

Facilitator Supplement

Timing, small groups, tricky cards, and second sessions — the answers to everything that comes up mid-session, on four pages.

1 · Session timelines that tell the truth

Pitch time scales with your team count — it's the part facilitators most often underestimate. Budget pitches first and build backwards.

SESSION	MAX TEAMS	EXPLORE	IDEATE	BUILD	WILDCARD	PREP	PITCHES	REFLECT
45 min	4	5	8	10	5	3	90 sec each (~8)	4 (lightning)
60 min	5	5	10	15	5	5	2 min each (~14)	6
90 min	5	10	15	20	8	5	2–3 min each (~24)	8
2–3 hr	5	15	20	30+	10	10	3 min + Q&A	15+

A full pack of 5 teams fits comfortably in 60–90 minutes — or two shorter sessions, which many teachers prefer: a build day and a pitch day.

2 · Protecting reflection from the clock

Announce the Aha! step before pitches begin. Say: "After the pitches, every team flips their Aha! card — that's how we close." Rooms protect time for things they expect.

If the clock wins anyway, run the **Lightning Reflection**: every person, one word or one sentence — *what surprised you?* Sixty seconds. Never skip to zero — the reflection is where the learning consolidates.

3 · Voting with fewer than five teams

The three awards (Best Solution, Best Pitch, Most Creative) work beautifully with six or more teams. With four or fewer, most teams win nothing — or someone visibly loses. Below five teams, switch to the **Spotlight Round**: the room (or you) names one specific strength of each team's business out loud. Every team leaves having been seen for something real.

Small Groups & Single Teams

Eleven Wildcards involve other teams — with one or two teams in the room, they can't fire as written. If a team draws one, use its solo version instead. (These are the same adapted Wildcards used in the online edition and in Live Rooms.)

CARD DRAWN	SOLO VERSION
Spy → <i>Intel Leak</i>	A rumour about your plans has spread through town. Announce one part of your idea publicly — how do you stay ahead of anyone who copies it?
Saboteur → <i>Sabotage</i>	Something critical breaks. Your facilitator (or the team) picks one major feature of your business that must change.
Reverse Pitch	Your facilitator (or a customer in your town) suggests a completely different use for your business. Incorporate it.
The Great Swap → <i>Reassigned</i>	Discard your chosen Opportunity and draw a new one. Adapt your business to serve it.
Double Trouble	Your own team draws a second Wildcard and resolves both.
Dream Team → <i>New Hire</i>	Your town's most talented resident joins your team. Invent them — what skill do they bring, and how does it change your business?
Merger → <i>Acquisition Offer</i>	A big company offers to merge with your business. Decide whether to say yes, and what changes if you do.
Copy the Best → <i>Best in Class</i>	Adopt the strongest feature of any famous business and make it fit your town.
Two Towns → <i>Second Location</i>	Draw a second Town card. Expand your business to work in both towns.
The Great Gift → <i>Mystery Delivery</i>	Draw one extra card of your choice — Town, Opportunity, Bylaw, or Wildcard — and work it into your business.
Change of Scenery → <i>New Address</i>	Return your Town card and draw a new one from the deck. Your business moves; make it work.

The harsh Wildcards are comeback stories

For *Nobody Wants Your Idea*, *Negative Reviews*, and *U-Turn* — if a team deflates when they flip one, say this:

"This happens to real companies all the time — Netflix mailed DVDs, Nintendo sold playing cards, Slack started as a failed video game. This card is your comeback story. The pivot is the most impressive part of any pitch."

Bylaw Glossary

One line each, in plain language. If a team picks the Bylaw they *understand* instead of the one they *drew*, the constraint quietly disappears — point them here instead.

BYLAW	WHAT IT MEANS
Social Enterprise	At least half your profits support a social or environmental cause.
Non-Profit Organization	You exist for a mission, not for owners. Any money left over goes back into the business.
Sole Proprietorship	One person owns and runs the business — and personally owes every debt.
For-Profit Corporation	The business is its own legal "person": it can be taxed and sued, separate from its owners.
Buy-1-Give-1	Every sale triggers a donation to someone in need.
Freemium	The basics are free; the extras cost money.
E-Commerce	Customers buy from you online.
AI Required	Your solution must use artificial intelligence — somewhere, somehow.
Data Driven	Your business must collect information and use it to make decisions.
Open Source	You share your design freely and earn money another way.
Circular Economy	Nothing is thrown away — all waste becomes an input for something else.
Tip Jar Economy	Customers choose what to pay.
Budget Friendly	Your solution stays affordable for people with limited income.
Software as a Service	Customers pay a regular subscription to use your software online (SaaS).
Word of Mouth	No paid ads. Customers have to love it enough to tell each other.
Brick & Mortar	You have a physical store that customers visit.
Two Ways to Earn	Your business makes money from two different sources.
Nothing New	No new materials — everything you use is reused, rescued, or already exists.
Go Where They Are	No fixed location — you bring the business to the customer.
Rent, Don't Sell	Customers rent or borrow from you; they never own it.
Business to Business	Your customers are other businesses, not the public (B2B).
Guarantee It	You make customers a promise, and say what happens if you break it.

Tech Bylaw in a low-tech town? AI Required in Floatania, with little electricity, is hard on purpose. The workaround *is* the business.

Round Two and Beyond

The second session is where the game earns its keep. Six ways to run it.

Expansion Round

Keep your business, draw a new Town. Can your idea travel? What must change to fit a place with completely different quirks?

Double Bylaw

Draw two Bylaws. Both apply. (A Freemium Social Enterprise? A Brick & Mortar shop that runs on Word of Mouth? Now it's interesting.)

Franchise

The winning business from last session goes to every team — each with a different Town. Same idea, five adaptations, one conversation about why context changes everything.

Speed Round

The full game in 20 minutes. One Opportunity, straight to build, 60-second pitches. Great as a warm-up before a longer challenge.

Investor Round

You play an investor with a fixed (imaginary) budget and fund exactly one pitch. Teams must now answer the question every founder faces: why us?

Town Builder

Before playing, each team invents a Town card — a name, a short description, and three quirks — then passes it to another team to play. The towns your groups invent are often stranger than the deck's.

Why the fictional towns matter — say this before round one. The towns are imaginary on purpose: when the town isn't real, no answer can be wrong, and that's the precondition for the creative thinking entrepreneurship actually requires. Students who won't risk a wrong answer about the real world will happily pitch a mosquito-control startup to a town of frog royalty. That's not a gimmick — that's the mechanism.