

Flora PARK

A Supply Chain Collaboration and
Contracts Simulation

Instructors' Manual



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Instructors are free to use and modify these slides. I would appreciate if you can acknowledge the contribution of the original author.

Live as One or Die as Two!

Flora **PARK**

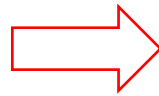
How to collaborate to beat other supply chains while depending yourself against the “worst” enemy: Your trading partner?



A Supply Chain Collaboration and
Contracts Simulation

Agenda

- Game overview
- Impact & learning outcomes
- Instructor game instructions



From back-stabbing to win-win

Game Overview

Beer Game vs. FloraPark Simulation

Teaching objectives & key lessons

Game setup, metrics, and trade-offs

Screen play and teaching slides.

Beer Game vs. FloraPark Simulation



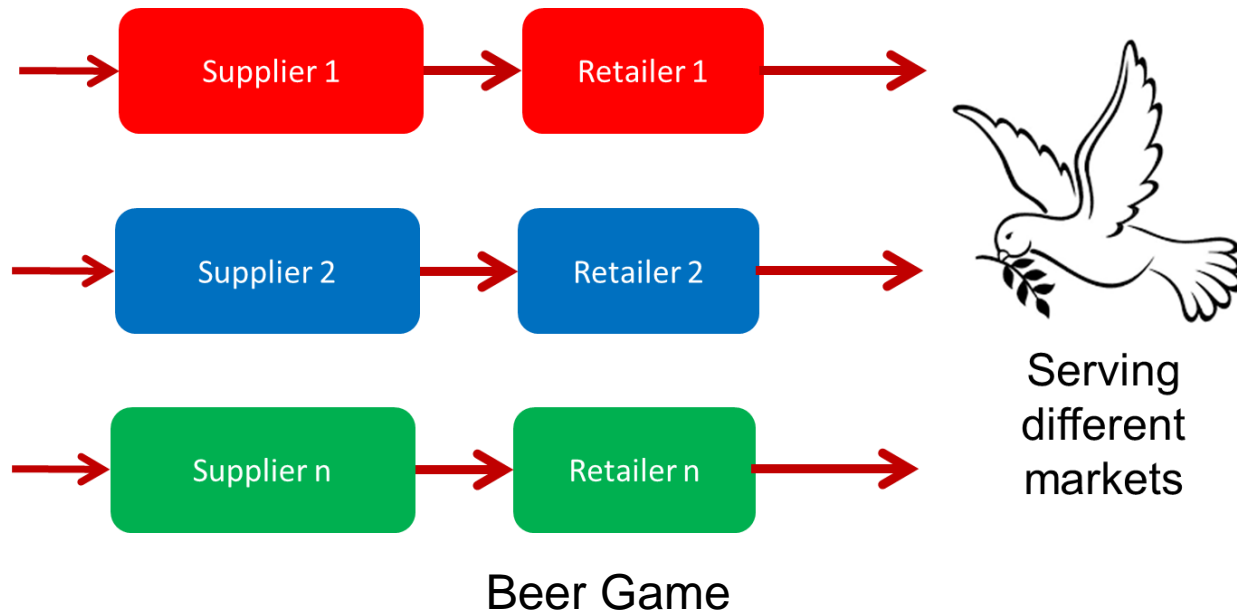
Beer Game



FloraPark Simulation

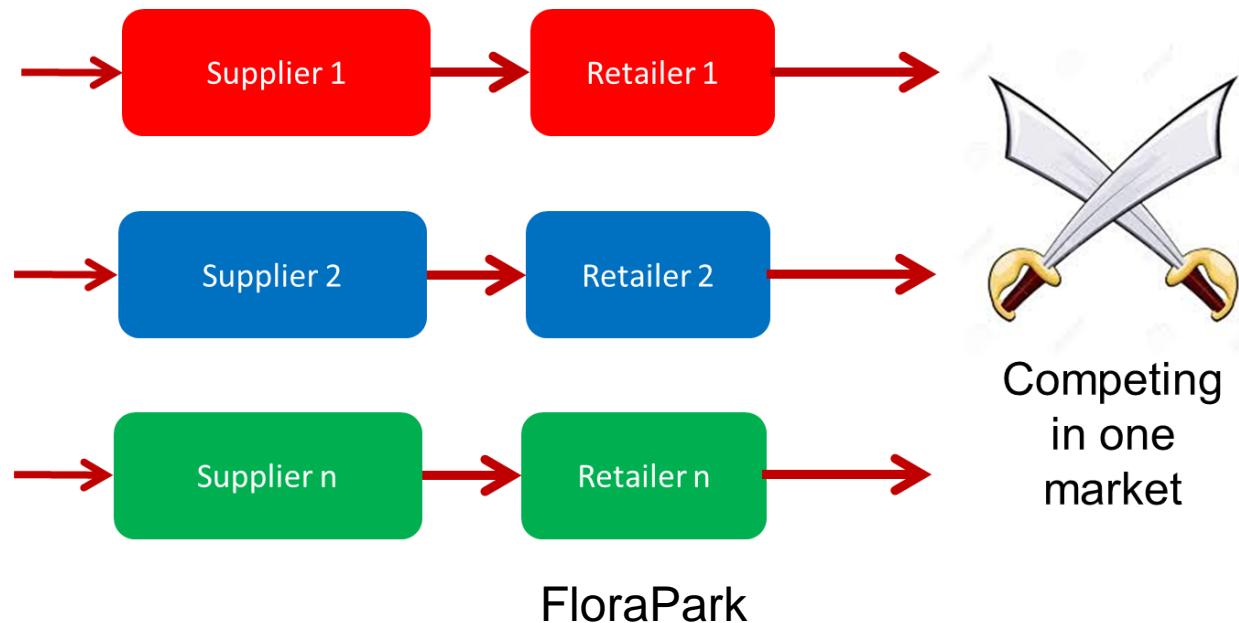
The Beer Game

- Includes only order **quantity** but not **price**.
- Ignores the **competition among supply chains**.



The FloraPark Simulation

- Includes both order quantity **and** price → capture the **conflict of interest** among trading partners when they **compete**, as one, against other supply chains.
- **Trading partners must collaborate with & fight each other simultaneously!**



A Supply Chain **Strategy** Game

- **Supply chain contracts:** Students experiment on various price & quantity supply contracts.
- **Total business game:** Students play c-suite team perspective, make strategic decisions on supply chain strategy, marketing, competitive strategy, product strategy, and negotiation.
- **Integrate multiple business disciplines:** Supply chain, marketing, management strategy, negotiation, teamwork.



Teaching Objective

How to collaborate to win the competition against other supply chains while defending yourself against your “worst” enemy: Your trading partner?

Key Lessons

- If you fight your partner, your supply chain cannot win.

Live as one or die as two



- Even if your supply chain wins, you may not.

**You may sacrifice yourself
for your partner's success**

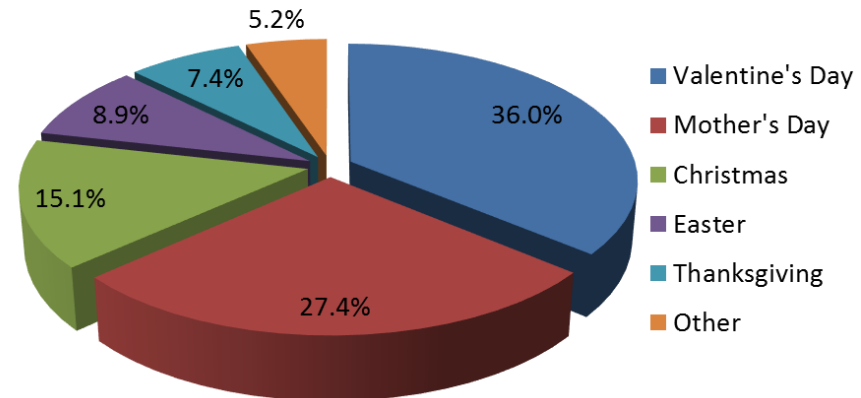


Subjects / Topics Covered

- Supply chain collaboration and contracts
- Supply chain and marketing interfaces
- Supply chain competition
- International supply chains
- Negotiation and teamwork
- Product strategies
- Strategic thinking

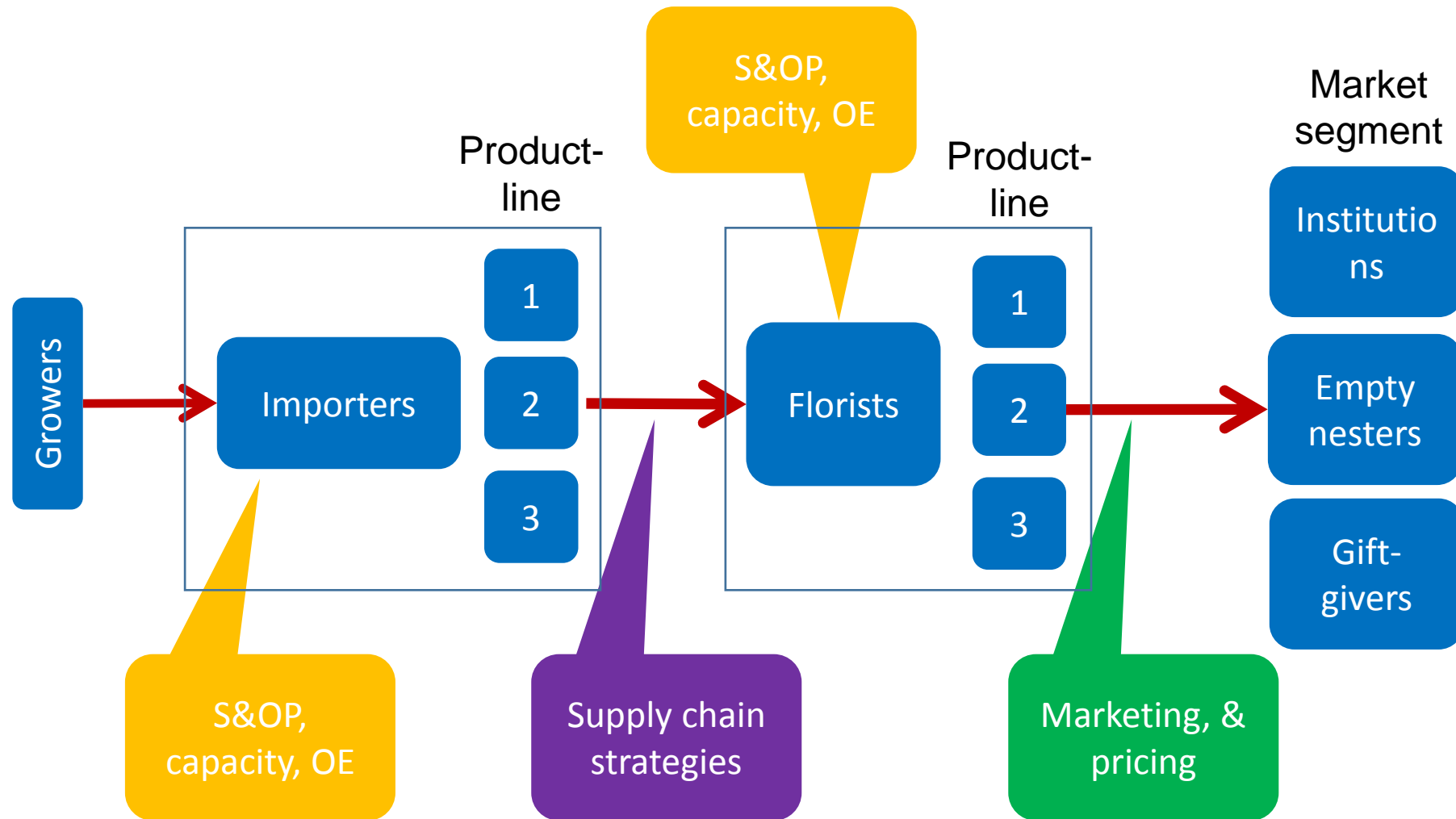
Simulate Int'l Flesh Flower Supply Chains

- Perishable items
- Long lead times and significant yield losses
- Highly seasonable and unpredictable demand



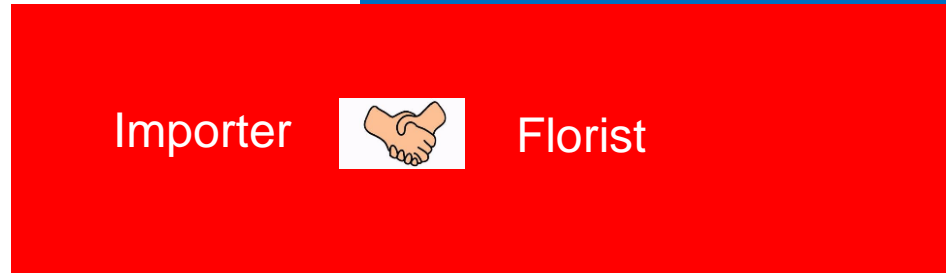
- Relates to everyone
- Intensive market competition
- In each supply chain, importers and retail florists have a conflict of interests

Supply Chain Players & Actions



Game Setup: A Competitive Environment

Multiple fresh-cut
flower supply chains



Importers **secure** supplies, florists
generate demand

Compete for a share
of the **same** market

Game Metrics

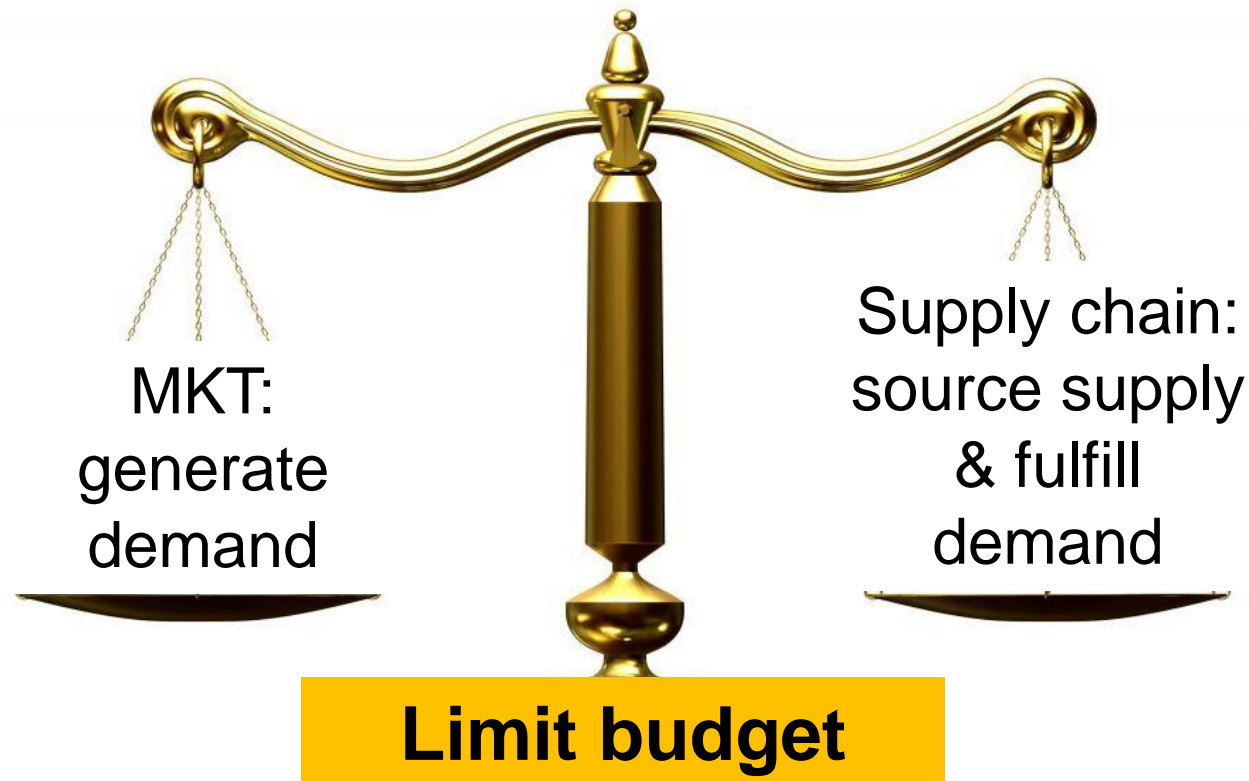


Key Performance Indicators



Levers & Drivers

Balance Supply Chain & Marketing Spending



It is a disaster if we bought a lot of supply but there is no demand for it. It is equally disastrous if a huge demand is generated but there is no supply to satisfy it.

Sequence of Events

Florist places the 1st order in advance at a **discounted** wholesale price. Importer then secures the supply from growers

If needed, florist may place the 2nd order at the **regular** wholesale price. Importer fulfills as much as inventory is available



Supply Chain Collaboration via Contracts

- Advanced order (push contract): florist holds inventory and waits for demand.
- Last-minute order (pull contract): florist pushes inventory to importer, orders as needed in season.

	Advanced order (Push)	Last-minute order (Pull)
Pros	Price discount & guaranteed supply	Less budget required, No inventory risk
Cons	High inventory risk, High budget requirement	Short supply & higher cost

- Hybrid strategy (advanced-purchasing discount contract): florist buys the sure amount before the season and raises the **regular wholesale price** to encourage the importer to hold additional inventory just in case.

Screen Play and Teaching Slides

Slide File # / Lecture or Interactive Session	Before Game Round
1. Supply chain challenges & key lessons	1 st
2. Strategic thinking, supply chain and marketing interfaces	2 nd
3. Teamwork and group decisions	3 rd
4. Coordinate supply chain via price & quantity contracts	4 th
5. Competitive supply chain strategies	5 th
6 & 7. Negotiation, game trajectory	6 th
8. Reflections – From Game to Reality	Reality-show

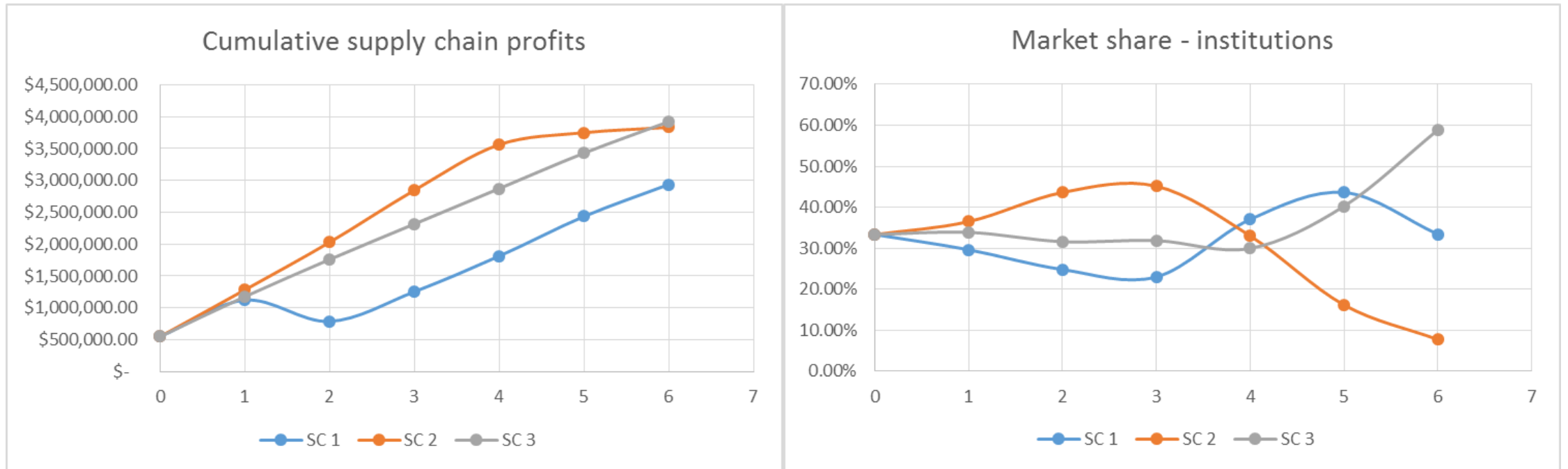
Expected duration for 6 rounds: 6-9 hours, in or off-class. Contract negotiation takes time!

Impact & Learning Outcomes

Sample game results, students' feedback, teaching effectiveness assessment.

Game stats as of 10/2022: > 100 games, ~ 30 instructors, > 10 universities (US, Singapore, Hong Kong, China), ~ 400 student teams.

Sample Game Trajectory



Supply chain 3 over-took the once leading supply chain 2 and won at the end by the advanced purchasing discount contract!

Reality Show – Tell The Ugly Truth

- Florists & importers
 - Most compelling insight
 - Collaboration & competition
 - Strategic thinking
 - Negotiation
 - Teamwork
- How did you collaborate with your trading partner while defending your own interest?
- What would you do differently next time?
- What suggestions do you have for your trading partner?



Student Feedback

- The most compelling insight:
 - *“The best part about the FloraPark simulation was the **conflicting motivations** between the firms in the supply chain. ... There must be a careful balance between **self-interested** actions to capture the maximum amount of value from the supply chain and **collaboration** to compete against the other supply chains. ...”*
- What do you like best about this course:
 - *“The supply chain strategy games [FloraPark] in second half of the course were **exceptional learning experience**”*

The Winning Strategy (by Students)

- *“Part of our supply chain strategy was for the importer to carry most of the inventory risk. Since we were carrying this risk, we were able to negotiate better x2 prices in order to be compensated for the risk. This was beneficial for the entire supply chain as it allowed the retailer to invest more in marketing. Their investment in marketing allowed them to obtain a significant percentage of the market share and to become extremely profitable. Since our retailer was profitable, there were able to pass on some of the profitability to us for holding their inventory. We were critical to each other’s success and our strategy would not work if both of us didn’t participate. Our combined strategy was greater than any individual strategies we could have.”*

Student Feedback Text Mining Analysis

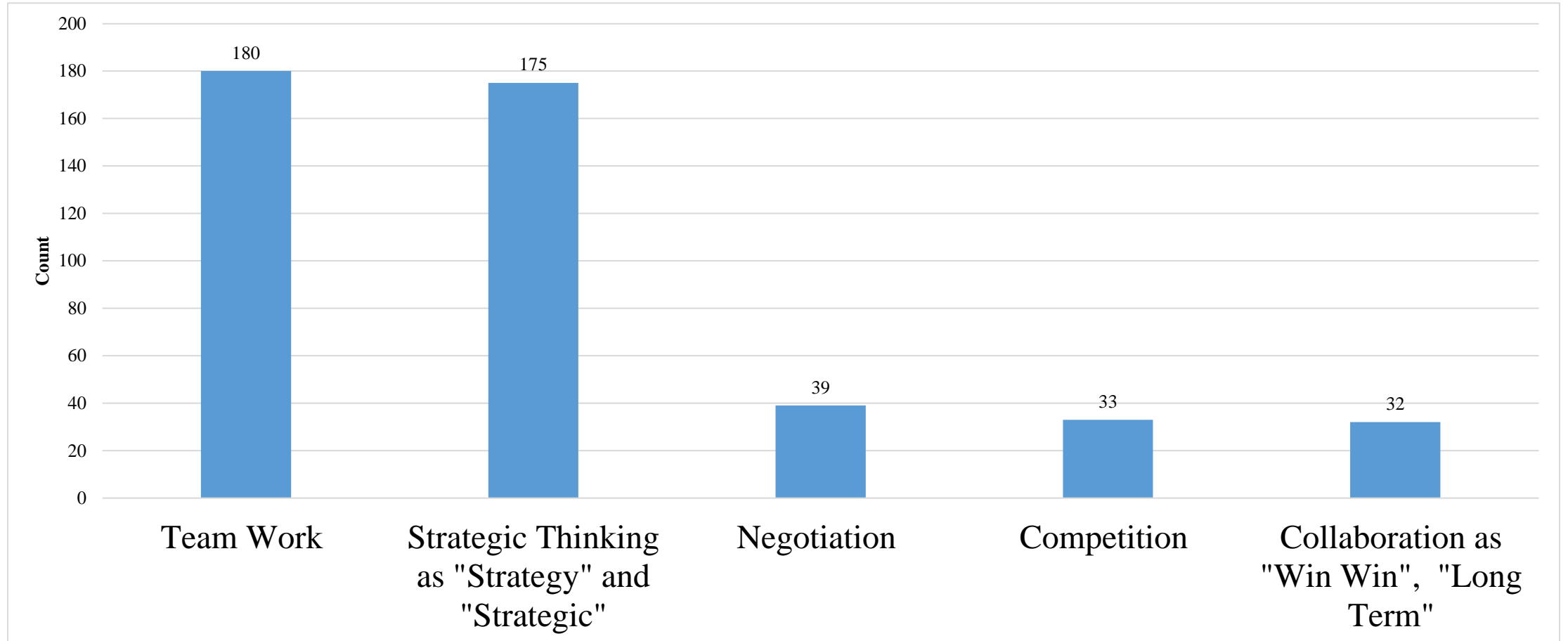


Bigram Word Cloud



Five-gram Word Cloud

Student Top Learnings From the Game



Teaching Effectiveness Assessment

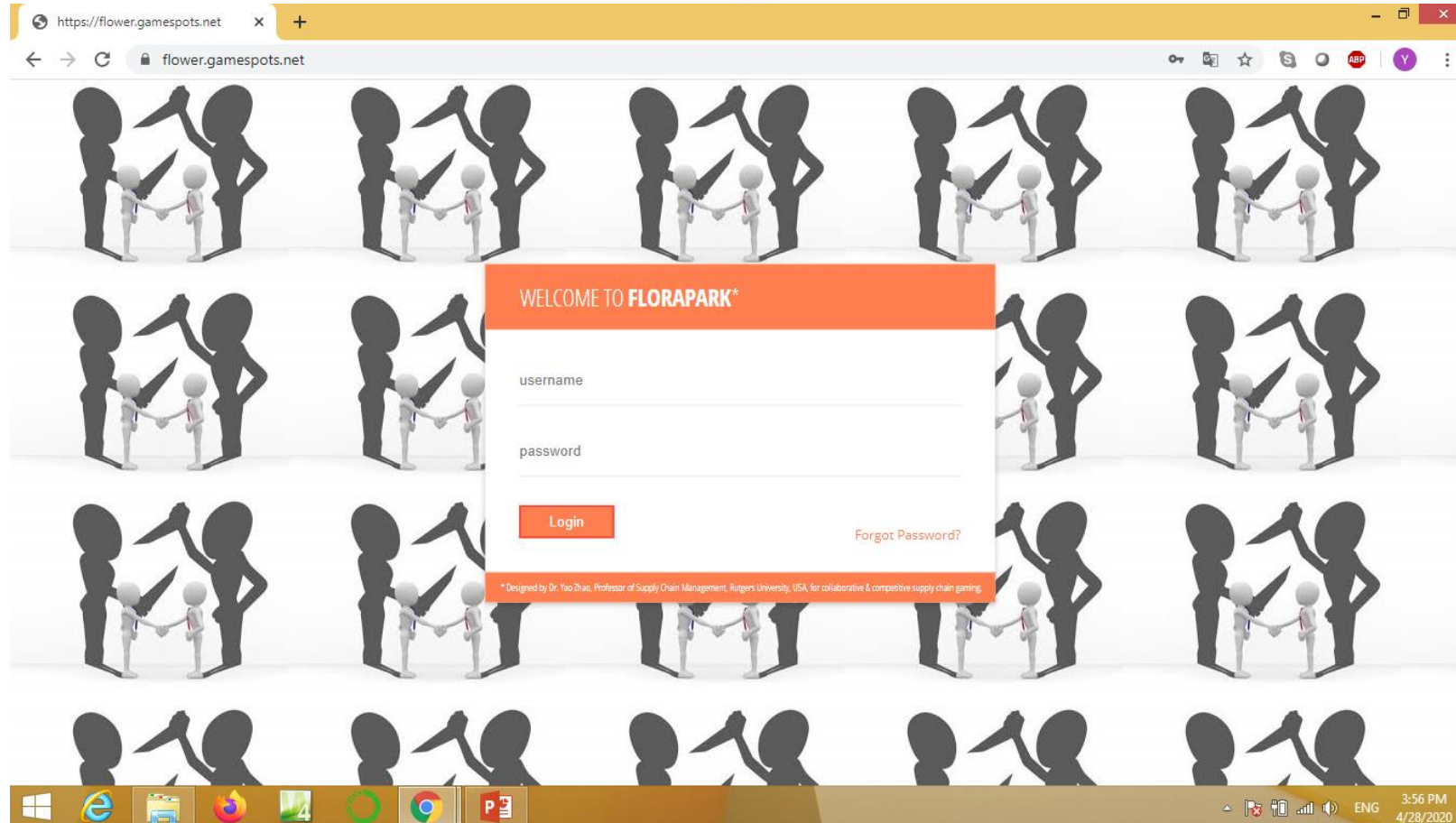
	Very difficult	Difficult	Neutral	Easy	Very easy
1. Understanding and playing the FloraPark game in one lecture was...	2 (6.67%)	9(30%)	9(30%)	7(23.3%)	3 (10%)
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2. The FloraPark game has increased my understanding of supply chain collaboration and contracts.	0 (0%)	6(20%)	6(20%)	11 (36.67%)	7 (23.33%)
3. The FloraPark game has improved my understanding of supply chain competition.	1 (3.3%)	4 (13.3%)	4 (13.3%)	14 (46.7%)	7 (23.3%)
4. The FloraPark game has improved my understanding of teamwork, communication, and negotiation.	1 (3.3%)	3 (10%)	4 (13.3%)	11 (36.7%)	11 (36.7%)
5. The FloraPark game has improved my understanding of the integration of marketing and supply chain decisions.	1 (3.3%)	3 (10%)	7 (23.3%)	8 (26.7%)	11 (36.7%)
6. Thanks to the FloraPark game, I'm more convinced that real-life problems can be modeled and studied with educational games.	1 (3.3%)	4 (13.3%)	2 (6.7%)	9 (30%)	14 (46.7%)

Instructor Game Instructions

How to play?

Instructor Account and Login

Email yaozhao@business.rutgers.edu for instructor access



Instructor Sets Up Game

The screenshot shows a web browser window with the address bar displaying `flower.gamespots.net/instructorGamePage/yaozhao@business.rutgers.edu`. The page title is "Game Page for yaozhao@business.rutgers.edu". Below the title is a section titled "Game Setup" with several input fields and callout boxes:

- Number of Supply Chains (Each supply chain consists of 1 Florist and 1 Importer):** Input field contains "2". A callout box points to this field with the text: "Enter number of supply chains, at least 2".
- Number of Rounds (Periods):** Input field contains "6". A callout box points to this field with the text: "Enter the number of periods / rounds, typically 6 periods".
- Florist E-mails (Separated by ';'. To send login credentials to students. Check spam or trash if not received):** Input field contains "yaozhao@andromeda.rutgers.edu;yzhao12345@gmail.com". A callout box points to this field with the text: "Enter one email for each florist, separated by ;".
- Importer E-mails (Separated by ';'. To send login credentials to students. Check spam or trash if not received):** Input field contains "123@45.com;678@910.com". A callout box points to this field with the text: "Enter one email for each importer, separated by ;".
- Budget Surplus For Florists (Extra budget on top of Period 0 spending, default = 32,000):** Input field contains "32000".
- Budget Surplus For Importers (Extra budget on top of Period 0 spending, default = 16,000):** Input field contains "16000".
- Period To Release Competitive Information to Players (default = 4 if Number of Rounds = 6):** Input field contains "4".

Below the "Game Setup" section is a section titled "Game Controls" with buttons for "Start Game", "Restart Game", "Reset Game", "Save Game", "End Game", and "Log Out". At the bottom of the screen is a Windows taskbar with various application icons and a system tray showing the time "10:14 PM" and date "10/12/2022".

Enter number of supply chains, at least 2

Enter the number of periods / rounds, typically 6 periods

- Enter one email for each florist, separated by ;

- Enter one email for each importer, separated by ;
- Teams will receive password via these emails once instructor starts game

Instructor Pairs Florist and Importer

Game Setup

The first florist is supplied by the first importer

Number of Supply Chains (Each supply chain consists of 1 Florist and 1 Importer):

Number of Rounds (Periods):

Florist E-mails (Seperated by ';'. To send login credentials to students. Check spam or trash if not received):

The 2nd florist is supplied by the 2nd importer

Importer E-mails (Seperated by ';'. To send login credentials to students. Check spam or trash if not received):

Attention: if students cannot find the login email, please check their spam. You can collect teams' emails and start the game before class to save time.

Instructor Sets Game Parameters

Game Page for yaozhao@business.rutgers.edu

Game Setup

Number of Supply Chains (Each supply chain consists of 1 Florist and 1 Importer):

Number of Rounds (Periods):

Florist E-mails (Separated by ';'. To send login credentials to students. Check spam or trash if not received):

Importer E-mails (Separated by ';'. To send login credentials to students. Check spam or trash if not received):

Budget Surplus For Florists (Extra budget on top of Period 0 spending, default = 32,000):

Budget Surplus For Importers (Extra budget on top of Period 0 spending, default = 16,000):

Period To Release Competitive Information to Players (default = 4 if Number of Rounds = 6):

Game Controls

Start Game Restart Game Reset Game Save Game End Game Log Out

10:36 PM
10/12/2022

Enter budget for florists beyond period 0 default spending

Enter budget for importers beyond period 0 default spending

The round on and after which competitive information is available to all players

Florists Period 0 Default Spending

Input

Period	Item	Baseline	Feature	Exotic	Sum	Total Capacity
0	Processing Capacity	400000	280000	120000	= 800,000	= 800,000
	Retail Price \$	0.25	2	8		
	x1 (Advanced Order)	200000	140000	60000	= Florist advanced-purchasing cost	
	w1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		

Period	OE Spend	Mkt-Relationship Spend	Mkt-Pro/Ads Spend	Total Spend	Budget
0	10000	1000	1000	\$118,000.00	<= \$150,000.00

Check Budget

Submit Input

Cancel Submission

Total Spend = florist advanced-purchasing cost + operations excellence (OE) + Mkt-Relationship + Mkt-Pro/Ads

Importers Period 0 Default Spending

Input

Period	Item	Baseline	Feature	Exotic	Sum	Total Capacity
0	Processing Capacity	500000	350000	150000	= 1,000,000	= 1,000,000
	y (Grower Supply)	250000	175000	75000		
	x1 (Advanced Order)	200000	140000	60000		
	w1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		

Period	OE Spend	Total Spend	Budget
0	5000	\$22,000.00	<= \$38,000.00

Importer purchase cost =

Grower supplies × grower prices (exogenous)

Check Budget

Submit Input

Cancel Submission

Total Spend = importer purchase cost + operations excellence (OE)

Instructor Starts / Restarts / Resets Game

The screenshot shows a web interface for game management. The top section, titled "Game Controls", contains buttons for "Start Game", "Restart Game", "Reset Game", "Save Game", "End Game", and "Log Out". The "Restart Game" button is highlighted with a callout: "Instructor restarts game here w/o changing game parameters". Below this is the "Current Game (Refresh the Page If Necessary)" section, which includes buttons for "Show Game Input Information", "Show Game Output Information", "Show Competitive Info", and "Show Game Trajectory". The "Reset Game" button is highlighted with a callout: "Instructor resets game parameters here". The bottom section, "Supply Chains and Players", contains a table with columns for Period, Supply Chain, Florist, Submitted Input?, and Importer. A callout points to the table: "Order status and financial summary (below) for all teams." The Windows taskbar at the bottom shows the date as 2/17/2019 and the time as 4:06 PM.

Instructor starts game here

Instructor restarts game here w/o changing game parameters

Instructor resets game parameters here

Order status and financial summary (below) for all teams.

Period	Supply Chain	Florist	Submitted Input?	Importer	Submitted Input?
0	1	yaozhao@andromeda.rutgers.edu	true	123@45.com	true
	2	yzhao12345@gmail.com	true	678@910.com	true

Students Received Results

Florists

Florist yaozhao@andromeda.rutgers.edu Game Page

Logout

Current Game

Financial Performance

Period	Supply Chain	Florist Revenue	Florist Cost	Florist Profit	Florist Margin	Florist Cumulative Profit	Importer Revenue	Importer Cost	Importer Profit	Importer Margin	Import Cumula Profit
0	1	\$1,011,937.61	\$192,629.25	\$819,308.36	81%	\$819,308.36	\$150,046.40	\$55,277.57	\$94,768.83	63%	\$94,768
	2	\$1,011,937.61	\$192,629.25	\$819,308.36	81%	\$819,308.36	\$150,046.40	\$55,277.57	\$94,768.83	63%	\$94,768

Totals, by Product

Period	Item	Baseline	Feature	Exotic
0	Total Demand	403,979	367,569	236,520
	Total Supply	750,000	\$25,000	225,000
	Florist 1 Retail Prices	\$0.25	\$2	\$8

Importers

Importer 123@45.com Game Page

Logout

Current Game

Financial Performance

Period	Supply Chain	Florist Revenue	Florist Cost	Florist Profit	Florist Margin	Florist Cumulative Profit	Importer Revenue	Importer Cost	Importer Profit	Importer Margin	Import Cumula Profit
0	1	\$1,011,937.61	\$192,629.25	\$819,308.36	81%	\$819,308.36	\$150,046.40	\$55,277.57	\$94,768.83	63%	\$94,768
	2	\$1,011,937.61	\$192,629.25	\$819,308.36	81%	\$819,308.36	\$150,046.40	\$55,277.57	\$94,768.83	63%	\$94,768

Totals, by Product

Period	Item	Baseline	Feature	Exotic
0	Total Demand	403,979	367,569	236,520
	Total Supply	750,000	\$25,000	225,000
	Florist 1 Retail Prices	\$0.25	\$2	\$8

Financial summary, total product / market information for all teams.

Instructor Clicks “Next Round”

Game status: “true” (submitted),
“false” (not submitted).

The screenshot shows the 'flower.gamespots.net' interface. At the bottom, the 'Next Round' button is highlighted with a red box. The page displays several data tables:

Totals, by Product

Period	Item	Baseline	Feature	Exotic
0	Total Demand	403,979	367,569	236,520
	Total Supply	750,000	525,000	225,000
	Florist 1 Retail Prices	\$0.25	\$2	\$8
	Florist 2 Retail Prices	\$0.25	\$2	\$8

Total Market Size

Period	Institutions	Empty Nesters	Gift Senders
0	304,569	301,345	402,154

Total MKT and OE Expenses

Period	Relationship	Promo/Ads	OE Spending
0	\$2,000.00	\$2,000.00	\$30,000.00

Buttons:

Before clicking “Next Round”

The screenshot shows the same interface after clicking 'Next Round'. A pink callout box points to the 'Submitted Input?' column in the 'Supply Chains and Players' table. The page displays several data tables:

Supply Chains and Players

Period	Supply Chain	Florist	Submitted Input?	Importer	Submitted Input?
0	1	yaozhao@andromeda.rutgers.edu	true	123@45.com	true
	2	yzhao12345@gmail.com	true	678@910.com	true
1	1	yaozhao@andromeda.rutgers.edu	false	123@45.com	false
	2	yzhao12345@gmail.com	false	678@910.com	false

Financial Performance

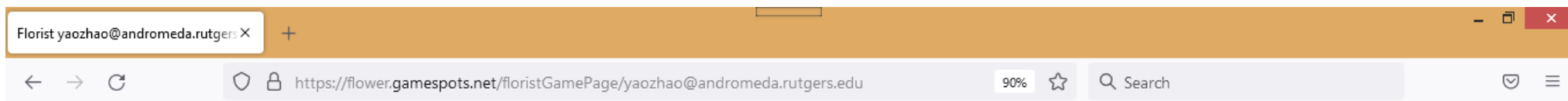
Period	Supply Chain	Florist Revenue	Florist Cost	Florist Profit	Florist Margin	Florist Cumulative Profit	Importer Revenue	Importer Cost	Importer Profit	Importer Margin	Import Cumulative Profit
0	1	\$1,011,937.61	\$192,629.25	\$819,308.36	81%	\$819,308.36	\$150,046.40	\$55,277.57	\$94,768.83	63%	\$94,768
	2	\$1,011,937.61	\$192,629.25	\$819,308.36	81%	\$819,308.36	\$150,046.40	\$55,277.57	\$94,768.83	63%	\$94,768

Totals, by Product

Period	Item	Baseline	Feature	Exotic
0	Total Demand	403,979	367,569	236,520

After clicking “Next Round”

Florists “Submit” Input



Input

Period	Item	Baseline	Feature	Exotic	Sum	Total Capacity
0	Processing Capacity	400000	280000	120000	800,000	= 800,000
	Retail Price \$	0.25	2	8		
	x1 (Advanced Order)	200000	140000	60000		
	w1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		
	Processing Capacity	400000	280000	120000	=	= 800,000
	Retail Price \$	0.25	2	8		
	x1 (Advanced Order)	200000	140000	60000		
	w1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		

Sum must = Total Capacity

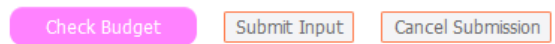
System auto-fills the input by the player's last period's decisions. Students can change and submit.

Period	OE Spend	Mkt-Relationship Spend	Mkt-Pro/Ads Spend	Total Spend	Budget
0	10000	1000	1000	\$118,000.00	<= \$150,000.00
1	10000	1000	1000		<= \$150,000.00

Total Spend must <= Budget

Students can only “Submit” after “Check Budget”

Students can cancel current submission & revise / resubmit



Importers “Submit” Decisions

flower.gamespots.net/importerGamePage/123@45.com

Input

Period	Item	Baseline	Feature	Exotic	Sum	Total Capacity
0	Processing Capacity	500000	350000	150000	1,000,000	= 1,000,000
	y (Grower Supply)	250000	175000	75000		
	x1 (Advanced Order)	200000	140000	60000		
	w1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		
	Processing Capacity	500000	350000	150000	=	= 1,000,000
	y (Grower Supply)	250000	175000	75000		
	x1 (Advanced Order)	200000	140000	60000		
	w1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		

Period	OE Spend	Total Spend	Budget
0	5000	\$22,000.00	<= \$38,000.00
1	5000		<= \$38,000.00

Check Budget Submit Input Cancel Submission

System auto-fills the input by the player's last period's decisions. Students can change and submit.

Sum must = Total Capacity

Total Spend must <= Budget

Students can only "Submit" after "Check Budget"

Students can cancel current submission & revise / resubmit

Florist & Importer Must Match (x_1 , w_1 , w_2)!

Florists

Period	Item	Baseline	Feature	Exotic	Sum	Total Capacity
0	Processing Capacity	400000	280000	120000	800,000	= 800,000
	Retail Price \$	0.25	2	8		
	x_1 (Advanced Order)	200000	140000	60000		
	w_1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w_2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		
1	Processing Capacity	400000	280000	120000		= 800,000
	Retail Price \$	0.25	2	8		
	x_1 (Advanced Order)	200000	140000	60000		
	w_1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w_2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		

Importers

Period	Item	Baseline	Feature	Exotic	Sum	Total Capacity
0	Processing Capacity	500000	350000	150000	1,000,000	= 1,000,000
	y (Grower Supply)	250000	175000	75000		
	x_1 (Advanced Order)	200000	140000	60000		
	w_1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w_2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		
1	Processing Capacity	500000	350000	150000		= 1,000,000
	y (Grower Supply)	250000	175000	75000		
	x_1 (Advanced Order)	200000	140000	60000		
	w_1 \$ (Discounted Wholesale Price)	0.05	0.3	0.9		
	w_2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035		

(x_1 , w_1 , w_2) of the florist must match that of its importer!

If Not Match, Earlier Input Can Be Scratched!

flower.gamespots.net says
Your (x1, w1, w2) is different from those of your florist! Ask your florist to re-enter its input?

OK Cancel

Period	Item	Baseline
0	Processing Capacity	400000
	Retail Price \$	0.25
	x1 (Advanced Order)	200000
	w1 \$ (Discounted Wholesale Price)	0.05
	w2 \$ (Regular Wholesale Price)	0.0575
1	Processing Capacity	400000
	Retail Price \$	0.25
	x1 (Advanced Order)	200000
	w1 \$ (Discounted Wholesale Price)	0.05
	w2 \$ (Regular Wholesale Price)	0.058

Period	Item	Value	Value	Value
0	Processing Capacity	500000	175000	75000
	y (Grower Supply)	250000	140000	60000
	x1 (Advanced Order)	200000	0.05	0.3
	w1 \$ (Discounted Wholesale Price)	0.0575	0.345	1.035
	w2 \$ (Regular Wholesale Price)	0.0575	0.345	1.035
1	Processing Capacity	500000	350000	150000
	y (Grower Supply)	250000	175000	75000
	x1 (Advanced Order)	200000	140000	60000
	w1 \$ (Discounted Wholesale Price)	0.1	0.3	0.9
	w2 \$ (Regular Wholesale Price)	0.2	0.345	1.035

In this example:

- The florist submitted her decisions first.
- When the importer submits her decisions, the #s in the red boxes are different!

Importer clicks "Cancel" to cancel her submission, and she can revise her decisions.

Importer clicks "OK" to scratch the florist's submission and asks the florist to re-negotiate and resubmit her decisions. The importer needs to click "Submit" again to submit the decisions

Resolve The Difference & Resubmit

Importer clicked "OK" and now the florist needs to resolve the difference with the importer (marked red) and resubmit her input

The screenshot shows a web browser window with a URL bar containing `//flower.gamespots.net/floristGamePage/yaozhao@andromeda.rutgers.edu`. The main content area displays a table with columns: Baseline, Feature, Exotic, Sum, and Total Capacity. The table contains several rows of numerical data. A modal dialog box is overlaid on the table, displaying the text: "flower.gamespots.net Your importer entered different (x1, w1, w2) - marked by RED color; please re-enter your input." with an "OK" button. Below the table, there is a section with columns: Mkt-Relationship Spend, Mkt-Pro/Ads Spend, Total Spend, and Budget. The bottom right of the browser window shows a form with input fields and a "Budget" section. The Windows taskbar at the bottom shows the system tray with the date and time: 11:30 PM 10/12/2022.

	Baseline	Feature	Exotic	Sum	Total Capacity
Capacity	400000	280000	120000	800,000	= 800,000
	0.25	2	8		
	200000	140000	60000		
(Price)	0.05	0.3	0.9		
(Price)	0.0575	0.345	1.035		
	400000				= 800,000
	0.25				
	200000				
(Price)	0.05				
(Price)	0.058	0.345	1.035		

Mkt-Relationship Spend	Mkt-Pro/Ads Spend	Total Spend	Budget
1000	1000	\$118,000.00	<= \$150,000.00
1000	1000		<= \$150,000.00

Budget
<= \$38,000.00
<= \$38,000.00

Instructor Generates Outcome

The screenshot shows a web browser window with the URL `flower.gamespots.net`. The page displays several tables and a button. A red box highlights the 'Calculate' button.

	Florist 2 Retail Prices	\$0.25	\$2	\$8
1	Total Demand	625,461	610,751	394,331
	Total Supply	223	334	445
	Florist 1 Retail Prices	\$1	\$1	\$1
	Florist 2 Retail Prices	\$1	\$1	\$1

Total Market Size

Period	Institutions	Empty Nesters	Gift Senders
0	304,569	301,345	402,154
1	409,538	540,100	680,905

Total MKT and OE Expenses

Period	Relationship	Promo/Ads	OE Spending
0	\$2,000.00	\$2,000.00	\$30,000.00
1	\$223.00	\$445.00	\$1,347.00

Next Round **Calculate**

After all florists and importers submitted their decisions, instructor can click "Calculate" to generate the outcome for this round

Windows taskbar: 4:49 PM, 2/17/2019

Instructor Saves / Ends Game

The screenshot shows a web browser window with the URL `flower.gamespots.net`. The page is titled "Game Page for yaozhao@busine...". It features a "Game Controls" section with buttons for "Start Game", "Restart Game", "Reset Game", "Save Game", "End Game", and "Log Out". Below this is a "Current Game (Refresh the Page If Necessary)" section with buttons for "Show Game Input Information", "Show Game Output Information", "Show Competitive Info", and "Show Game Trajectory". At the bottom is a "Supply Chains and Players" table.

Instructor saves game data here

Instructor ends game & decide whether to save the game data

Period	Supply Chain	Florist	Submitted Input?	Importer	Submitted Input?
0	1	yaozhao@andromeda.rutgers.edu	true	123@45.com	true
	2	yzhao12345@gmail.com	true	678@910.com	true

Reminders

- Please use Chrome, Firefox, Safari, Brave (not Microsoft IE) as web browsers.
- Frequently reload / refresh the page to keep game status updated.
- Instructors:
 - Please **save** the game before logout to avoid the loss of game data. You can **reload** an un-finished game later.
 - Please **end** the game after the game is finished.

Instructor Reloads Game

The screenshot shows a web browser window with the URL `flower.gamespots.net`. The page displays several data tables and buttons. At the top, there is a table with four columns containing the values 0, 304,569, 301,345, and 402,154. Below this is a section titled "Total MKT and OE Expenses" with a table containing columns for Period, Relationship, Promo/Ads, and OE Spending. Further down are two buttons: "Next Round" and "Calculate". The "Previous Games" section includes a "Hide Game List" button and a table with columns for Number, Time, Number Supply Chains, Number Round, and Action. The Action column contains dropdown menus, with the third one open to show options: Select, Select, View, Delete, Reload, and Select. Three red callout boxes point to these options: "View a saved game" points to the first "Select", "Delete a saved game" points to "Delete", and "Reload and continue a saved game" points to "Reload". The Windows taskbar at the bottom shows the time as 6:12 PM on 2/17/2019.

0	304,569	301,345	402,154
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Total MKT and OE Expenses

Period	Relationship	Promo/Ads	OE Spending
0	\$2,000.00	\$2,000.00	\$30,000.00

Next Round Calculate

Previous Games

Hide Game List

Number	Time	Number Supply Chains	Number Round	Action
1	2/12/2019, 8:20:36 PM	2	2	Select
2	2/12/2019, 10:01:41 PM	2	2	Select
3	2/13/2019, 7:38:26 PM	2	2	Select Select View Delete Reload Select
4	2/14/2019, 12:30:42 AM	3	6	
5	2/17/2019, 3:35:21 PM	2	6	Select

View a saved game

Delete a saved game

Reload and continue a saved game

Competitive Information When Available

The screenshot shows a game interface with a 'Show Competitive Info' button highlighted in red. A red arrow points from this button to the 'Business Intelligence' column of a table. The table has four columns: Business Intelligence, Baseline, Feature, and Exotic. The rows list various metrics such as Capacity, Demand, Supply, Yield, Processing cost, Service level, and MKT / OE expenses.

Total MKT and OE expenses			
Period	Relationship	Promo/Ads	OE Spending
0	\$2,000.00	\$2,000.00	\$30,000.00

Period	Item	Baseline	Feature
0	Capacity	400000	280000
	Retail Price \$	0.25	2
	x1	200000	140000
	w1 \$	0.05	0.3
	w2 \$	0.0575	0.345
1	Capacity		
	Retail Price \$		
	x1		

Business Intelligence	Baseline	Feature	Exotic
Capacity (individual firms)			
Demand (supply chains)			
Supply (supply chains)			
Yield (individual firms)			
Processing cost (individual firms)			
Service level (supply chains)			
MKT / OE expenses (supply chains)			

Players (florists and importers) can use this button to find competitive information.

Teaching Deck Explanation

File Name	Content & Objectives
1.Teaching objective and plan	Teaching plan and debrief for instructors
2.FloraNik-Instructional-Manual	Instructors' game manual
3.FloraNik-introduction	Game introduction and assignments for students
FloraNik-1-introduction	Supply chain challenges & key lessons
FloraNik-2-strategic-thinking	Strategic thinking, supply chain and marketing interfaces
FloraNik-3-team-decision	Teamwork and group decisions
FloraNik-4-collaborative-strategy	Coordinate supply chain via price & quantity contracts
FloraNik-5-competitive-strategy	Competitive supply chain strategies
FloraNik-6-negotiation	Negotiation
FloraNik-7-concluding	Game trajectory
FloraNik-8-reflection	Reflections – From Game to Reality

For More Information



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