

WORLD FACTORY THE DOWNLOADS

CONTENTS

How to Play	2
Playing Chart	3
Capital	4
Worker ID Cards	5
Worker Biography Cards	9
Wild Cards	11
Questions	12
Dealer Slogans	13

The resources included here can be downloaded, distributed, printed and used in conjunction with *World Factory: The Game* by Zoë Svendsen and Simon Daw, published by Nick Hern Books
www.nickhernbooks.co.uk/worldfactory

For further information about playing *World Factory* in workshop and educational settings, visit
metisarts.co.uk/the-pattern

Visit the *World Factory* Digital Quilt
metisarts.co.uk/digital-quilt

World Factory: The Game and *World Factory: The Downloads*
first published in 2017 by Nick Hern Books Ltd, The Glasshouse, 49a Goldhawk Road, London W12 8QP
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Designed and typeset by Nick Hern Books



HOW TO ENTER THE WORLD FACTORY

World Factory is a game in which *you* must decide what it means to win.

You have been chosen to run a clothing factory in China.

You will need:

- The *World Factory* book (available at www.nickhernbooks.co.uk/worldfactory).
- Paper.
- A pen.
- A timer.
- A Playing Chart, for keeping track of money and workers (see p. 4 of these downloads).

You start with:

- 100,000 in capital (see p. 5 of these downloads).
- 24 Worker ID Cards (see pp. 6–9 of these downloads).

Your capital is the money that you have once the factory has dealt with day-to-day running costs, including workers' pay. At the start of the game your workers earn a monthly wage of 3,000, which is just below living wage, but commonplace for the industry.

How to Play

Every route through *World Factory* starts at CARD 1. On each card, there is a scenario, and a conundrum. Each conundrum is based on a real-world situation discovered through our research. When making your decision, consider how many workers and how much capital you have gained or lost so far. Occasionally there will be a card that only offers one pathway. The cards are placed in numerical order in the book for ease of reference, so you will be constantly moving back and forth through the book as you follow your story. There are no right or wrong decisions, just different paths through the game.

You can run your factory as an individual, or play as a group with a dealer. If playing in a group, between 3 and 6 players is optimal. If there are more than 6 of you, you can split to play the game separately. Each factory will need their own copy of the *World Factory* book. If you are playing in a group, you must make decisions collectively. If you cannot agree, you must devise a way of coming to a decision.

If you are playing with a dealer, they will manage a bank of workers and money. The dealer makes the final decision with regard to money and workers; he or she has the ultimate authority.

If you are playing solo, you will be responsible for running this aspect of the game yourself.

You can use the Playing Chart (p. 4 of these downloads) to keep track of your capital and your workers. Each time you make a decision, before moving on to the next card, make a note of:

- ▶ The next card number.
- ▶ The running total of your capital.
- ▶ How many workers you currently have.
- ▶ The current wage level of your workers.
- ▶ Anything else of interest, e.g. the garment orders you receive.

To start, you need to set a game-play timer: if you are playing solo, set the timer to 30 minutes. If playing as a group, set the timer to 50 minutes.

Now, turn to CARD 1 in the book.


Read the card, and then the two options offered on the card next to it.

When you have decided which option to take, you follow the card number indicated on the card you have chosen, and turn to that card to find the next step in your story. If you are playing as a group, you will need to let the dealer know if you need to pay or receive any money, or lose or gain workers.

It is now time to enter the World Factory.

時間就是金錢 1000

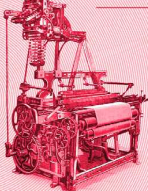
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ONE THOUSAND



1000 Time is money, efficiency is life

時間就是金錢 10,000


10,000
TEN THOUSAND



10,000 Time is money, efficiency is life

時間就是金錢 1000

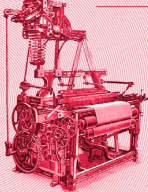
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10,000 Time is money, efficiency is life

時間就是金錢 1000

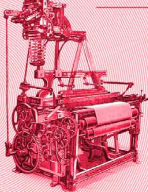
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1000 Time is money, efficiency is life

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TEN THOUSAND



10,000 Time is money, efficiency is life

時間就是金錢 1000

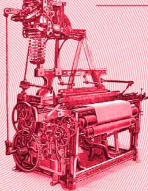
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10,000 Time is money, efficiency is life

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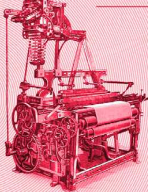
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TEN THOUSAND



10,000 Time is money, efficiency is life

時間就是金錢 1000

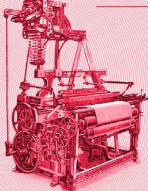
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1000 Time is money, efficiency is life

時間就是金錢 10,000

10,000
TEN THOUSAND



10,000 Time is money, efficiency is life

WORKERS' ID CARDS 1

<p style="text-align: center;"><u>Deng Weiqing</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 20/02/1989 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Chongqing</p> <p style="text-align: right;">#I1000</p>	<p style="text-align: center;"><u>Lu Qingmin</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 性别/GENDER: Female 職位/POSITION: Workshop Assistant 省市/PROVINCE: Chongqing</p> <p style="text-align: right;">#I2000</p>	<p style="text-align: center;"><u>Liang Qiang</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 13/07/1989 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#I3000</p>
<p style="text-align: center;"><u>Li Pengjian</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 02/01/1975 性别/GENDER: Male 職位/POSITION: Floor Supervisor 省市/PROVINCE: Hunan</p> <p style="text-align: right;">#I4000</p>	<p style="text-align: center;"><u>Yan Rong</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 03/12/1965 性别/GENDER: Male 職位/POSITION: Clothing presser 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#I5000</p>	<p style="text-align: center;"><u>Yao Lin</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 07/03/1960 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Chongqing</p> <p style="text-align: right;">#I6000</p>
<p style="text-align: center;"><u>Zhu Qing</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 10/04/1985 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Chongqing</p> <p style="text-align: right;">#I7000</p>	<p style="text-align: center;"><u>Tian Jianying</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 10/02/1987 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#I8000</p>	<p style="text-align: center;"><u>Yang Lin</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 性别/GENDER: Female 職位/POSITION: Clothing Packer 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#I9000</p>

WORKERS' ID CARDS 2

<p style="text-align: center;"><u>Huang Jiao</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 25/02/1993 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#I11000</p>	<p style="text-align: center;"><u>Liu Chengtian</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 30/07/1989 性别/GENDER: Male 職位/POSITION: Pattern Cutter 省市/PROVINCE: Chongqing</p> <p style="text-align: right;">#I11000</p>	<p style="text-align: center;"><u>Yuan Bao</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 25/03/1980 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#I12000</p>
<p style="text-align: center;"><u>OuYang Zhi</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 29/01/1985 性别/GENDER: Female 職位/POSITION: Clothing presser 省市/PROVINCE: Hunan</p> <p style="text-align: right;">#BLU1039</p>	<p style="text-align: center;"><u>Yang Qian</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 22/11/1993 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Hunan</p> <p style="text-align: right;">#BLU1040</p>	<p style="text-align: center;"><u>Jian Lan</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 01/03/1995 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Hunan</p> <p style="text-align: right;">#BLU1041</p>
<p style="text-align: center;"><u>Hou Liang</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 24/08/2000 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Hunan</p> <p style="text-align: right;">#BLU1042</p>	<p style="text-align: center;"><u>He Yong</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 30/01/1994 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Hunan</p> <p style="text-align: right;">#BLU1043</p>	<p style="text-align: center;"><u>Yang Xia</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 15/04/1992 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Hunan</p> <p style="text-align: right;">#BLU1044</p>

WORKERS' ID CARDS 3

<p style="text-align: center;"><u>Zhu Xiaolin</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 15/06/1987 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Chongqing</p> <p style="text-align: right;">#BLU1000</p>	<p style="text-align: center;"><u>Guo Nianqun</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 13/01/1988 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Chongqing</p> <p style="text-align: right;">#BLU1001</p>	<p style="text-align: center;"><u>Mao Yanqing</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 09/08/1993 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1002</p>
<p style="text-align: center;"><u>Liang Bao</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 01/05/1991 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1003</p>	<p style="text-align: center;"><u>Li Biao</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 20/10/2000 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1004</p>	<p style="text-align: center;"><u>Fang Fenfang</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 04/09/1995 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1005</p>
<p style="text-align: center;"><u>Wu Lili</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 14/12/1983 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1006</p>	<p style="text-align: center;"><u>Xu Junzhen</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 04/02/1988 性别/GENDER: Male 職位/POSITION: Pattern Cutter 省市/PROVINCE: Chongqing</p> <p style="text-align: right;">#BLU1007</p>	<p style="text-align: center;"><u>Xu Rongqun</u></p> <div style="border: 1px dashed black; width: 150px; height: 130px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 01/07/1997 性别/GENDER: Male 職位/POSITION: Clothing Packer 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1008</p>

WORKERS' ID CARDS 4

<p style="text-align: center;"><u>Huang Hua</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 19/08/1995 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1009</p>	<p style="text-align: center;"><u>Guan Xue</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 13/10/1990 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1010</p>	<p style="text-align: center;"><u>Wang Li</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 15/06/1989 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1011</p>
<p style="text-align: center;"><u>Huang Jingxian</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1012</p>	<p style="text-align: center;"><u>Chen Jianlin</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1013</p>	<p style="text-align: center;"><u>Lu Bowen</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 性别/GENDER: Male 職位/POSITION: Clothing presser 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1014</p>
<p style="text-align: center;"><u>Li Jinyi</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1015</p>	<p style="text-align: center;"><u>Chai Zijin</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 性别/GENDER: Male 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1016</p>	<p style="text-align: center;"><u>Yang Lexin</u></p> <div style="text-align: center; border: 1px dashed black; padding: 20px;"> <p>附上照片 ATTACH PHOTO</p> </div> <p>出生日期/D.O.B.: 性别/GENDER: Female 職位/POSITION: Sewing Machinist 省市/PROVINCE: Sichuan</p> <p style="text-align: right;">#BLU1017</p>

Deng Weiqing

From Chongqing; went out to the factories to work at the age of 17 after her father died. Started working in a clothing factory in Fujian, before moving to Zhenjiang, Jiangsu, where she met her husband. Her mother has taken care of the children back in Chongqing province since the youngest was a year old. When she is not working, which is 'rare', she likes to 'browse shops, sleep'.

Huang Jiao

Has worked as a machinist in 3 other factories, all in different cities. In 2011 she went to Shenzhen and worked there for less than a year, then went back to Fujian. Brother works in an electronics factory. She is keen to take charge of her own destiny, and believes strongly in self-improvement. She takes night classes whenever she does not have to do overtime.

Liu Chengtian

Has been a machinist, made samples, also done ironing and cutting, a bit of everything, but trained in tailoring back home and has been a pattern-cutter for 5 years here in this factory; worked before that in 4 other factories. He has cut workwear, fashion, domestic and international orders. Likes cutting menswear, jackets and coats. 'Sometimes I make samples. Sometimes there are lots of orders. Basically, if there's work, I'll do it. After all, it's a group, if there's work, we'll do it together.'

Lu Qingmin

Assists the machinists by cutting off edges, ironing collar pieces, preparing pocket flaps, etc. Has been working at this factory for 2 years. Parents work in southern China; she lives with her aunt here in the city. Likes the outdoors. She is saving money to go to night school.

Liang Qiang

From Bazhong, Sichuan Province. Has always worked in textiles; used to work in denim. Has links with local labour-rights organisations promoting workers' rights. Having previously worked in very large factories where there have been serious safety violations, he has chosen to work in a smaller factory where there is closer contact between management and the workers. Has a son aged 2 and a daughter aged 4. Both are looked after by his wife's parents in Hunan Province.

Li Pengjian

From Changsha, Hunan Province. Active with a local labour-rights organisation, which arranges cultural activities for workers' emancipation and self-improvement. He has worked in the industry for 24 years, in the role of factory-floor supervisor for the past five. His wife currently works in a textile factory in Jiangsu Province; his son, aged 19, works in an electronics factory in Dongguan.

Tian Jianying

Has worked at 5 other factories previously; Makes her own clothes when she has a chance. Comes from rural Sichuan; has a little boy aged three, who is looked after by her 3 back home. Her motto is 'work hard for a better life'.

Yang Lin

Parents live in Anhui, only sees them at Spring Festival; but 2 elder sisters live in the city as well, also working in garment factories. They see each other quite a lot, she can get there by bus on her day off. Her sisters work for a big textile company but has never been there as wasn't allowed in, there's about 70-80 workers there. Likes to 'watch TV, Chinese and Korean TV drama, and to go online, chat with friends. Pop music, I downloaded lots. Internet singers.'

Yan Rong

From Lishan District, Sichuan. Previously worked in Wuxi, in a larger factory with 70–80 people, which manufactured and sold their own fashion to the Chinese market. Married but with no children; his wife works in a button factory. Their parents are still alive and they send money home to support them; they see them at Spring Festival. Has he seen much change in the industry? 'Not much, it's more or less the same: don't know and can't explain. If there's work, then we work.'

Yao Lin

Has worked in the industry for 26 years. Husband is also a machinist (at another factory) and has recently been involved in strikes for better pay. Her children also now work in the city; her daughter is pregnant. She will probably give up work to look after her first grandchild back home in Chongqing Province where they can access health care, while her daughter stays in the city to work.

Yuan Bao

When she first arrived here she worked in electronics for a year. Before that worked in textiles, after graduating from school as a teenager. Prefers working in a smaller factory. In 1997 went out to work in Dongguan, Guangdong: 'They're all fashion factories, hundreds to thousands of employees.'

Zhu Qing

Has done a lot of different things, including working in an embroidery factory, telesales, running her own business selling clothes, in Baotou. Lived in Quanzhou, Fujian, where she made Nike skateboard shoes. Originally came out 16 years ago to earn money and had planned to go back home after a few years, but there's no one left back in the rural area she came from, and the land was bought up by developers.

901

WORLD FACTORY

Manufacturing anomalies are often known in the retail business as 'unique design features', where you can see that the work is done by human hand rather than a machine. Such mistakes come about when workers are under pressure to complete the work fast or are inexperienced. Examine your garments for anomalies, mistakes and discrepancies.

902

WORLD FACTORY

3 people have been found dead in a containerload of fabric from North Korea, including fabric destined for your factory (you bought it from a Chinese company and did not realise it was produced there). The authorities have detained your accountant Wang Lin for taking payments in return for organising the smuggling of 'illegal economic migrants' across the border into China. You may be charged with manslaughter unless you immediately write and issue a public apology.

905

WORLD FACTORY

Management Structure Change: Appoint a CEO. For the next 3 cards, the CEO will have the final say in each choice. The rest of the management team may advise the CEO, but the decision rests with her or him.

906

WORLD FACTORY

Management Structure Change: Nominate 2 people to act as workers' representatives. From now on they will be responsible for putting the case for the rights of your workers, while you decide on which option to take.

903

WORLD FACTORY

Property prices are rising rapidly, and developers have bought the factory complex in which your factory is housed. They want to convert it into an arts centre with a gallery and bookshop. They nevertheless want to keep the atmosphere of an industrial working space, and therefore will not close down all of the factories. Submit a claim detailing why your factory should be one of the ones that is housed in the new complex.

904

WORLD FACTORY

Write the voice-over for a video advert for your factory for foreign clients, to play over panning shots of your factory floor, whilst your machinists are hard at work. When finished, the video will be presented on your page on Chinese factory and wholesaler marketing websites such as Made-in-China.com and Alibaba.com, which reach millions of potential retail business customers globally.

907

WORLD FACTORY

Management Structure Change: Appoint 2 financial advisers from amongst your team. Your current capital is all that stands between you and oblivion. The appointed advisers must advise on a financial strategy to enable your factory to survive, and devise a plan for how to attract further investment in your factory.

908

WORLD FACTORY

Management Structure Change: Devise a system for voting by secret ballot, using the paper provided in your box. For the next 3 cards, use the method of voting you have devised to make decisions.

QUESTIONS/EXPLORATIONS FOR AFTER THE GAME

- How far were you driven by the desire to make a profit, and how did this affect your decisions?
- What other kinds of motivation inspired your decisions?
- Did your decisions about what to do always reflect what you would have liked to do (if you didn't have financial or other constraints)?
- What frustrated or surprised you, and why?
- How many cards did you play? Did you play fast or slowly, and why was that?
- What kinds of garments did you make, and what does that suggest about your factory?
- Were there any decisions that split the group, and how did you resolve them?
- What was your attitude to your workers, and was it consistent?
- Every seam on every garment you are wearing right now was sewn by someone. Does anyone know where, and under what conditions, the clothes they are wearing were made?

**KEEP GOING
FORWARD**

**MAXIMUM DESIGN
WOW AT MINIMUM
COST**

**UNCERTAINTY
MEANS PROGRESS**

**SURVIVAL IS
WINNING**

MONEY IS POWER

**WORK HARD
DREAM HARDER**

PRECARITY IS LIFE

**BIGGER FASTER
CHEAPER MORE**

EFFICIENCY IS LIFE

CHINA FIRST

**EQUALITY IS A
MIRAGE**

**IT'S A WIN-WIN
SITUATION**

**CHALLENGE IS
EXHILARATING**

**WORK HARD,
SO YOUR CHILDREN
WON'T HAVE TO**

**BITTER FIRST
SWEET LATER**

CHEAP AND QUICK

TIME IS MONEY

**WORK IS
ENTERTAINMENT**

**BELIEVE IN THE
FUTURE**