

BE THE CEO

You are the CEO.

Hired to run a company, you will oversee its expansion, restructuring, and orderly closing.

You will enter and exit multiple markets, introducing and retiring several products. With the overarching goal of making the most of your initial resources, you will make the sum greater than its parts.

But you are not alone.

Your performance will be compared to that of your opponent, a fellow CEO, who is engaged in a similar quest. Same goal, same resources, different company.

In direct competition with some of the products in some of the markets, you will both strive to generate as much cash as possible, which is the only measure of success that counts in the end.

The CEO with the most cash on the table wins.

Think Big, and Good luck!

PLAY NOW

- [1] **BE THE CEO™**. Think big: several products, multiple markets, many decades, and lots of streams of cash.
- [2] **Run your company as a portfolio of ofmos** ('offering-market cosmos'), which are virtual business worlds (think planets) defined by an offering (product, service, or both) and a set of customers.
- [3] Start with 18 ofmos pieces, initially inactive (idle). Simply think of them as **18 products (9 bikes, 6 cars, 3 planes)** to be launched.
- [4] **Manage the products (ofmos) on a map** defined by their **complexity** (3 categories: bikes, cars, planes) and their perceived **value** (3 categories: one notch, two notches, three notches).
- [5] **Use the available three core actions** to make money: **launch** your products (introduce ofmos), **operate** the businesses around the products (move ofmos), and **exit** them by discontinuing the obsolete products (exit with ofmos). Take new chances as well.
- [6] Also **use synergies** (alignments of ofmos) to share resources among businesses, reduce costs, and generate even more returns.
- [7] **The CEO with the most cash at the end wins.**
- [8] To start, give yourself and your opponent each an **initial budget of \$165**, and leave the rest of playing money in a general pool.
- [9] Use the specific number associated with each of the 3x3 areas on the map (board), and the 3x3 positions inside, to calculate profits and bonuses, as well as investments and fees.
- [10] Place the board with the value axes (the "notches" sides) toward the players and proceed to the first stage, the Expansion.
- [11] **Use the JUMPSTART** option to begin. Pay \$45, then take turns to launch 9 of your products (3 in each category), **without rolling dice**. Place one piece in each of the 9 areas, and only in the available positions from the top row inside each area.
- [12] After that, **continue the EXPANSION stage** with the objective of **launching all of your products** (ofmos), by **rolling both dice** to determine the area in which an action can be taken.
- [13] To **launch a product** (introduce an ofmos), pay the amount indicated by the selected area, as investment, then place the piece in one of the three top positions of that area.
- [14] At this point, you can also **launch a product and lower a competing product's value** (push a competing ofmos one position down, if it occupies an entry position, and is not blocked).
- [15] **Operate a business** (move an ofmos downward) and generate the profit indicated by the originating position. Think of it as the return earned by the product and the business around it in a year.
- [16] Operate a business and engage in **product innovation** (move an ofmos laterally inside a complexity category), which is done with no cash transaction, as the profit is offset by the innovation costs.
- [17] **Squeeze out a competing product** (take out a competing ofmos with a downward move), while still collecting the operating profit. Note that you cannot eliminate ofmos with lateral moves.
- [18] **Retire a product and exit that business** (exit with an ofmos only from the board's bottom row), which comes with the profit from operation plus an exit bonus of \$3. That becomes a dead business.

[19] **Create a new synergy among your businesses** (create a new alignment by bringing three or more horizontally-neighboring ofmos together, for the first time) when possible. Earn the profit from the last business operation (move) or deduct the investment, if a new product was launched (introduction), then add the numbers corresponding to each position of each product in the synergy.

[20] **Widen an existing synergy among your businesses** (create an addition to an existing alignment by attaching one or more ofmos to it). Earn the profit from the last business operation (move) or deduct the investment, if a new product was launched (introduction), then add only the numbers that correspond to each position of each product that was added to the exiting synergy.

[21] When the area indicated by the dice does not provide an attractive opportunity or does not allow a core action (launch, operate, exit), **take an earned new chance** (ENC) by rolling dice again, no more than a combined three times in a row. For **unforced ENCs**, pay a fee of \$9. **Forced ENCs** in the Expansion stage require a fee equal to the number associated with the selected area.

[22] **The RESTRUCTURING stage begins after the last product from both players, collectively, was launched** (the last idle ofmos was introduced on the board). Moving forward, players **roll only one of the two dice** per turn, thus accessing an entire category or three areas to choose from for an action to be taken. At every turn, choose the dice that offers the best possible outcomes.

[23] The objective here is to make **two mandatory product portfolio adjustments**, in no particular order. With only one adjustment per turn allowed, **divest 3 bike businesses, while acquiring the capabilities for 2 new car businesses** (take out 3 bike ofmos and bring back 2 dead car ofmos, to be launched later). Additionally, **divest 2 car businesses, while acquiring the capabilities for 1 new plane business** (take out 2 car ofmos and bring back 1 dead plane ofmos, to be launched later).

[24] For an adjustment to take place, all operational businesses (active ofmos) to be divested must be located in the category indicated by the die, and the capabilities to be acquired must be available among the dead businesses (out-of-the-game ofmos).

[25] With only one die to roll, the fee for the **forced ENC** is now the lowest of the three numbers associated with the selected areas.

[26] One at a time, **launch the three products from the two portfolio adjustments** (introduce the three idle ofmos) in one of the three areas of the category indicated by the die, **and finish the stage**, independently, after the launch of the last product.

[27] **Enter the CONCLUSION stage** and **freely operate businesses** (move ofmos) or **retire products** (exit with ofmos from the bottom row), one action per turn, **without rolling dice**.

[28] In this stage, enhance your **product innovation** (move an ofmos laterally across categories), with no additional costs.

[29] Also, you can now employ **value innovation** (move an ofmos upward) to increase a product's value and your overall potential. The cost or payment is calculated as the number corresponding to the originating position plus a fee of \$3.

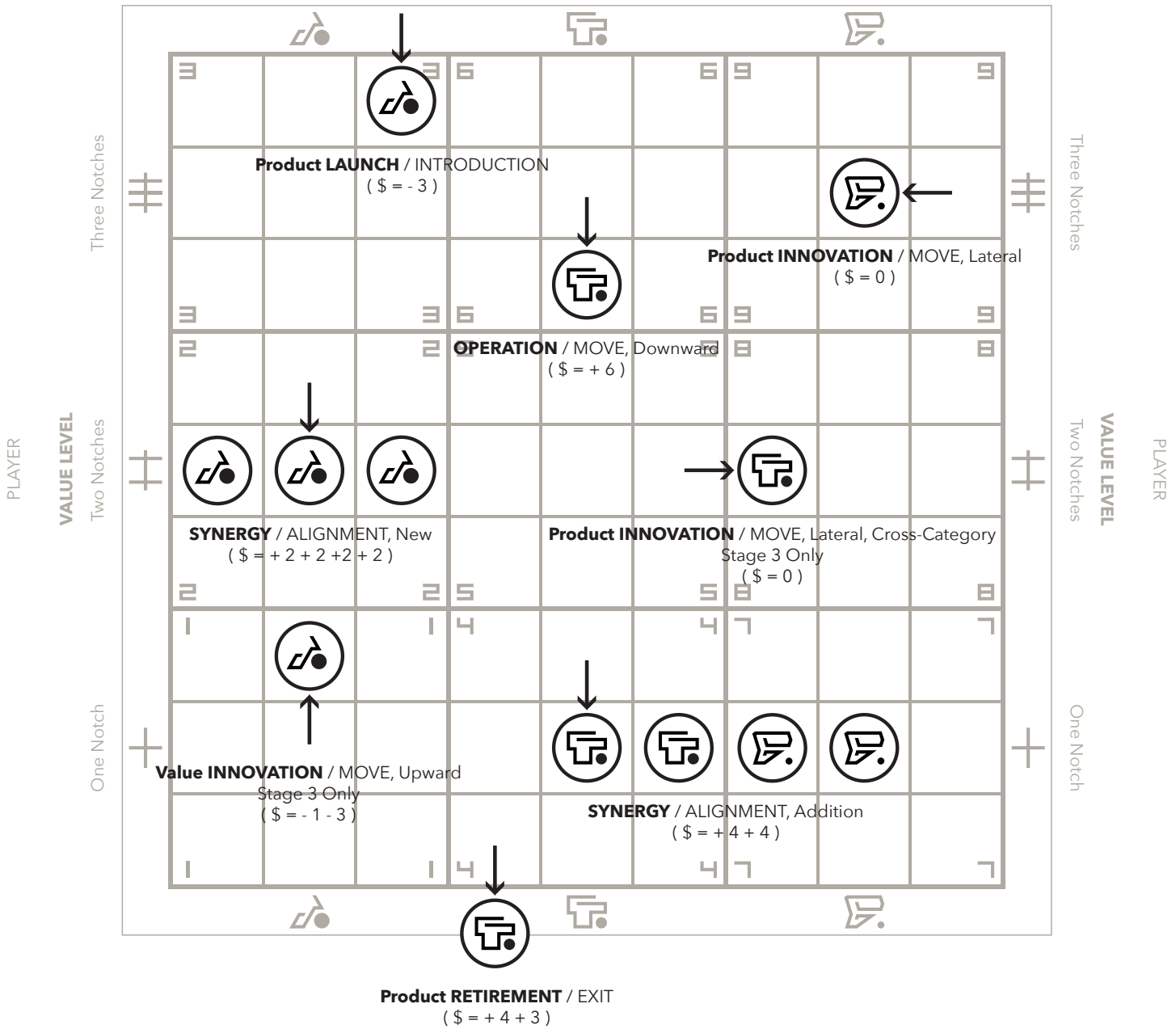
[30] **The game ends when all products managed by one of the CEOs are retired** (all ofmos are taken out). Count the money, ignoring the still operational businesses. **Show more cash and win.**

COMPLEXITY LEVEL

Bikes

Cars

Planes



CASH FLOW

To achieve your goal, launch your products, operate those businesses with or without innovation, retire the obsolete products, and employ synergies (illustrative examples above). Sometimes, take new chances too. Nevertheless, keep your cash flow positive.

(+) INCOMING CASH

- OPERATION / MOVE, Downward** \$ of originating position of moved ofmos
- SYNERGY / ALIGNMENT, New** \$ of move or introduction of ofmos + sum of \$ of each final position of all ofmos in alignment
- SYNERGY / ALIGNMENT, Addition** \$ of move or introduction of ofmos + sum of \$ of each final position of all new ofmos added to alignment
- Product RETIREMENT / EXIT** \$ of originating position of moved ofmos + \$3 bonus

(-) OUTGOING CASH

- Product LAUNCH / INTRODUCTION** \$ of landing position of introduced ofmos
- Product INNOVATION / MOVE, Lateral** \$0
- Product INNOVATION / MOVE, Lateral, Cross-Category (Stage 3)** \$0
- Value INNOVATION / MOVE, Upward (Stage 3)** \$ of originating position of moved ofmos + \$3 fee
- EARNED NEW CHANCE (ENC), Forced** \$ of area indicated by dice (Stage 1), and smallest \$ of the three areas indicated by die (Stage 2)
- EARNED NEW CHANCE (ENC), Unforced** \$9 fee