

Stefan Risthaus

Arkwright

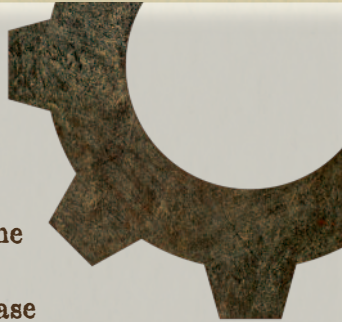
Spinning Jenny





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1.0 INTRODUCTION

In the 17th and 18th centuries, merchantmen sailing under the English flag dominated the seas and international trade. The Navigation Acts restricted foreign ships from partaking in the trade between England and her colonies.

Richard Arkwright was one of the English inventors and businessmen who developed the first advanced machines (e.g. the *Spinning Jenny* and the *Water Frame*) and founded early factories. The goods produced in this manner were highly regarded in both the old country and by the Englishmen living in the colonies.
































In *Arkwright*, 2 to 4 players lead enterprises and try to develop and run them profitably over several decades. It is important to invest in your own company and ensure that the value of its shares rises. Only shares in your possession at the end of the game will count towards winning the game. It is therefore of prime importance to purchase as many shares as possible from the bank into your own portfolio.

The player who has the most valuable portfolio of his shares wins the game.

Arkwright contains two versions of different complexities named after milestones of technological development – the *Spinning Jenny* and *Water Frame*. The *Water Frame* version adds further elements to the game and turns *Arkwright* into a complex game that will last an evening.

2.0 GAME COMPONENTS

Each copy of *Arkwright* contains

-  1 large game board
-  1 special markers mat (double sided – one side is used for the *Spinning Jenny* version, the other for the *Water Frame* version of the game)
-  4 factory mats (one per player)
-  4 harbor mats (one per player)
-  120 bills (40 £1, 20 £2, 20 £5, 20 £10, 12 £10, 8 £50)
-  1 start player token
-  2 timetable indicators
-  4 neutral importer markers
-  80 worker tokens
-  50 machine tokens
-  40 goods tokens
-  2 competition award markers
-  4 share value indicators (one per player)
-  8 bonus markers (two per player)
-  16 price indicators (four per player)
-  16 distribution markers (four per player)
-  16 quality markers (four per player)
-  16 appeal indicators (four per player)
-  64 factory markers (sixteen per player)
-  56 share markers (10 X 1 share and 4 X 5 shares per player)
-  28 action markers (per player: factory, quality, workers, distribution, stock exchange, machinery, reorganization)
-  16 contract markers (4 per product)
-  17 event markers
-  36 economy markers (9 per product)
-  16 light grey advanced action markers* (4 x stock exchange, 3 x quality, 3 x distribution, 3 x machinery, 3 x production)
-  12 dark grey advanced action markers* (3 x quality, 3 x distribution, 3 x machinery, 3 x production)
-  51 development tiles*
-  10 ships* (4 with a load capacity of 2, 2 with capacity 4, 2 with capacity 6, 1 with capacity 8, and 1 with capacity 10)
-  2 rule books (*Spinning Jenny* and *Water Frame*)
-  1 player book
-  8 player aids (German and English)

* Development tiles, advanced markers, and ships will be referred to as special markers.

3.0 WINNING THE GAME

In a game of *Arkwright*, the players attempt to own the most valuable portfolio at the end of the game.

Arkwright

Spinning Jenny consists of a preparation round (the 1760s) and three subsequent decades (game rounds): 1770s, 1780s and 1790s.

Each decade consists of four cycles and one event phase. Each cycle corresponds to one type of goods: food, clothes, cutlery, or lamps. In each cycle, players are active once. At the end of a cycle, all factories of the corresponding goods produce. These produced goods are either sold or stored in England.

We recommend that you set up the game components on a table while you are reading the rules. This will considerably facilitate learning them.

An extensive description of the game components can be found in the player's book. To help clearly communicate the rules, male pronouns will be used. Please note that we are still including our female players.

4.0 SETTING UP THE GAME

The following components are **not** required for the *Spinning Jenny* version and can be returned to the box:

- 1 all economy markers
- 2 all ships
- 3 all factories of levels III and IV
- 4 all contract markers
- 5 all harbor mats
- 6 the *production* advanced action markers
- 7 all event markers (except the *End of Game* marker)
- 8 all development tiles



4.1 PREPARATION ROUND 1760

A game of *Spinning Jenny* starts in 1760. This is a preliminary preparation round that differs from the actual three game rounds.

Important: The preparation round is still quite involved, even in the *Spinning Jenny* version of the game.

The following sections describe the preparation round. Included are optional Predetermined Set Up configurations to facilitate players new to *Arkwright*.

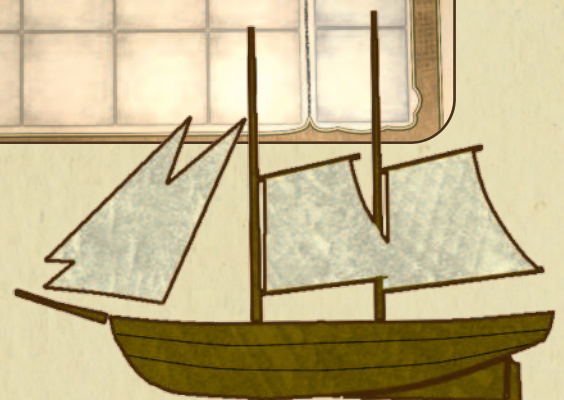
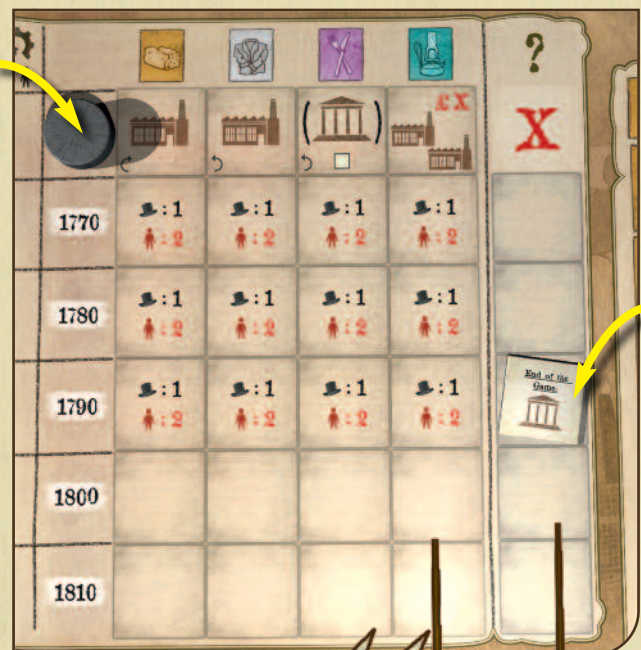
After the players have gained some experience playing with the fixed set up, they can go through the preparation round on their own and decide for themselves what tactics they want to pursue.



I. Game Board and Common Supply

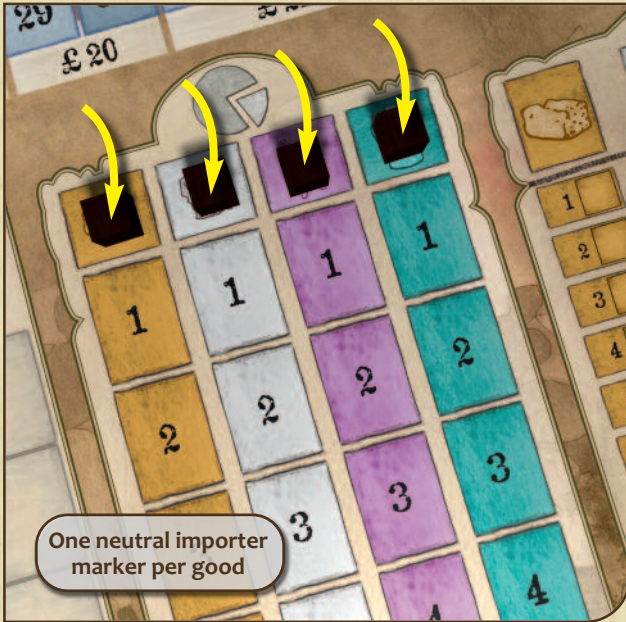
Place the game board on the table and put the timetable indicator on the 1760 space of the game board's timetable.

Place the *End of Game* event marker face up on the event space of the 1790s decade.



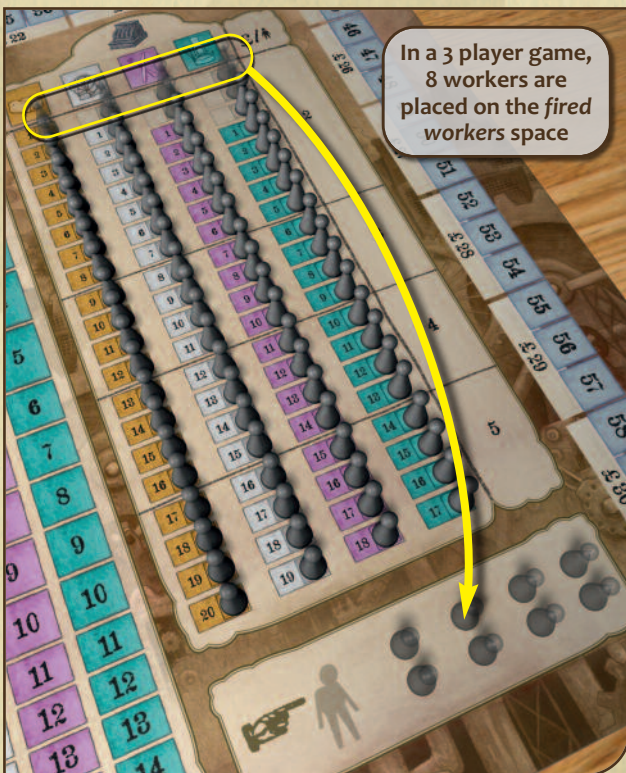


The four neutral importer markers are placed on each of the uppermost 'zero' spaces of the *market share table* (on the symbols of each kind of goods).



One neutral importer marker per good

Place one worker on each space of the *job market* – even on spaces without a number. Using the following table, remove the depicted number of workers from the *job market* and place them on the *fired workers* space or return them to the box. The workers are removed in each row from left to right beginning with the top row.



In a 3 player game, 8 workers are placed on the fired workers space

	On the <i>fired workers</i> space	Return to the box (removed from the game)
four players	4	---
three players	8	---
two players	4	8

Organize the bills according to their value to form the bank. Goods and machines are separated and put aside as the common supply. There is just a single kind of goods token. According to its location on the mat, the token represents food, clothes, cutlery or lamps.

NOTE: The number of workers is limited to the quantity supplied with the game! Money, machines and goods tokens are not limited. In the unlikely situation that there are not enough of these components, the players are to make due with replacement components.



II. Player Components

Each player receives the playing pieces in his color, a factory mat and set of factories (only level I and II). Place these factories, sorted according to level and type of goods, next to the factory mat. Place a price indicator next to each of the four *price scales*. The action markers are placed near the factory mat next to the *distribution* and *quality* markers (with the sides +1/+2/+3/+4 face up).

Each player puts three 5 shares markers in front of him; thus each player owns 15 shares. The remaining shares are returned to the bank and are in the bank's possession.



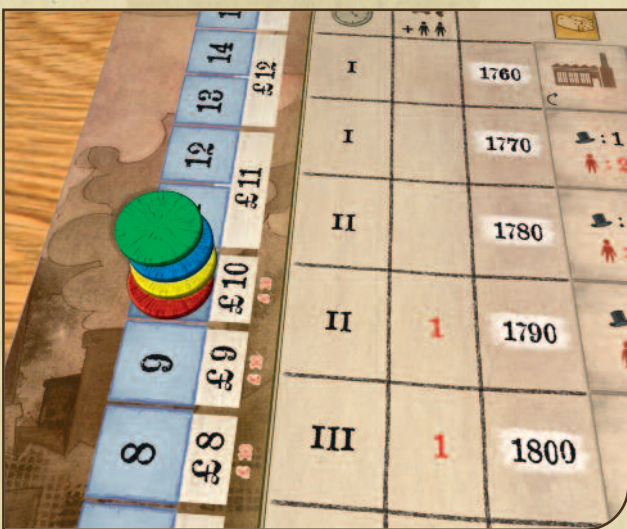
Marion's playing pieces (red)

Each player places his four appeal indicators on the '0' space of the *market share table* on the game board (on the symbols of each kind of goods).



Each player places his share value indicator on the blue space marked '10' on the share value track. **Each share has a value of £10 at the start of the game.**

The indicator is always moved along the blue spaces while the actual value of the shares can be seen on the spaces below the blue track. For shares to increase in value, the share value indicator will often have to move several spaces. **NOTE:** When we talk about moving the share value indicator back and forth, we refer to individual spaces on the blue track.



Randomly determine the start player. This player receives the start player marker.



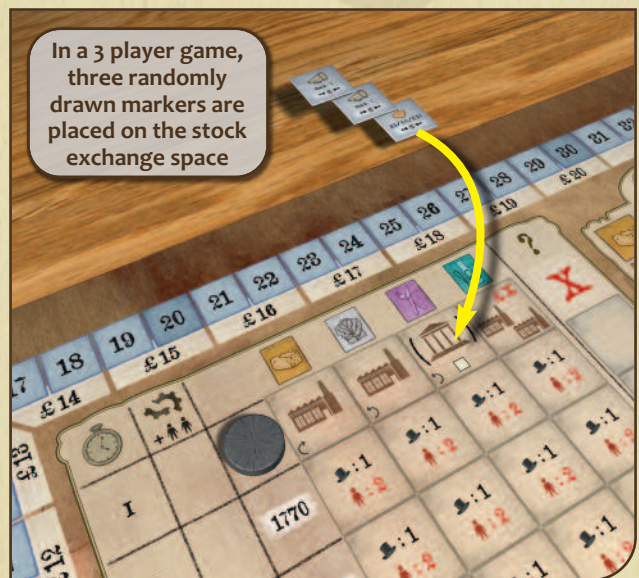
III. Preparing the Special Markers Mat

The special markers mat is placed on the *Spinning Jenny* side with the second time indicator on the space marked I (1760/1770).

Two and three player games: Return to the box one set of light and dark grey action markers (one marker for *machinery*, *quality*, and *distribution* in each shade of grey).



Shuffle the light grey action markers *machinery*, *quality*, and *distribution*, and randomly draw – depending on the number of players – 2, 3 or 4 markers. Place them face up on the game board on the *stock exchange* space of the timetable.



The remaining light grey action markers *machinery*, *quality* and *distribution* are placed, face up, on the spaces of the special markers mat in the 1760/1770 row. The *stock exchange* action markers are placed on the remaining empty light grey spaces according to the number of players.

Finally, the dark grey action markers *machinery*, *quality* and *distribution* are placed on the dark grey spaces of the 1780/1790 rows according to the number of players.

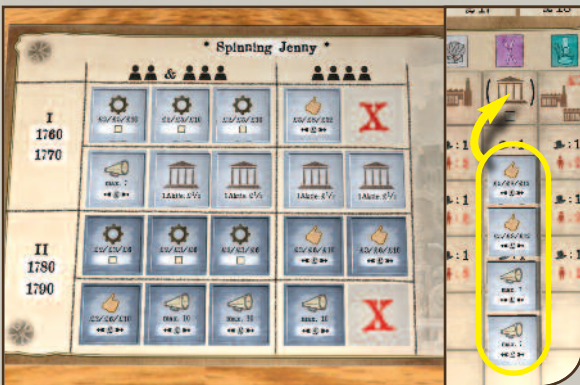


Predetermined Set Up

Prepare the special markers mat, depending on the number of players, as shown. Additionally, place the predetermined light grey action markers on the timetable.

Set Up – Special Markers

Set up for four players Advanced action markers



Set up for three players Advanced action markers



Set up for two players Advanced action markers



IV. Choosing and Building the First 2 Factories

The players now build their first factories. Move the timetable indicator on the timetable from the 1760 space to the first foundation space.



The first player chooses any factory and puts the corresponding level 1 marker on the respective space of his factory mat. Building costs are given in £ (pounds sterling) on the factory marker. The player, however, does not have to pay for them until the final stage of the preparation phase. Building costs also determine the base quality of the goods produced in that factory.

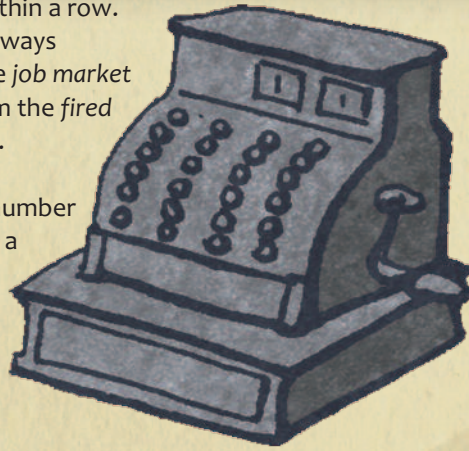
Example: It costs £9 to build a clothes factory of level I and £11 to build a lamp factory of level I.



The player takes enough workers from the job market to immediately fill the first two production rows of the factory entirely. The player always takes workers beginning in the top row of workers and going from



left to right within a row. Workers are always taken from the *job market* and never from the *fired workers space*.



The required number of workers for a production row is indicated by symbols beneath the row.

When a factory is opened, the player must determine the selling price of his goods produced in that factory. The price is indicated by placing the price indicator on the *price scale* of the factory mat. The minimum price for each product is £5.

Example: Marion has filled the first two production rows of her food factory with two workers each. She decides to offer food at a price of £6.



The *market share table* on the game board identifies the appeal of each player's goods. The appeal determines the chances to sell goods. At the start of the game, appeal is determined by *subtracting* the price from the base quality of the goods. The higher the quality of the produced goods, the more appealing they are – the higher the price, the less appealing the goods become.

The player places his appeal indicator for the respective goods on the corresponding space of the *market share table* on the game board.

The price always has to be determined in a manner that the appeal of goods is at least '0'. The appeal should, however, be higher because it limits the amount of goods that can be sold.

Example: Marion's food has an appeal of 2 at the start of the game. Marion can sell a maximum of 2 food.



The other players choose a factory in clockwise order. They fill the first two production rows with workers from the *job market* and determine the price and the appeal of their goods.

Once all players have chosen a factory, the timetable indicator is moved one space to the right (to the second foundation space).



In reverse player order, the players build a second factory. Again, the players fill the first two production rows with workers from the *job market* and determine the price and appeal of their respective goods.

Attention: Players can run only one factory of each type of goods! In the *second foundation round*, players have to choose a factory of a different kind of goods. However, it is possible for several players to produce the same kind of goods or for some goods not to be produced at all.



Predetermined Set Up

Each player places the respective factory marker of level I on their factory mat. He places workers from the *job market* in the first two production rows and determines the price and thus the appeal of the produced goods.

Set up for four players

Start set up – factories

The image corresponds to the player order, beginning with start player **blue**.

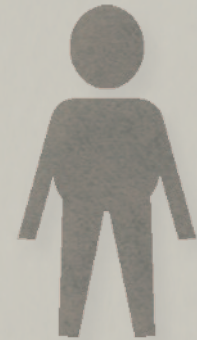
Factories

player color	blue	red	green	yellow
Factories (workers/price/appeal)	clothes (4/£6/3) cutlery (5/£7/3)	food(4/£5/3) cutlery (5/£8/2)	clothes (4/£5/4) lamps (6/£9/2)	food (4/£5/3) lamps (6/£8/3)

Set up for three players

Factories

player color	blue	red	green
Factories (workers/price/appeal)	food (4/£5/3) clothes (4/£6/3)	clothes (4/£6/3) cutlery (5/£8/2)	food (4/£5/3) cutlery (5/£8/2)



Set up for two players

Factories

player color	blue	red
Factories (workers/price/appeal)	food (4/£5/3) cutlery (5/£8/2)	food (4/£5/3) clothes (4/£6/3)



V. Start-Up Capital, Shares, and Light Grey Action Markers

The players now receive their start-up capital. The timetable indicator is moved from the *second foundation* space to the *stock exchange* space on the timetable.



Each player receives £20 as start-up capital from the bank. Additionally, beginning with the start player, players can sell as many shares as they want to the bank at their current value of £10. The corresponding amount of shares sold are returned to the bank and the players receive cash.

In reverse player order, the players pick one of the light grey action markers placed on the *stock exchange* space and adds them to their own action markers.



VI. Paying for Factories

Finally, the players have to pay for building their newly founded factories. To indicate this, the timetable indicator is moved from the *stock exchange* space to the *pay for factories* space on the timetable.



Every player pays the building costs to the bank using his start-up capital.

Example: Marion has built a food factory (£8) and a lamp factory (£11). Now she has to pay building costs of £19.

After this, the players move the timetable indicator to the 1770 decade space in the second row of the timetable. The game of **Arkwright** begins!

Predetermined set up

The players receive the indicated advanced action markers and the given amount as start-up capital.

Set up for four players

Start set up – start-up capital, shares and special markers

advanced action markers/start-up capital

player color	blue	red	green	yellow
shares in portfolio	10/£70	10/£70	10/£70	10/£70
start-up capital				
advanced action marker				


Set up for three players

advanced action markers/start-up capital

player color	blue	red	green
shares in portfolio	10/£70	10/£70	10/£70
start-up capital			
advanced action marker			

Set up for two players

advanced action markers/start-up capital

player color	blue	red
shares in portfolio	10/£70	10/£70
start-up capital		
advanced action marker		



Set up for four players

Start set up – payment for factories

player color	blue	red	green	yellow
building costs	£19	£18	£20	£19
remaining start-up capital	£51	£52	£50	£51

Set up for three players

player color	blue	red	green
building costs	£17	£19	£18
remaining start-up capital	£53	£51	£52

Set up for two players

player color	blue	red
building costs	£18	£17
remaining start-up capital	£52	£53





5.0 SEQUENCE OF PLAY

A game round (decade) consists of four cycles and the event phase.

A cycle is divided in three phases:

1. **Economy phase:** importers and the job market are adjusted
2. **Action phase:** each player conducts their action
3. **Production phase:** goods are produced and sold; shares may rise

Only *one* type of goods is 'active' in each cycle; i.e. the neutral importer of the 'active' goods is relevant in the economy phase and only factories of this type of goods produce during the production phase. Within a decade the order of 'active' goods is always the same:
food – clothes – cutlery – lamps.

The top row of the timetable shows the players which type of goods is active in any given cycle.



NOTE: During the action phase, players may include all factories and goods in their actions. Actions may also be applied to factories that are not active in the current cycle.

The start player moves the timetable indicator one space further at the start of each cycle.

Example: At the beginning of the first game round, Marion moves the timetable indicator from the 1770s space to the space of the first cycle. In the first cycle, food is the active good.



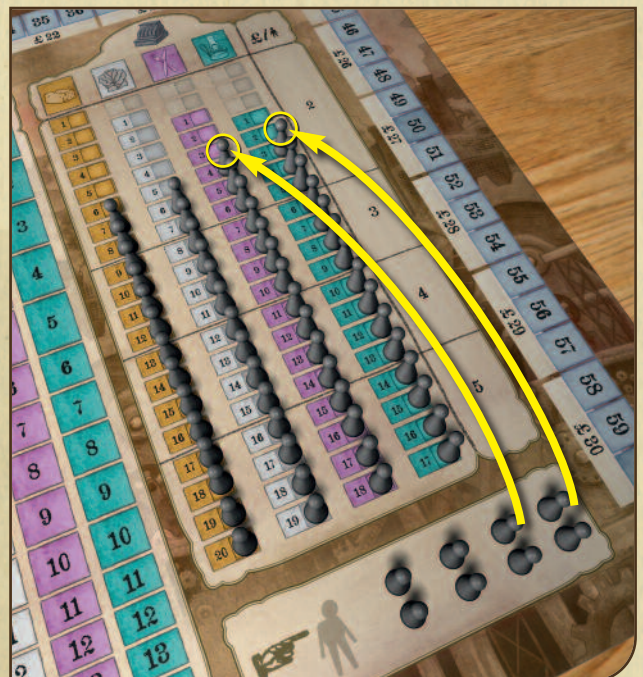
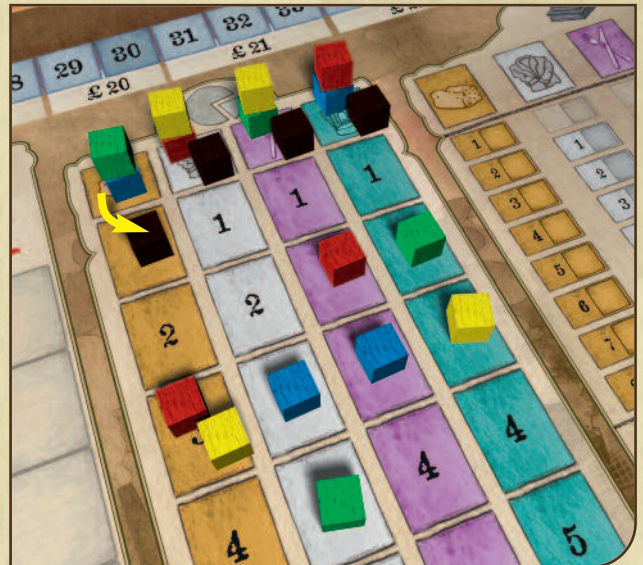
I. Economy Phase

In this phase, workers return to the job market, and a neutral importer progresses on the market share table of the active good.



As indicated on the timetable, the start player moves the neutral importer token on the market share table in the row of the active goods one space further.

Additionally, the start player moves two workers from the *fired workers* area onto the *job market*. Place the workers from right to left, starting in the lowest row without a worker. If there are not enough workers in the *fired workers* area, all workers are moved onto the *job market* and the remainder is forfeit.





II. Action Phase

Beginning with the start player and proceeding in clockwise order, every player conducts their action(s). To do so, the player picks an action marker from his supply and places it on his column of the *administration* chart. The corresponding action is conducted and the player may take the corresponding additional action.



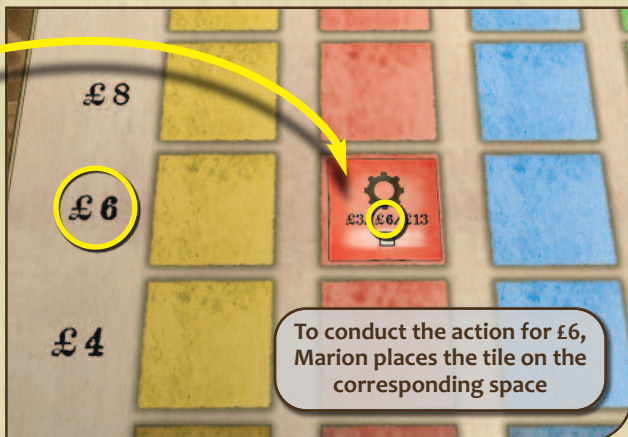
II.1 Choosing an Action Marker and Placing It on the Administration Chart

A player needs the right action marker to conduct a certain action. In addition to action markers of his own color, he may use grey action markers that he has previously acquired – these are the advanced action markers.

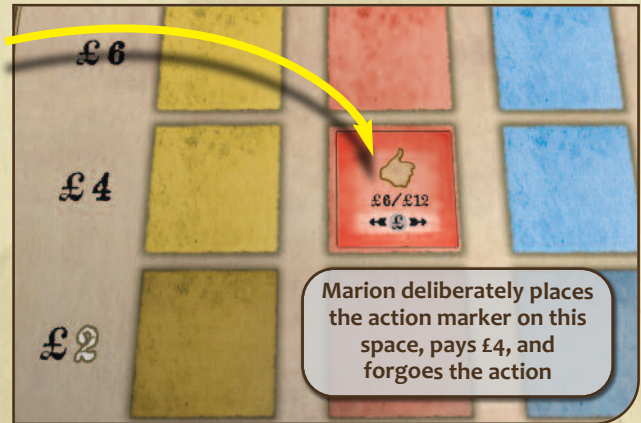
The current player chooses and places an action marker on an empty space of his own column of the *administration* chart. Placing an action marker requires a player to pay administrative costs depending on the chosen space. These costs, given at both ends of the *administration* chart, are paid to the bank.

It is not possible to pass! Every player must choose an action and place the corresponding marker on the *administration* chart. Players can forgo executing the action and/or the additional action. Regardless, the player has to pay the administrative costs! If he does not have enough money, he has to conduct an emergency sale of shares (see 7.0).

A few action markers require the player to pay a certain amount of administrative costs to execute the respective actions. Placing these action markers on a space with lower administrative costs means that he cannot conduct the respective action.



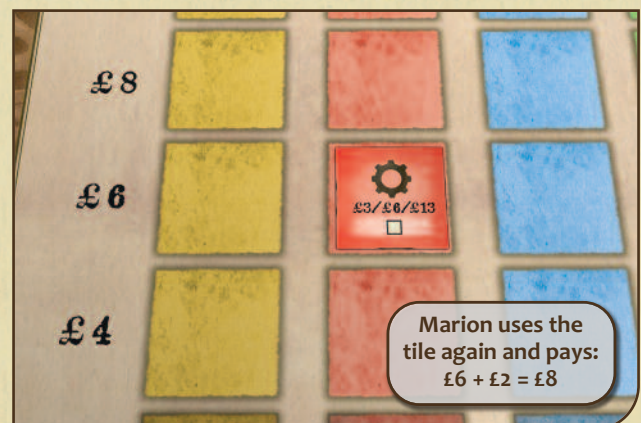
Example: The quality action marker requires administrative costs of at least £6. However, Marion places it on the £4 space. Thus she pays only £4 but has to pass on the action.



Action markers placed on the *administration* chart remain in place until the end of the game round (decade). Players may only place action markers on the remaining empty (i.e. unoccupied) spaces of their own column.

If a player wants to use an action marker that was previously placed on the *administration* chart in the same game round, he may *not* reposition it. To use a previously placed action marker, the player pays a fee of £2 to the bank in addition to the administrative costs of the space.

Example: Marion pays $£6 + £2 = £8$ to the bank when she wants to use her colored machinery marker for a second time in the same decade.



Certain actions (*factory* and *stock exchange*) may require further payments in addition to the administrative costs.

The administrative costs, the fees for additional uses, and additional costs as part of the action can be paid together.



However, we recommend that you pay these amounts separately one after the other during the first few games as this will allow you to keep track of the various costs.

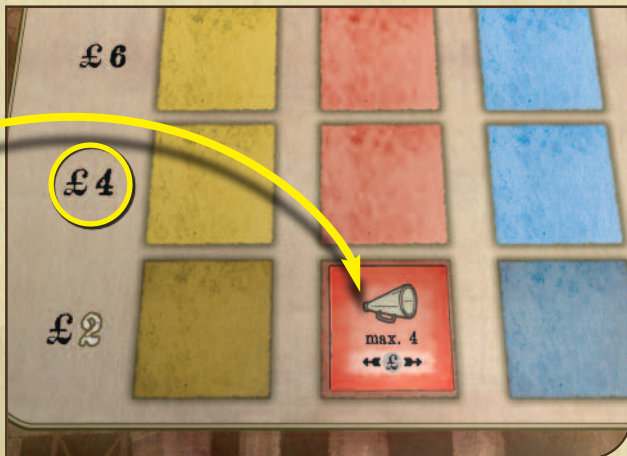


II.2 Detailed Description of the Various Actions

After placing the action markers and paying the costs, a player may execute the respective action. He may also pass on conducting the action but he still has to pay the administrative costs (and perhaps the additional fee).

The actual amount paid in administrative costs determines the effectiveness of a few actions (*machinery, distribution, quality*). It is not possible to pay more in addition to the administrative costs to increase the effectiveness of these actions.

Example: Marion places her marker *distribution* in the £2 row of the administration chart; she may not pay £4 to conduct distribution activities worth £4.



However, a player may place a marker in a higher space and pay the higher administrative costs. The effectiveness is, however, limited by the maximum amount indicated on the marker.

Example: Marion places the *quality* marker on the £10 row and pays £10 to the bank although it would have made sense to only pay £6 to conduct the action. The remainder is forfeit.



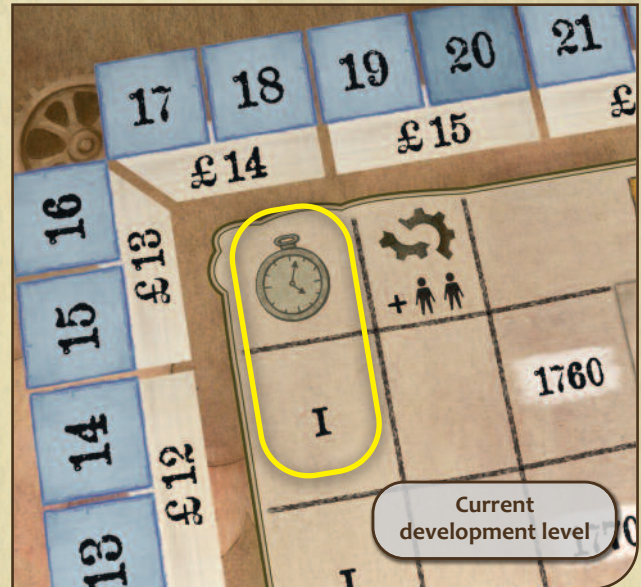
II.2.1 Factory



Choosing this action, the player may build, modernize, and/or close factories. He may do so as often as he wants and in any order. However, the player must

pay for the costs resulting from these activities, in addition to administrative costs.

Building a new factory: A player may choose factory markers of the current and earlier development levels. The current development level is indicated in the first column of the timetable.



It is not possible to have more than one factory for the same kind of goods. Therefore, players may only build a new factory for goods that currently do not have a factory. A player places a factory marker on the respective space of the factory mat. He pays the costs for building this factory as indicated on the marker in the upper right corner.

Subsequently, he takes as many workers from the *job market* as are required to completely fill the **first** production row. Production rows 2-4 remain empty and have to be activated by conducting the *workers* action. **Attention:** Only at the start of the game (during the 1760 preparation round) the players hire workers to fill two production rows of their new factories.

The player immediately sets the price for his goods by placing the price indicator on the *price scale* on his factory mat. The minimum price for each product is £5. The player may not change the price of his goods at any point in the game – this is only possible when he conducts the respective additional action!

The player indicates the appeal of his goods on the *market share* table. The appeal determines the chances to sell these goods.

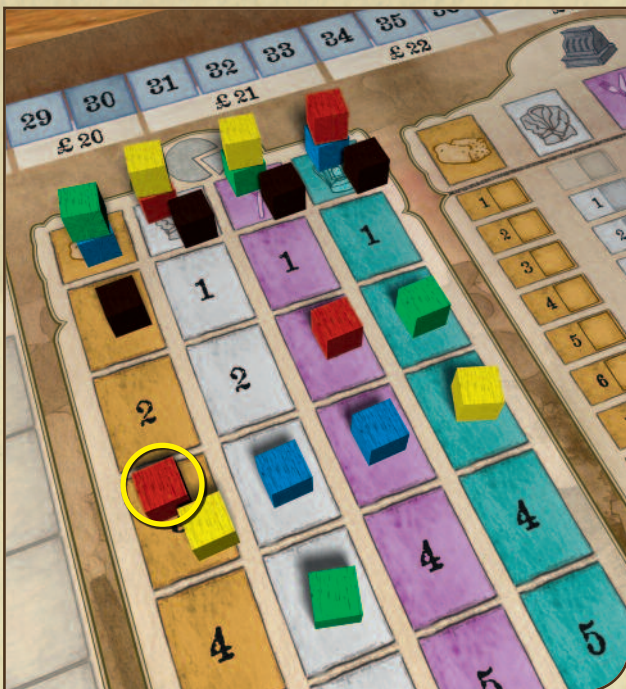
Appeal is always the result of quality and distribution

minus the price. Only these three factors may be influenced directly. Appeal is always automatically adjusted whenever one of these three factors changes.

General rule: The higher the quality and the better the distribution of the produced goods, the more appealing they become – the higher the price the less appealing the goods become.

The player places his appeal indicator for this kind of goods on the respective space (i.e. indicating the appeal of the goods) of the *market share* table on the game board.

Example: Marion's level I food factory produces food of base quality 8. She sets the price at £5. The food produced in a factory thus has an appeal of 3 (8 minus 5).



Reminder: the price is always to be set in a manner that the appeal is at least '0.'

Appeal limits the amount of goods a player may sell at the market. If a player places the appeal indicator on space 2, he may sell a maximum of two goods. Should his factory produce more than two goods, he may not sell the additional goods!

In addition, whoever has more appealing goods may sell them *before* everyone else – this can be important in case of excess supply. The player with the most appealing goods also receives a bonus when he increases his share value.

Modernizing an existing factory: A player replaces an existing factory marker on his factory mat with a marker of the same kind of the **next** level. It is only possible to modernize up to the current level as indicated on the timetable.



The cost to modernize a factory is indicated on the new marker. Modernizing is thus as expensive as building a new factory of this level. In comparison to building a new factory, modernizing has the advantage of allowing players to keep all the machinery, workers, distribution, and quality markers of the old factory.

After concluding all modernizations, the player adjusts the appeal indicators on the *market share* table because the quality of the produced goods has improved.

If a factory had been out of date and has now reached the current maximum level, the player places the two mandatory additional workers onto the *fired workers* space (see 6.IV).

Closing down a factory: The player removes all markers of the respective factory as well as all workers and machinery. Machinery is returned to the common supply and workers are placed on the *fired workers* space. The factory, quality, and distribution markers, as well as the price indicator, are returned to his own supply. The player puts the appeal indicator on the zero space of the respective good.

A player may close a factory that contains mandatory additional workers due to that factory becoming obsolete (see 6.IV). These workers are also placed on the *fired workers* space – just like the other workers.



A player may not close factories that he built during this action. In addition, he may not build a factory of the same kind and level of which he just closed during this action.

If a player closes a factory, he keeps any goods in his warehouse. He is not allowed to sell them during the production phase because the indicator on *market share* table is placed on the 'o' space. He may only sell goods regularly after building a new factory of this kind. Otherwise he may only sell his goods using a warehouse sale (see II.2.6).

Additional action: The *factory* action marker provides the opportunity to adjust prices as an additional action. This additional action is conducted after the main action.



II.2.2 Workers



Choosing this action, a player may hire workers to activate new production rows. Also, a player may fire workers to close existing production rows.

Hiring workers: To hire new workers the player takes as many workers as he wants from the *job market* and places them on the respective production rows of his factories.

There are no further costs for hiring workers in addition to the administrative costs. A player pays the workers in his factories during the production phase of the goods. It is possible to hire workers and replace them with machinery in a subsequent action without the workers ever having been paid (i.e. having worked during a production phase).

During the final game round, a player may not hire additional workers in factories that had been active during a previous cycle. This prevents the creation of artificial demand for goods.

New workers must be taken from the *job market* from the uppermost row of workers and within a row from left to right. A player may distribute workers among as many factories as he wants to. A player may only take workers from the *fired workers* space when there are no more workers in the *job market*. If there are no workers in that space either, he may not hire any further

workers at the moment.

It is possible to place individual workers on spaces of a production row even if this production row is not completely filled or the factory cannot produce any goods on this production row (e.g. the production row no. 4 of level I factories). In most situations, however, this does not make sense!

A player must place workers immediately; it is not possible to hire workers in advance and take them from the *job market* without assigning them to a specific production row.

Firing workers: A player may fire as many workers as he wants from his factories to save money during the production phase. However, the first production row of each factory built has to remain active. The first workers to be fired are always those of the production rows furthest to the right. If there are no workers in a production row, the player will have to return machinery placed in that production row to the supply.

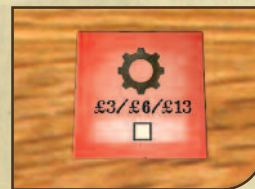
A player places fired workers onto the *fired workers* space. It is not possible to fire workers and then hire workers from the *job market* on the same production rows within the same factory. It is also not possible to fire workers that were hired during the same action.

Additional workers that had to be hired because of the factory's obsolescence may not be fired as part of this action (see 6.IV).

Additional action: The *workers* action marker provides the opportunity to take a special marker as an additional action. This additional action is conducted after the main action.



II.2.3 Machinery



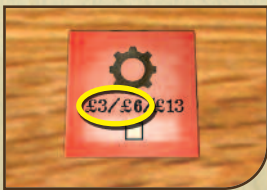
With this action, a player purchases one or more machines. The amount of machines he may take from the common supply is limited by the chosen action marker and the administrative costs paid.

If a player pays the additional fee of £2 because he reuses a *machinery* marker that has already been placed on the *administration* chart, he may not use these additional £2 towards the action. Only the base administrative costs are relevant!

The *machinery* action marker indicates several costs. If a player pays administrative costs greater than or equal to the leftmost value, he will receive one machine. If he pays administrative costs greater than or equal to the middle value, he will receive two machines.



The costs of £13 indicated on each player's colored markers cannot be achieved in the *Spinning Jenny* version of the game.



Example: Marion may purchase two machines at the most using this action. To do so she has to pay at least £6 of administrative costs.

If a player pays higher administrative costs than required for a certain number of machines, the excess amount is forfeit.

Example: Marion has placed her colored action marker machinery in the £4 row and has paid £4 to the bank. She purchases only one machine; £1 is forfeit.

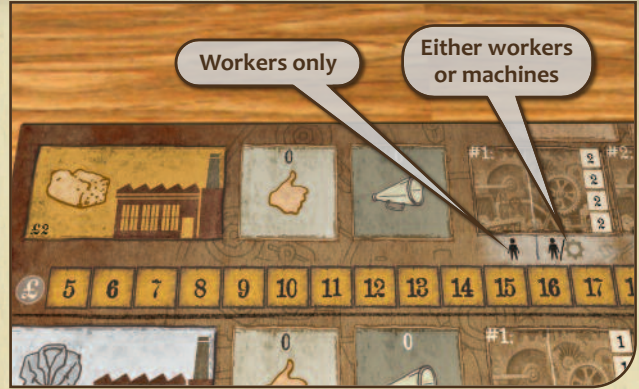


Using the advanced action marker of the first level (light grey) the player may purchase up to 3 machines. To do so he has to pay administrative costs of £10. The marker of the second level (dark grey) offers the opportunity to purchase three machines if a player pays administrative costs of £6.



The player takes the purchased machines from the common supply. He must place them in his factories immediately and must use them to replace existing workers.

The factory mat indicates which activities must be done by workers and which activities can be done by machines or workers. To place a machine on a certain space, the space must have an existing worker – a player may never place machines on unoccupied spaces of the factory. The player may distribute several machines purchased at the same time among one or more of his factories. The player moves the replaced workers to the *fired workers* space. They may not be placed on another space of the player's factories.



Additional action: The *machinery* action marker provides the opportunity to take a special marker as an additional action. This additional action is conducted after the main action.



II.2.4 Quality



Conducting this action, a player increases the sales opportunities for his goods permanently. The amount of quality increases a player may conduct is limited by the chosen action marker and the administrative costs paid.

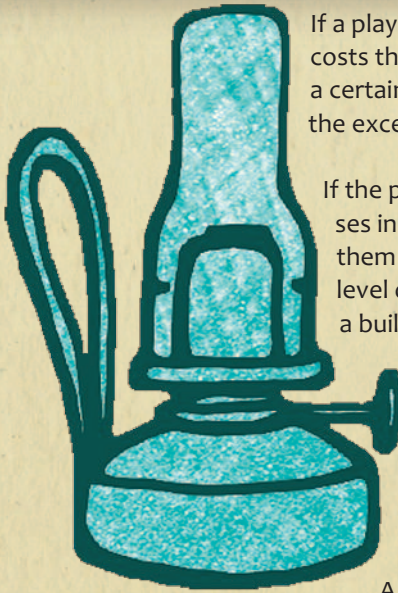
If a player pays the additional fee of £2 because he reuses a *quality* marker that has already been placed on the *administration* chart, he may not use these additional £2 towards the action. Only the base administrative costs are relevant!



Each player's colored *quality* action marker indicates two costs. If a player pays administrative costs greater than or equal to the value on the left, he advances the quality one level. If he pays administrative costs greater than or equal to the value on the right, he will advance the quality two levels. The grey action markers indicate three costs for increases in quality of one, two or three, respectively.



The costs of £12 for two increases (on the colored markers of each player) or three increases (on the light grey markers) cannot be achieved in the *Spinning Jenny* version of the game.

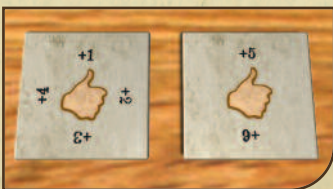


If a player pays higher administrative costs than required for an increase of a certain number of quality levels, the excess amount is forfeit.

If the player pays for several increases in quality, he may distribute them among his factories. Once a level of quality has been reached in a built factory, it is never lost.

Quality levels are always retained even if a factory is modernized. However, a player will lose the quality level of a factory that has been closed.

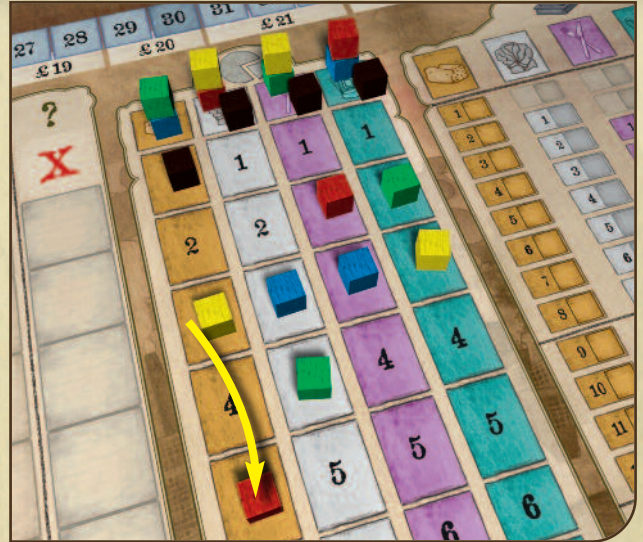
A player indicates an increase of quality by placing a quality marker on the corresponding space of his factory mat. The player turns the marker to the corresponding value to indicate this increase in quality. The quality of the goods produced in a factory equals the sum of the base quality of the factory (building costs) and the quality marker. Each quality marker has six levels.



Levels five and six are on the back of the quality markers. They cannot be obtained in the *Spinning Jenny* version of the game.

Changes in quality increase the appeal of the respective goods. The player immediately increases the appeal indicator in the corresponding columns of the market share table.

Example: Marion increases the quality of her food factory by two levels and places a quality marker accordingly on the factory mat. In doing so, she increases the appeal of her food. Her appeal indicator on the market share table is increased.



Additional action: The *quality* action marker provides the opportunity to conduct a price adjustment as an additional action. This additional action is conducted after the main action.



II.2.5 Distribution



Choosing this action, a player increases the sales opportunities for his goods temporarily. The amount of distribution increases a player may conduct is limited by the chosen action marker and the administrative costs paid.

If a player pays the additional fee of £2 because he reuses a *distribution* marker that has already been placed on the *administration* chart, he may not use these additional £2 towards the action. Only the base administrative costs are relevant!



The *distribution* action marker limits the maximum effectiveness of distribution activities. Each player's colored *distribution* marker allows a maximum of £4 worth of distribution activities. If he pays higher administrative costs, the remainder will be forfeit. The light grey and dark grey action markers raise the maximum amount of distribution activities to £7 or £10, respectively.



The player indicates distribution activities by placing a *distribution* marker on the corresponding space of his factory

mat. The player turns the marker to the corresponding value to indicate this increase in distribution.



A player may distribute the paid administrative costs among several distribution activities in his factories.

The costs of each individual increase depends on the new level of the marker. To place a new distribution marker in the factory, a player pays administrative costs of just £1. To increase it by 1 to level 2 he must pay £2. To increase it from 2 to 3, a player pays £3 and so on.

Example: If Marion wants to raise the distribution activities in her food factory from 0 to the maximum amount of plus 4, she will have to pay £10 as administrative costs (1+2+3+4). To raise the distribution marker in her clothes factory from 1 to 3, she has to pay £5 as administrative costs (2+3).

Distribution activities increase the sales opportunities a player has. They have the same effect as a quality increase but only for a short-term. Using distribution, a player may raise the appeal of goods in each of his factories by a maximum of four levels. For each increase in distribution, the appeal indicator of the respective goods is advanced one space on the *market share* table.

In contrast to quality, however, the effect of distribution activities is reduced by one level after each production phase of the respective factory.

Additional action: The *distribution* action marker provides the opportunity to conduct a price adjustment as an additional action. This additional action is conducted after the main action.



II.2.6 Stock Exchange



Conducting this action, a player may purchase or sell shares, repay loans, and sell goods from his warehouse. A player may conduct these options in any order during

this action. He may also conduct just a single option or pass on all of them. The administrative costs have to be paid in advance.

Purchasing shares: A player may buy as many of his own shares from the bank as he wants to. He may not

purchase shares of any other player. The value of an individual share is indicated by the space beneath the player's share value indicator.

If the share value indicator of the player is on one of the first 10 spaces of the share value track, the minimum price for purchasing shares is £10.

Example: Marion's share value indicator is on space 22. She may purchase shares at a price of £16 from the bank.



Using the light grey stock exchange action marker, a player pays half the price (rounded up) for the first share



bought during this action. This may lower the actually paid price below £10. For each additional share purchased during this action, the player must pay the full price. The share price does not change when purchasing shares.

Repaying loans: As long as a player has outstanding loans, he may not purchase any shares from the bank! All loans must first be repaid. The number of loans that can be repaid at the same time is unlimited. For each loan, a player must pay £13 to the bank. If a player has enough cash on hand, he may purchase shares after having repaid his loans. See 7.0 for more information.

Selling shares: A player may sell shares from his portfolio



to the bank at the current share value. If the share value indicator is on one of the first 10 spaces of the share value track, the value beneath the space indicates the selling price of the shares.

Example: Marion must sell shares. The share price indicator is on space 9. She receives only £9 per sold share. If she bought any shares while the indicator is on this space, she would have to pay £10 per share.



Selling shares regularly does not influence the share price. An emergency sale of shares that is not part of the *stock exchange* action, however, does influence the share price.

Hint: As part of the *End of Game* event, every player receives the opportunity to purchase shares without having to choose the *stock exchange* action.

Selling goods from the warehouse: A player may sell as many goods from his warehouse as wants to. However, these goods are sold at a fixed price and not the price indicated on the factory's *price scale*. The fixed prices are as follows: **food £2; clothes £3; cutlery £4; lamps £5**

These prices are indicated on the left of the factory mat. Selling from the warehouse is part of the *stock exchange* action. It is only a stopgap measure in case of overproduction.

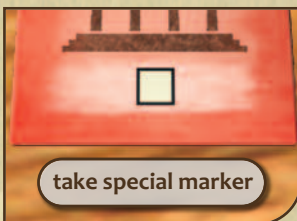
Additional action: The *stock exchange* action marker provides the opportunity to take a special marker as an additional action. This additional action is conducted after the main action. The light grey *stock exchange* action marker does not have an additional action.



II.3 Additional Actions



Every action marker, except the light grey *stock exchange* action marker, provides an opportunity for the players to conduct an additional action. The 'price adjustment' and 'take special marker' symbols indicate this additional action. A player may execute the additional action even if he did not conduct the main action. An additional action is conducted after the main action has been concluded.



II.3.1 Price Adjustment

After conducting the *factory*, *quality*, or *distribution* actions, a player may adjust the price of the goods produced in all factories that were affected by the main action of the marker.

Price adjustment cannot take place at any time. Prices may **only** be adjusted by a player after he has started the 'price adjustment' additional action and the main action affected the factory.

The *quality* and *distribution* actions offer a player the opportunity to adjust prices for factories that were not affected by the main action. In this case, the player has to spend £1 of the administrative costs per good whose price he wants to adjust.

Example: Marion owns three factories and conducts the *distribution* action, paying £4 as administrative costs. All of her factories have a distribution marker indicating +1. She spends £2 of the administrative costs in the food factory to increase the marker to +2. She spends £1 each on the other two factories and is now able to adjust the price in all three of her factories.

A player can set the price ranging from a minimum of £5 up to a maximum of £25 on the *price scale* of the factory mat!

After adjusting the price, a player must also adjust the appeal on the *market share* table. The price may never be adjusted in a way that the appeal of the goods would be less than '0.'



II.3.2 Take Special Marker

After conducting the *workers*, *machinery* or *stock exchange* actions, a player may take a grey action marker (**exception:** the light grey *stock exchange* action marker does not offer the opportunity for an additional action). **Conducting this additional action is free of charge.**

The player takes a grey colored action marker from the special markers mat. This action is limited to markers that are placed on the current and earlier development levels. In the 1770s decade, players may therefore only pick light grey action markers from the two uppermost rows. In the 1780s and 1790s decades, the dark grey markers of the lower rows become available.

The grey action markers can be used like the player's colored action markers and are more effective. Once a player has obtained a marker, he keeps it until the end of the game.

A player may never own two identical action markers of the same shade of grey. However, he may own a light grey and a dark grey action marker of the same name.



Example: Marion owns a light grey and a dark grey *distribution* action marker.

Bearing these restrictions in mind, a player may own as many action markers as he wants.



III. Production Phase

After all players have conducted their actions, they produce the active good, sell it, and pay wages to their workers as well as the operational costs of their machines.

Selling goods causes the share value to rise. Factories that produce other kinds of goods are irrelevant in this phase. They do not produce and the workers are not paid any wages.

Factories produce the active kind of goods automatically. A player cannot pass on production even if it is obvious that he will lose money by producing the goods. Main and additional actions are not possible any more!



III.1 Production and Sale

At the start of this phase, every player should check if the appeal indicator for the active good is placed correctly. A production row can only produce a good if the required amount of workers and/or machines has been placed there. For example, if a production row requires 3 workers (and/or machines) and there is only 1 worker, that row does not produce any goods.

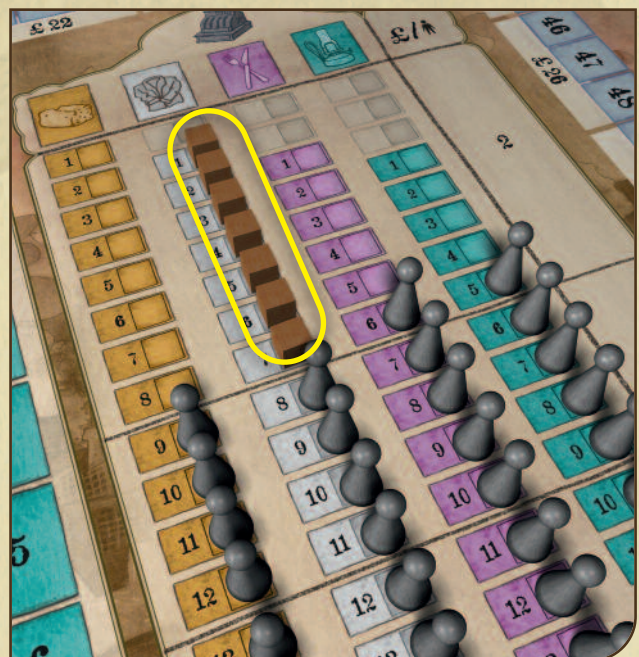
Each active production row produces the amount of goods corresponding to the level of the factory. The amount of produced goods is indicated to the right of each production row on the factory mat.

Example: The first two production rows of Marion's level I clothes factory are occupied with workers and machines. Thus the factory produces $1+2 = 3$ goods. The quality is 9, as determined by the factory, +0 quality (she did not invest in additional quality), and +2 distribution because of the distribution marker. The selling price is £7. Therefore, the appeal of the clothes produced in Marion's factory is $9+0+2=7 = 4$.



The job market table indicates the demand for goods in England. Each numbered empty space in the active goods column represents a group of buyers. The start player places a goods token from the common supply on each of these spaces. Spaces that contain workers and spaces that are not numbered do not generate demand and remain without goods tokens.

Example: There is demand for seven clothes in England.



Supply is determined by the amount of goods that all players have produced in the production rows of factories of the active kind of goods, the amount of goods stored from previous rounds, and the position of the neutral importer.

If a player does not own a factory of the active kind of goods, he may not sell any goods even if he has some stored from previous turns.

If the demand in England is greater than the supply, the players may sell all of their produced goods in clockwise fashion one after the other.



How much a player may sell is, however, **limited by the appeal of his goods!** If a player produces 3 or more goods but their appeal is only 2, they may only sell 2 goods.

If supply is greater than demand, the players will need to determine how many goods each player may sell:

- a. To keep track of things, the first player places a goods token next to the appeal indicator showing the highest value (on the *market share* table).
- b. The first player calls out all players whose appeal indicator is in the same space as the token. These players take one goods token each from the *job market* and place it in their factory of the active kind of goods, as long as they have not taken as many goods tokens as their factory produces. A player may not voluntarily pass on selling goods of the current production as long as there is still demand in England.
- c. If a player has taken as many goods tokens as his factory can produce but has not reached the number of goods that he is allowed to sell, he may voluntarily sell stored goods of the active kind of goods. To do so he takes a goods token from the *job market* and places it next to the sold goods on his own mat. In addition, he returns a goods token from his warehouse to the common supply.
- d. The first player moves the initially placed token to the next lower space on the *market share* table and calls out all players whose appeal indicator is placed on this or any higher space. Players whose goods have the most appeal are always the first players to sell their goods.

The importer is also taken into account when selling goods. During the importer's turn, the first player removes a goods token from the *job market* and places it separately aside.

If there are players called out who have already sold the maximum amount of goods (because of the appeal of their goods) or have sold all their produced and/or stored goods, they will be skipped over.

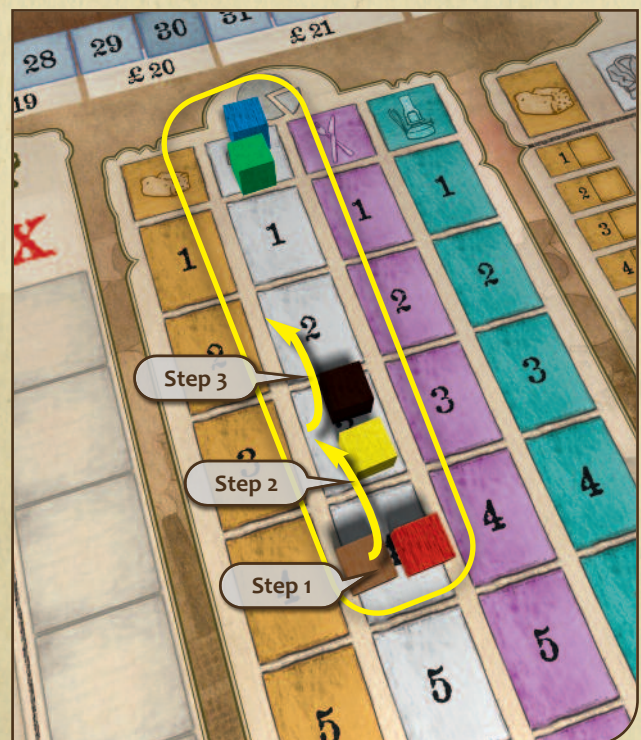
Example: Marion produces only three goods in her food factory and does not have any stored food. She is called out for a fourth time and indicates that she cannot sell any further goods.

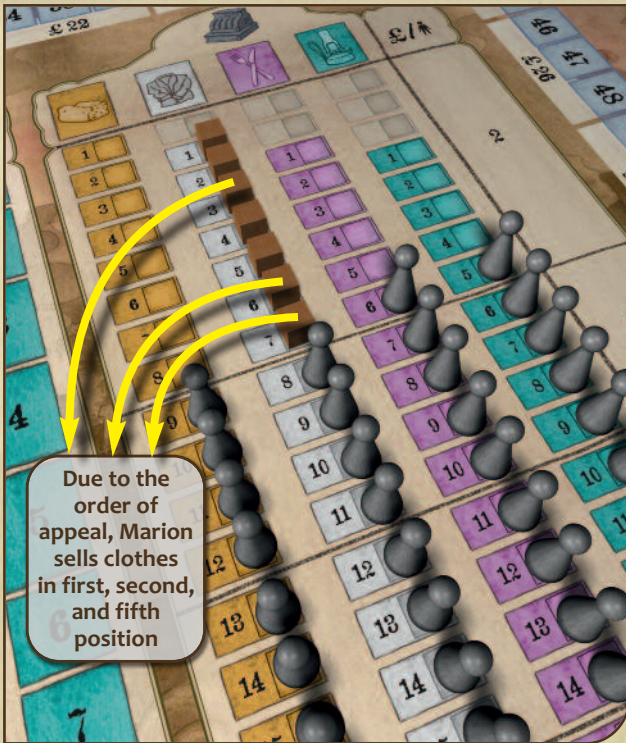
If there are more players that can sell goods than there are goods tokens in the *job market*, the order will be determined as follows:

1. The player who has the most appealing goods (whose appeal indicator is the most advanced).
2. In a tied situation the importer always comes last.
3. The higher quality of the goods (the base quality plus the quality marker).
4. If there is still a tie, the concerned players will take a token at the same time. In order to give goods tokens to all players involved in such a tie, additional good tokens may be taken from the common supply, if necessary.

This procedure ends when all goods tokens from the *job market* have been distributed or all players have sold their produced and stored goods. Excess tokens from the *job market* are returned to the common supply.

Example: Step 1 – Marion sells 1 clothes first because her appeal indicator is the single indicator on space 4. Step 2 – the initially placed token is moved to space 3 and Marion sells her second clothes. Next, Harold sells 1 clothes and then the importer sells 1 clothes. Step 3 – now Marion places the initially placed token on space 2 and sells her third clothes followed by Harold and the importer. Demand has been met and no further goods may be sold in England. Even if demand had been higher, Harold would not have been allowed to sell more than three goods because the appeal of his goods is three.





Due to the order of appeal, Marion sells clothes in first, second, and fifth position

If a player's factory produced more goods than what he sold in England, he may take additional tokens from the common supply and put them in his warehouse. He must keep these separate from the goods tokens he has received from the job market!

Attention: Experienced players will immediately recognize when all produced goods may be sold so that they can skip these detailed procedures. However, we highly recommend precisely following these procedures, especially for the first few games.

For each sold goods token on their factory mat, players receive money equal to the price set for this kind of good on their price scale. The sold goods tokens remain on the factory mat.

Example: At the end of the sale Marion receives £21 (£7 each for her three goods).



III.2 Increase in Share Value because of Sold Goods

If players operate successfully on the market, their share values will rise.

Each player who has sold precisely one good in this production phase advances his share value indicator one space. Each player who has sold two or more goods advances his share value indicator two spaces (even if he has sold more than two goods). A player who has not sold any goods does not advance his share value indicator, even if he owns a factory that did produce during this production phase.

If the player whose appeal indicator (for the active good) is the single most advanced and he has sold at least one good, he advances his share value indicator an additional space. His indicator must also surpass the indicator of the importer.

Finally, the single player who sold the most goods advances his share value indicator an additional space. This player has to have sold more goods than the importer.

Subsequently, all players return their goods tokens and those of the importer to the common supply.

A player may advance up to four spaces on the share value track in this phase. In case of a tie, no additional increases for appeal or the most sold goods are awarded. It is mandatory to advance on the share value track. A player may not pass on such advances!

Example: Marion advances four spaces – two spaces because she sold at least two goods in England, one space because her goods had the most appeal and one space because she sold the most goods. Harold advances two spaces because he sold two goods.



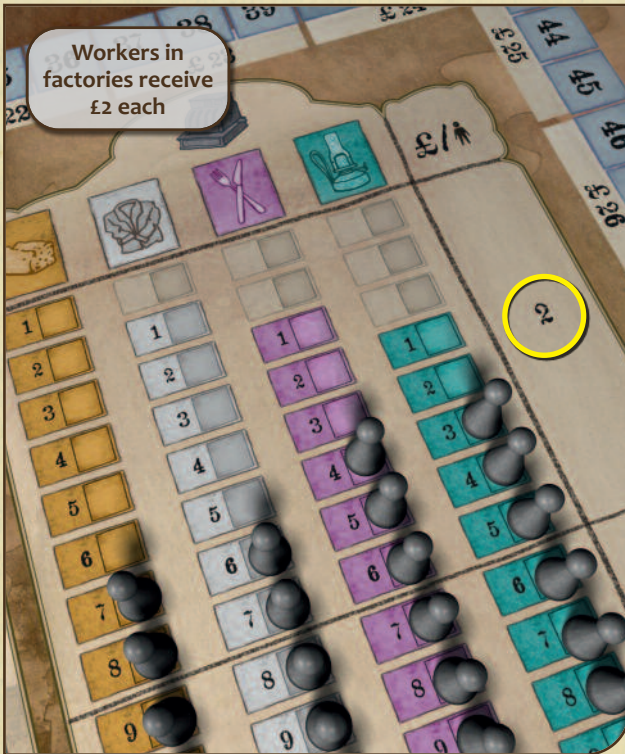
III.3 Paying Wages and Operating Costs of Machinery; Effects of Distribution

Regardless of the economic success, the players must pay for workers and machines in factories of the active kind of goods, even in production rows that did not produce anything.

Each machine has operating costs of £1. Each worker's wage is indicated to the right of the job market – in the row next to the lowest empty space.



Example: Marion has three workers and one machine in her clothes factory. The wages are set at £2 and she has to pay £7 to the bank (3 X £2 wages, 1 X £1 operating costs for machines).



The distribution markers for the active factories (if there are any) must be reduced by one. Markers of level 1 are completely removed from the factory mat. As a consequence, the players must adjust the appeal indicator on their *market share* table.

Should the players appeal indicator be reduced to less than zero, it remains on the zero space. As an exception, the price is now adjusted and reduced by one in order to comply with the formula **quality + distribution - price = appeal**. When this happens, the share value indicator is moved back 1 space.



III.4 Storage and Expiry

The players store goods that they were not able to sell. They place the respective good tokens on the last spaces of the active factory's price scale.

Players may not use the spaces in which they store goods as spaces for the price of the goods. In the rare circumstance that a player's price indicator has already been placed on one of these last spaces, he may only store as many goods of this kind as there are empty spaces to the right of the price indicator.

Each player may store up to 5 goods of any kind. If he surpasses that limit, he may return goods from the warehouse to the common supply in order to store different goods.

Example: Marion has stored two food and one clothes. Now she wants to store three lamps. To do so, she has to discard either one food or one clothes.



IV. End of the Cycle

At the end of the first three cycles, the player to the left of the start player becomes the new start player. This is followed by the next cycle and the first player advances the timetable indicator. The new economy phase starts.

The end of round phase follows after the fourth cycle (end of decade).

6.0 END OF ROUND PHASE

The start player advances the timetable indicator to the event space.



I. Returning Action Markers

All players return their action markers to their supply from their column of the *administration* chart. All markers in their own color and the grey markers they have previously obtained will be available to them in the next round.



II. Event Phase

In the *Spinning Jenny* version of *Arkwright*, the *End of Game* event is the only event and is resolved at the end of the final game round (1790).

As long as the end of game has not been reached, there is no event and the start player moves the timetable indicator to the year in the next row.

If a new level of technology has been reached, the first player moves the timetable indicator on the special markers mat to the corresponding line.

When the timetable indicator reaches the *End of Game* event marker, the game will end after resolving the event marker. As indicated on the event marker, all players will conduct a final common *stock exchange* action:

Each player has the opportunity to sell any goods remain-

ing in their warehouse at the fixed price, repay loans, and purchase as many shares as their cash supply allows. Afterwards, the winner of the game is determined.

Example: Marion's share value is £22 at the end of the game because her share value indicator is on space 36. She already owns 16 shares and has £84 in cash. Marion buys 3 more shares for a total of £66. She ends with 19 shares in her portfolio and £18 in cash.



III. Changing the Start Player

At the end of the game round (decade), each player multiplies the number of his shares with the share value. The player whose portfolio is valued the least determines the new start player. In case of a tie, the tied player who has less cash determines the new start player. If there is yet another tie, the tied player who sits farthest away from the current start player will determine the new start player.

It is possible to determine the current start player as the start player.

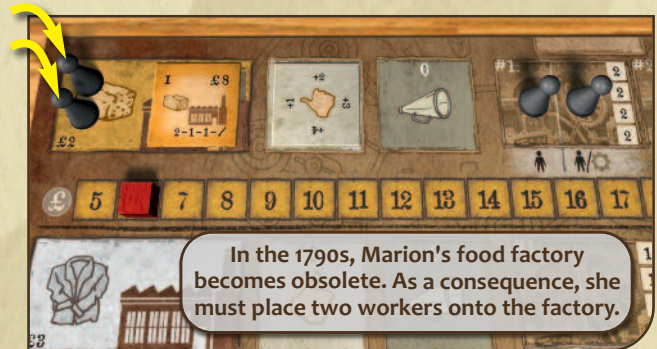


IV. Obsolescence of Factories

Before a new decade begins, all players determine whether the factories become obsolete. In the *Spinning Jenny* version of the game, this happens only at the start of the last game turn (1790). All factories of the indicated level become obsolete.



In each of his factories that become obsolete, a player must hire two workers whom he takes from the *fired workers* space (not from the *job market*). He places these workers onto the factory mat next to the factory marker (not on a production row).

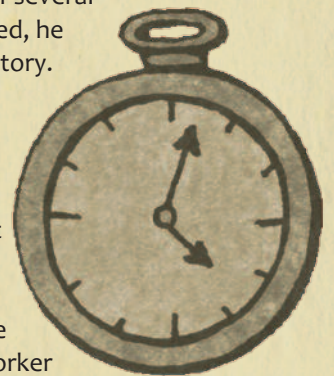


The new workers are required in order to guarantee the same quality and quantity of produced goods in the obsolete factory.

This happens automatically and cannot be prevented by the player! In particular, it is not possible to close the factory at this time. A player may only close the factory during the factory action.

If there are not enough tokens in the *fired workers* space, the missing workers are taken from the *job market*. In the rare case that there are not enough workers for obsolete factories in the *job market*, the workers that are available will be individually distributed among the factories (not players) in turn order beginning with the start player. If several factories of a player are concerned, he will start with the uppermost factory.

For each worker that could not be hired because of a lack of workers, a player has to pay a fee corresponding to the current wage of £5 to the bank. In this case, the factory does not receive an additional worker. The player does not have to hire a worker later on when there are workers in the *fired workers* space or in the *job market*.



Example: Marion and Angelica each own a factory that has become obsolete. Harold has two obsolete factories. Altogether there are only five workers available. Marion and Angelica each take one worker for their obsolete factories. Next Harold takes one worker for each of his factories. The last remaining worker is given to Marion. Angelica must pay £5 and Harold must pay £10 for the workers they could not hire.



A player must pay these additional workers normal wages during the production phase. He may not fire them as part of the workers action.

If a player brings a factory up-to-date (i.e. modernizes it to the current level), he places the additional workers back onto the fired workers space.

7.0 EMERGENCY SALE OF SHARES, LOANS

A player may conduct any action even if he does not have enough cash for the action. In this case, he must sell enough shares in an emergency share sale at their current value to obtain enough cash. The same applies whenever a player has to pay more cash than he currently has in his possession.

Any remainder is paid out to the player. It is not possible to sell more shares in an emergency share sale than required to pay for the chosen or required action.

Emergency share sales have a negative effect on the share value. For each share sold in this manner, the share value is reduced by a number that corresponds to the first digit of the current space of the share value indicator. As a first step, the player determines by how much the share value is reduced for each share sold and, only in a second step, the indicator is moved back for all the sold shares at the same time.

Example: Marion's share value indicator is located on space 28. She sells two shares in an emergency share sale to raise £38. The share value is reduced by two spaces per share. As a consequence Marion's share value indicator has to be moved back four spaces to space 24. As she had to pay £30, she receives £8 in cash.

If a player does not own any shares but is still in need of money, he has to take out a loan. Loans are only available as £10 loans. To take out a loan, a player places shares from the bank onto the share value track. The number of shares indicates how many £10 loans he has taken out. Additionally, the player has to reduce his share value indicator by one space for each loan taken out.

Repaying loans is only allowed as part of purchasing shares during the stock exchange action. The player must pay £13 to the bank for each £10 loan taken out before he can purchase any shares!

Loans should be avoided!

8.0 END OF THE GAME AND WINNER

Arkwright ends when the players have concluded the final game round, including the *End of Game* event.

All players who still have loans at the end of the game automatically lose and are not considered during the final scoring.

Each player determines the value of their company. Players multiply the shares in their portfolio by their current share value.

The player with the highest value is the winner. If there is a tie, the player with the most cash is the winner. If there is still a tie, there are several winners.

Designer: Stefan Risthaus
Development: Henning Kröpke, Uli Blennemann
Artist: Harald Lieske
Layout: Lin Lütke-Glanemann
Rules Editing: Clay Ross



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