



VALUE CRAFTER

★ RULEBOOK ★

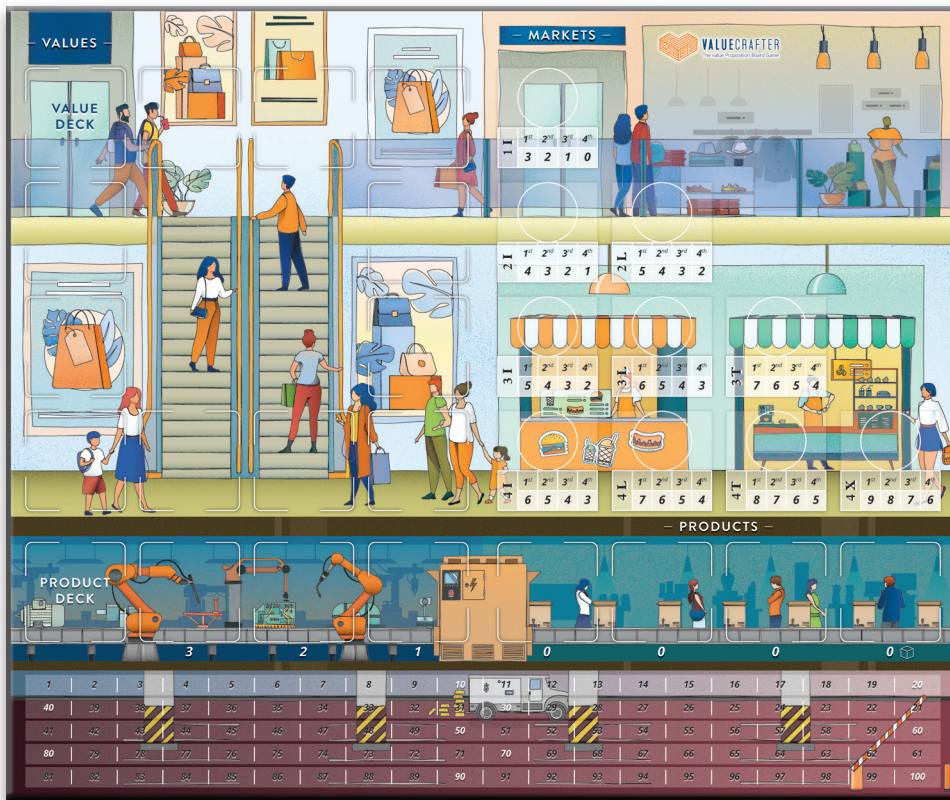


Value Crafter is a competitive strategy game for 4 players where players take on the role of the Retail Director of a luxury department store, vying to become the industry's next big name by acquiring and launching products in target markets for optimal profits, market share, and brand presence.

Value Crafter is a game about **Value Creation**, an important concept that every entrepreneur, innovator or designer must understand in order to succeed in business. We hope that this game helps you learn about adding values to a product to make it appealing to your target markets.

★ COMPONENTS ★

1 Game Board



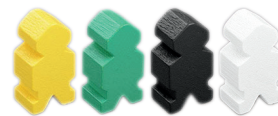
15 Markers



4 Player Screens (in 4 player colors)



4 Accountants (in 4 player colors)



1 Gavel Marker



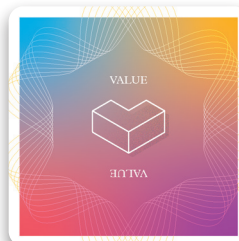
64 Rockets (16 each in 4 player colors)



20 Bonus Cubes



44 Value Cards



100 Product Cards



7 Event Cards



35 Tactic Cards

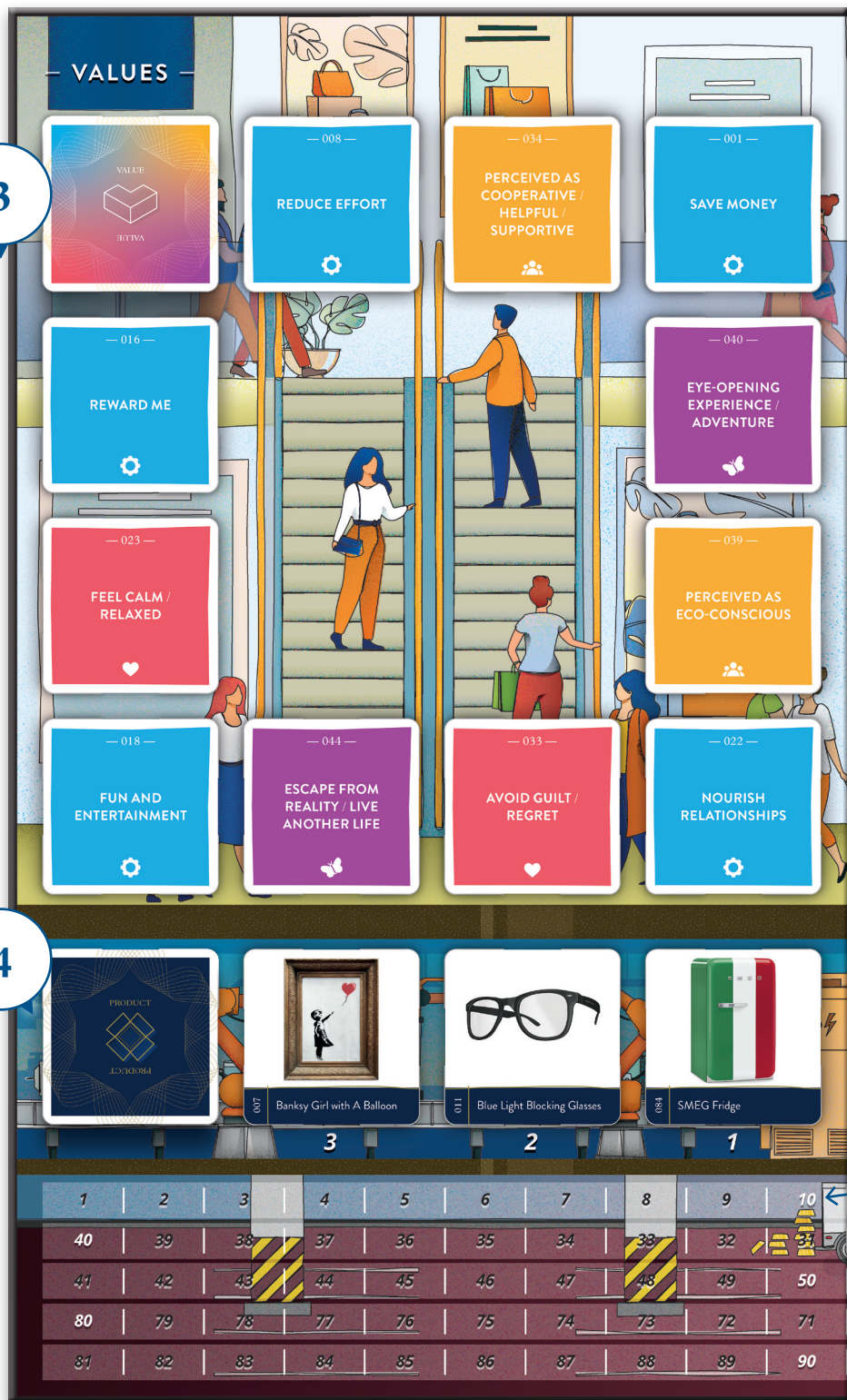


★ SETUP ★

Value Discard Pile

Product Discard Pile

Function Discard Pile

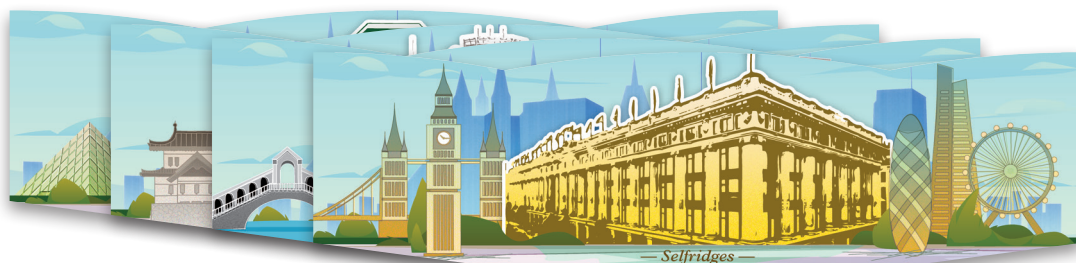


(1) Place the game board in the center of the table.

(2) Place the 16 markers to the side of the board, next to the markets area, and the 20 bonus cubes below them.

(3) Shuffle the 44 value cards and deal 11 of them, face-up, onto the indicated spaces on the values area of the board. Place the rest face-down on the value deck space.

(4) Shuffle the 48 product cards* and deal 1 card, face-up, to each of the 7 product spaces on the board, and place the rest face-down on the product deck space.



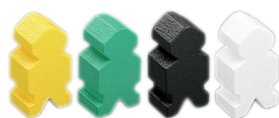
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(5) Each player chooses a player color and takes the matching screen and rockets, and places them in their own player area.

(6) Each player also takes their accountant and places it on the \$10 spot of the score track.



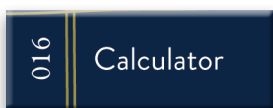
(7) Shuffle the 7 event cards together with the 35 tactic cards, then deal 7 cards to each player. From the cards you are dealt, keep 1 card and place it face-down in your player area and pass the rest to the player on your left -- you'll receive cards from the player on your right. Repeat this process until you've selected 6 cards as your starting hand. Shuffle all cards that were not dealt or chosen previously to create a function deck.

(8) The player who most recently sold something will be the first player. Give that player the gavel.

* Use only those with a single vertical line "I". Return the rest to the box.



▲ Single vertical line (I)



▲ Double vertical line (II)



Over a series of 12 rounds, players will earn profits by launching “value-added” offerings in selected markets. The player with the most profits at the end of the game is declared the winner.



★ ROUND OVERVIEW ★

Each round consists of 4 auctions. Players follow the turn order to put products up for auction.

In each auction you will bid on a product to add to your portfolio, and then launch your value-added offering to a market of your choice.

At any point during the game, you may play your function cards to impact either the auction or the product launch, the card itself will say when it can be played and what effect it has. These cards often change the rules of the game, so be aware that the markets might not react how you think they will!

Auctions

The player holding the gavel starts the first auction of a round. When it is your turn to lead an auction, place the **gavel** on a product of your choice.



The three leftmost products in the product display have a **premium** price tag attached to them (either \$3, \$2, or \$1, depending on position) that you must pay in addition to your winning bid. The other four products have no premium pricing attached to them. And if you win an auction for the product in the rightmost spot (★), take all of the **bonus cubes** on it.

Then, starting with the player to your left and moving clockwise around the table, each other player may either bid once for that item, or pass. The first bidder can name any price they want, as long as it is a positive, whole number (no negative bids, no partial dollar bids). After that, each other player who wishes to bid must bid higher than the previous bid.

Premium pricing represents the additional cost for bringing new, cutting-edge products to the market while bonus cubes are incentives offered by manufacturers to avoid overstocking.

After each other player has either bid or passed, the auction resolves as follows:

If your auction ends with no bids at all, you have two choices:

- (1) Keep the product, paying nothing for it (you do not pay the premium price either).
- (2) Send it to the product discard pile.

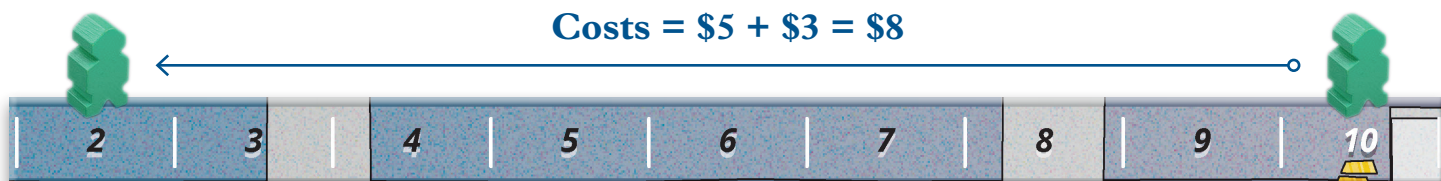
If your auction ends with at least one bid, you have two choices:

- (1) Award the product to the highest bidder, who then pays for it by moving their accountant a number of spaces backwards on the score track equal to the highest bid, plus any premium.
- (2) Keep the product, paying the highest bid price, plus any premium, yourself.

Example:

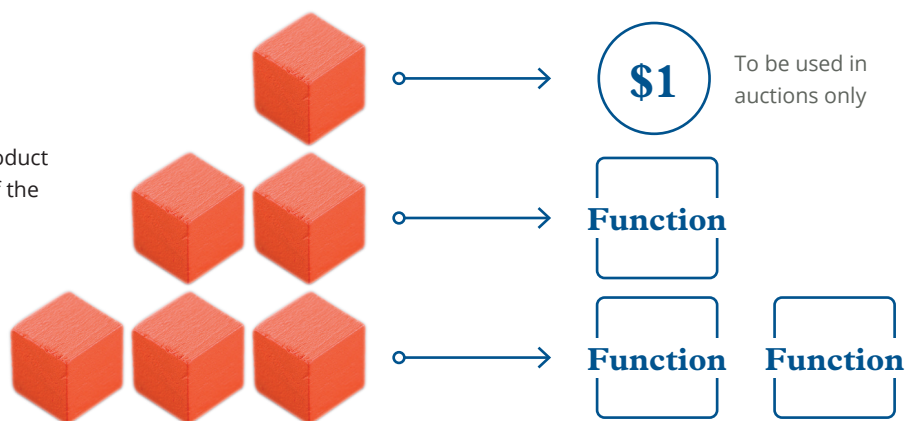
You choose the newest product, the one in the leftmost spot, to put up for auction. Adrian, the player to your left, starts the bidding at \$2. Next, Brian decides to bid \$3, taking over the lead. After that, Chloe offers her own bid of \$5 (the highest bid) so you then have the choice of paying \$8 for the product (\$5 plus the premium of \$3), or let Chloe take it for \$8. Deciding that is too rich for your blood, you let Chloe pay the \$8. She does so, moving her accountant 8 spaces backwards on the score track.

$$\text{Costs} = \$5 + \$3 = \$8$$



The auction proceeds will go to the manufacturers in return for granting players the exclusive distribution rights. The auctioneers will not receive any monetary benefits.

If you win an auction for the product in the rightmost spot, take all of the bonus cubes placed on it.



You may use these bonus cubes when paying for auction items that you win, with each cube being worth \$1. These bonus cubes can also be used to purchase function cards at any point during the game:

- Return 2 bonus cubes to the stock and take the top function card from the function deck.
- Return 3 bonus cubes to the stock and take the top 2 function cards from the function deck.

Unused cubes are not used when calculating final scores.

After you win an auction for a product and pay its price, you may take **up to 4 value cards** from the value display to craft your offering. These values are the reasons why the product is purchased by your target customers, and you should be able to explain, upon request, to the other players how they do so, based on the product image and your knowledge of its functions and features.

Should there be a dispute over a particular value, resolve it with a show of hands. Each other player votes, either in favor of or against, and the majority (at least 2 out of 3 players) wins: either the value is applicable, or it is not.

Value is defined as **the personal benefits a customer gets from the purchase and use of a product**. When these benefits are clearly communicated, consumers are more likely to purchase it from you, even if your competitor offers a similar product for a lower price. You can often communicate these values as a sales pitch: **“This product has this function / feature, which means that you’ll benefit in this way.”** For example: “This coffee machine makes instant espresso, which means no more waiting in line for your drink.”

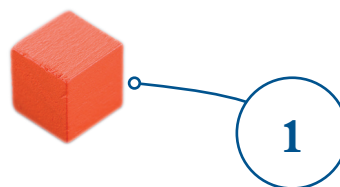
Example:

You win the auction for The Click & Grow™ Herb Garden (shown below) which offers 4 values, all are currently available from the display, to its customers. You then take the product card and the matching value cards to craft your offering.

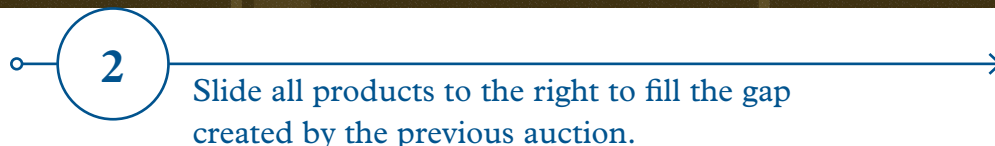
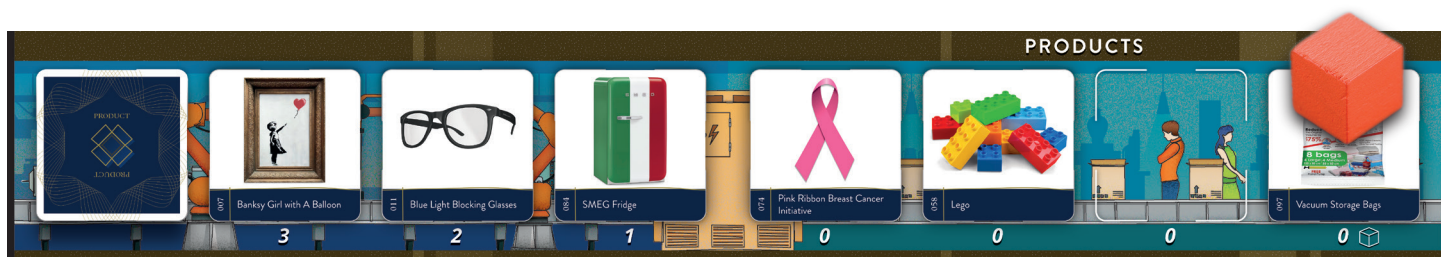


4 Value Cards	Possible Explanations
Reduce Effort	It is a self-sustaining indoor smart garden, which means that it takes less effort to grow herbs.
Feel Calm / Relaxed	Gardening gives you a chance to focus on something and put your mind to work to achieve a state of mindfulness.
Perceived as Eco-conscious	The growth medium is made of natural, renewable materials, and contains no pesticides, fungicides, hormones or other harmful substances.
Offer Recurring Benefits	You can grow herbs for your family all year round.

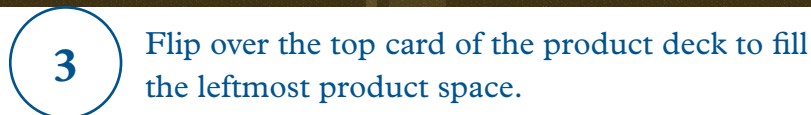
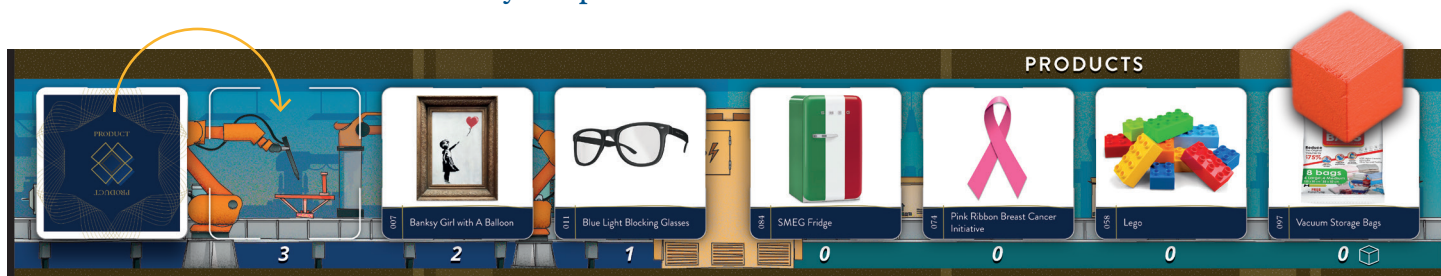
When the winning player has taken the product and the matching value cards, you (1) place a bonus cube on the rightmost product if it is not taken in the previous auction; (2) slide all products to the right to fill the gap created by the previous auction; and then (3) flip over the top card of the product deck to fill the leftmost product space.



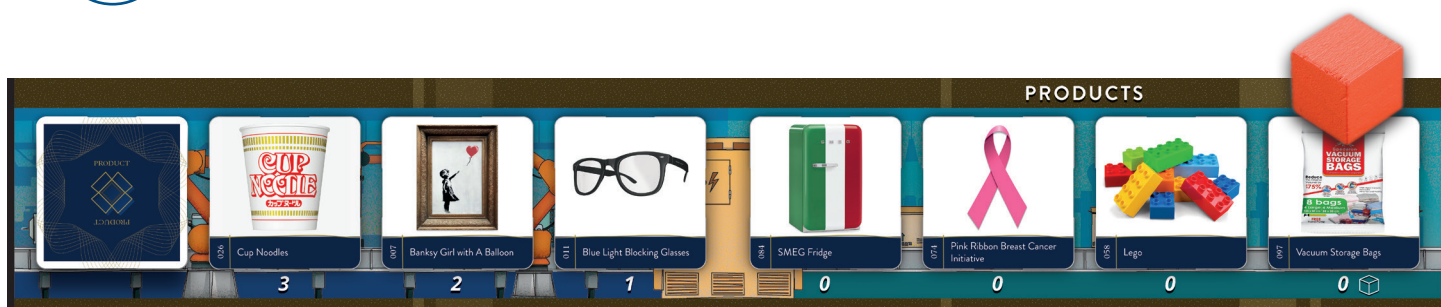
Place a bonus cube on the rightmost product if it is not taken in the previous auction.



Slide all products to the right to fill the gap created by the previous auction.



Flip over the top card of the product deck to fill the leftmost product space.



Products are ready for the next auction!

Then replenish all empty value card spaces, if any, with the top card(s) of the value deck. If ever the value deck is empty, shuffle the value card discard pile and place it face-down as a new value deck.

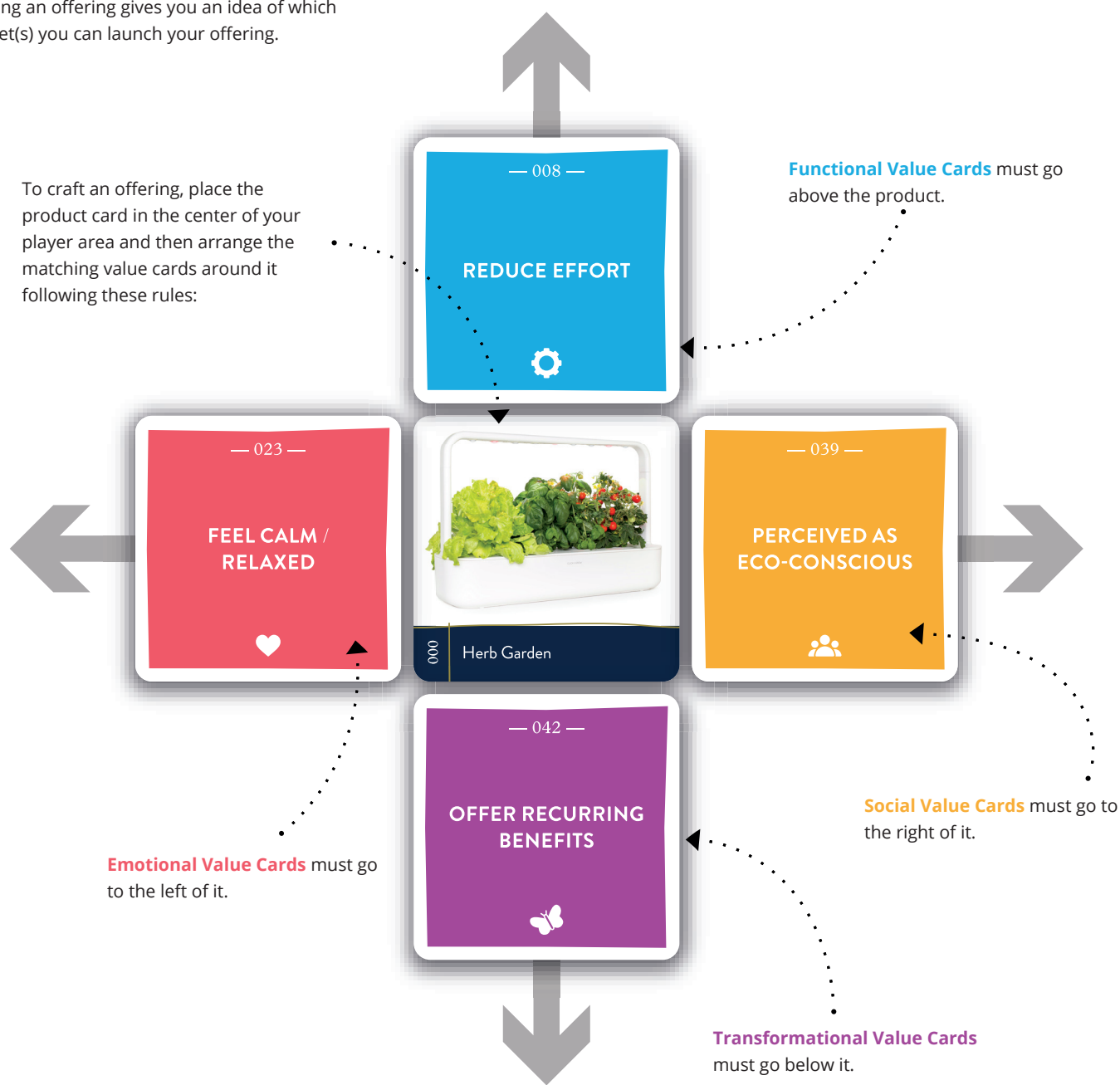
Finally, you'll launch your offering into a market of your choice, as described in detail below.





Product Launch

Crafting an offering gives you an idea of which market(s) you can launch your offering.

An **offering** is more than the product you sell to your customers; it's a total package of values created to satisfy needs and wants of a target market. These values are painstakingly "crafted" and embodied in the appearance and functions of the product itself, the information and tangible benefits received by the customers, and the interaction, experience and emotions in the transaction.

To craft an offering, place the product card in the center of your player area and then arrange the matching value cards around it following these rules:



ICON	TYPE OF VALUE	PERSONAL BENEFIT	EXAMPLE
	Functional	To get things done	Paperclip Helps you get organized
	Emotional	To feel good	Safe Helps you feel secure
	Social	To let the world know who I am	Hybrid / Electric Vehicle You can be perceived as eco-conscious
	Transformational	To live life to the fullest	Virtual Reality Provides an escape from reality

Depending on the type of values you've added to the product, your offering can take one of following four shapes:



I-shape offerings are a straight line, either horizontal or vertical, made up of one or two types of values.



L-shape offerings have one type of values going in one direction, and another type going in a perpendicular direction.



T-shape offerings have two types of values extending in a straight line, with a third type going in a perpendicular direction.

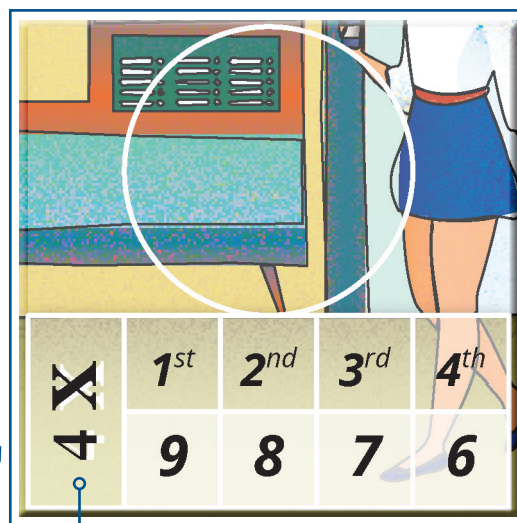


X-shape offerings have all four different types of values, two of which extend in opposite directions, while the other two extend in perpendicular directions.

When you finish crafting an offering, you can easily tell which market it can be launched in. Each of the 10 markets in this game has a unique **market ID**, which consists of a **number (1/2/3/4)** and a **letter (I/L/T/X)**. The number refers to the number of value cards and the letter

refers to the shape. The market ID spells out the entry requirements. For example, only offerings crafted with "4" values and are "X-Shaped" can be launched in the "4X" Market.

10 Markets



Market ID = Entry Requirements

Here are some more examples of offerings and the markets they can be launched in:

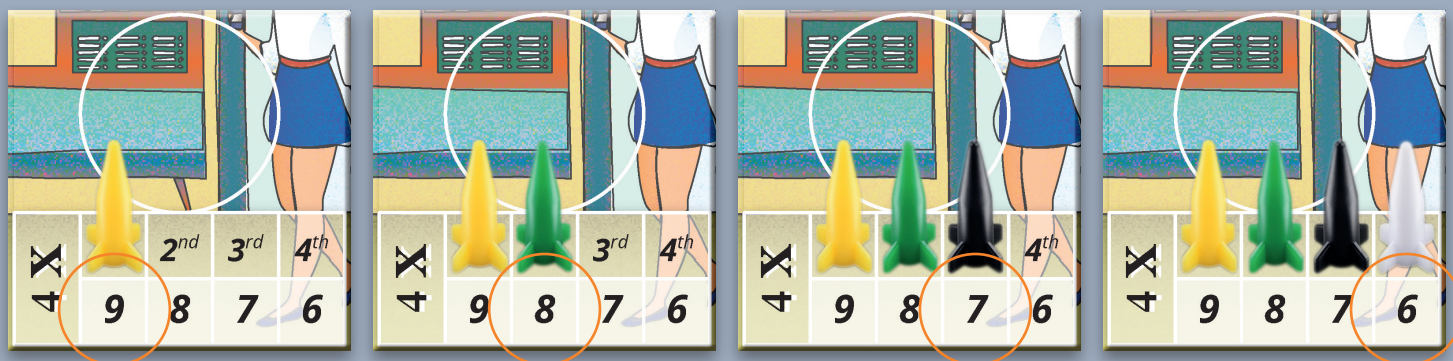
OFFERINGS				MARKET
				2 I
				3 L
				4 T

Remember that you do not need to use all of the values that came with the product you won. If you have a product with four values, you could craft one of the following offerings instead:



Thinking back to the previous example, instead of launching your offering in the 4X market you could instead craft an offering with only three values to launch it in the 3T market; or two to launch it in the 2L market; or even one to launch it in the 1I market. In some cases, launching a product in a lower-level market could give you more revenue. So, acquiring a product that offers multiple values gives you more flexibility, and hence a higher chance to maximize your revenue.

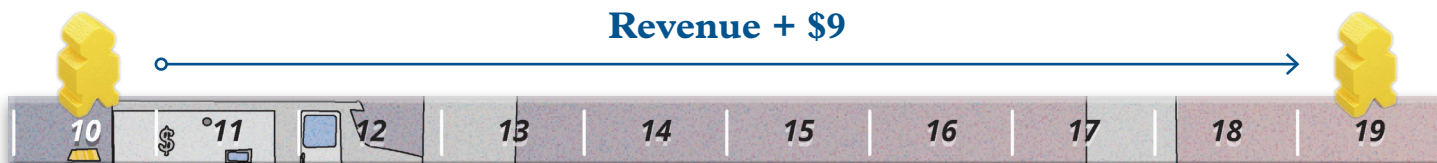
To launch an offering, first place one of your rockets on the first available spot on that market - this depends on whether or not other players have also launched products in that market.



In this example, **YELLOW** launches the first offering in the 4X market and earns \$9 in revenue. Next, **GREEN** launches in that same market and earns \$8, followed by **BLACK** who earns \$7, and finally **WHITE**

who earns \$6. The 4X market is now fully occupied and no more offerings can be launched there.

Revenue + \$9



Then take the revenue corresponding to that spot by moving your accountant that many spaces up the score track.

Finally, discard all product and value cards, used or unused, to their corresponding discard piles.

The active player then passes the gavel to the next player, other players continue to hold auctions according to the turn order until everyone at the table has already run an auction. Once that happens, the round is over.

Function Cards

At any point during the game, you may play your function cards to impact either the auction or the product launch -- the card itself will say when it can be played and what effect it has. Some cards influence auctions, including the acquisition of products and values, while others affect what happens in the various markets.

When you play a function card, follow its effects immediately and then send it to the discard pile.

In some cases, you are also required to place a corresponding marker on the chosen market to serve as a reminder. Remember that only 1 marker can be placed on a single market, and these markers may affect existing and/or future offerings.

Example:

Late in the game your three competitors have launched offerings in a single market, occupying the 1st, 2nd and 3rd spots. If you play **Uncertain Political Climate** (which decreases all revenues of that market by \$3), each of these players will lose \$3. After playing this card, you can launch your offering into the 4th spot and claim the original revenue amount as the card affects only previously launched offerings.

TYPE	IMPACT	#	CARD TITLE	ACTION TO BE TAKEN IMMEDIATELY
Event (7)	Profits	1	Uncertain Political Climate	Choose a market. All revenues of this market are decreased by \$3 (this affects only previously launched offerings). Place the corresponding marker as a reminder.
		1	Positive Economic Outlook	Choose a market. All revenues of this market are increased by \$2 (this affects all existing and future offerings). Place the corresponding marker as a reminder.
		1	Positive Reviews	Choose a market. Increase the revenue of one of your previously launched offerings by \$3. Place the corresponding marker as a reminder.
		2	Distributor	When you launch an offering, place your rocket in the lowest revenue spot. You gain \$2 for each future offering launched here by other players. Place the corresponding marker as a reminder.
		2	Market Speculation	Choose a market. You gain \$1 for each future offering launched there by other players (but not your own). Place the corresponding marker as a reminder.
Tactic (35)	Auction	1	The New Order	Play this card at the start of a round to reset the turn order. Take the gavel and become the first player.
		1	Master Auctioneer	At the start of a round, play this card and become the auctioneer of all 4 auctions in that round. Turn order resumes in the next round.
		2	Take Two!	Play this card before the auction resolves. You may make one additional bid.
		1	Penny Pincher	When you win an auction, pay \$3 less.
	Set Collection	14	Wild Card	This card can be used as a value card of any type of your choice when launching a product. You can use multiple wild cards to craft an offering.
		3	Zero Waste	When you launch an offering, you may choose up to 2 value cards from the discard pile to add to your product (you can still only take up to 4 value cards).
		3	Trendspotter	Before placing a bid, you may look at the top 6 cards of the value deck. If you win the auction, you may choose 2 of them to add to your product (you can still only take up to 4 value cards).
		3	Product Makeover	You may launch this offering in an adjacent market on the same level (e.g., launch a 2L offering in the 2I or 2T market).
		3	Advertising Agency	You may launch this offering in a market that is one number higher than where it would normally go (e.g., launch a 2L offering in the 3L market).
	Area Control	2	Market Saturation	Place the market saturation marker on a market of your choice. No more offerings can be launched in that market.
		2	Razor and Blade	When you launch an offering, you may place an additional rocket in the last available spot on that market. You do not gain the revenue from that second rocket, but you do block a space.

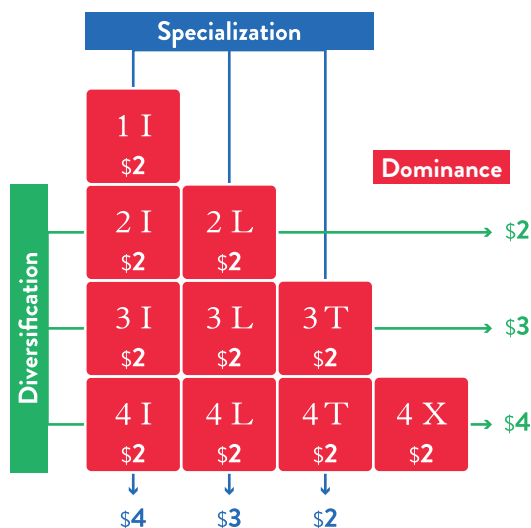
★ GAME END ★

The game ends immediately when one of the following happens:

1. When there are no more products to auction.
2. When there are no more available spots in the market.
3. When any player has placed their last rocket.
4. Someone reaches \$100 on the scoreboard.

Then everyone proceeds to final scoring, where you will score bonuses depending on your presence in the various markets.

Final Scoring



Dominance Bonus

For each of the 10 markets, the market leader scores an additional \$2. Determine each market's leader as follows:

- (1) Whoever has earned the most combined revenue in that market (ignoring the impacts of any events) is the market leader.
- (2) If there is a tie in combined revenue, whoever has the most rockets in a market is the market leader.
- (3) If there is a tie in number of rockets, whoever has the highest-revenue offering is the market leader.

Example:

Both **YELLOW** and **BLACK** have the same combined revenue of \$9 (\$6+\$3 and \$5+\$4), hence there is a tie.

Both players have the same number of rockets (2) launched in this market so they tie again.

However, **YELLOW** has the highest-revenue offering occupying the 1st spot (\$6) and is therefore the market leader, taking \$2 as the dominance bonus.



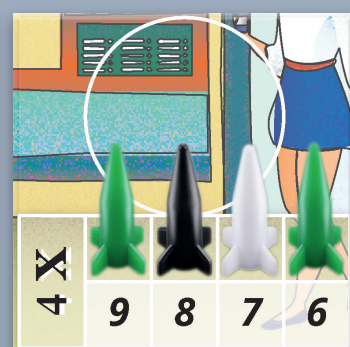
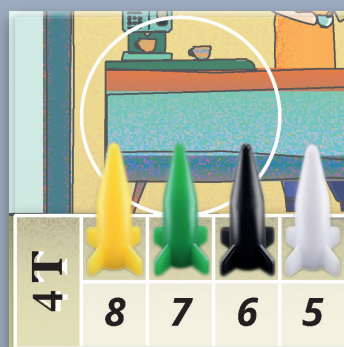
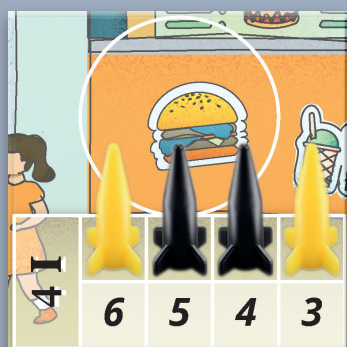
Diversification Bonus

These bonuses are awarded to any player who has at least one rocket in each of the markets of the same level:

- Level 2 (has a rocket in 2I and 2L): \$2
- Level 3 (has a rocket in 3I, 3L and 3T): \$3
- Level 4 (has a rocket in 4I, 4L, 4T, and 4X): \$4

Example:

BLACK earns the level 4 diversification bonus (\$4) because there is at least one black rocket in each of the level 4 markets (4I, 4L, 4T and 4X). **GREEN** and **WHITE** do not earn this bonus as they did not launch any offerings into 4I, while **YELLOW** failed to launch an offering into 4X so they do not earn the bonus either.



Specialization Bonus

This bonus is awarded to any player who has at least one rocket in each of the markets of the same shape:

- I-markets (has a rocket in 1I, 2I, 3I and 4I): \$4
- L-markets (has a rocket in 2L, 3L and 4L): \$3
- T-markets (has a rocket in 3T and 4T): \$2

After everyone has added their bonuses to their scores, whoever has the most money is the winner! In case of a tie, tied players share the victory.

★ TIPS AND ADVICE FOR NEW PLAYERS ★



Here are some tips to set you up for success in your first game.

How do you know if a product is worth purchasing?

In many ways the product is not as important as the values you add to it, so keep an eye on the available values on the game board and find out what customers are looking for. Think about the possible offerings you can create, in terms of the types and number of values you may add to it, its shape, and the available spots on the market - that will help you judge the profit you can make on that purchase. But beware that the other players may be thinking the same thing too!

Why would you ever want to bid more for a product?

The newest products on the market have a premium price tag associated with them, representing the work that it takes to develop them and get them to market. Sometimes it might be best to overspend on one of these as opposed to purchasing a comparable product from the other areas of the market. Why? It may be the key you need to get into a certain market, or it may prevent one of your competitors from doing the same.

Why should you diversify in markets?

Launching offerings in multiple markets not only increases your overall brand value, represented by the end game bonuses, it can also be the key to increased revenues. Markets can get saturated quite quickly, meaning that offerings launched in them will yield less revenue, and eventually no revenue at all. Think about this when you choose your values to add - you may want to pick different values, or a different quantity, to have a certain market in mind. Being the "first mover" into a market can give you a great source of revenue!

★ GAME SUMMARY ★

Auction

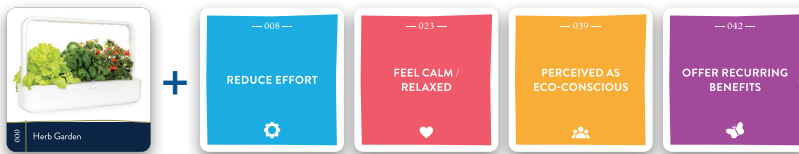
- On your turn, select a product and put it up for auction



- If you win the auction, pay the price and...

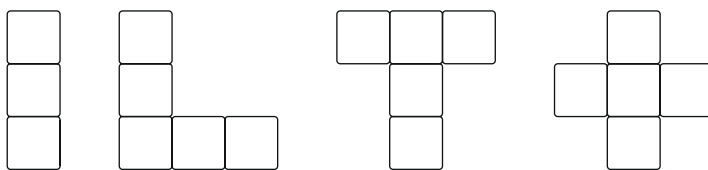


- Collect product, up to 4 value cards, and all bonus cubes, if any



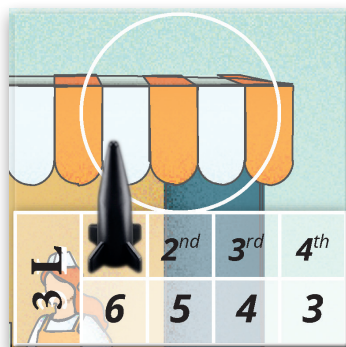
Crafting

- Craft your offering

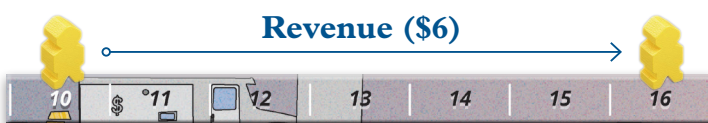


- Launch your offering in one of the 10 Markets

- 1 I
- 2 I 2 L
- 3 I 3 L 3 T
- 4 I 4 L 4 T 4 X



- Take the revenue



- Game ends. Calculate the end-game bonuses and determine the winner

Scoring

— Auction Rules —

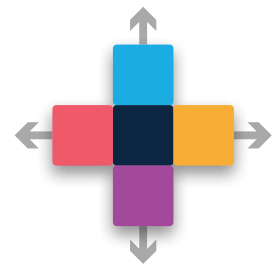
Starting with the player to your left and moving clockwise around the table, each other player may choose to bid once, stating a positive whole number amount higher than the previous bid, or pass.

You can keep the auction item for free if no one places a bid or for the same amount, plus any premium, as committed by the highest bidder.

— Types of Values —

- Functional
- Emotional
- Social
- Transformational

— Crafting Rules —



— Which Market? —

ID = Entry Requirements

Number = number of values

Letter = shape I = Straight line
L = L-shaped
T = T-shaped
X = Cross

So the 3L Market is for L-shaped offerings that are crafted with 3 values.

— End-game Bonuses —

