**Stage 1: Brainstorming Phase**

The strategic planning team has suggested six different initiatives for next year. Discuss all six and narrow the list down to the three you think would be best to focus on. The spreadsheet on page 4 will give you more information about the costs, profits, and labor times of the various options presented below.

2024 initiative up for discussion:

* Increase the variety of the airplanes we produce by focusing on manufacturing a diverse array of product designs. Create short-range models, long-range models, stunt models, colorful fashion models, highly durable models, and any other varieties that will increase the company’s product offerings.
* Improve the visual appeal of the airplanes we produce by focusing on manufacturing planes in a wide variety of colors and patterns. Be sure to consider how the increased cosmetic labor time will impact your overall production numbers.
* Increase the versatility of the business by offering airplanes in a variety of different sizes. Regardless of the size, each plane must be functional and be able to remain airborne for a minimum of 3 seconds.
* Focus on durability by ensuring that every airplane produced is able to withstand at least three test flights during the manufacturing stage. A successful test flight is considered one in which the plane remains airborne for a minimum of 3 seconds.
* Widen our market by manufacturing airplanes that are able to perform stunts in the air. For example, instead of flying in a straight path, these planes might corkscrew or make loops in the air. Nosedives are not considered a stunt.
* Augment the performance of our base-model airplanes by focusing on manufacturing high-quality products that are able to fly to a greater distance. Distance planes should remain airborne for longer than 3 seconds.

**Stage 3: Budget Revision Phase**

Your company leaders have decided on the direction they want to go, and your team has chosen a specific goal. Now, it’s time for you to start forecasting your production numbers for the year. We want everyone on the team to get involved, so here are some questions for everyone to think about.

Individual questions:

* Have you ever made a *good* paper airplane before?
* If so, how long has it been since you last made one?
  + Do you remember how?
  + How long will it take you to get back to peak performance?
* If not, how long do you think it would take you to figure out how to make one?
  + Do you think you could find a good YouTube tutorial or Wiki article to help you?
  + How steep will the learning curve be?
* How motivated and energetic are you feeling today? Be honest!

**Write your personal forecast numbers here**

Team questions:

* Is there an expert on the team who can train the newbies, thereby increasing their production numbers?
  + How will this impact the expert’s numbers?
* Will the less experienced team members learn more quickly with a trainer than they would on their own?
* How much paper do you have available?
  + Do you have relationships with other teams who might be willing to share their surplus?
* Will working on a team be a distraction for any of your team members, thus bringing down their production numbers?

**Write your team forecast numbers here**

**Stage 4: Financial Projection Phase**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Number of units | Labor costs | Material costs | Total costs | Earnings | Profits |
| Small regular |  |  |  |  |  |  |
| Medium regular |  |  |  |  |  |  |
| Large regular |  |  |  |  |  |  |
| Short range |  |  |  |  |  |  |
| Long range |  |  |  |  |  |  |
| Stunt |  |  |  |  |  |  |
| Fashion |  |  |  |  |  |  |
| Durable |  |  |  |  |  |  |
| Total Profit |  |  |  |  |  |  |

**Financial Information**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Labor costs | Material costs | Earnings | Labor Time |
| Small regular | $50 per plane | $300 per plane | $500 per plane | 2.5 weeks |
| Medium regular | $75 per plane | $400 per plane | $500 per plane | 2 weeks |
| Large regular | $100 per plane | $500 per plane | $800 per plane | 4 weeks |
| Short range | $20 per plane | $100 per plane | $200 per plane | 1 week |
| Long range | $40 per plane | $300 per plane | $400 per plane | 3 weeks |
| Stunt | $30 per plane | $200 per plane | $300 per plane | 2.5 weeks |
| Fashion | $50 per plane | $100 per plane | $200 per plane | 4 weeks |
| Durable | $20 per plane | $100 per plane | $162.50 per plane | 3.5 weeks |

**Company Huddle**

It’s time for our company huddle, where every team will have a chance to adjust their forecast for the year. Use the following questions to help you.

* Is anyone on the team moving more quickly/slowly than you anticipated?
* Are any external factors impeding production?
* Have any failed attempts caused you to burn through resources more quickly than anticipated?
* Do you need to set aside more time to quality test your airplanes?
* Are you meeting the goal that you initially set out to achieve?

**Write your final forecast numbers here**