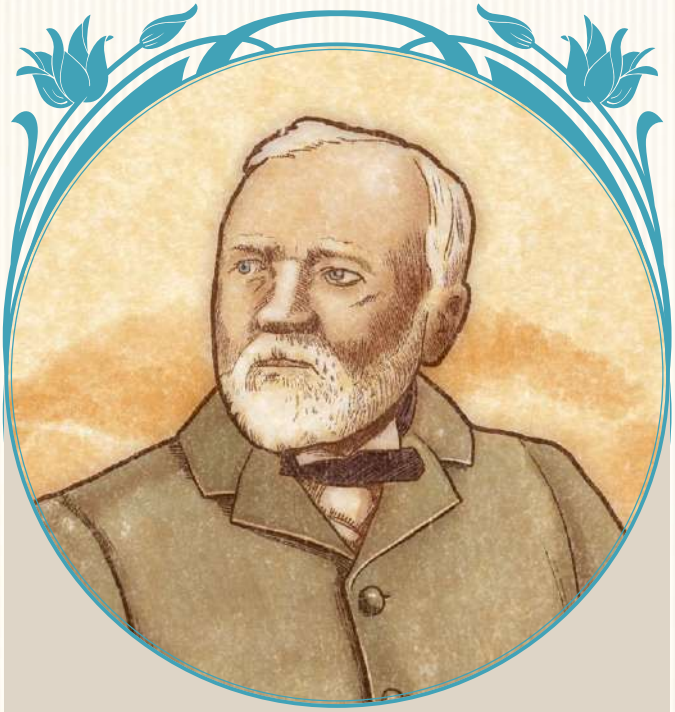


Carnegie

Rulebook

PART 1: INTRODUCING CARNEGIE



"Success is the power with which to acquire whatever one demands of life without violating the rights of others."
– Andrew Carnegie

This game is inspired by the life of Andrew Carnegie, who was born in Scotland in 1835 and emigrated to the United States with his parents in 1848. Although Carnegie started his career as a telegraph operator, his role as a major player in the rise of the United States' steel industry made him one of the richest men in the world and an icon of the American dream.

Carnegie was also a benefactor and philanthropist. Upon his death in 1919, more than $350 million of his wealth was bequeathed to various foundations, with another $30 million going to various charities. His endowments created nearly 2,500 free public libraries that bear his name to this day: the Carnegie libraries.

In *Carnegie*, players will recruit employees and expand their businesses by investing in real estate, producing goods, developing transport technology, and creating transport chains across the United States. Perhaps they will even become illustrious benefactors who contribute to the country's greatness through their deeds and generosity!

The game takes place over 20 rounds, with players each having one turn per round. In each round the active player will choose one of four actions, which the other players will follow.

The success of a player's Company is represented by their victory points (VP), and the player with the most VP at the end of the game will be declared the winner, known forevermore for their philanthropic works.

1. How to Read these Rules

These rules are organized into four parts:

Part 1: *Introducing* Carnegie

This section presents a list of game components, describes the game's setup, and provides a short overview of how Companies work.

"As a game designer, I admire players who take the time to read rules and explain them to others. It's no secret that Carnegie *is a complex game. As encouragement, please remember that Carnegie himself was a great reader, and that he built his fortune by learning a lot from books."* – Xavier Georges

Part 2: *Playing the Game*

This section provides a full overview of the rules, detailing the steps of rounds, main actions, and final scoring.

Part 3: *Transportation Tracks, Donations Chart, & Departments Board*

This section provides in-depth explanations of these elements of the game.

Part 4: *Solo Game*

This section presents rules for playing alone against a virtual opponent.

While reading these rules, remember:

Important and/or easily-forgotten points are highlighted like this.

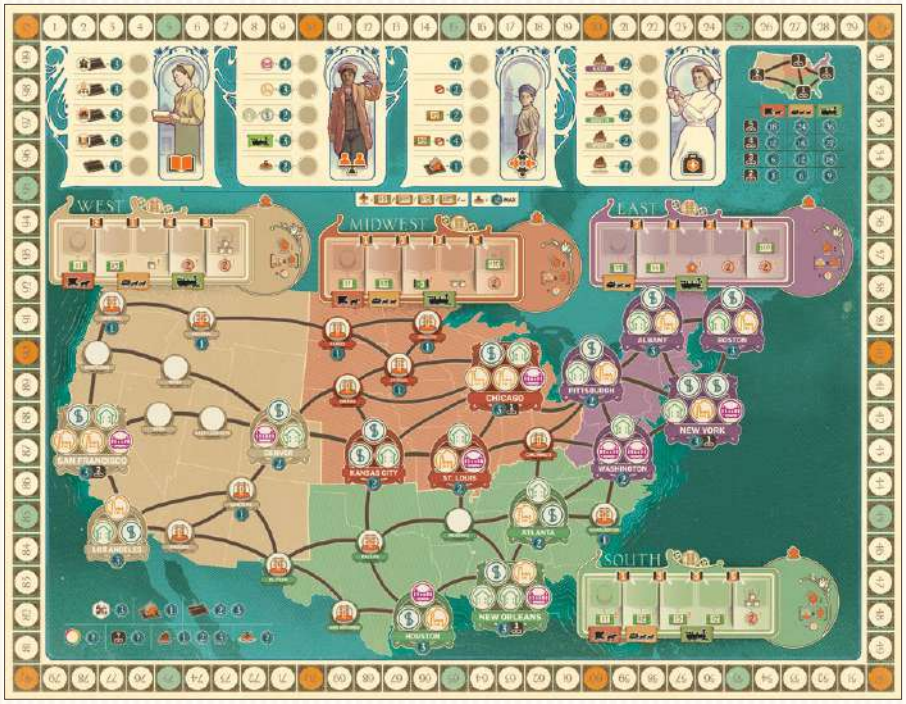
Examples and captions are written like this.

Tips and game advice are written like this.

Quotes and Thematic information are written like this.

2. Game Components

This Rulebook, plus:



1 Game board



16 Project tabs (4 per player)



4 Company boards



8 Timeline tiles



4 Action markers (apply stickers before use)



60 Employee figurines (15 per player)



4 Action Choice tiles



120 Player disks (30 per player)



1 Start and 1 End tile
(to frame the Timeline tiles)



4 Player aids



40 Goods cubes



1 Timeline marker



90 Banknotes
(40x$1, 30x$5,
20x$10)



1 First-player marker



32 Department tiles
(2 each of 16 different Departments)



25 Solo cards
(20 action cards and 5 victory point cards)

Note: Although unlikely, certain components may run out during the game. If necessary, players may use appropriate substitutes for money and goods cubes. All other components are limited.

3. Game Setup

Two-player game setup shown.

1. Place the main game board in the center of the table.

2. Shuffle the 8 Timeline tiles. Draw 4 of these at random and arrange them as shown. Note that these tiles are double-sided; select sides at random. Frame these tiles with the Start and End tiles, and return the 4 unused Timeline tiles to the box.

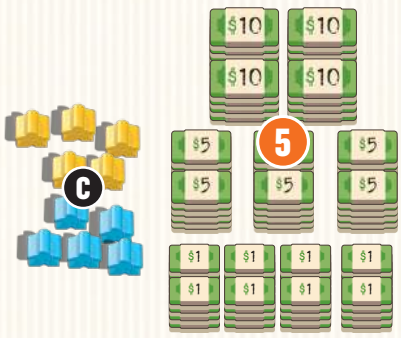
3. Place the four action markers on their corresponding starting positions on the far left of the Timeline.

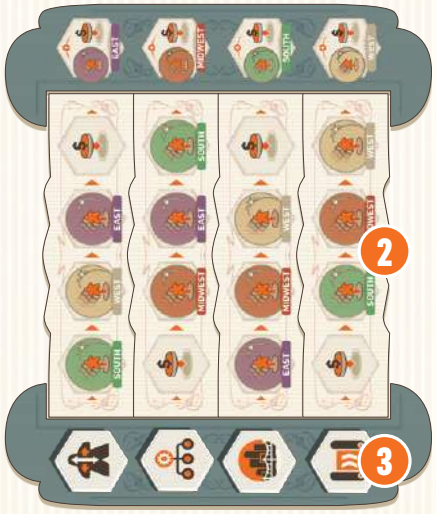
4. For a 4/3/2-player game, select 4/8/16 Department tiles at random and return them to the game box. Place the remaining Department tiles face-up on the table, as shown.

5. Create a supply of goods cubes and money tokens near the main game board.

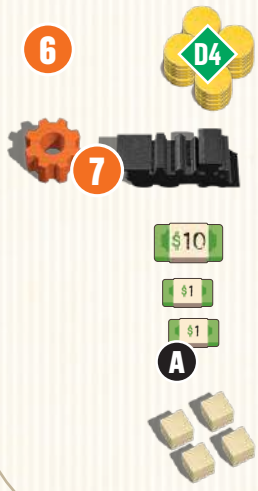
6. Provide each player with:

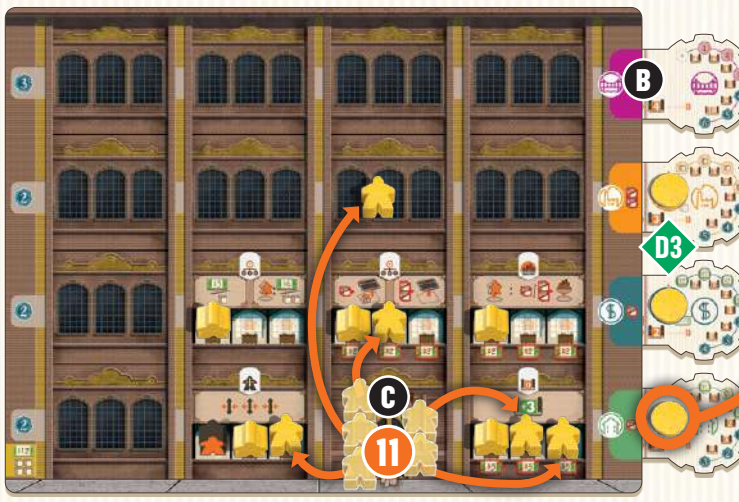
   - **A** 4 goods cubes and $12.
   - **B** 1 Company board and a set of 4 different project tabs. Players should slide each tab under the right side of their individual game boards so that the colors and icons match. Leave each tab's first (rightmost) spot exposed.
   - **C** 10 Employee figurines. Each player places 1 of their employees standing up on each of their Company's 5 Departments, with another 5 employees lying down in their Company's Lobby (these may be moved during step 11). Set the remaining 5 employees aside; they will not be available at the beginning of the game.
   - **D** 30 player disks. Each player must place:
     - **D1** 1 disk on the "0" position of the score track.
     - **D2** 1 disk on the first space of each of the 4 regional transportation tracks.
     - **D3** 1 disk on each of the 3 available locations on their project tabs (Housing, Commerce, Industry). Public Infrastructure (magenta) tabs do not start the game with a disk.
     - **D4** The remaining 22 disks form the player's personal supply.











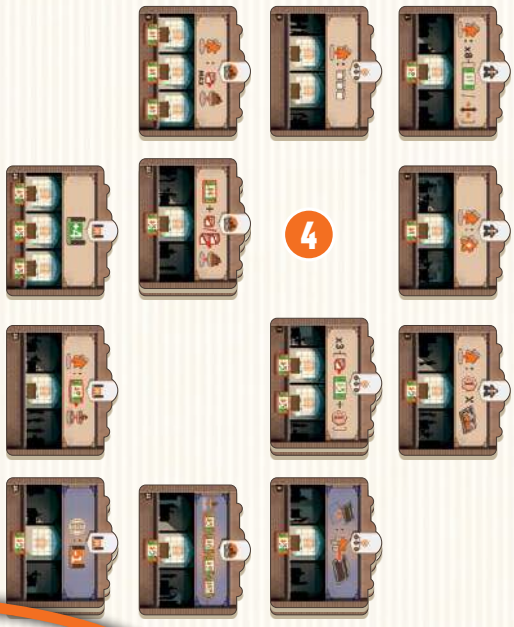
7. The most daring player is designated as the first player. That player receives the first-player marker and the Timeline marker.

8. (Not pictured) In a **4-player game**, give each player an Action Choice tile. In a **3-player game**, only the third player receives an Action Choice tile; there are no Action Choice tiles in a **2-player game.**

9. In a **2-player game**, set aside **18 disks** from an unused player color and shuffle the solo-game action cards. Draw one of these cards and place a disk on the donation chart in the location indicated at the top of the card. Then, place a disk on the leftmost unoccupied construction space of each of the 2-4 cities named on that card's 4th row. Repeat this process until all 18 disks have been placed.









Do the same when setting up a **3-player game**, but with **9 disks** instead. For a 4-player game, skip this step.

10 Beginning with the player sitting to the right of the first player and going counter-clockwise, each player will then place the disk from their Housing tab onto the game board, on a Housing space in a medium or major city.

11 Starting with the first player and going in clockwise order, each player may move their employees up to a total of 6 steps on their own Company boards; each movement must be made to an orthogonally (not diagonally) adjacent space. After an employee moves, it must be laid down. Employees may be moved onto empty building spaces on the player board.

In this setup diagram, the yellow player's Company board shows one possible arrangement of employees after these 6 moves have been made.

12 Finally, once these movements are completed, each player may activate employees *(see page 13)*.

4. Company Basics

To succeed, players must understand how Companies work.

4.1. Company Organization

Player companies are organized into Departments. Each Department corresponds to one of the game's four types of actions, as follows:



Human Resources
Allows players to move employees to different areas within their Companies; employees may move to Departments and/or empty spaces.



Management
Allows players to acquire goods and money, as well as build new Departments. Each Company begins the game with two different Management Departments.



Construction
Allows players to build projects developed by their R&D Departments.



Research & Development ("R&D")
Allows players to design new projects and develop transport networks.

At the start of the game, each Company has 1 Lobby and 5 Departments. During the game, players will be able to expand their Companies by building new Departments. Each Department may hold 1-3 **active** (standing) employees, as indicated by the number of Workstations illustrated on that Department.

A Department cannot be used unless it contains at least one active employee. **Each Department may be used once per round for each active employee that it contains.**



1. Department type
2. Department ability
3. Employee Workstations (this Department may hold two active employees)
4. Cost to activate the employee at this Workstation

4.2. Recruiting Employees

Employees can be either **active** (standing) or **inactive** (lying down).

When an employee first enters a Company board, it always does so in an inactive state (lying down). **Whenever an inactive employee moves, it remains inactive. If an active (standing) employee is moved, it must be laid down.**

Each Department may hold **one active employee for each Employee Workstation** depicted on that Department's tile, and **any number of inactive employees**. For an employee to be considered active it must occupy a Workstation, and each Workstation can only hold one employee. Lobbies may contain any number of inactive employees.

Employees may only be activated at the end of a round, after all other actions have been taken.

Many Departments' Workstations are marked with dollar values, representing the costs of that employee's salary and training. To activate an employee in a Department, a player must pay the cost indicated on the Workstation and then place the employee on that Workstation in an active (standing) position. If no cost is indicated, the employee may be activated for free. Active employees remain active until they move or go on a Mission.

EXAMPLE

*It's the end of **Mary's** turn; she wants to activate a total of 4 employees (highlighted below), which will cost $6.*



*Unfortunately, **Mary** only has $4, meaning that she cannot activate 1 of her 3 employees with a $2 activation cost. If she has enough income at the end of the next round, she can then pay $2 to activate that employee.*

4.3. Sending an Employee on a Mission



This symbol indicates a Department that generates effects when its employees are sent on Missions. To send an employee on a Mission, move an active employee from its Workstation in that Department to one of the four Mission areas on the game board; **you must move the employee you used to take this action**. Employees on Missions are not considered to be active.



Note: Players cannot send employees on Missions if they are unable to meet the requirements of that action (for example, an inability to build due to a lack of goods cubes).

4.4. Recovering Employees from Missions

When employees return from their Missions, they generate income and become available for new work assignments. Returned employees are placed in their Companies' Lobbies in an inactive state (lying down). To activate a returned employee, it must first be moved out of its Lobby with the Human Resources action; it will be eligible for activation at the end of the round. Employees will return from Missions as the action markers advance along the Timeline; this will be explained in detail in the next chapter.

Tip: It is vital for Companies to send their employees on Missions, but players must be careful to not send out too many employees as Companies that lack employees will underperform. So, it is so essential to recover employees sent on Missions as quickly as possible.

PART 2: PLAYING THE GAME

"It marks a big step in your development when you come to realize that other people can help you do a better job than you could do alone." – Andrew Carnegie

The game takes place over 20 rounds. Each round consists of four parts, which take place in the following order:

1. Select Timeline Row

2. Events

3. Use Departments

4. Activate Employees & End of Round

1. SELECT TIMELINE ROW

The first player selects the Timeline row that they wish to use: Human Resources, Management, Construction, or R&D, and then places the Timeline marker (gear) immediately to the right of that action's marker on that Timeline row; doing so will trigger events and determine which Departments players will be able to use.

EXAMPLE



Mary *chooses the R&D Timeline row; she places the Timeline marker on the R&D Timeline, to the right of the R&D action marker.*

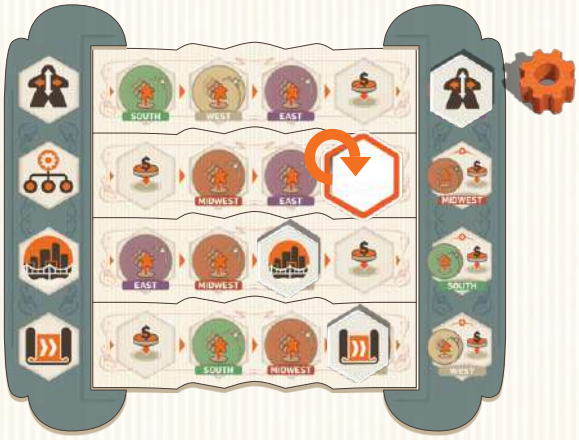
A player may choose any Timeline row, even if that action's marker has reached the last space of its Timeline. In this case, the first player must still place the Timeline marker to the right of the action marker. Then, the first player must then **also** turn over the action marker on the Timeline row immediately below the chosen row (or Human Resources, if R&D was chosen).

The turned-over action marker **must** be able to move forward along its row. If it cannot do so, instead turn over the action marker on the next row below, moving downwards row-by-row if necessary.

Whenever an action marker is turned face-down, it will trigger the event marked to its right (next space). At the end of the round, turn the marker face-up once again and advance it one space along its row.

EXAMPLE

It's ***Thomas'*** *turn. He has chosen the Human Resources action, which has already reached the end of its Timeline.*



He must place the Timeline marker to the right of the Human Resources action marker and then turn over the action marker in the next row below (in this case, the Management Timeline), which will trigger an event (see page 8). At the end of his turn, ***Thomas*** *will turn the Management action marker face-up and advance it once space along its Timeline.*

Tip: To choose the best possible action, players should consider several things: what is best for them, what will help their opponents, and which event(s) they want to trigger or avoid. Sometimes a less-powerful action can be the best move, as it may help you but be totally useless to others. Sometimes, the business world can be ruthless…

2. Events

Placing the Timeline marker will trigger an event. There are two possible events: Take Income and Make a Donation.

2.1. Take Income



If the Timeline marker is placed on a Timeline space illustrated with a Mission area, that Mission area becomes **active**. Starting with the first player and going clockwise, each player with one or more employees in the active Mission area may:

1. Return 1 or more of their employees from the active Mission area to their Company's Lobby. Each recovered employee will generate transport income according to how far the player has developed their transportation in the active Mission area. At the beginning of the game, each region generates $1 in transport income.

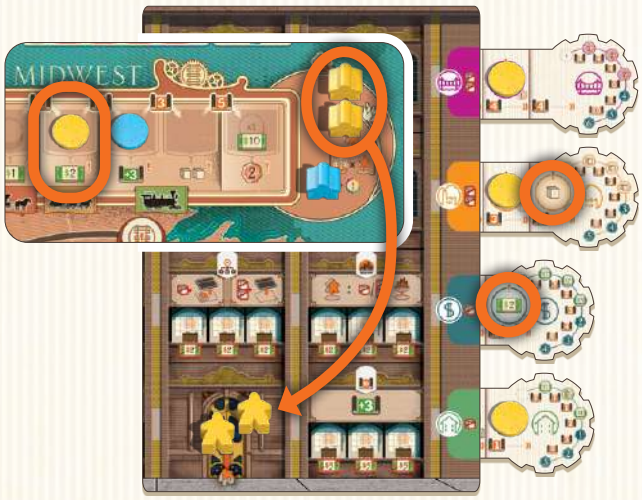
2. Then, each player that returned an employee from the active Mission area receives income from **each project they have already built, anywhere on the game board**. Income is shown on the project tab spaces freed up by placing construction disks, and which are marked with a !. This income is collected only once per player, per round, even if more than 1 employee is returned to a Company's Lobby.

Note: If a player cannot (or does not want to) return an employee to their Company's Lobby, that player will not receive any income or transport income for that round.

Note: A player's transport income corresponds to their level of transport development in the active Mission area. A player must take the income that corresponds exactly to the position of their transportation marker in the active Mission area.

EXAMPLE

Mary (playing yellow) just designated the Midwest as the active Mission area. With two employees on Missions in that region, she decides to return them both to her Company's Lobby.



This causes two things to happen: First, Mary receives $4 in transport income ($2 for each returned employee). Then, she receives income from each of her already-built projects ($2 and 1 goods cube, as shown in the circles with a ! symbol), because at least one of her employees has returned from the Mission area.

Tip: When selecting Timeline rows, players should consider how many employees are in each Mission area, as returning employees might cause opponents to gain income.

Tip: Players who send their employees on Missions should pay attention to the Timeline. Sending employees on Missions to regions several spaces away from the action markers can be dangerous, because it may take a long time before they are able to return home and generate income. By predicting what the other players might do, a player may be able to recover employees (and generate income) sooner.



2.2. Make a Donation

Donations can provide players with lots of end-game VP. If the Timeline marker is placed on a "donation" symbol, the first player may choose to Make a Donation. Then, going in clockwise order, the other players may choose to make their own donations. To Make a Donation, a player must place a disk on an unoccupied space of the donation chart (at the top of the game board).

A player's first donation costs $5; each subsequent donation made by that player will increase in price by $5 (e.g.: a second donation will cost $10; a third will cost $15, and so on). For more on donations, *see page 14*.

Note: If one of the four rightmost positions of the Timeline are triggered, each player may choose to do one or both: Take Income and/or Make a Donation.

3. Use Departments

The first player may use any of their own Departments that correspond to the chosen action type, and in any order. Then, going in clockwise order, the other players may do the same with their own corresponding Departments.

Each Department may be used once for each active (standing) employee in that Department. An active employee will remain active until it moves or is sent on a Mission.

Players are never required to use all active employees in a given Department, but they must finish using one Department before using another, and may not return to a previously used Department later in the same turn.

When a Department provides multiple effects, a player may decide which effect to use for each of their active employees in that Department.

Note that some Departments have passive or ongoing effects. Such a Department will function as long as it contains 1 active employee (the New Lobby does not require an active employee). For Department descriptions, *see pages 16 and 17*.

ACTION CHOICE TILES



Action Choice tiles are only used in games with 3 or 4 players. These tiles allow players to select an action type different from the one chosen by the first player. Each Action Choice tile may be used only once per game; to use an Action Choice tile, simply return it to the game box. At the end of the game, unused Action Choice tiles are worth 3 VP each.

Players begin the game with a Lobby and 5 Departments, which are described below:



3.1. Human Resources

The Human Resources Department allows players to train employees and assign them to different Departments. When taking this action, a player must carry out the following steps, in order:

1. Calculate the total number of possible moves that player's employees can make. Each active employee in Human Resources provides 3 moves . As the starting Human Resources Department features a permanent active employee (no other employee may be activated in that Workstation), each player is always entitled to a minimum of 3 moves.



2. Move active and/or inactive employees within the Company, up to the total number of possible moves. Employees can move onto or through any space or Department on their Company board, but each move must be made orthogonally (never diagonally). Moving an active (standing) employee will return it to an inactive (lying down) state. Each space or Department may hold any number of inactive employees.

Note: **Inactive (laid down) employees are considered to be "in training." A player may only activate employees at the end of their turn, after all other actions have been taken.**

Note: **The total number of possible moves is calculated at the beginning of a player's turn. Moving an active employee from Human Resources will not reduce a player's total number of possible moves for that turn.**

EXAMPLE

As Mary has two active employees in her Human Resources Department (1 employee figurine + the permanent employee), her employees can make up to 6 moves. She first moves an employee from her Company's Lobby to her new Human Resources Department (2 moves), and then she moves two more employees to her Construction Department (for a total of 4 more moves). At the end of her turn, Mary can pay $6 to activate those three employees.



3.2. Management

At the start of the game each Company has two Management Departments, which help to generate resources and build new Departments to expand the Company.

The first Management Department, "Commerce and Finance," provides **one** of the following benefits for **each** active employee in this Department:

- Receive $3;
- Receive a goods cube;
- Send the employee on a Mission and receive $6;
- Send the employee on a Mission and receive 2 goods cubes.



The second Management Department, "Strategic Planning," makes it possible to build new Departments. This Department provides the following for **each** active employee on this space:

- Pay 1 goods cube and place a new Department on a free space (one that does not already contain a Department) of the player's Company board that already contains at least one employee; **OR**
- Pay 2 goods cubes and place the new Department on any free space of the player's Company board.



A player may place a new Department on any space of their Company board that does not already contain a Department. **A Company may never contain two identical Departments.**

Tip: There are two benefits to building a new Department in a space where an employee is already present: such a Department costs one fewer goods cube to build, **and** the employee can be activated at the end of the round, thus making the new Department operational for the next round.

EXAMPLE

Thomas *has two active employees in his "Commerce and Finance" Management Department, and decides to take 2 goods cubes (1 per employee).*



He then uses the active employee in his "Strategic Planning" Management Department, spending the 2 goods cubes to build a new Construction Department which he then places on his Company board in an empty space of his choice.



3.3. Construction

The Construction Department allows players to build Housing, Commerce, Industry, and Public Infrastructure projects.



When this action is chosen, the player who uses this Department:

1. Sends the employee used to take this action to the Mission area of the region where they wish to build, **then**
2. Pays 1 or 2 goods cubes (according to the type of project being built), then moves a disk from their corresponding project tab onto a construction site in the same region.

If a player builds a project in certain small cities (marked with), they will immediately receive the transport income indicated directly below their marker's position on that region's transportation track.

Reminder: When sending an employee on a Mission, you must send the same employee that you used to take this action.

Notes:

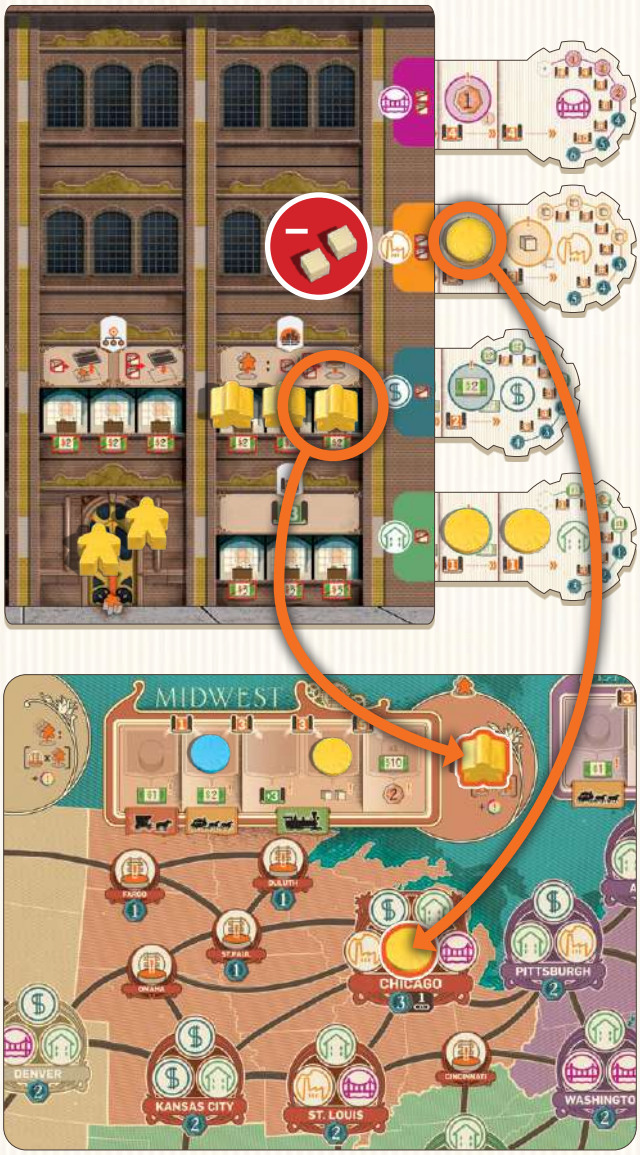
- If more than one disk is available on a project tab, the player must build the one farthest to the right.
- The project must be built:
  - in the region in which the employee was sent on a Mission, AND
  - on an unoccupied space of the game board, AND
  - on a spot matching the chosen project type (with a symbol of Housing, Commerce, Industry or Public Infrastructure), OR in a small town (as these accept all types of projects).

EXAMPLE

The Construction action was chosen. Mary has 3 projects (2 Housing, 1 Industry) that are ready to be built. Her Construction Department contains 3 employees that are ready to go on a Mission, but she only has two goods cubes available.

So, Mary can build up to 2 Housing projects OR the Industry project (note the resource cost for construction shown next to each project tab). Choosing to build her Industry project in Chicago, she moves an employee to the Midwest Mission space, spends her two goods cubes, and places the disk from her Industry tab onto one of Chicago's Industry locations.

If Mary had built her Industry in Cincinnati instead, she would have immediately received her Transport income of 2 goods cubes, as indicated below her Transport disk.



3.4. Research & Development (R&D)

The R&D Department allows players to improve their transportation networks and develop new Housing, Commerce, Industry, and Public Infrastructure construction projects.



When this action is chosen, each player will receive study points for each of their active employees in an R&D Department.

Study points can be spent in two different ways:

- A player may any move one of their project tabs one place to the right and place a project disk on the tab's newly revealed space (circle); **OR**
- Move one of their transport disks on any regional transportation track one space to the right.

To use either of these options, a player must pay the indicated study point cost; these costs are indicated by these icons: 3

Note: Players may advance their project tabs or transport disks more than one step in a turn. Any unused study points are lost at the end of the turn.

Note: If a player advances a project tab beyond its spaces marked for construction projects, they will receive the VP indicated on that tab at the end of the game; study points cannot be used on a fully-advanced tab.

Tip: Specializing in R&D can be a great way to earn VP.

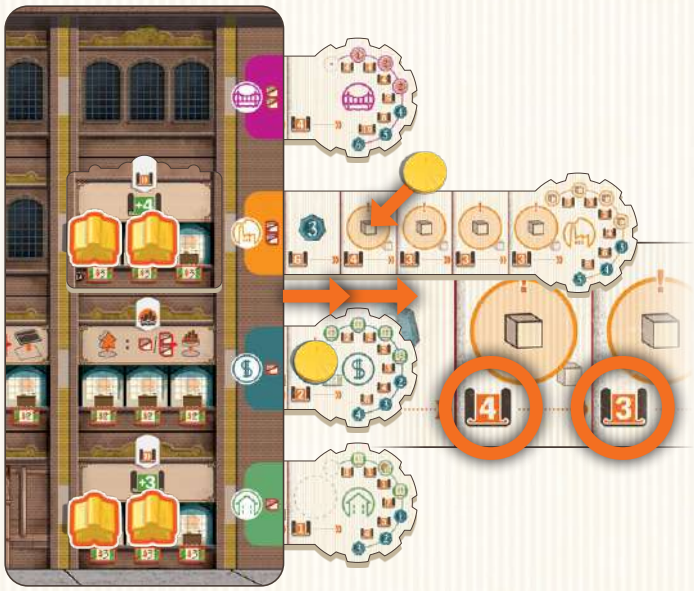
Tip: The gears on the project tabs show the rewards provided by each step of the tab, as well as the associated costs.

EXAMPLE

The R&D action was chosen. Mary has 2 active employees in her starting R&D Department, with 2 more in another R&D Department that she had built previously (shown below; that Department provides 4 study points for each of its active employees), for a total of 3+3+4+4 = 14 study points.

Each step on a Project tab indicates how many study points must be spent to advance that tab to its next step. In this case, Mary spends 3 study points to advance her Industry tab She shifts that tab one space to the right and places a new project marker on the space (circle) that was just revealed.

Mary then decides to spend 4 more study points to advance this tab one more step; this tab will now earn Mary 3 VP at the end of the game.



Finally, Mary spends her 7 remaining study points to advance her transport disk in the West region by three spaces.



4. Activate Employees & End of Round

At the end of the round, after all other actions have been taken, players may activate inactive employees in any of their Departments. To do so, the player must pay the cost indicated under an empty Workstation in the employee's current Department and then stand the employee upright on that Workstation.

Once each player has taken their turn, the first player must move the action marker on the Timeline one space to the right, displacing the Timeline marker. Then, the first player must pass the Timeline marker and the locomotive to the next player in clockwise order; a new round can now begin.

5. End of the Game

5.1. Connections between Major Cities

At the end of the game, players can each earn up to 36 VP for establishing connections between the 4 major cities of New York, Chicago, New Orleans, and San Francisco.

To gain these points, a player must have connected at least two major cities through a continuous line of their own construction disks.



Players add the connection points they have earned and cross-reference the total with the **lowest** level of transport they have achieved across **all** connected regions. This scoring is illustrated here and on the game board. If a player has two separate, unconnected networks of connections between major cities (for instance, San Francisco to Chicago and New Orleans to New York), only the highest-scoring connection will count for that player's score.

EXAMPLE

Mary (yellow) has managed to establish connections between 3 major cities: San Francisco, Chicago, and New York. Having reached the "railroad" level on each of these regions' transportation tracks, she scores 27 VP.



For his part, Thomas (blue) has also managed to establish connections between 3 major cities: San Francisco, New Orleans, and Chicago. However, as Thomas did not reach the "railroad" level in the West, he will only score 18 VP.

5.2. Scoring

The game ends after 20 rounds. Once all 4 action markers have reached the final spaces of their respective Timelines and all players have finished their actions, scoring will occur.

During the game, players may earn immediate VP (shown as ?) through income or certain Departments; all other VP are awarded at the end of the game (shown as ?).

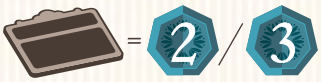
A player's final score includes their immediate VP, plus:



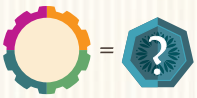
3 VP for an unused Action Choice tile;



1 VP for each active (standing) employee. Employees on Missions, and the permanent employee in the starting Human Resources department, do not count toward the total number of active employees;



2-3 VP for each Department they built during the game, depending on where it was built. Departments built in a Company's topmost row are worth 3 VP each, while all others are worth 2 VP each. These VP values are noted on the Company boards, to the left of each row;



VP earned from their project tabs, to a maximum of 6 VP for Housing, 9 VP for Commerce, 12 VP for Industry, and 15 VP for Public Infrastructure;



VP earned from their connections between major cities, to a maximum of 36 VP, as explained to the left;



0-3 VP for each of their Construction projects built in a small, medium or major city, as indicated below each city on the game board;



VP earned from their donations (max. 12 VP per donation).

The player with the most points is the winner of the game!

There are no tiebreakers; tied players must shake hands and savor their shared victory.

PART 3: TRANSPORTATION TRACKS, DONATIONS, & DEPARTMENTS

1. Transportation Tracks

Each region of the country has a transportation track that players can develop over the course of the game.

At the beginning of the game, players' transportation tracks in the South, Midwest, and West start at the "Cart" level; in the East, they start at "Stagecoach." By progressing along each region's transportation track, players can reach "Railroad" level or beyond.

Whenever a player reaches the final box of a transportation track, they immediately receive a special reward of either 3 goods cubes or $10, depending on the track.



Note: Only one player may occupy the final box of each transportation track.



Transport Income

A player receives transport income when they recover at least one employee from a Mission. This income corresponds exactly to the position of that player's disk on the Mission region's transportation track, multiplied by the number of employees recovered; that player may not choose a different reward.

Tip: Players should not neglect transport bonuses, especially if they decide to focus their development in a particular region.

2. Donation Chart

"The man who dies rich, dies disgraced."
– Andrew Carnegie

As we saw in the "Playing the Game" section, if a donation symbol is present on the space where the active player placed the Timeline marker, players may each make one donation - starting with the first player and going in clockwise order.

Donations represent players' financial, material, and technical support of various philanthropic projects; they will help to increase players' reputations, as well as those of their Companies.

To Make a Donation:

At the end of the game, donations earn VP according to certain factors. These may include projects built, Company development, accumulated wealth, and so on.

A player's 1st donation costs $5, paid to the supply. After making this payment, a player must place one of their disks on an **unoccupied** space of the donation chart (at the top of the game board).

Each subsequent donation made by a player will cost that player an additional $5 ($10 for their 2nd donation, $15 for their 3rd donation, and so on).

A maximum of 12 VP may be earned for each donation.

Players may make the following donations:

Education



The player receives 3 VP for each Department of the corresponding type in their Company, including starting Departments.



The player receives 1 VP for each Department on their Company board, including starting Departments.

Human Rights



The player receives 4 VP for each Public Infrastructure project they have built.



The player receives 3 VP for each Industry project they have built.



The player receives 2 VP for each Housing and/or Commerce project they have built.



The player receives 3 VP for each region in which they have reached (or passed) the "Railroad" level on the transportation development track.



The player receives 2 VP for each donation they have made, including this one.

Welfare



The player receives 7 VP.



The player may pay 1 goods cube to the supply in exchange for 2 VP; this may be done up to 6 times.



The player may pay $5 to the supply in exchange for 2 VP; this may be done up to 6 times.



The player may pay $5 and 1 goods cube to the supply in exchange for 4 VP; this may be done up to 3 times.



The player receives 1 VP for each active (standing) employee in their Company.

NOTE: Payments made to earn Welfare donation bonuses can only be made during final scoring.

Health



The player receives 2 VP for each of their construction disks built in the corresponding region.



The player receives 2 VP for each of their construction disks built in small cities, anywhere on the board.

3. Departments

There are 16 different Departments that players can add to their Companies. **Note that Departments 4, 8, 12, & 16 are colored differently from other Departments; this indicates that they provide passive or ongoing effects.**

1. Training and Partnerships



This Department is a powerful way to bring more flexibility in allocating employees. It also allows its owner to supplement their financial resources.

Rules: To use this Department, the player must send an active employee from this Department on a Mission (move it to a Mission area on the game board). The player then receives any combination of $ and employee moves, to a maximum of 8. (For example, a player could take $2 and 6 employee moves, $4 and 4 employee moves, $7 and 1 employee move, etc., as long as the total is no greater than 8.)

2. Recruiting



This Department offers a very efficient way to reach the maximum of 15 employees.

Rules: To use this Department, the player must send an active employee from this Department on a Mission (move it to a Mission area on the game board). Then, that player must immediately place a new employee from their supply into their Company's Lobby. This Department has no further effect once the player has recruited all 5 employees from their supply. **Players may otherwise recruit new employees as part of taking income from their Housing tabs and from the East transportation track.**

5. Purchasing



This Department makes it possible to produce a large quantity of goods quickly and free of charge.

Rules: To use this Department, the player must send an active employee from this Department on a Mission (move it to a Mission area on the game board); they may then take 3 goods cubes from the supply.

6. Sales



If a Company produces a lot of goods, this Department can sell them for the best price.

Rules: Each time a player uses this Department, they may pay 1 to 3 goods cubes to the supply. For each cube paid in this way, they receive $5.

9. Construction



This Department provides new construction capabilities and reduces building costs.

Rules: To use this Department, the player must send an active employee from this Department on a Mission (move it to a Mission area on the game board). That player then pays only 1 goods cube to build a new project (even if it is an Industry or Public Infrastructure project, which normally cost 2 goods cubes).

10. Construction Outsourcing



This Department allows a player to build without sending an employee on a Mission.

Rules: Whenever this Department is used, the player may pay $4 and 1-2 goods cubes (according to the type of project being built) to build a new project anywhere on the board, without sending an employee on a Mission.

13. Advanced Research



This Department is an effective way to accelerate employees' studies.

Rules: To use this Department, the player must send an active employee from this Department on a Mission (move it to a Mission area on the game board); the player then gains 8 study points.

14. Advanced Design



A new design Department improves a Company's study efficiency.

Rules: Whenever this Department is used, its owner gains 4 study points for each active employee in the Department.

3. Safety and Quality



This Department helps to ensure the quality of manufacturing processes and products, as well as ensuring employees' safety and well-being.

Rules: To use this Department, the player must send an active employee from this Department on a Mission (move it to a Mission area on the game board). Then, the player receives 1 VP for every two active employees in their Company, rounded up. Employees on Missions are not considered to be active.

4. New Lobby



A new Lobby allows faster access to certain Departments, minimizing the need for employee movement.

Rules: Once this Department has been built, it can hold new recruits and returning employees, which can be allocated between the two Lobbies as desired. This Department has an ongoing effect; it is the only Department that does not require an active employee to function.

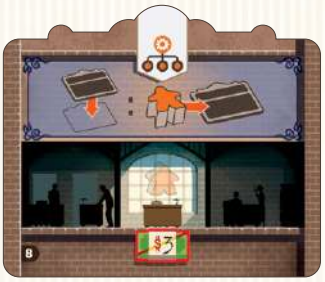
7. Logistics



This Department improves a Company's reliability and delivery time.

Rules: Each time a player uses this Department, they may pay 1 to 3 goods cubes to the supply. For each cube paid in this way, they receive $3 and 1 VP.

8. Property Management



This Department allows a player to immediately assign an employee to a newly built Department.

Rules: This Department has an ongoing effect as long as it contains an active employee. Whenever a player adds a new Department to their Company, they may immediately move one of their employees (active or inactive) from anywhere on their Department board to the new Department, in an inactive state. This employee can be activated at the end of the round, as normal.

11. Supply Chain



This Department makes it possible to buy goods at a reduced cost.

Rules: Whenever a player uses this Department, they may purchase up to 3 goods cubes at a cost of $1 each.

12. Communications



This Department increases the efficiency of donations.

Rules: As long as this Department contains an active employee, it has an ongoing effect: the costs of the player's new donations will be calculated on the basis of $3 per donation, rather than $5.

15. Charitable Giving



This Department allows a player to duplicate a donation that another player has already made.

Rules: To use this Department, the player must send an active employee from this Department on a Mission (move it to a Mission area on the game board). After paying the appropriate donation cost, the player must then place one of their donation disks on top of another player's donation disk, rather than on an unoccupied space; a player may not make the same donation twice.

16. Telegraph Operators



This Department reduces transportation development costs.

Rules: As long as this Department contains an active employee, it has an ongoing effect: the player's study point costs to progress along transportation tracks are reduced by 1 (to a minimum of 1).

PART 4: SOLO RULES

In a solo game, Andrew Carnegie himself will be the virtual opponent; it goes without saying that it will be difficult to win against him.

1. Setup

Player setup is identical to that of the normal game; do not forget step 11, which involves moving employees up to 6 steps on the Company board.

As in a 2-player game, only 16 Departments will be available to be built.

Once player setup is done, set the game up for Andrew.

Andrew does not use employees, VP, money, goods cubes, or study points during the game, and he does not use an individual Company board. Andrew always has enough money, resources, and study points.

1. Andrew starts the game with all of his disks available for construction - use the disks of any unused player color. Note that Andrew will not place a disk on the board during setup (as in step 10 of a multiplayer game).
2. Andrew places one disk on each of the 4 regional transportation tracks, as though he were a normal player.
3. Align Andrew's 5 victory-point cards in numerical order, with the 0 VP card on the left and the 10VP card on the right.
4. Shuffle the action cards to form a draw pile; place this to the left of the 0 VP card.
5. Place the Timeline marker next to the Timeline, with the locomotive at the top-left of the first victory-point card (0 VP).



2. Playing the Game against Andrew

During the game, the player and Andrew will alternate in selecting each round's Timeline row.

Use the locomotive to indicate who will choose the type of action to be taken each round. When the locomotive is placed at the top-left of Andrew's 0VP card, it is the player's turn to decide. Placed to the top-right (above Andrew's portrait), Andrew will decide. **Remember to move the locomotive at the end of each round**.

The player will always choose the Timeline row for the first round (locomotive to the left).

A round in the solo game is divided into 5 steps:

2.1. New Action Card

The player takes Andrew's top action card and, without looking at it, places it face-down below the 0VP card.

2.2. Choice of Action

2.2.1. Locomotive to the Left: **Player's Choice**

If the locomotive is placed to the left, the player chooses the action for the round. They must place the Timeline marker on a Timeline row of their choice, immediately to the right of the action marker.

Tip: Before choosing a Timeline row, the player should look at two things: First, look at the back of that round's action card, as it will indicate which Timeline row is currently Andrew's strongest; avoiding this action can help to prevent Andrew from gaining too many points. Second, look at the top card of the draw pile, which indicates the Timeline row that Andrew will choose in the next round; this may be valuable in making decisions from round to round.

2.2.2. Locomotive to the Right: **Andrew's Choice**

If the locomotive is to the right (above Andrew's portrait), the symbol on the back of the action card indicates the Timeline row that Andrew has chosen for the round. As in the normal game, place the Timeline marker to the right of this action's marker.

Note: **When an action marker reaches the last space of its Timeline, Andrew will place the Timeline marker to the right of that action marker. In addition, Andrew will also turn over the action marker on the Timeline row immediately below the chosen row (or Human Resources, if R&D is the chosen Timeline row). However, the turned-over action marker must be one that can still move forward. If necessary, instead turn over the action marker on the next row below. This turned-over action marker will trigger an event as though it were the chosen action. At the end of the round, turn this marker face-up and advance it one space along its row.**

2.3. Andrew's Turn

Flip the current round's action card face-up.

2.3.1. Event

If the Timeline marker is placed on a Mission area, nothing happens for Andrew.

If the Timeline marker is placed on a donation symbol, Andrew puts a disk on the space of the donation board indicated at the top of the current round's action card. If the indicated space is already occupied, or if Andrew has run out of disks, he will not place a disk; shift Andrew's action card one space to the right.

2.3.2. Resolve Andrew's Action



Human Resources
Slide the current round's action card to the right by the number of spaces indicated;



Management
Andrew takes a tile from each Department whose number appears on the current round's action card. For each Department noted on the card but not available, slide Andrew's current action card one space to the right;



Construction
Place one of Andrew's disks on the leftmost construction site of each city named on the current round's action card. For each disk that cannot be placed, slide Andrew's current action card one space to the right;



Research & Development ("R&D")
Move Andrew's transport disk in the region indicated on the action card to the right by 1-3 spaces, as indicated. For each move that cannot be made, slide the current round's action card one space to the right.

Note: Remember that only one player's disk may occupy the last box of any transportation track.

Note: Andrew cannot advance a card further than the rightmost card (10 VP). If an affect would cause an action card to advance further, it stays at the rightmost card (10 VP).

2.4. Player's Turn

The player resolves events as in the normal game: Take Income and/or Make a Donation.

Note: As in the normal game, if the Timeline marker is placed on the last (rightmost) position of the Timeline, the player may choose to do one or both of the following: Take Income and/or Make a Donation.

Then, as in the normal game, the player may use any of their Departments that correspond to that round's Timeline row.

2.5. End of Round

The player may activate inactive employees in any of their Departments.

Employees are activated as in the main game, by paying the cost indicated under an empty Workstation in the employee's current Department and standing activated employees upright on their new Workstations.

The player must then move the action marker on the Timeline by one space to the right (displacing the Timeline marker).

Turn Andrew's current action card face-down, and place it under the VP card that it has reached. If Andrew's action card has not moved, place it under the "0 VP" card.

Finally, move the locomotive from one side of the "0 VP" card to the other.

A new round can now begin.

3. End of Game and Scoring

When the game ends, calculate Andrew's score as follows:

- Each of Andrew's action cards are worth an amount of VP according to their positions along the row of VP cards;
- Any Department tiles that Andrew has acquired are worth 2 VP each;
- For each of Andrew's transport disks that reached the last position of a transportation track, Andrew earns 6 VP (Andrew does not earn points for connected cities);
- Andrew's construction disks are each worth the VP of the cities where they were built (from 0-3 VP, as indicated on the game board);
- Andrew's donations are scored according to what the player did during the game. For example, the player built 5 projects in the West; if Andrew had placed the donation disk that awards 2 VP for each project built in that region, Andrew would score 10 VP (5 x 2).

Tip: Players may find it unfair that Andrew receives points for what they have done during the game, but businessmen of Andrew's caliber don't care. Once Andrew has placed a donation disk, the player knows that they can no longer make that particular donation and may thus wish to avoid taking further actions that would reward Andrew.

Compare Andrew's score with that of the player; the highest total score wins!

"No man becomes rich unless he enriches others."
– Andrew Carnegie

CREDITS

GAME DESIGN: Xavier Georges

ARTWORK: Ian O'Toole

PROJECT MANAGERS: Arno Quispel, Rafaël Theunis

EDITOR: Michael Schemaille

DIGITAL DEVELOPMENT: Dan Adams

A word from the author: I would like to extend special thanks to Sébastien Dujardin, Paul Mulders, Stéphane Gobert, Etienne Goetynck, Marc Dave and Maryline Dekens, whose help have been invaluable to the development of this game. I would also like to thank the many playtesters, including: Etienne, Stéphane, Johan, Nell, Pepe, Toni, Luis, Jean, Benoît, Dimitri, Anne-Cat, Pascal, Sébastien, Renaud, Miguel, Mathieu, Marc, Jean-Philippe, Eric, Elizabeth, Stéphane, Frédéric, Thomas, Bernard, Fanny, Laurent, and far too many others to name.

Artwork playtesters: Celine Gaudin and Christophe Gaudin

If you experience any issues with this product please contact the vendor where you purchased this game, or contact our customer service at www.quined.nl/contact/

Turn Reference

1



2



3



4



Setup Reference

			
			
	16	24	28
	18	9	-

Icon Reference

DEPARTMENT TYPES


HUMAN RESOURCES


MANAGEMENT


CONSTRUCTION


RESEARCH & DEVELOPMENT

MISSION SPACES


EMPLOYEE ON MISSION SPACE


TAKE EMPLOYEE FROM MISSION SPACE (RETURN TO LOBBY)


TAKE ONE OR MORE EMPLOYEES FROM MISSION SPACE (RETURN TO LOBBY)


PLACE EMPLOYEE ON MISSION SPACE

EMPLOYEES


ACTIVE EMPLOYEE


INACTIVE EMPLOYEE


GAIN ONE NEW EMPLOYEE FROM SUPPLY TO LOBBY


EMPLOYEES ARRIVING INTO LOBBY


MOVE AN EMPLOYEE ONE SPACE (NO DIAGONALS) ON DEPARTMENT BOARD. MAY END ON ANY SPACE. EMPLOYEE BECOMES INACTIVE.

DEPARTMENTS


DEPARTMENT


DEPARTMENT WITH AN ACTIVE EMPLOYEE


DEPARTMENT WITH AN INACTIVE EMPLOYEE


MOVE AN EMPLOYEE TO THIS DEPARTMENT


CONSTRUCT A NEW DEPARTMENT ON A SPACE WITH NO DEPARTMENT


CONSTRUCT A NEW DEPARTMENT ON A SPACE WITH NO DEPARTMENT **AND** AN INACTIVE EMPLOYEE

DONATIONS


DONATION


MAKE A DONATION


PLACE A DONATION DISK ON A SPACE CONTAINING ANOTHER PLAYER'S DISK

MAP


CONSTRUCTION DISK ON MAP


CONSTRUCTION DISK ON SMALL TOWN SPACE


MAJOR CITY CONNECTION POINTS

INCOME


INCOME FROM CURRENT SPACE ON TRANSPORT TRACK


INCOME FROM REVEALED SPACES ON PROJECT TABS

VICTORY POINTS

IMMEDIATE VP

GAME-END VP

PROJECT TYPES

PUBLIC INFRASTRUCTURE

INDUSTRY

COMMERCE

HOUSING

STUDY

STUDY POINTS AVAILABLE TO SPEND

STUDY POINT COST

DISCOUNT ON STUDY POINT COST

TRANSPORT TRACKS

TRANSPORT TRACK

CART

STAGECOACH

RAILROAD

RESOURCES & MONEY

GAIN MONEY

SPEND MONEY

GAIN A RESOURCE

SPEND A RESOURCE

"This game only loosely evokes Andrew Carnegie's achievements. While he was incredibly successful, Carnegie's business methods have also been the subject of some controversy. Whatever your stance, there can be no question that Carnegie was an important figure in American history." - Xavier Georges