



BRIEFING PACKET

READY OR NOT is a “collaborate to compete” business simulation game where players work as a team to take control of Alu, a \$5M Stand Up Paddleboard manufacturer and compete against other teams to double revenue and increase profits over 6 years. Success is reaching a \$10M revenue target profitably. But to win, you'll need to reach \$10M with the highest profits.

THE GAME

- We developed the content by tapping into the expertise of more than 50 subject matter experts in manufacturing, business management, finance, risk assessment, supply chain, human resources and more. We focused on the highest probability, highest impact investments, challenges and opportunities these experts believed manufacturing companies in any industry need to master to unlock growth.

THE CHALLENGE

Your team will strategize, make investments to build capacity, improve operations, and respond to challenges and opportunities all while focusing on growing revenue and increasing profitability.

There are a number of clues in the game materials to help your team make the best decisions. The highest performing teams excel at collaborating to understand and analyze the game materials while sharing their own knowledge and expertise to make the best decisions and win.

GAMEPLAY

Gameplay begins in the current year and runs over the next 6 years. The years are divided into three rounds: Round 1 (Years 1&2); Round 2 (Years 3&4) and Round 3 (Years 5&6).

Each round you'll do three things:

1. Read investment options and updates
2. Make investments
3. Respond to events

Investments and event responses impact the Key Performance Indicators (KPIs) on your game board. At the end of each round, we'll calculate your revenue and profits from your KPIs and show you a leader board to show how you're doing against the competition.

Legal Disclaimer: READY OR NOT is meant for educational and inspirational purposes only. Any resemblance to real companies, brands, products, facts, figures or persons - living or dead - is purely coincidental. There is a high likelihood that many, if not all, of the events portrayed within this game will occur. There is also a very small but non-zero chance that all the events will unfold exactly as laid out here. In this case, do not attempt to contact game designers for lottery numbers. READY OR NOT contains various materials which should not be eaten. Some assembly required.

CURRENT STATUS

Alu sells premium paddle boards at both wholesale and retail. Last year, Alu sold 5,000 SUPs at an Average Selling Price (ASP) of \$1,000 and generated \$5M in Revenue.

Alu sold 1,000 of their boards direct to consumer through the Alu.com website and 4,000 to boutique specialty water sports retailers who sold them in brick-and-mortar retail shops and online.

Alu boards are made from 5 Materials: foam, wood, plastics, resin and aluminum. Alu's name and unique value proposition comes from their boards having aluminum fins which are cast in-house.

Alu leases one large warehouse that serves as both head office, factory and warehouse. Alu employs 40 people.

To reach \$10M in revenue profitably in 10 years, you will need to substantially increase Alu's production and/or substantially increase your Average Selling Price (ASP).

ALU PAST YEAR FINANCIALS

REVENUE	\$5,000,000	EMPLOYEES	40
COST OF GOODS SOLD	\$3,550,000	SUPs SOLD	5,000
GROSS MARGIN	\$1,450,000	ORDERS	5,500
GROSS MARGIN %	29%	AVG SELLING PRICE (ASP)	\$1,000
OVERHEAD	\$1,250,000	COGS PER UNIT	\$710
NET INCOME	\$200,000	MAN COST/UNIT	\$240
NET INCOME %	4%	MATERIALS COST/UNIT	\$470
		CONTRIBUTION PER BOARD	\$290

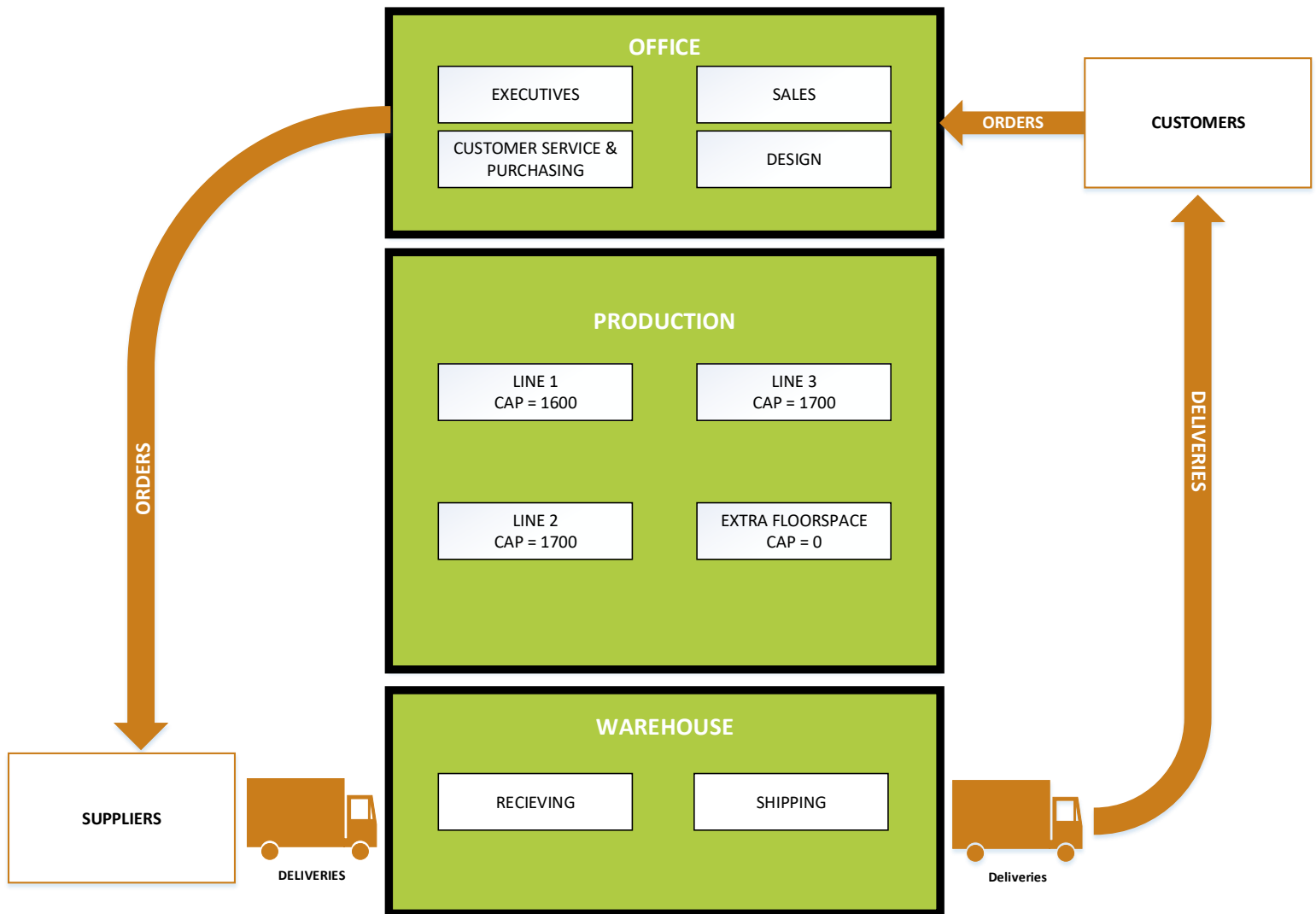
*Average Selling Price for all Alu SUPs sold, both wholesale and retail.

*COGS is Cost of Goods Sold

MATERIALS & MANUFACTURING

MATERIALS		MANUFACTURING	
FOAM	25,000LBS	FACTORIES	1
FIBERGLASS	25,000LBS	PRODUCTION LINES	3
RESIN	30,000GAL	TECHS PER LINE	3
WOOD	15,000LBS	PRODUCTION SUPERVISORS	3
ALUMINUM	2,500LBS	SHIFT SUPERVISORS	0
SYNTHETICS	25,000LBS	SHIFTS	1
		WAREHOUSE WORKERS	5
		PRODUCTION CAPACITY	5,000

ALU ORG STRUCTURE



EXECUTIVE

- President
- CFO

SALES

- Sales Manager
- 3 Sales Staff

OFFICE (HR, Customer Service, Purchasing)

- HR Manager
- IT Manager
- 3 Customer Service Staff
- 2 Purchasing Staff

MARKETING & DESIGN

- Marketing Manager/Designer

PRODUCTION

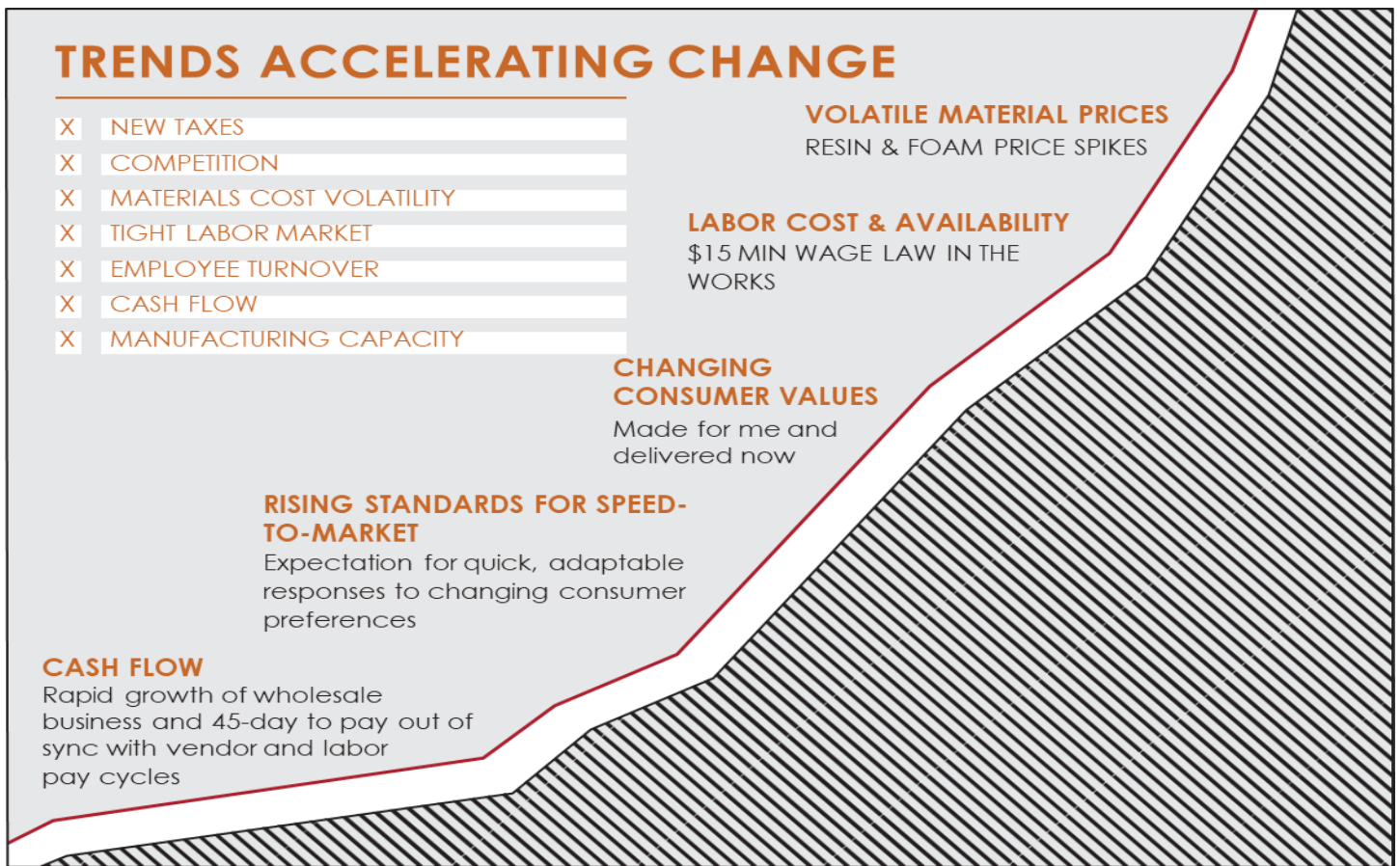
- Production Manager
- 15 Production Technicians
- 3 Production Supervisors
- Lead Shaper

SUPPLY CHAIN

- Supply Chain/Warehouse Manager
- 4 Warehouse Staff

Total Headcount: 40

CHALLENGES TO ALU GROWTH



U.S. Manufacturing Average Hourly Wage Trends (2015-2030)

