

EMERGENT

A SUPPLY CHAIN STRATEGY GAME



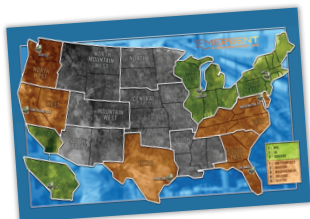
EMERGENT

A SUPPLY CHAIN STRATEGY GAME

▶ 2-4 PLAYERS | AGES: 13+

Enter the business world as the president of a new company competing for consumers' money. Build your supply chain and your brand to become the leader in supply chain agility, but watch out: your competitors will do everything they can to stop you!

▶ CONTENTS



Game Board



Product Tokens
(50 Cubes × 4 colors)



Marketing Tokens
(10 Cylinders × 4 colors)



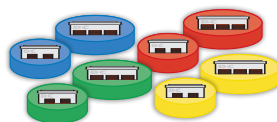
Money Chips



Player Aid Cards (4)



Planning
Maps (4)



Distribution Center Discs
(10 Small, 3 Large × 4 Colors)



Secret Screens (4)



DC 4-walls cards



Demand Cards



Rulebook

► OBJECT

The goal of Emergent is to build a network of Distribution Centers (DCs) to make the most money by satisfying customer demand by selling products from your DCs to nearby cities. The game ends after round 5, and the player with the most money is the winner.

► SETUP

1. Choose colors and take corresponding pieces.

- a. 50 Cubes (products)



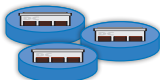
- b. 10 Cylinders (marketing investment)



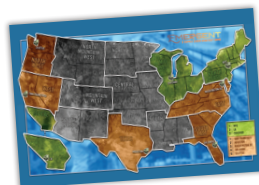
- c. Small DCs



- d. Large DCs



- e. Planning Map



- f. Secrecy Screen



- g. Player Aid



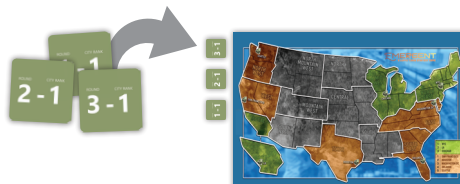
2. Collect money from the bank. Start with \$100 (three 20s, three 10s, one 5 and five 1s).



3. Place wooden playing pieces in a pool near you.



4. Sort the Demand Cards by round and place them next to the board.



5. You are now ready to start playing.

▶ GAME PLAY

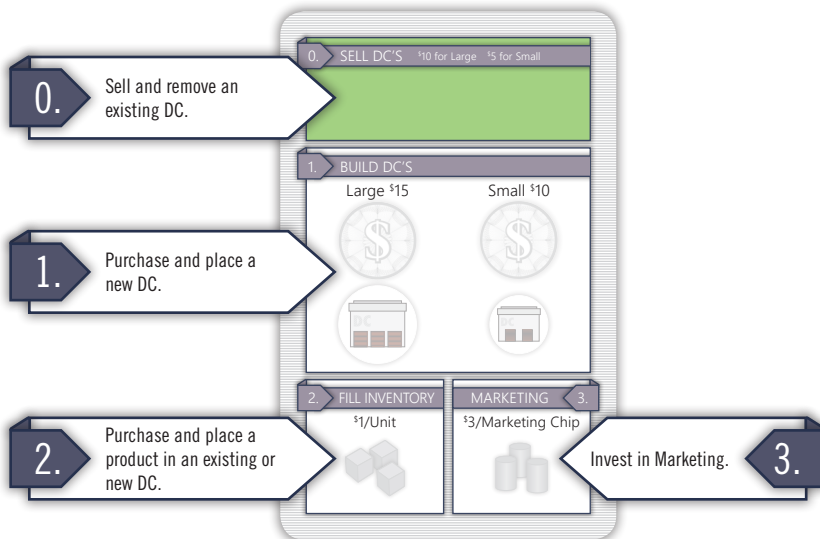
The game lasts 4 rounds. Each round has the following phases:

- 1 Preparation Phase
- 2 Placement Phase
- 3 Execution Phase

1 PREPARATION PHASE

During the preparation phase, each player uses their personal planning map and player aid behind their screen to plan their moves for the round. Players secretly simultaneously sell DCs, purchase and place DCs in regions, purchase and place inventory in DCs, and purchase marketing in regions with cities. Once all players are ready, reveal and execute actions simultaneously.

In the preparation phase, the player may do as many of the following as they like until their money runs out.



0. SELLING A DISTRIBUTION CENTER

You can sell a distribution center and immediately receive the revenue from it. The distribution center is on the board, so just place the money you receive into the green “Sell DCs” area on your player aid card. During the strategy execution phase you will remove the DC and its 4-walls card from the board and place them back into your pool.

A Small DC
sells for \$5.



A Large DC
sells for \$10.



1. PURCHASING A NEW DISTRIBUTION CENTER

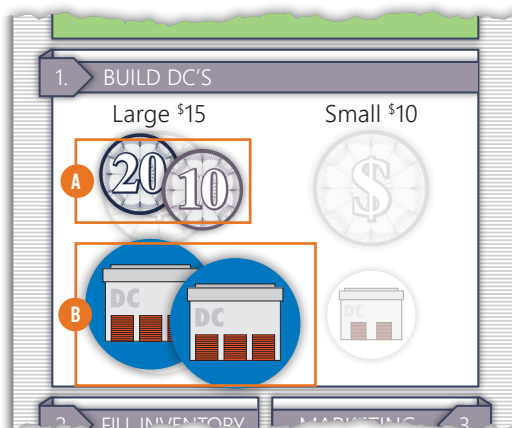
A When you purchase a DC, put the money owed (depending on its size) onto your player aid card in the “Build DCs” area.

B Place the purchased DC token anywhere on your planning map. A given region may have any number of DCs.

A Small DC costs \$10 and gives you 5 product slots.

A Large DC costs \$15 and gives you 10 product slots.

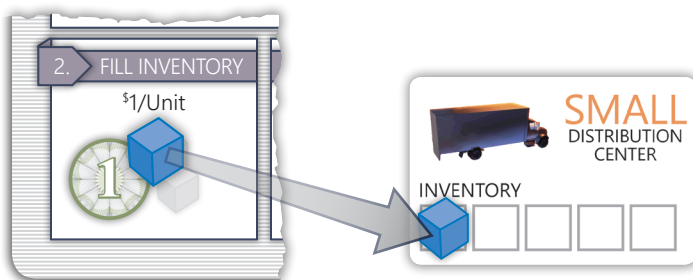
You may buy more than one DC, as long as you have enough money to pay for them all.



2. PURCHASING AND PLACING PRODUCT

You need products in your DCs to be able to sell products in a city's marketplace. Each product cube costs \$1. Place the purchased products onto your planning map. You can only place a product in a distribution center which has free space. Place the money to pay for them in the "Buy Products" section on your player aid card. During execution, you will place each new product onto a Distribution Center card on the board.

Inventory costs \$1 each



3. MARKETING

You can spend money for marketing. Each marketing cylinder costs \$3. Place the purchased cylinders onto your planning map in any combination of desired regions with cities.

Marketing costs \$3 each



Place the money to pay for them in the "Marketing" section on your player aid card.

Marketing allows you to sell more products in that city, even if your DC is not the closest DC to the city.

To aid your decisions, below is the total predicted demand for each round.

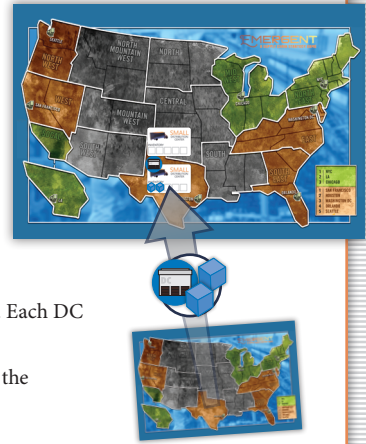
ROUND	PREDICTED DEMAND
ROUND 1	20
ROUND 2	35
ROUND 3	47
ROUND 4	58



2 PLACEMENT PHASE

Now each player reveals their player aid card and planning map and moves their pieces to the board according to their plan. You cannot change your plan after revealing it.

1. Move DCs to the board and take a corresponding 4-walls card and place it underneath your distribution center. The 4-walls card is used to track product inventory in its DC.
2. Move your products from your planning map to any combination of your distribution centers on the board. Each DC can only hold 5 (small DC) or 10 (large DC) products.
3. Move marketing cylinders from your planning map to the corresponding regions on the board.



3 EXECUTION PHASE

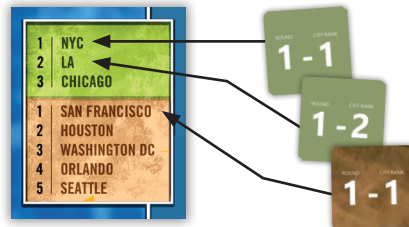
The Execution Phase is all about meeting demand and collecting revenue. The following actions occur in order.

1. Place this round's Demand Cards onto their assigned cities.
2. Sell Products.
3. Receive income (\$5 for every unit sold).
4. Pay transportation costs.
5. Pay operating costs.
6. Liquidate *Aged Inventory*.
7. Cleanup for the next round: collect revenue, remove demand cards, remove marketing cylinders.

# OF PRODUCT SOLD × \$5	
1	Count up product sold and multiply by \$5
TRANSPORTATION COST	
2	Subtract transportation cost: \$0/unit for 0 day \$1/unit for 1 day \$2/unit for 2+ days
OPERATING COSTS	
3	Subtract Operating Cost: \$10/large DC \$5/small DC

1. PLACE DEMAND CARDS

Place the current round's demand cards onto the map into their assigned cities (sorted by rank).



2. SELL PRODUCTS

Demand cards show three tiers of demand. For each city in order from highest ranked to lowest, resolve its demand. The steps for fulfilling a city's demand are below.

- Determine the player order (for market share) in a city as follows:
 - Sort players by their amount of marketing in the city.
 - Among players tied in marketing, order the tying players by how close their nearest DC with products is to this city.
 - Among players tied in marketing and product distance, all tying players each fulfill the next lower demand tier.
- In player order, players fulfill demand to that city. The first player fulfills the highest demand on the card, selling up to that many product cubes to the city. The second player fulfills the second highest demand. The third player fulfills the third highest demand. The fourth player cannot fulfill any demand.

Ties are common and are handled in the following way.

- In a tie (for marketing and distance), the tying players (and all later players) are shifted to the next lower demand tier.

NOTE: In a game with only 2 players, the players only fulfill demand in the 1st and 3rd tier.



EXAMPLE 1

New York's Demand Card is revealed. It has demand tiers 5/3/2. Blue has four marketing cylinders, Red and Yellow both have 2 marketing cylinders, and Green has none.

Blue has the highest market share, so Blue fulfills 5 demand from any blue DCs with products, selling 5 product cubes. Red and Yellow are tied in marketing, and they both have DCs with products one region away, so they are tied. Therefore, Red and Yellow both move down to the third tier and both fulfill that demand of 2, each selling 2 product cubes. Green does not fulfill any demand and sells no products.



EXAMPLE 2

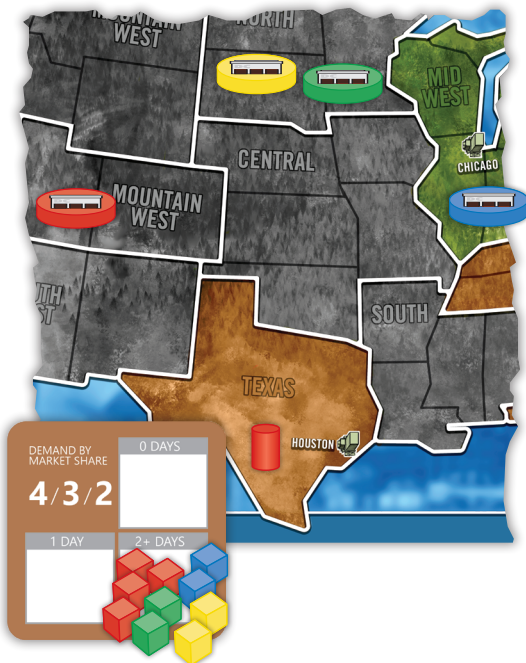
A city's Demand card has 6/4/3. Red and Yellow both have 2 marketing cylinders. Blue and Green have none. All players have products available to sell in this city. Red and Yellow both fulfill the second tier demand (each selling 4 products); Blue has a DC closer than Green, so Blue fulfills the third tier demand while Green fulfills nothing.



EXAMPLE 3

A city's Demand card has 4/3/2. Red has 1 marketing cylinder. Blue, Green, Yellow all have no marketing here. All players' closest products are 2 regions away. Red fulfills the first tier demand (selling 4 products); Blue, Green, Yellow all fulfill the third tier demand (each selling 2 products).

It is possible to fulfill demand without having bought any marketing in a city. When fulfilling demand, count the number of regions each cube traveled and place the cubes in the corresponding space on the Demand card's transportation track. This will aid you in calculating transportation costs later.



3. RECEIVE INCOME

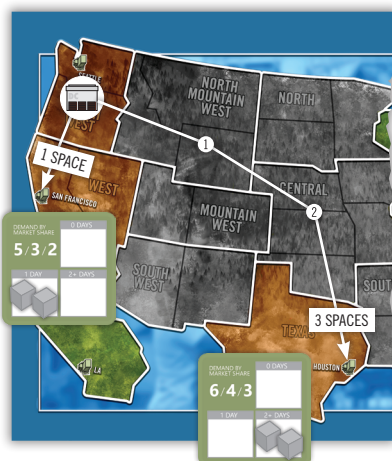
Each product which you sold in step 2 gives you \$5. Place the money onto your player aid card. It can be used to pay transportation and operating costs.

4. PAY TRANSPORTATION COSTS

Transportation Costs are calculated as follows:

- Transportation for a product 0 spaces away costs \$0.
- Transportation for a product 1 space away costs \$1 for each unit.
- Transportation for a product 2 or more spaces away costs \$2 for each unit.

Calculate your total transportation costs based on the positions of your cubes on the Transportation Track. Move your money to pay transportation costs to the "Transportation Cost" area on your player aid card. It will later go to the bank.



5. PAY OPERATING COSTS

Pay operating costs for each DC which was on the board during demand fulfillment.

- Each small DC costs \$5.
- Each large DC costs \$10.

Move your money to pay operating costs onto the "Operating costs" area on your player aid card.



6. LIQUIDATE AGED INVENTORY

Return all remaining products from your DCs to your pool. No money is received for them.

7. CLEANUP

- Remove Demand Cards.
- Return your marketing cylinders to your pool.

Begin the next round

▶ END GAME

The game ends after 4 rounds. At the end of the fourth round, sell all existing DCs for their sale value (\$5 per small DC, \$10 per large DC), and liquidate their stored products for no income. Add up your total dollars.

The player with the most money wins the game!

▶ LEARNING VARIANT FOR FIRST TIME PLAY

During the first game, this simplified variant can help players learn the game concepts more gradually:

1. In round 1, players buy no marketing and buy only 1 DC (and products for the DC). They decide as usual in which region to place their DC.
2. In round 2, players may purchase one Marketing Cylinder, and products for their one DC.
3. In round 3, play with the full rules.

▶ GENERAL STRATEGIES

1. Start out slow. Gauge the demand in the marketplace so you don't overinvest in product and distribution centers.
2. Don't spend more on marketing than you can earn in sales. Think about what the marketing will get you before investing heavily in it.
3. Focus on a few key regions. Don't build too big, too early.
4. Think about where other people will invest before committing resources.

▶ GAME COMPLETION DISCUSSION QUESTIONS

1. What strategies seemed to work well?
2. What would you have done differently?
3. How well does this reflect reality? How has your understanding of the game changed how you think about Supply Chain Strategy?
4. What tradeoffs did you have to make in the game?
5. When does proximity matter?
6. When doesn't proximity matter?
7. How should you treat Key demand regions differently?

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FAST PLAY VERSION

Interested in playing, but don't have time for a full game? The fast modified version may be for you. The rules are simple. There is no marketing, no demand, no money, no transportation.

► OBJECT

The goal of Emergent: Fastplay is to have the highest amount of product cubes in the most regions through 4 speed rounds of play.

► GAME PLAY

All players take two large Distribution Center and three small Distribution Center chips.

Each round consists of four parts.

- 1 All players secretly simultaneously place their DCs on their planning maps.
- 2 Players reveal and move DCs to the board.
- 3 Players place product onto the spaces where their DCs are placed (based on the rules below).
- 4 Remove DCs from the board.

1 SECRET PLACEMENT

Players secretly simultaneously place 3 small DCs and 2 large DCs into any regions on their planning maps. You may only place 3 total DCs in a region per round.

2 REVEAL AND TRANSFER

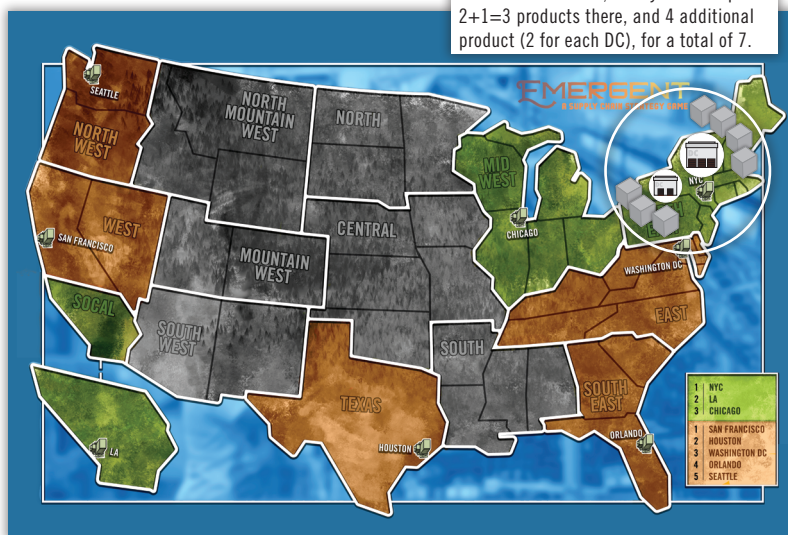
After all players have placed their DCs, reveal the maps and transfer the DCs to the corresponding regions on the board.

3

Place product cubes onto the board based as follows:

1. For every large DC, place two products into that region.
2. For every small DC, place one product cube into that region.
3. For each DC in a green region, place two additional products there.
4. For each DC in a red space, place one additional product there.

Example: if you put one large and one small DC in the Northeast, then you would place $2+1=3$ products there, and 4 additional product (2 for each DC), for a total of 7.



4

After placing product cubes, remove your DCs and start the next round. Product cubes remain where they are until the end of the game.

Start the next round and follow the same four steps.

► END GAME

The game ends after 3 rounds. The board should now have only product cubes on it.

Scoring occurs in the following way. In a standard game with 3 or more players, the player in each region with the most cubes places a large DC there (for scoring purposes). The second-place player places a small DC there. The remaining players place nothing.

As each region is scored, remove its product cubes.

In case of ties:

1. If there is a tie for first place in a region, then all tied players place small DCs. No other players score there.
2. If there is a tie for second place, the second place (and all worse) players do not score.

► SCORING

Each first place / large DC is worth 2 points. Each second place / small DC is worth 1 point. The person with the most points wins. In the case of a tie, the player who won the most green spaces wins. If there is still a tie, the person who won the most red spaces wins.

THANKS FOR PLAYING!

ACKNOWLEDGMENTS

Game Design: Brandon Stoker

Game Art: A. Lundell

Rulebook Design: Chris Doughman

A special thanks to everyone who play tested and provided feedback. Especially my wife, Mallory; she's awesome.

For questions contact Brandon Stoker at brandon@stoken.games





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