

# UPGRADE!™

The strategic planning game of demand management, relationship management, and continual improvement

by Nigel Hopkins

UPGRADE! is a challenging strategic business development game in which each player is managing a small industrial facility containing 4 departments over a 4-6 year gaming period. You have some simple business services in place but it's time to bring them up to date. Each year you take three actions to help you on your journey. It's up to you which actions you take, choosing from upgrading your services, training up your

user base, lobbying for more funding, tuning the underpinning systems for better performance, creating reports to gain insight or integrating the systems. Every year, the infrastructure fees are collected and revenue is received for trained users.

Business value is generated by upgraded services, tuning the underpinning systems, integrating the systems, and reporting on them.

## OBJECTIVE

The objective of the game is to create the greatest amount of business value after a 4-6 year gaming period (depending on the chosen game mode). Income is generated from the number of trained users you have in

your facility. Additional financial support can be obtained by lobbying your management for commitment on your upgrade programme.

## WHAT'S IN THE BOX?

**Centre board**

**8 Facility mats**

**2 Head office boards**

**First player marker**

**32 Commitment markers**

**63 Coins**

**30 x 1 credit**

**20 x 5 credit**

**13 x 20 credit**

**4 BVP markers**

**4 Resource tracking discs (black)**

**40 Workload cubes**

**14 Action markers**

**16 Trained markers**

**4 Player discs (1 per player colour)**

**24 Relationship markers (6 per player colour)**

**24 Upgrade tiles (2 x gold, silver and bronze for each of 4 services)**

**2 Bonus action markers**

**16 Tuned markers**

**Game-year pawn**

# Facility mat

There are four different game modes for UPGRADE!  
There are eight mats provided with the game, comprising of 4 sets of 4 sides (2 mats), covering all four game modes.

Each player has a facility mat, the left side contains the facility and the right contains markers and action planning/execution. The facility section contains four departments; Administration, Manufacturing, Logistics, and Warehousing.

- Service panel:** Each department has a basic level 1 service. During the game these will be overlaid by the Upgrade tiles (see p12).
- Financial commitment:** When a relationship marker is placed in a solution area, during a **LOBBY** action, financial commitment markers can be added (see p13).
- Training new users:** During the course of the game, there is the option to **TRAIN** new users, extending the user-group size. When a new set of users is trained, a trained marker is placed above the solution panel (see p11).
- Tuning a solution:** It is possible to **TUNE** level II/III solutions to improve their performance and, in some cases, reduce their workload requirement. When a solution is tuned, a marker is placed to the left of the solution panel (see p12).
- Integration area (mode 4):** The centre of the facility board is used to show which solutions are integrated with Administration (see p14).
- Available **Relationship tokens** are kept at the top right area of the mat.
- There are 10 **Workload cubes** which are used to support the services, and their systems, as required.
- To the right of the workload cubes is the **UPGRADE** action area.
- The training section contains a placement for the 4 training tokens as well as the **TRAIN** action.
- The Tuning section contains placement for the unused tuning tokens as well as the **TUNE** action.
- The commitments section (mode 2 and above) contains storage for unused commitment tokens as well as the **LOBBY** action.
- Also on the right of the board there are two other actions; **REPORT** (game mode 3 and above), and **INTEGRATE** (game mode 4).
- Income calculation. This varies by game mode (see opposite).





### Game mode 1 - Novice

Base income: 12 credits

Available Relationship tokens: 1

Available Commitment markers: 0

Available actions: UPGRADE, TRAIN, TUNE

Played over 4 game years



### Game mode 2 - Standard

Base income: 8 credits

Available Relationship tokens: 6

Available Commitment markers: 7

Available actions: UPGRADE, TRAIN, TUNE, LOBBY

Played over 5 game years



### Game mode 3 - Professional

Base income: 8 credits

Available Relationship tokens: 6

Available Commitment markers: 7

Available actions: UPGRADE, TRAIN, TUNE, LOBBY, REPORT

Played over 5 game years



### Game mode 4 - Expert

Base income: 8 credits

Available Relationship tokens: 6

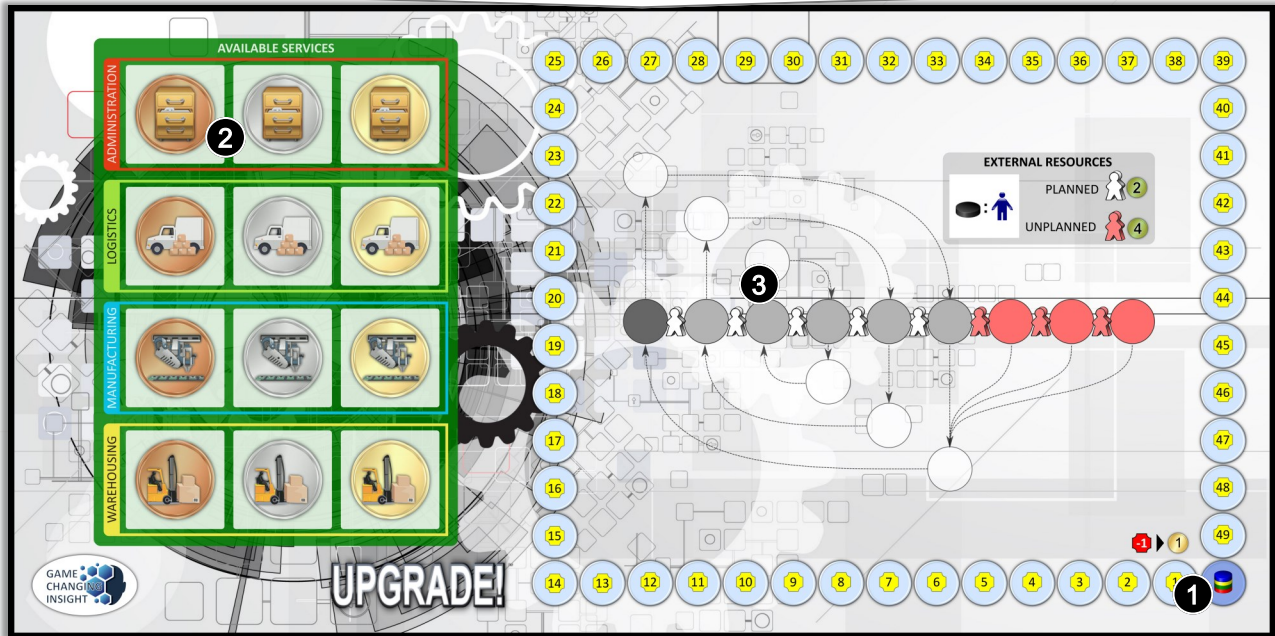
Available Commitment markers: 7

Available actions: UPGRADE, TRAIN, TUNE, LOBBY, REPORT, INTEGRATE

Played over 6 game years

## Main board

1. The Business Value Points (BVP) track runs around the right side of the board. At any time during the game, a player can trade in one BVP for 1 credit.
2. The Available services section contains the Upgrade tiles. During an **UPGRADE** action, one of these tiles may be moved to a player's board (see p12).
3. The External resources track, is used to follow the consumption of the available planned and unplanned resource with the resource tracking discs. At the end of each year, in the RESET phase, the resource tracking discs are moved to their new position by following the arrows from their resting place to their starting position for the next year.



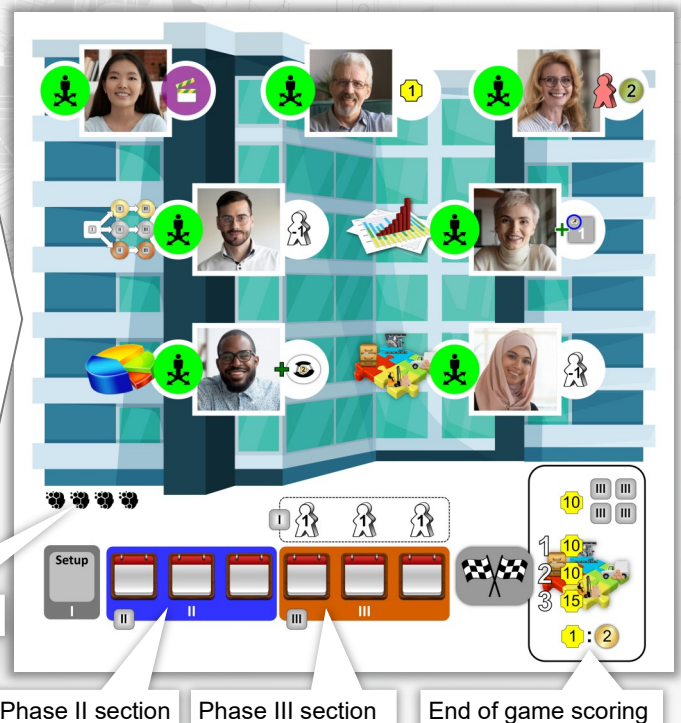
## Head office board

There are two, double-sided Head office boards. Each side supports one of the game modes (1-4), as indicated by the icons. The one shown here is for game mode 4.

The top part of each board represents the various people in head office that you can ask to help you during the game. Each person gives a bonus, described in detail on page 9.

The bottom section holds the game year track.

The contents of both sections varies according to the game mode selected.



Game mode 4 board

Phase II section

Phase III section

End of game scoring

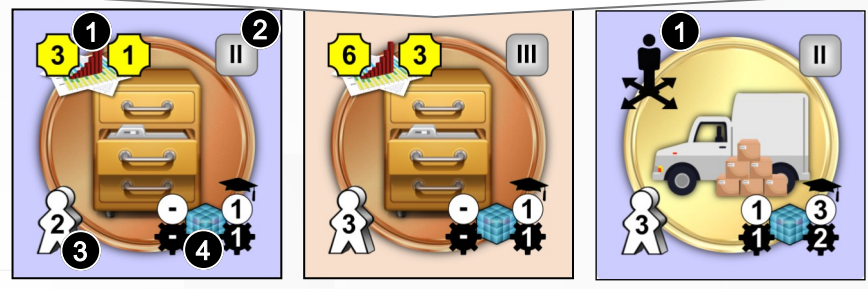
# Upgrade tiles

There is a set of Upgrade tiles for each department representing three service variants; gold, silver and bronze, and the underpinning systems. The centre of the tile contains an icon representing the department for which it is a service option. The tiles are 2-sided with the level II service on one side, and level III on the other.

1. Top left of the majority of tiles is a pair of numbers indicating the business value generated when a **REPORT** action is performed (see p13). The number on the left is used where you are currently engaged with the department manager, indicated by a relationship marker. The number on the right is used in a department where you are not currently engaged with the manager. The level II logistics tiles

do not have a report value, instead they reward you with a relationship marker when first placed.

2. The technical level of the service is shown top right. Services are upgraded from I (printed on the facility board) to II and from II to III.
3. The number of **external resources** needed to upgrade to the indicated type/level is shown bottom left.
4. The amount of **workload** needed for the delivery and support of the service is shown bottom right, with various values based on whether the service is tuned and whether the users have been trained.



# Using the External resource track (centre board)

The **TRAIN, TUNE, UPGRADE, and INTEGRATE** actions, use a contracted external company to provide the resources needed to get the job done.

When setting up, for each player, one resource tracking disc is added to the start of the external resource track (1). So, in a 3-player game there will be 3 resource tracking discs.



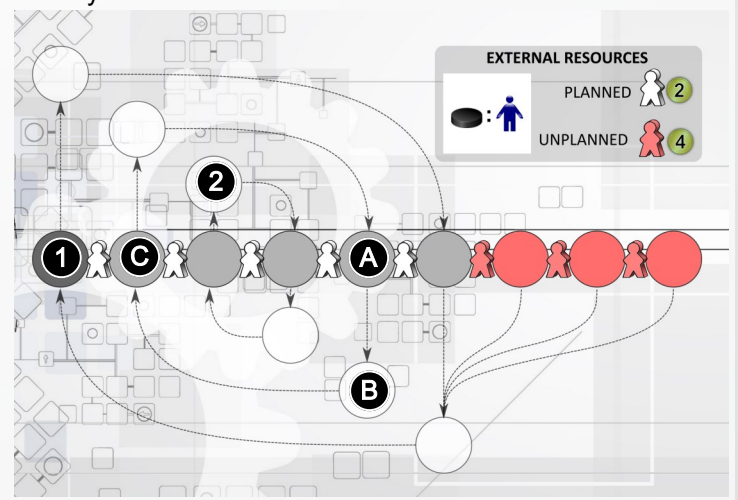
For each resource consumed, any one disc is move one space along the track (from left to right). The cost of each resource is dependent upon whether it is planned or unplanned (white or red). In general, you will, wherever possible, use planned resources, given the difference in cost.

At the end of the year, in the reset step, the resource tracking discs are placed at their starting position for the next year. This is done by tracing the line, first from the main track to the one of the six white reset spaces (2). Once all the resource tracking discs are on their respective reset spaces, continue following the line, in the direction of the arrow, to place onto the

main track.

For example, a disc in position **A** at the end of the year would first be moved to reset space **B** and then back onto the main track as position **C**.

In practice, this means that if planned resources are not consumed, they are unavailable in the following year.



## About demand management

Within the game, there are two types of demand that need to be managed, controlled and optimise; workload, and money.

### Workload

Workload represents the resources used in the delivery and support of the services and their underpinning systems. This includes infrastructure resources, cloud resources, and the support offered through the service desk, incident management, etc.

Since everyone starts from the same place, with regards to workload needs, this baseline workload is ignored in the game and only the additional workloads, above this baseline, are tracked.

In the game, these additional workloads are represented by black cubes.

Each player has 10 cubes at their disposal. This quantity cannot be exceeded. So, if an eleventh workload would be needed, a cube must be freed up somewhere else on the facility mat first.

Naturally workloads have cost so the more cubes in use the greater the cost.



### Money

Money is used to pay for the external resources that perform many of the actions. The unit of currency is simply "credits".

With the exception of game mode 1, it is extremely difficult to manage with the money provided through income in the game. This necessitates an alternative source. Two options are provided in the game; trading in a business value point for one credit (which can be done at any time during the game), or tapping into the budgets of the department managers.

The **LOBBY** action is key to the latter, securing significant additional funds and making your choices less constrained (see p13).

One point to note, is that you can only use the budget commitment for work in the associated department. So, you can't use commitment in Manufacturing to pay for the resources needed to train the Warehouse staff.

Having money left at the end of the game will generate business value so it is important that you keep a close eye on your spend.



# About relationship management

Relationship management is about creating, developing and maintaining your interaction with your stakeholders. In the game this is done by engaging with those stakeholders and, in some cases, this also pays dividends in terms of bonuses

You have three types of stakeholder in the game. Note that the users are indirectly included with the department manager (see below).

## Head office managers

In head office, you have a number of managers which have a vested interest in various aspects of your endeavours and who will offer you support in achieving success. Engaging with these managers will generate bonuses to help you in the game.

The head office managers are represented with their picture on the Head office board and the associated light green relationship spot.



## Department managers (game mode 2 and above)

The managers of the four departments in your facility offer valuable assistance in terms of financial support and insight.

The insight that they offer allows you to place more focus on the requirements for Training and Tuning, leading to reduced external resource needs. In discussion with the manager you also learn what information is most valuable for decision support and can tailor your reports to address these areas, thereby generating more business value. Insights are, in part also related to the users as stakeholders though they are not explicitly addressed in the game, As mentioned on the opposite page, the department manager engagement is key to securing additional funding for work in their department. This is covered in the **LOBBY** action, you take time to inform the department manager how your upgrade programme will help the specific department. In turn, the manager

offers some additional financial support from their department budget.

The department managers are represented, on the facility mat, with a light blue relationship spot.



## Supplier (game mode 4)

Maintaining a productive relationship with your suppliers is very important. We are focused here on the supplier of the integration solution used by the company. A continual relationship is needed to ensure that the integration and associated data management is maintained at optimum performance, as well as to ensure that the contractual terms and conditions are met by both parties.

The suppliers are represented, on the facility mat, with an orange relationship spot.



\*\*\*

You will be engaging with these stakeholders by placing your relationship marker onto the associated spot.

In game mode 1, there is only one Relationship marker which is obtained by the initial upgrade of the Logistics service.

In game modes 2 and above, you start the game with one Relationship marker and gain more as you create influence in the organisation through providing training and in the initial upgrade of the Logistics department solution - this department has long been asking for a better solution and you make a lot of friends with the initial upgrade here.

Each player has relationship markers in their player colour.



# SETTING UP

Decide which game mode (1-4) you want to play and select the mats and Head office board for that level. Place the main board and the Head office board in the

centre of the table with the coins and 50/100-BVP markers next to them.

## Facility mat and pieces - per player

Place your facility mat in front of you.

- a. Take 4 Trained markers, 10 Workload cubes, 4 Tuned markers, 3 Action markers, and, in your chosen colour, 1 player disc. Also in your chosen colour, If playing game mode 1, take 1 Relationship marker, otherwise take 7 Commitment markers, and 6 Relationship markers. Place the three Action markers next to your mat.



- b. Place one Relationship marker in the Logistics service panel.
- c. For game mode 2 or higher, place one Relationship token in the first position of your available relationship markers area at the top of the mat.
- d. Place the 10 workload cubes in the area provided, covering the "-1" numbers
- e. For game mode 2 or higher, place a Relationship marker over each of the 4 available training positions. Place a training token on each position.
- f. Place the four Tuned markers in the available locations.
- g. Arrange the seven commitment tokens in two stacks (game mode 2 and higher).

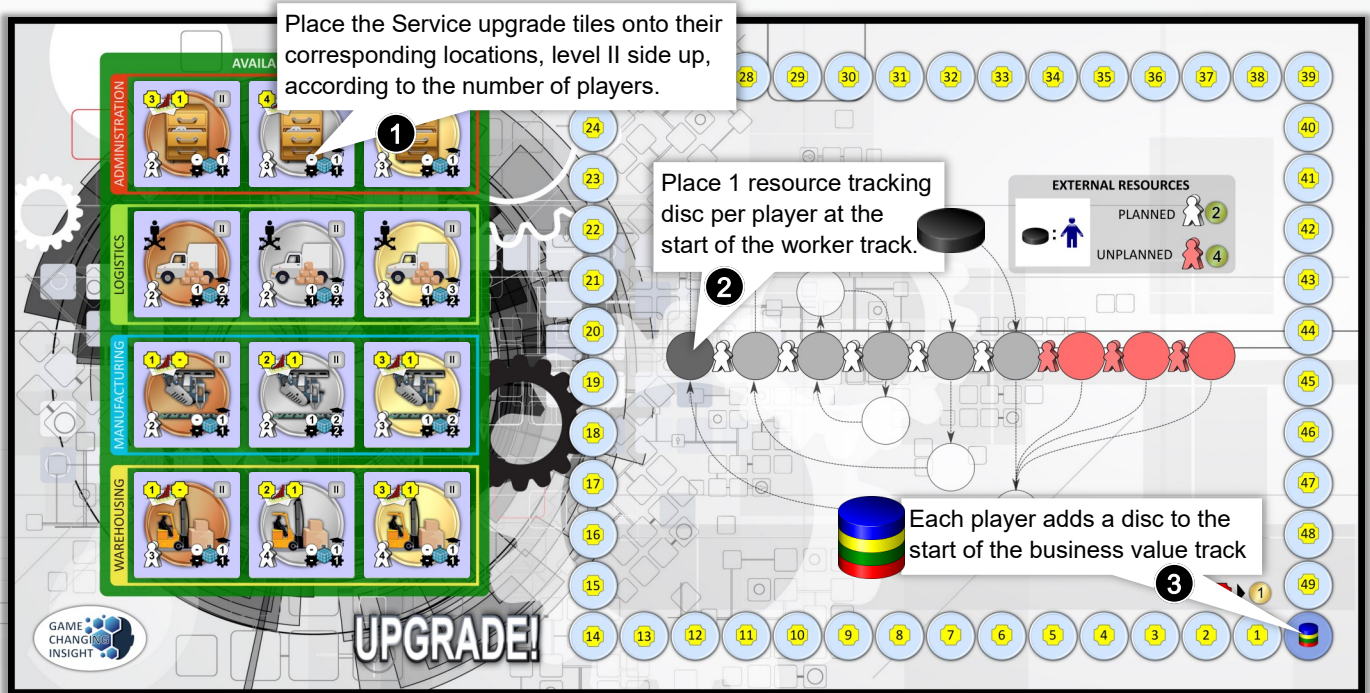


Game mode 4 mat



## Main board

- For each service, randomly remove a number of Upgrade tiles (from the 6 available) according to the number of players, 1 tile with 4 players, 2 tiles with 3 players and 3 tiles with 2 players. Place the remaining Upgrade tiles onto their corresponding locations with the level II side up.
- Stack a number of resource tracking discs, equal to the number of players, onto the start of the External resource track.
- Each player puts their player disc at the start of the business value track.



## Head office board

- Place a Bonus action marker to the right of its bonus spot as shown. This will be available to whichever player uses a relationship marker to gain the bonus.
- Place the game-year pawn on the "Setup" spot of the track.

You are now ready to play UPGRADE! Enjoy the game!



# SEQUENCE OF PLAY

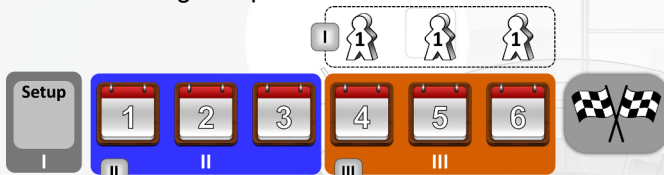
The game is played over 4-6 game years, depending on selected game mode

Each game year is played in a series of steps; ADVANCE, RECEIVE INCOME, HEAD OFFICE, PLAN, PERFORM, SCORE, RECOVER, and RESET

## ADVANCE

- Pass the first player marker clockwise to the next player.
- Move the game-year pawn to the next game year. At the start of the game, this will be to move from the Setup position to year 1. After the final year, the pawn will be moved from the game-year track onto the end-of-game position.

1st



In phase II (blue), it is only possible to upgrade to level II services, in phase III it is possible to upgrade to level II or III.

Also, in phase III, there is a resource required to keep any older level I services in operation.

## INCOME

Income is received and any additional external resources, needed to keep old technology operational, are used and paid for. The income calculation is shown on the Facility mat:

- A base income is received **plus** income from additional training (1 credit per trained department), **minus** additional workloads (1 credit per workload).
- During phase III, you must also pay for additional resources needed to maintain any level I solutions.

## HEAD OFFICE

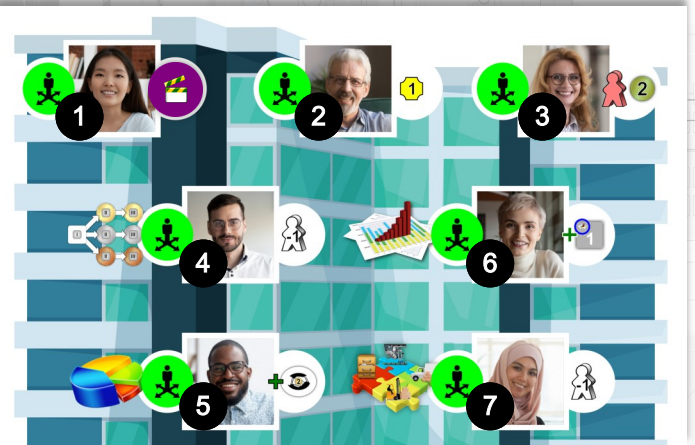
You may want to engage with one of the managers in head office to see how they can assist you during the coming year. There are a number of different bonuses available on the Head office board for this purpose.

- In player turn order, if you want to engage, place one of your relationship markers onto the associated spot. Only one player can claim any one bonus and the bonus only applies to the player claiming it. Each player can only place 1 relationship marker.

If you use a relationship marker engaged in a department, flip any associated commitments to their red side.

The possible bonuses from Head office, depending on the game mode, are as follows:

1. Receive an extra turn, take the Bonus action marker from the centre board to use in PERFORM.
2. Receive a business value point at the end of the current round
3. Unplanned resources cost 2 credits instead of 4
4. **UPGRADE** actions take 1 less external resource than that shown on the upgrade tile.
5. With the **LOBBY** action, place an additional commitment in an engaged department, without restriction.
6. Count an additional available solution, other than those targeted for reporting during a **REPORT** action.
7. **INTEGRATE** actions take one less resource than that shown on the centre board.



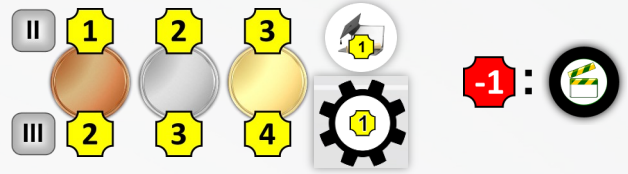
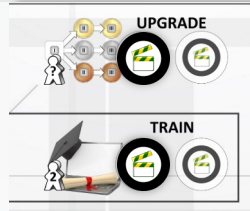
## PLAN

- Plan up to 3 actions comprising of 0-2 actions in **TRAIN, TUNE, UPGRADE, or INTEGRATE**. The Action markers are placed onto the plannable actions with the thick black surround showing. You cannot plan a Bonus action.
- Receive 1 business value point for each action planned - the company appreciates knowing what is intended.



A planned action cannot be changed during the following PERFORM step.

In this example, two actions have been planned; UPGRADE, and TRAIN.



**PERFORM**

Progress in player order, with each player taking one action at a time.

- Perform a planned or unplanned action - this can be done in any order, including using the Bonus action, if it has been selected. For each action performed, receive the associated benefit . If the action was planned, flip the action marker to show the “completed” side. For an unplanned action, place an available action marker in the associated action area with the completed side up.



- If you are able to complete a planned action by converting existing business value, you must do so.
- If you are unable to take an action, you must pass.

**SCORE**

Take your current business value points, made from upgraded systems, Trained markers, and Tuned markers. Lose 1 business value point for any planned action marker that has not been used.

For example, a level III silver solution would give 3 points whereas a level II bronze solution would give 1. The first time you complete a circuit of the business value track, reaching or passing the start position, take a BVP marker and place it next to your mat with the “50” side up. Next time you reach or pass the start position, flip the marker to the “100” side. Take care if you drop back behind the start position due to exchanging business value for credits.

**RECOVER**

- Recover your action markers.
- If in use, return the Bonus action marker to the Head office board.
- Remove any red commitments.

**RESET**

- From their final position on the external resource track, reset the resource markers by following the arrows (see p4).

**End of game**

- **Convert credits:** Receive 1 business value point for each 2 credits in hand.
- **Upgrade bonus:** If you have managed to upgrade all solutions to level III, receive an additional 10 business value points.
- **Old tech penalty:** Lose 10 business value points for any department that has not had its solution upgraded (still at level I)

- **Integration bonus:** Each of the first two integrations is worth 10 business value points. The third integration is worth 15 business value points. This gives you a bonus of up to 35 business value points

**Winner**

The winner is the player who has generated the most business value. A tie is broken first by the player with the most integration, then by the one with the most total relationship markers. If it is still a tie then congratulate each other and vow to do better next time you meet.

# ACTIONS EXPLAINED

The actions available to perform are represented to the right of your facility mat. Not all actions are available in all game modes.

There are two categories of actions in the game; those that are performed by you alone (**LOBBY** and **REPORT**) and those that require external resources, tracked to the right of the main board. Only the actions performed by the external resources can be planned ahead of time.

On the centre board, the top 4 actions are those that are performed by the external resources (**TRAIN**, **TUNE**, **UPGRADE**, and **INTEGRATE**).



At the beginning of the game, each player receives 3 action markers. One side has a thick black border, used to indicate “planned”, the other side does not, used to represent “completed”.

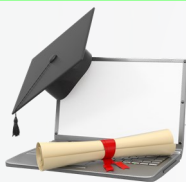


**Action bonus;** Receive Bonus action marker for use during the current year.



## TRAIN - can be planned (all game modes)

1-2 external resources



The **TRAIN** action allows you to further train the user group to allow them to get the most out of the service used by their department. The action normally requires 2 external resource but if you are engaged with the department manager, to understand the training needs, or are playing a mode 1 game, it requires 1 external resource. Training also gives you a relationship marker (game mode 2 and above).

### Taking the action

After placing/flipping your action marker, place an available Trained marker into the chosen department with the business value bonus shown (1). Also take the relationship token that was beneath the Trained marker (game mode 2 and above).

If you have engaged with the department manager (as in the example, right), this action costs 1 external resource, otherwise it has a cost of 2.

With the increased level of expertise in the user base, there may be an increase in the workload demand.

In the example right, the workload is increased to 1, so a cube is added (2).

There will also be an associated increase in income by 1 credit.



Engaged with the department manager

Later, if the solution is upgraded, the Trained marker is flipped to show the side without the business value bonus.



A department can be retrained to flip the Trained marker back to the side with the business value bonus.

**TUNE - can be planned (all game modes)**



The **TUNE** action represents optimisations made in the solution to improve its performance. This may also reduce the workload required for your service. The action is not available for systems underpinning level I services. The action normally requires 2 external resources, but if you have engaged with the department manager to understand the operational needs, or are playing a mode 1 game, it requires 1 external resource.

**Taking the action**

After placing/flipping your action marker, place a Tuned marker into the chosen department (1). If you have engaged with the department manager (not the case in the example, right), this action costs 1 external resource, otherwise it has a cost of 2. As mentioned above, with the improved performance, there may be a reduction in the workload demand to support the solution, as in the example right (2), where the workload is reduced from 1 to 0. In this

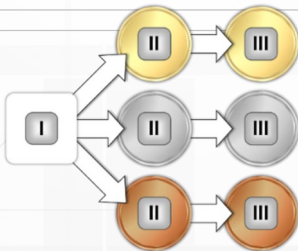
**1-2 external resources**



case, the workload cube is returned to the supply on your facility mat. Tuned markers bring a business value bonus each year for the remainder of the game.

**UPGRADE - can be planned (all game modes)**

**resource cost shown on Service upgrade tiles**



The **UPGRADE** action is used to upgrade the service in one of your four departments. A service can't be upgraded to a level beyond the current game phase indicated by the year track.

**Taking the action**

When you **UPGRADE** from level I to level II, select an available Upgrade tile is selected from the available service on the main board and moved to your Facility mat, placing it in the corresponding department.

In the example right, a silver administration service has been added to the administration area of the facility mat.

When you **UPGRADE** from level II to level III, flip the Upgrade tile currently in place to show the level III side. The amount of external resources needed to implement the solution are shown bottom left of the Upgrade tile.

If there is a Trained marker at the department, it is flipped to show the side without the business value. Check for any change in the workload needed by the newly upgraded solution (see p4).



Bonus: **UPGRADE** actions take 1 less external resource than is stated on the Upgrade tile.

## LOBBY (game mode 2 and higher)



The **LOBBY** action has no worker cost and is used to get budgetary commitment, from the various department managers, to improve their areas.

### Taking the action

You can add up to 3 commitment markers, from your supply, onto one or more departments. To add commitment to a department you must have engaged with the department manager by placing one of your relationship markers at the department. Place an available relationship marker onto any number of departments as needed (1), you can also move from another department. Add commitment markers in the spaces provided (2) wherever you have engaged with the department; maximum 1 marker in a department with a level I solution or 2 markers where there is a level II or III solution.

At any point during the game, you can redeem funds by recovering one or more markers and returning them back to your supply. You receive 2 credits for each marker recovered but this money must be used immediately to pay towards a cost associated with the corresponding department. You can cover up to half the cost of an **INTEGRATE** action in each of the two affected departments (Administration plus one other).



## no resources needed

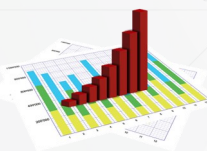
A relationship marker can be removed from a department at any time, returning it to your supply. In this case, any existing commitment markers on the original department are flipped to the red side and will be removed at the end of the current year if not used - without an ongoing engagement you can't expect the department manager to continue to support you.



**Bonus:** During a **LOBBY** action, add an extra commitment marker to any department with a relationship marker (unaffected by service level).

## REPORT (game mode 3 and higher)

The **REPORT** action represents analysis and reporting of the data in your systems across the chosen and connected departments, giving you valuable insight. You can generate more Insight, and hence business value, if you are engaged with the department manager and understand their challenges.



### Taking the action

You can only take this action only once per year. When present, here are two values for the report action shown on the Upgrade tile (see p4). The one on the left indicates the business value if you are engaged with the department manager. The one on the right indicates the business value if you are not.

## no resources needed

If you have not yet integrated, you receive the amount of business value shown top left of any one of your Upgrade tiles.

### Reporting with Integrated systems

If you have taken one or more integration steps, you receive the amount of business value shown on the Administration solution and each of the other integrated solutions.

Engagement rules apply for each solution being reported.



**Bonus:** Receive business value for one extra Upgrade tile as well as those to which you are entitled. No Upgrade tile can be counted twice.

# INTEGRATE - can be planned (game mode 4)

# resource cost shown on main board



With the **INTEGRATE** action, you connect your level II and III systems to the administration system, improving performance and providing more insight from reports. There are three steps of integration which must be taken in order; step 1 first, then step 2 and finally step 3. Step 1 takes 4 resources and 3 departments must have been upgraded. Step 2 takes 3 resources and all your departments must have been upgraded with at least one to level III. Step 3 requires 2 resources and all your departments must have been upgraded with at most one to only level II.

integration which must be taken in order; step 1 first, then step 2 and finally step 3. Step 1 takes 4 resources and 3 departments must have been upgraded. Step 2 takes 3 resources and all your departments must have been upgraded with at least one to level III. Step 3 requires 2 resources and all your departments must have been upgraded with at most one to only level II.



You will be integrating the Administration solution to Manufacturing (1), Logistics (2), or Warehousing (3).

## Taking the action

After placing/flipping your action marker, engage with the integration supplier by placing a relationship marker in the integration area of your facility board next to the system you want to integrate with your administration system. This will remain in place for the remainder of the game. Also add a workload, to cover the increased demand, in the associated location. Move the necessary steps on the external resource track and pay for the resources.

**NOTE:** If you are using commitments to cover the cost of external resources, you can only recover credits for half the number of resources (rounded down) in each connected department.

## End of game

You receive business value points according to the number of integration steps you have achieved (see p10).



**Bonus:** INTEGRATE actions take 1 less external resource than the value on your Facility mat.



In this example, the relationship marker was taken from the Manufacturing department, so the commitment was flipped to the red side

You don't need to engage with the department to INTEGRATE, only to REPORT and LOBBY

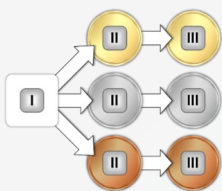
With three level II and one level III solutions it is possible to INTEGRATE up to level 2

A relationship marker is placed to indicate that the Logistics solution is integrated, as is the associated workload.

# ACTIONS summary

## UPGRADE

2-5 external resources + cost



### Upgrade your services (p12)

If you have no service upgrade tile in place on your chosen department add the tile of your choice (gold, silver or bronze), for that department with the level II

side up. Pay the worker cost shown. You can upgrade from level II to III by flipping the service tile.

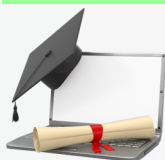
Be sure to always check that you have the correct amount of workload needed to support the service.



Bonus: **UPGRADE** actions take 1 less external resource than is stated on the Upgrade tile.

## TRAIN

1-2 external resource + cost



### Add a Trained marker to one of your departments (p11)

Place a Trained marker onto an available location in one of your departments, with the business value bonus shown. Take

the associated relationship marker to your supply.

The TRAIN action costs 1 less resource if you have engaged with the associated department manager.

Make any associated changes to the workload.

Each trained department brings you 1 credit at the end of each game year. It also brings you 1 point at the end of each year until the associated service is upgraded.

## TUNE

1-2 external resources + cost



### Add a Tuned marker to one of your level II or III systems (p12)

For the chosen level II or III solution, add a tuned marker and make any associated adjustment to the required workload.

The TUNE action costs 1 less resource if you have engaged with the associated department manager.

Each Tuned system brings you 1 point at the end of each game year

## LOBBY

No external resources needed



### Get management commitment (p13)

Add up to 3 commitment markers to engaged departments. Only add 1 marker at a department without a service upgrade tile, otherwise add up

to 2 markers. Recover commitment markers back to your supply to gain 2 credits per marker. Commitments can only be used against actions performed in their associated department.



Bonus: During a **LOBBY** action, add an extra commitment marker to any department with a relationship marker.

## REPORT

No external resources needed

### Report on your departments (p13)

Receive the amount of business value shown on your solution tiles. If you have a relationship marker engaged at the department, use the value on the left, otherwise use the value on the right.



All solutions integrated to the one you have chosen, also count towards the business value. Once again, if you have engaged with the relevant department, use the value on the left.



Bonus: Receive business value for one extra Upgrade tile as well as those to which you are entitled. No Upgrade tile can be counted twice.

## INTEGRATE

2-4 external resources + cost



### The INTEGRATE action sets up connections between your business solutions to improve your reporting capabilities (p14)

Place one of your available relationship markers on the chosen integration solution, paying the appropriate external user cost for the integration level. Also add one additional workload.



Bonus: **INTEGRATE** actions take 1 less external resource than the value on your Facility mat.