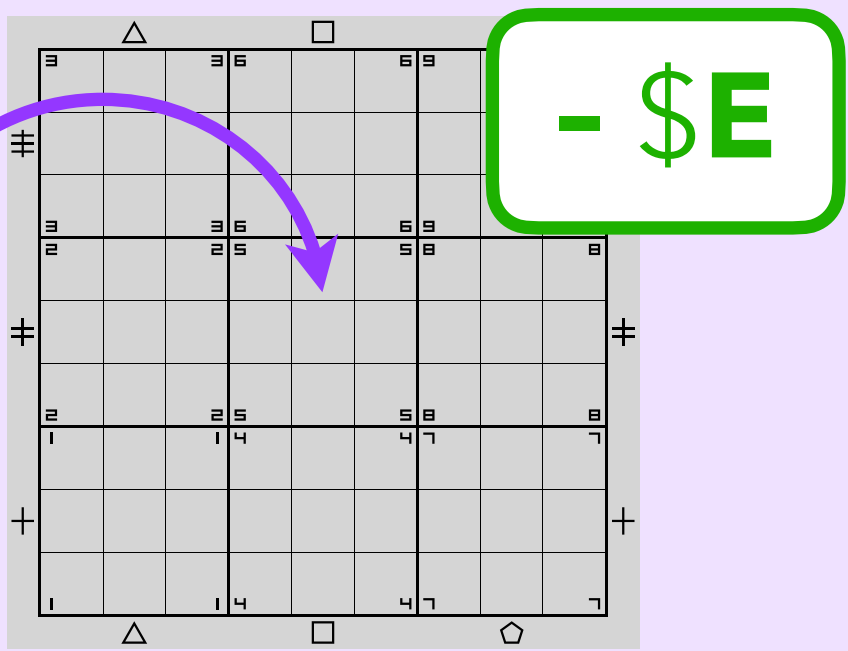
STARTUP

Start your company and launch 9 products.



SELECT

Action Area, with No Dice

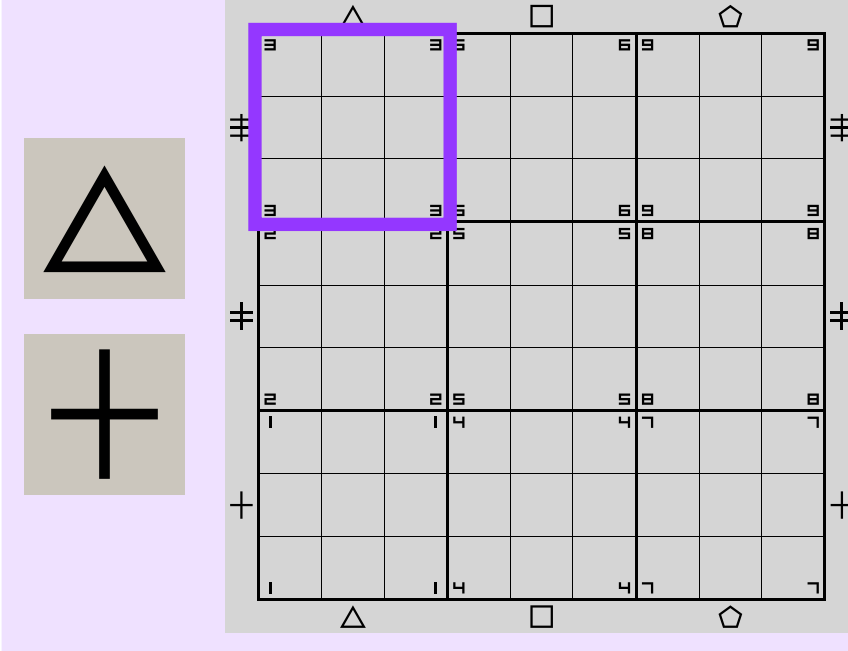


LAUNCH

in Action Area

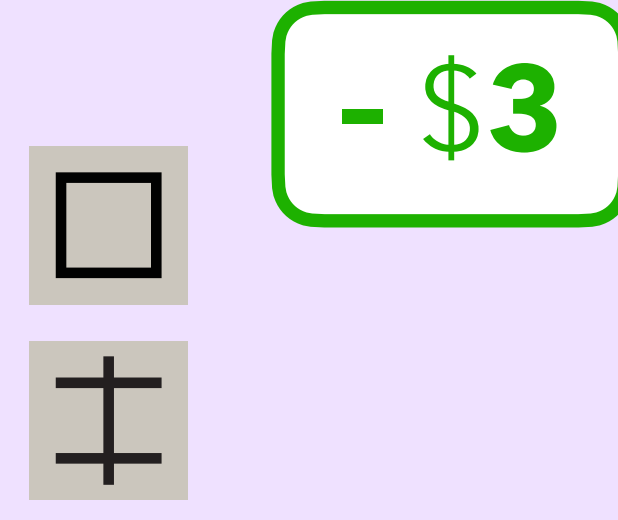
EXPANSION

Manage your portfolio and launch the other 9 products.

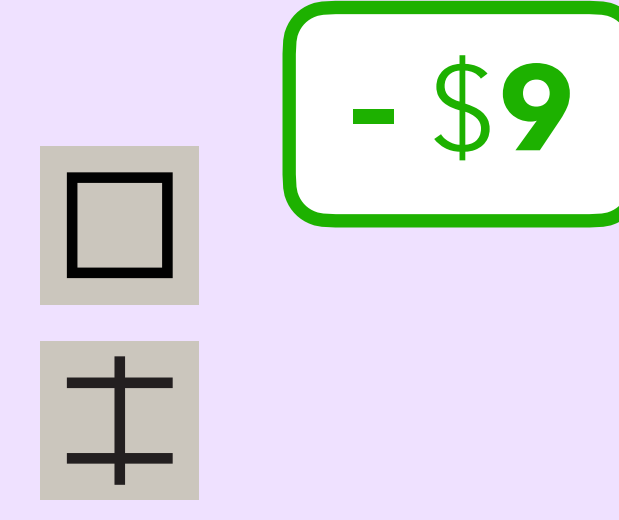


SELECT

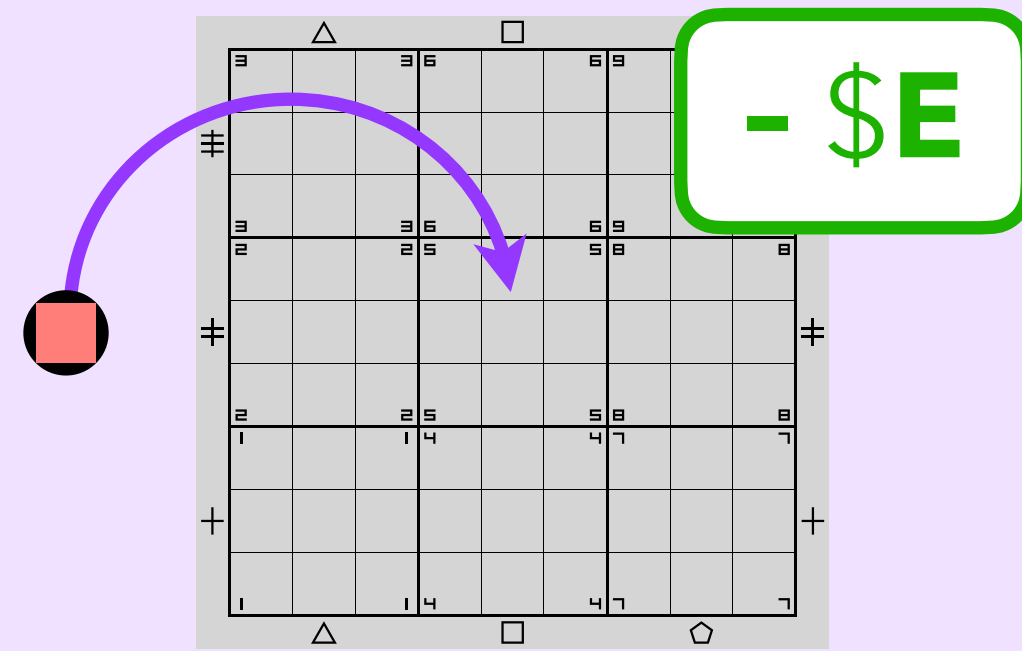
Action Area, with Two Dice



RESELECT
Unintentionally

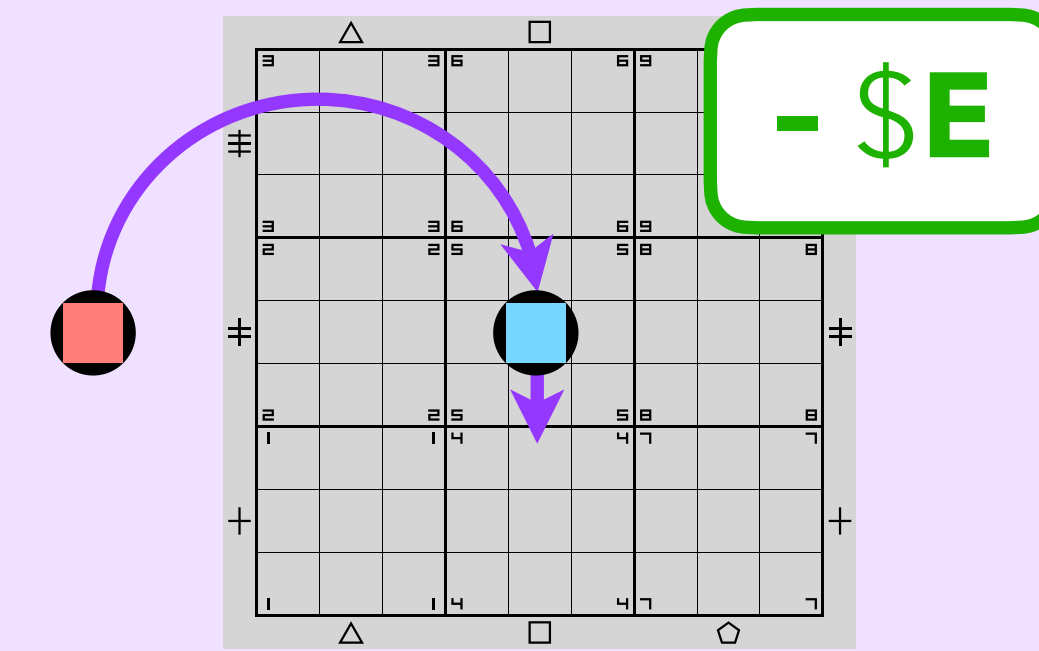


RESELECT
Intentionally



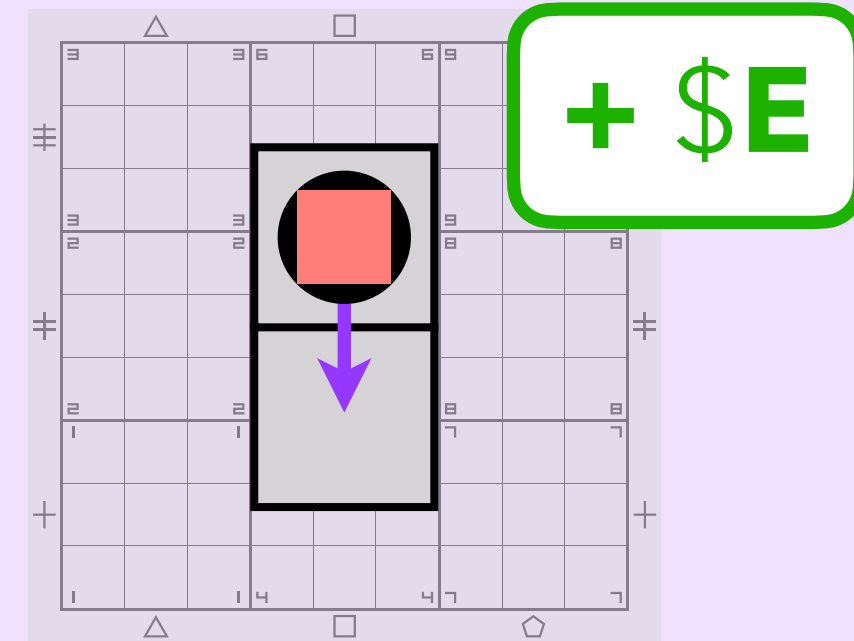
LAUNCH

in Action Area

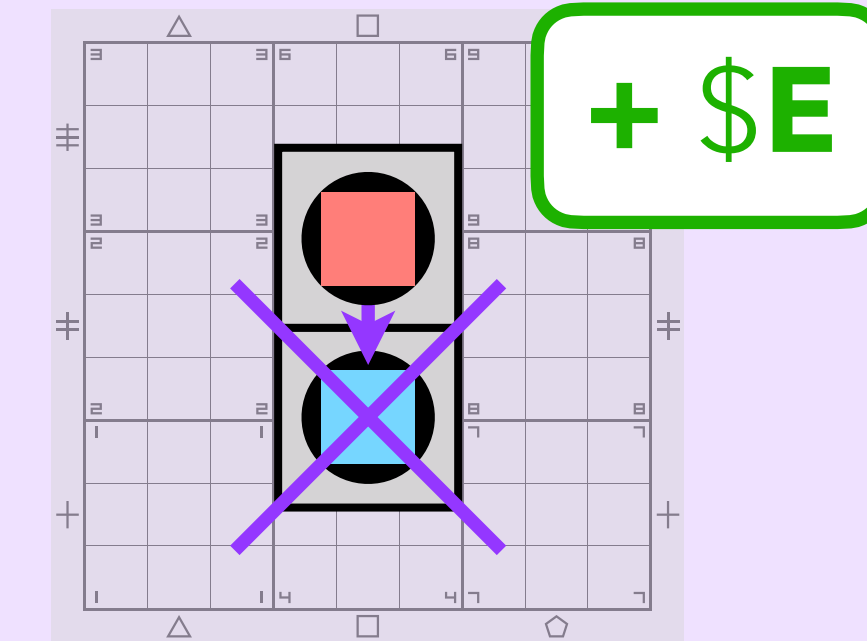


LAUNCH

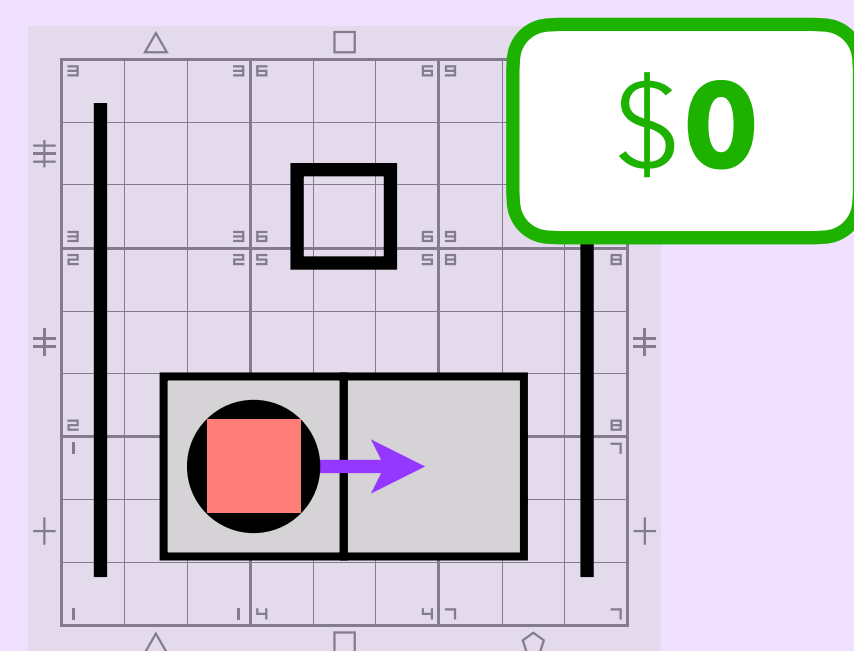
in Action Area, with Push



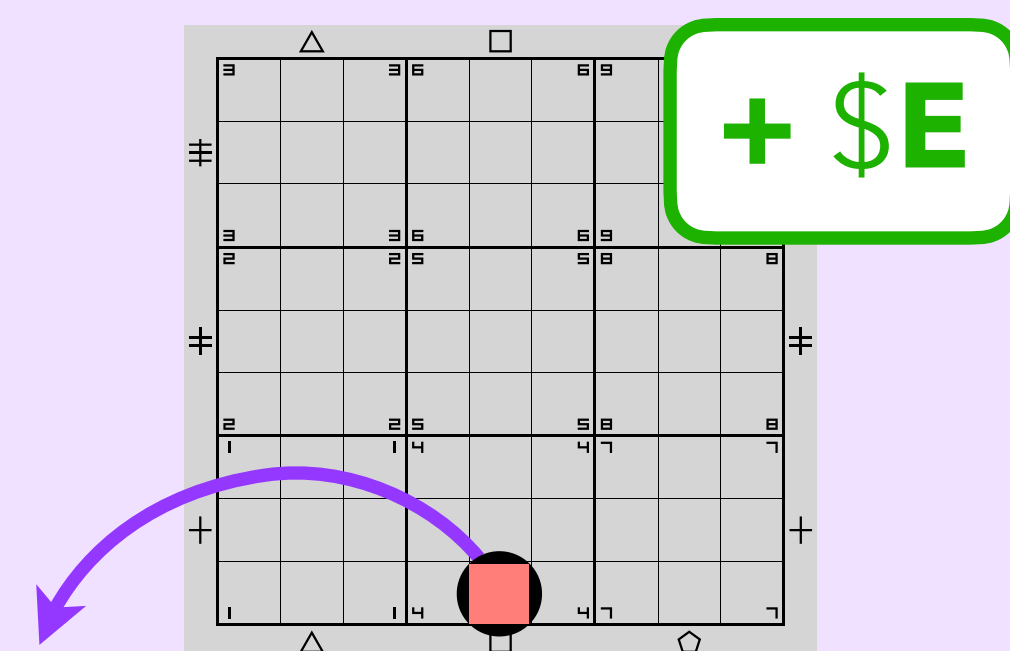
OPERATE
Downward



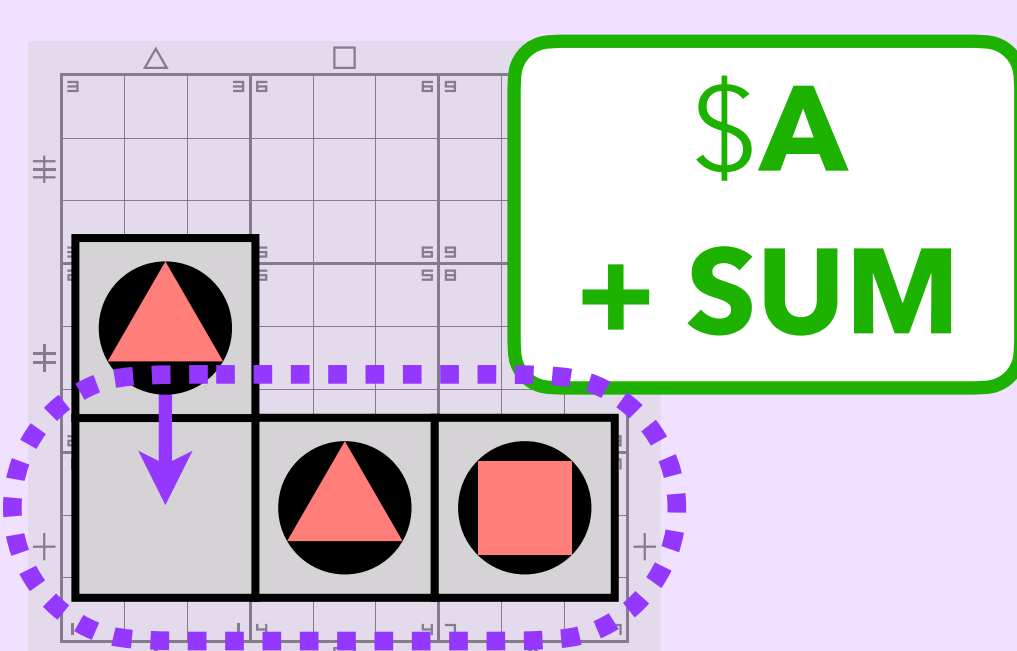
OPERATE
Downward, with Kill



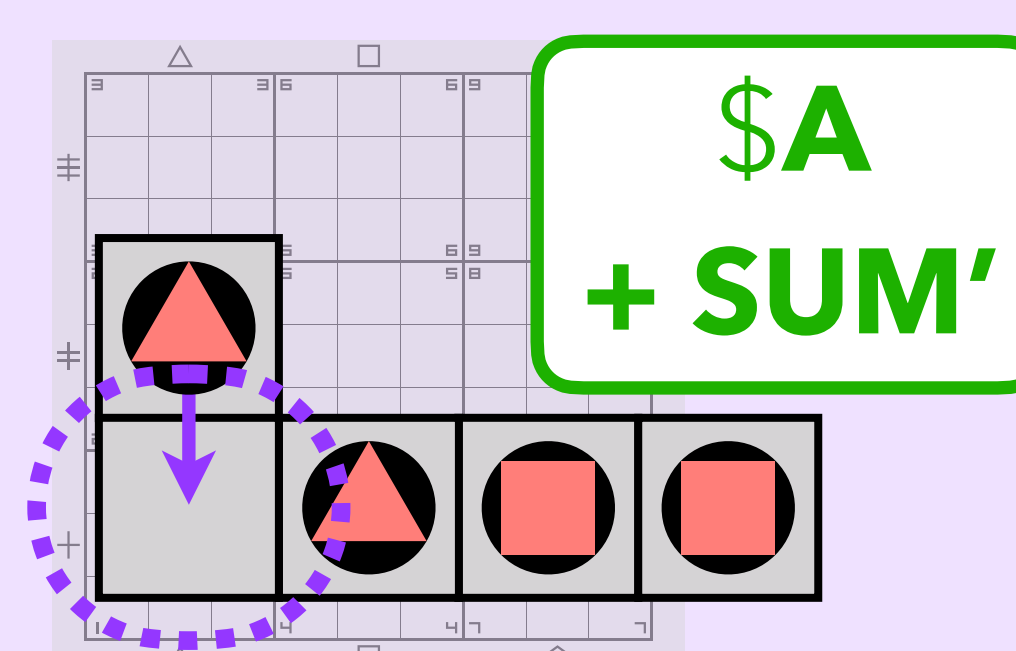
OPERATE
Laterally, Inside-Category



EXIT
from Bottom Row



ALIGN
New Alignment



ALIGN
Addition to Alignment

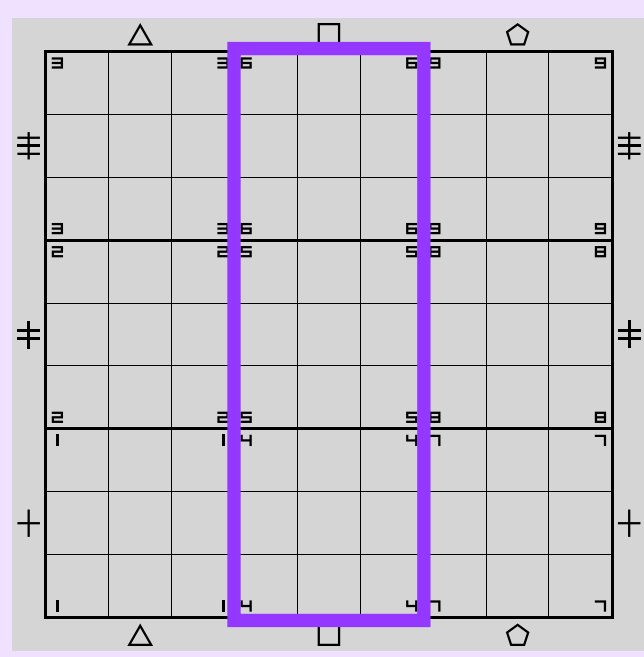
STAGES

RESTRUCTURING

Restructure your company by replacing old products with new ones.

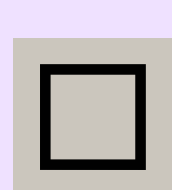
FINALE

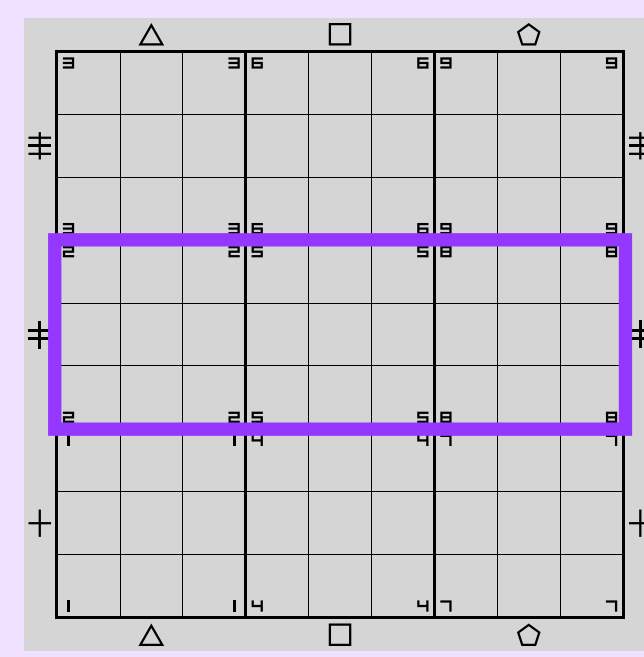
Manage and bring your company to an orderly closure.



SELECT
Action Area, with One Dice

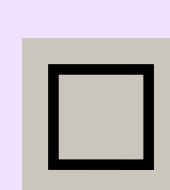
-\$3





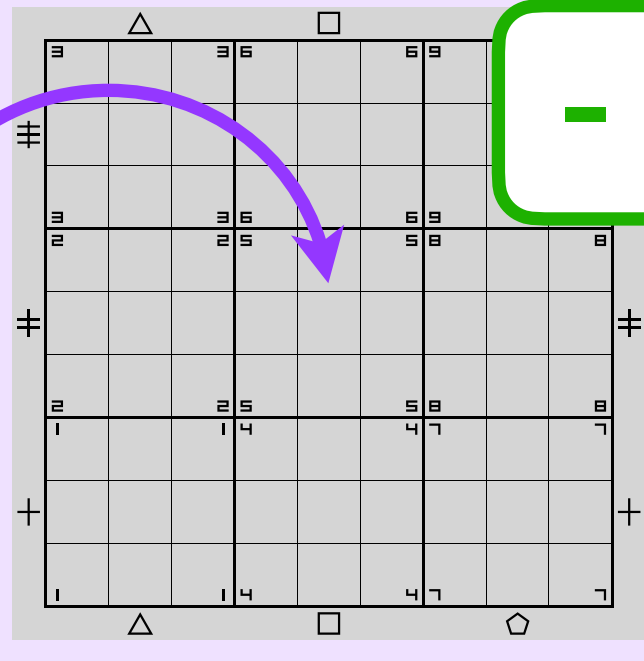
SELECT
Action Area, with One Dice

-\$9





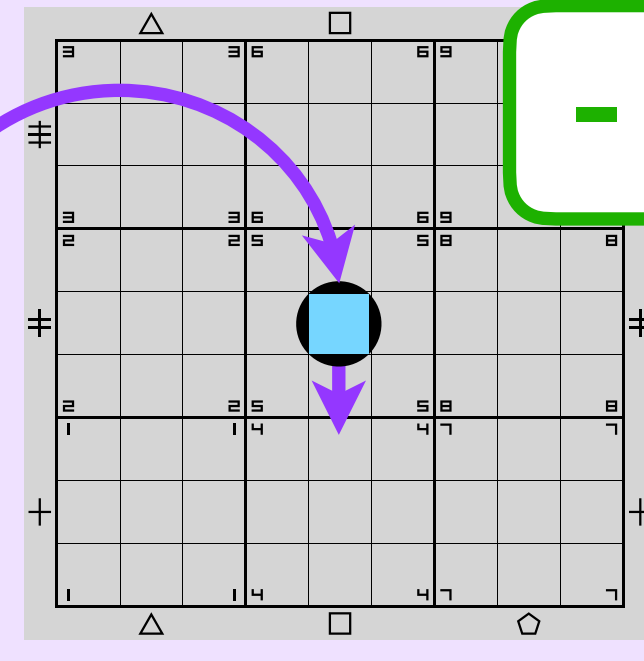
SELECT
Action Area, with No Dice



RESELECT
Unintentionally

-\$E

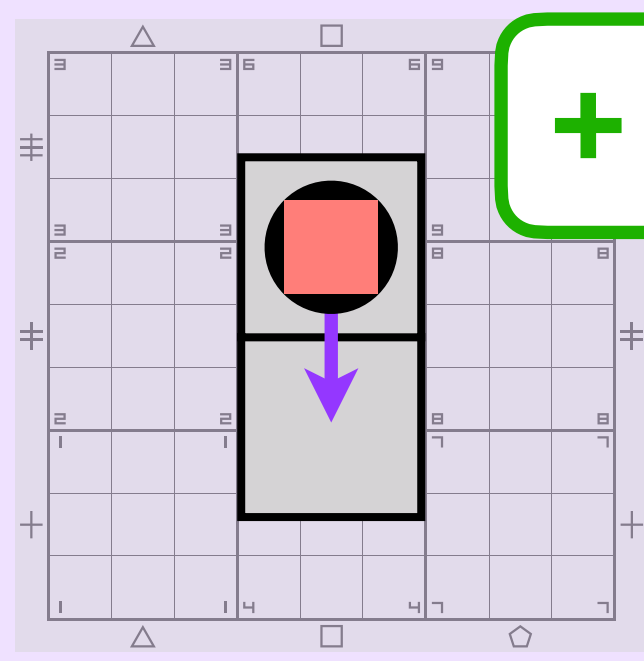
LAUNCH
in Action Area



RESELECT
Intentionally

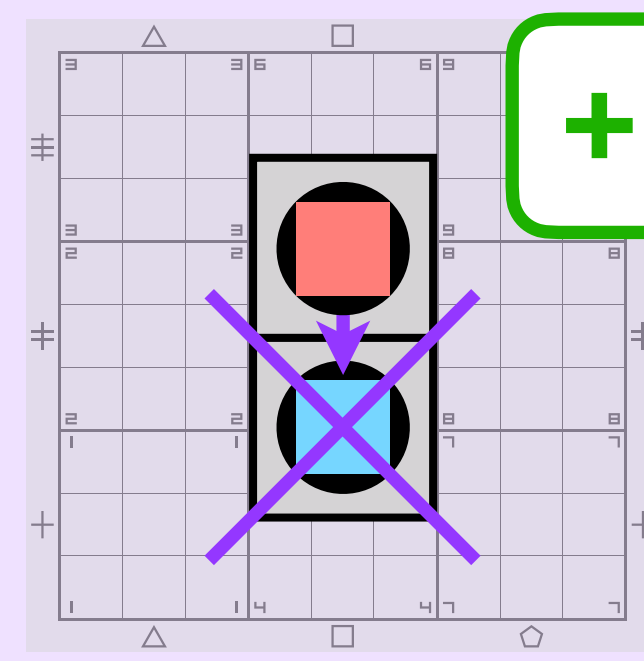
-\$E

LAUNCH
in Action Area, with Push



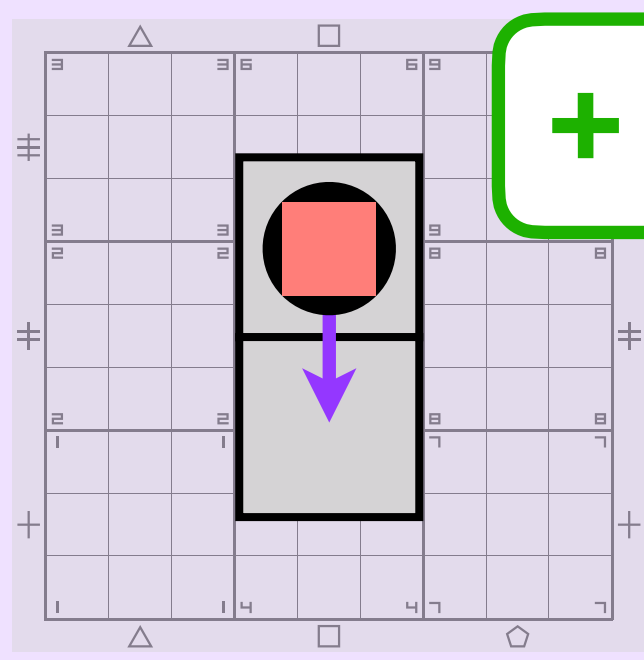
OPERATE
Downward

+\$E



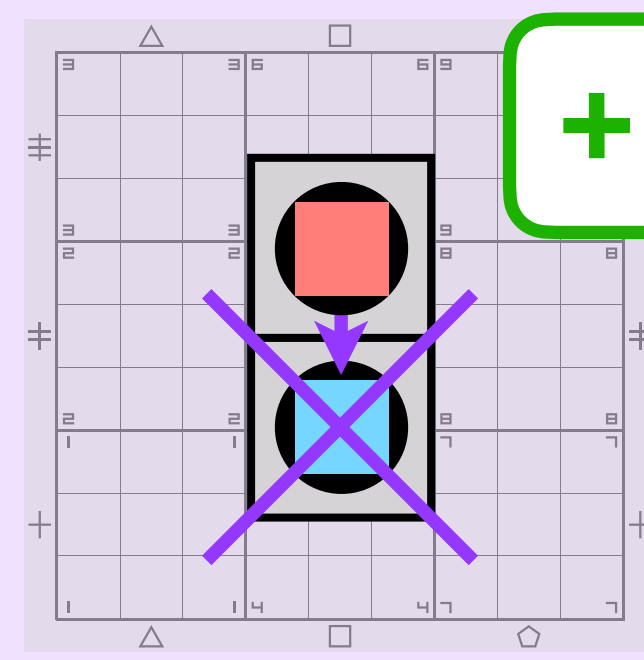
OPERATE
Downward, with Kill

+\$E



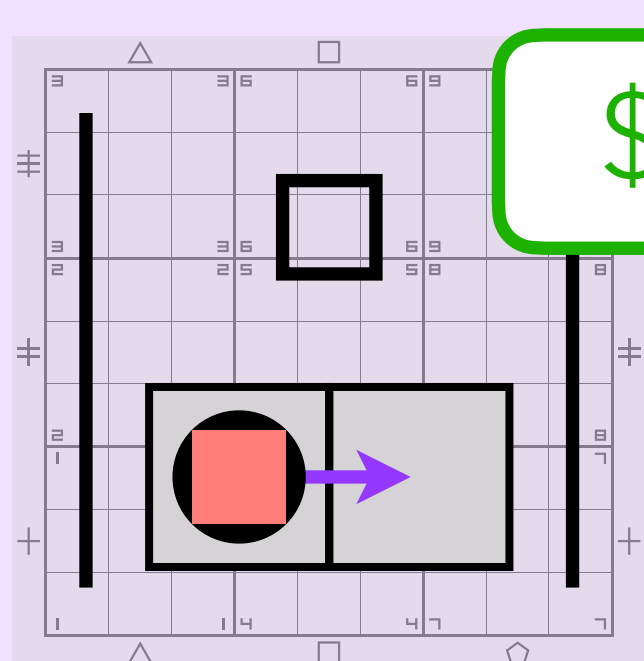
OPERATE
Downward

+\$E



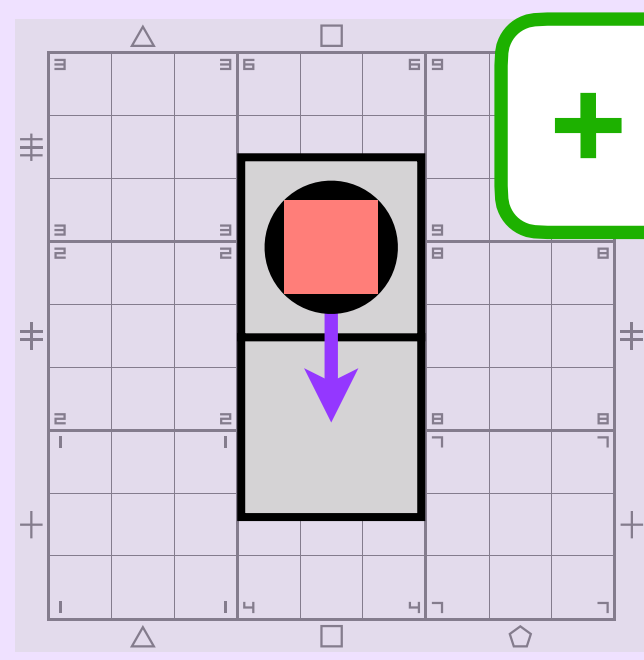
OPERATE
Downward, with Kill

+\$E



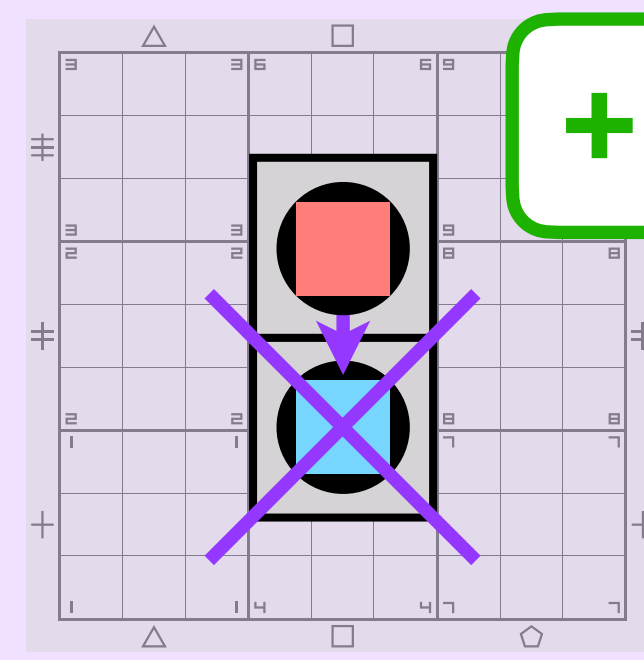
OPERATE
Laterally, Inside-Category

\$0



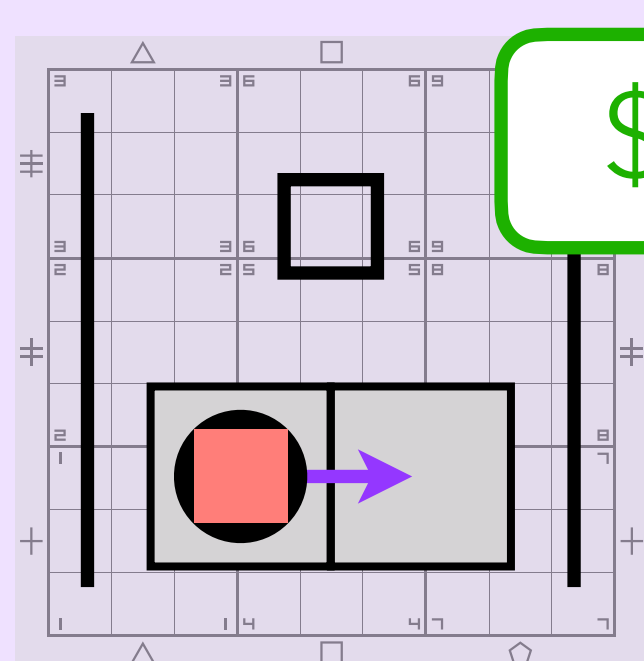
OPERATE
Downward

+\$E



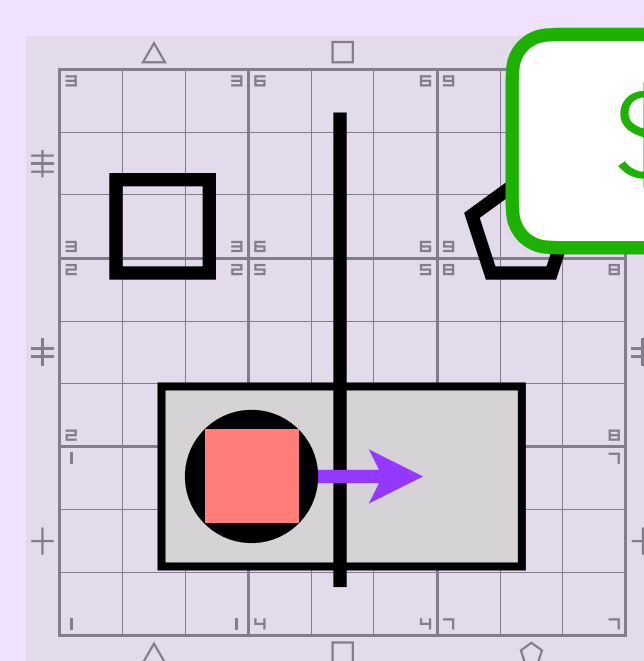
OPERATE
Downward, with Kill

+\$E



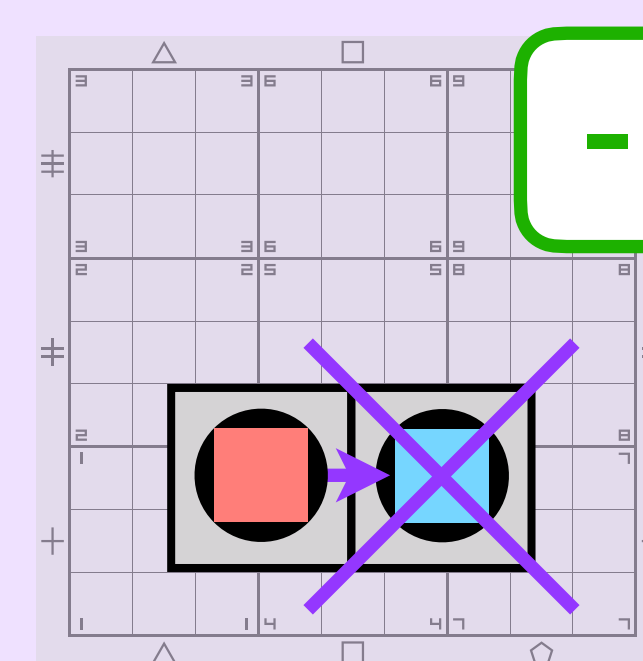
OPERATE
Laterally, Inside-Category

\$0



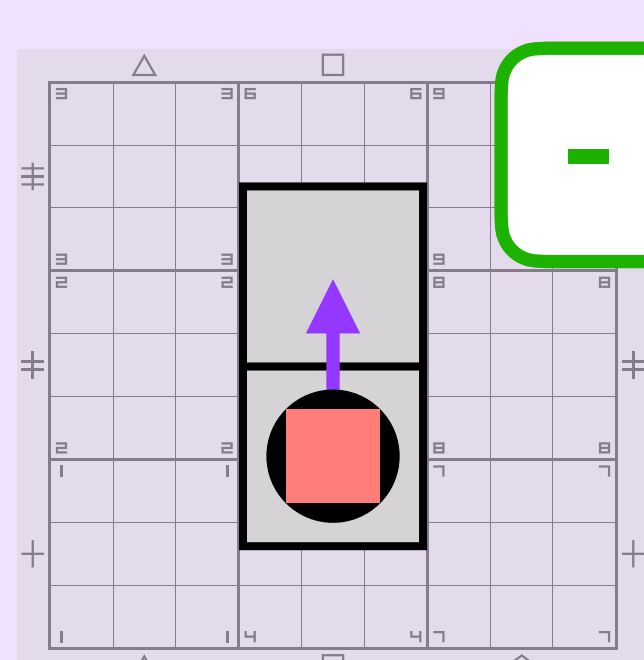
OPERATE
Laterally, Cross-Category

\$0



OPERATE
Laterally, with Kill

-\$E



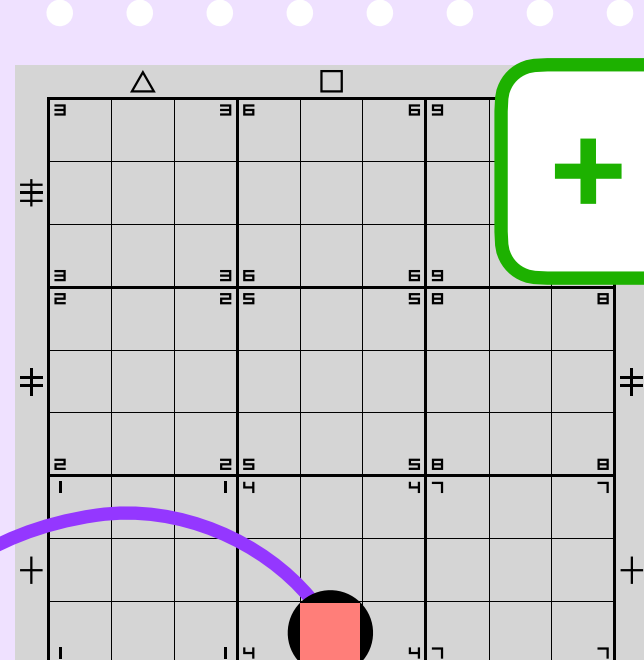
OPERATE
Upward

-\$E



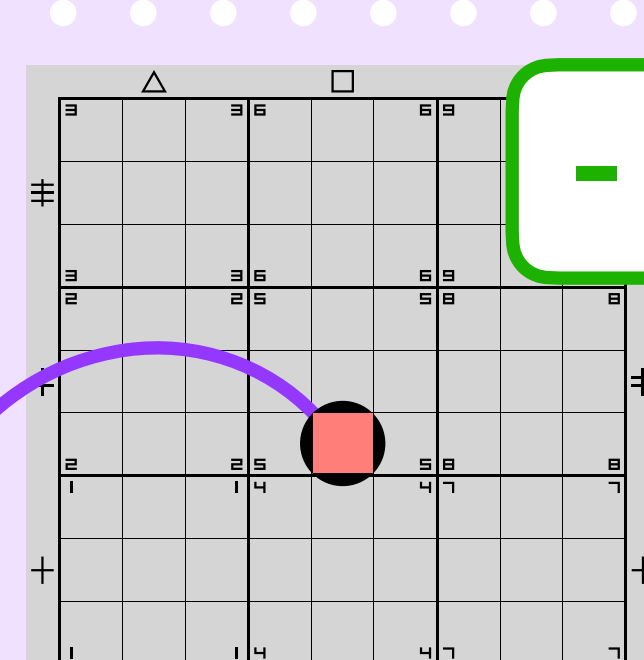
EXIT
from Bottom Row

+\$E



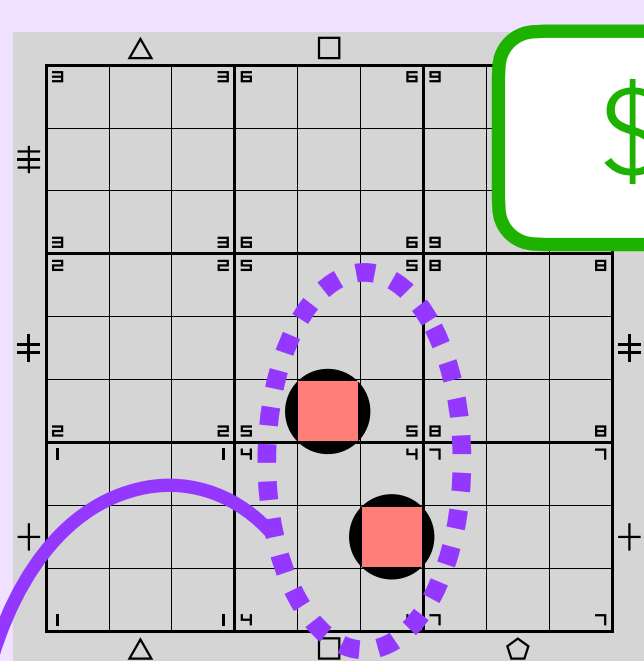
EXIT
from Bottom Row

+\$E



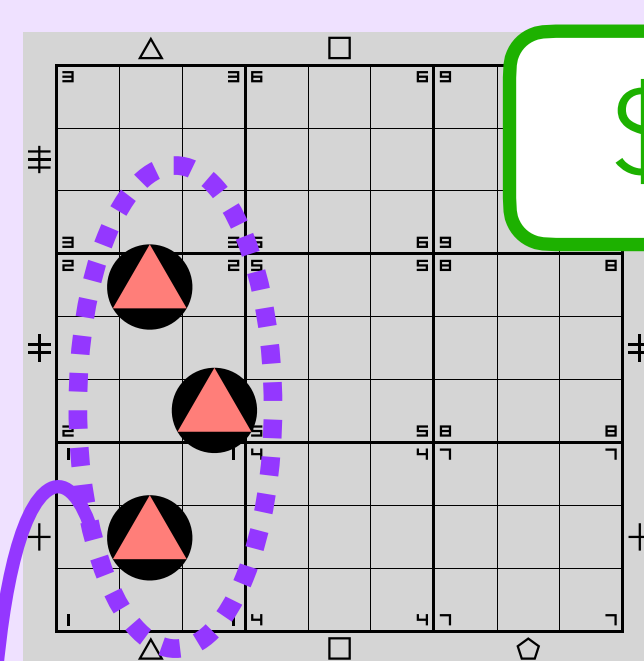
EXIT
from Not Bottom Row

-\$9



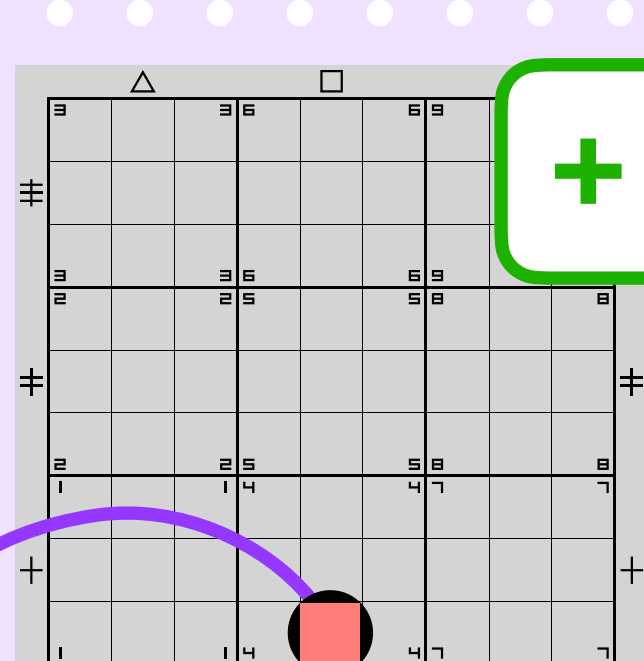
CONVERT
2 Squares Out, 1 Pentagon In

\$0



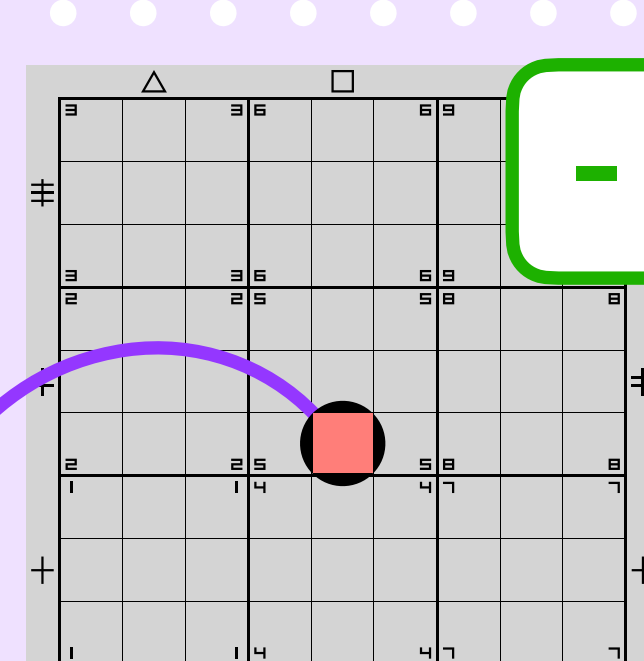
CONVERT
3 Triangles Out, 2 Squares In

\$0



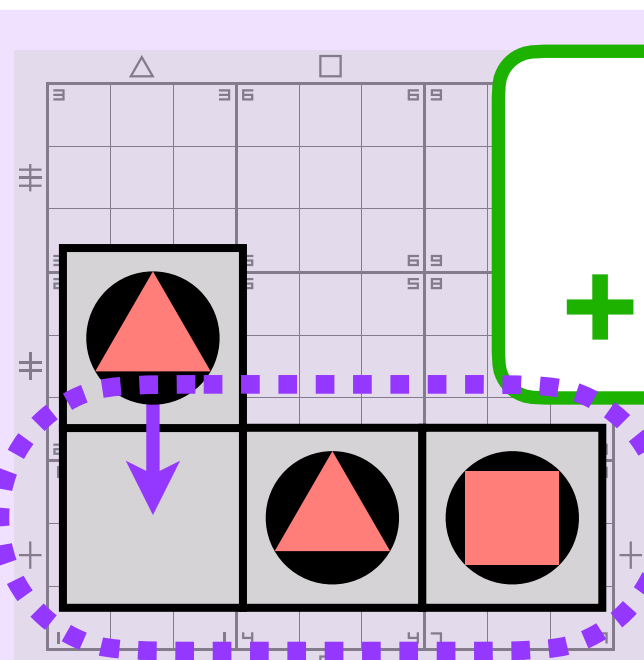
EXIT
from Bottom Row

+\$E



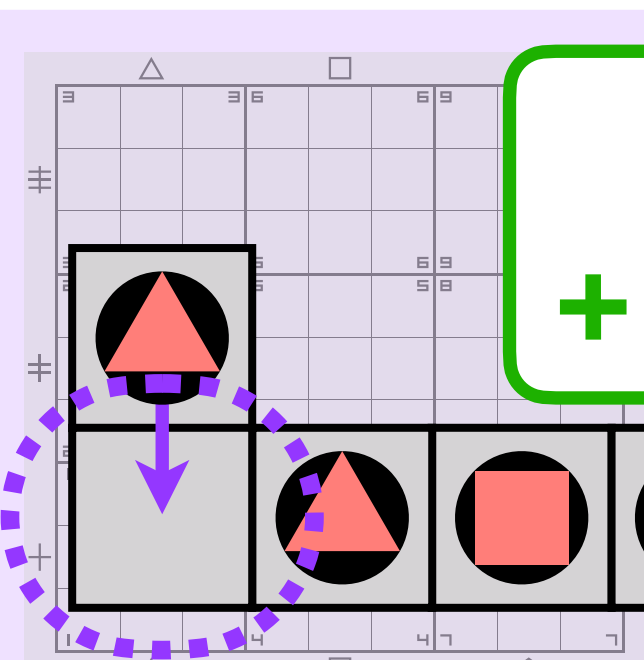
EXIT
from Not Bottom Row

-\$9



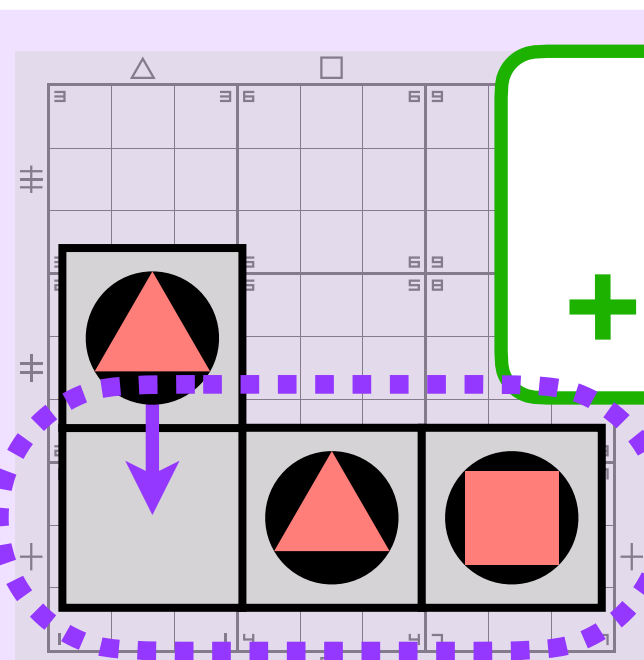
ALIGN
New Alignment

\$A + SUM



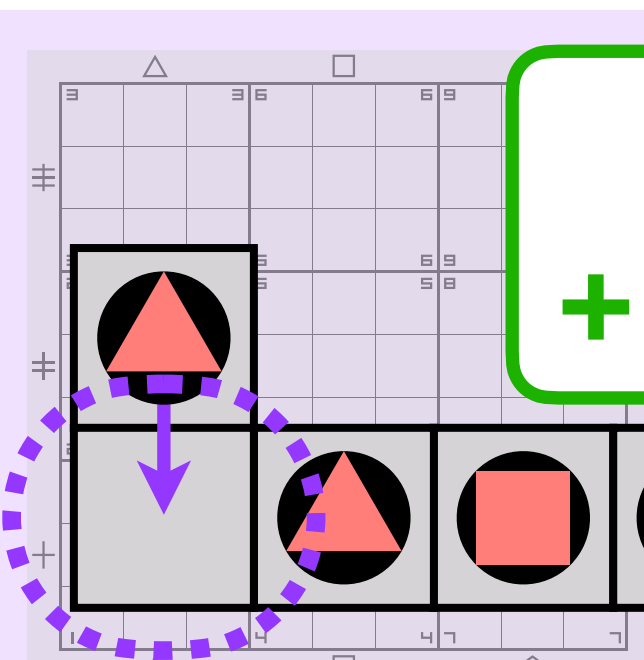
ALIGN
Addition to Alignment

\$A + SUM'



ALIGN
New Alignment

\$A + SUM

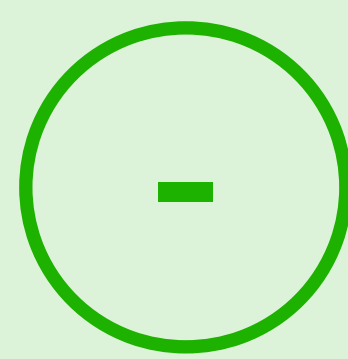


ALIGN
Addition to Alignment

\$A + SUM'



CASH



OPERATE Downward, with or without Kill + \$E

OPERATE Laterally, Inside-Category \$0

OPERATE Laterally, Cross-Category \$0

EXIT, from Bottom Row + \$E

ALIGN, New Alignment of 3+ Products \$A
+ SUM

ALIGN, Addition to Existing Alignment \$A
+ SUM'

LAUNCH, with or without Push - \$E

OPERATE Laterally, with Kill - \$E

OPERATE Upward - \$E

EXIT, from Not Bottom Row - \$9

RESELECT, Unintentionally - \$3

RESELECT, Intentionally - \$9

\$E = The cash amount corresponding to an environment or basic action area, defined by a complexity category and a perceived value category. | \$A = The cash amount resulting from an action taken. | SUM = The sum of all cash amounts corresponding to the positions of the products in a new horizontal alignment of 3 or more neighboring products. | SUM' = The sum of all cash amounts corresponding to the final positions of the newly-added 1 or more products to an existing alignment of 3 or more neighboring products.

BE THE CEO®

