



DRIVING QUESTION

Sometimes the smartest business move is to keep selling at a loss. When does "stay open while losing money" actually beat "shut down"?

Gut instinct now. Answer it again at the end using the shutdown rule.

BEFORE THE GAME

During a slow season, a bakery keeps its doors open even though it's losing \$200 a week. The owner isn't confused about math — she's doing math most people skip.

Your gut answer — if a business is losing money, shouldn't it always shut down immediately? What might change that?

Quick prediction — could a business ever be better off producing at a loss than producing nothing at all?

☐ Yes ☐ No

DURING THE GAME – RUN THE BUSINESS

QTR	SHOCK / STORY	SHIFT (D/S, L/R)	PRICE VS. ATC / AVC	DECISION	CASH Δ
1	_____	_____	_____	☐ Produce ☐ Shutdown	_____
2	_____	_____	_____	☐ Produce ☐ Shutdown	_____
3	_____	_____	_____	☐ Produce ☐ Shutdown	_____
4	_____	_____	_____	☐ Produce ☐ Shutdown	_____

Profit-maximizing rule for a competitive firm: produce where $MC = P$. Starting cash: \$500. Track your running total quarter to quarter.

AFTER THE GAME

Find a quarter where price fell below ATC but stayed above AVC. Why was "keep producing" still the right call there, even at a loss?

Now use the vocabulary: state the **shutdown rule** precisely — what has to be true about price and AVC for shutting down to be correct?

TRANSFER — NOW APPLY IT

Breaking: "Restaurants Stay Open at a Loss During Slow Season, Owners Say It's Strategic"

A seaside restaurant's off-season revenue covers only ingredients, hourly staff, and utilities — not rent or the equipment loan. Market price is \$14 per meal. AVC is \$11 per meal. ATC (including fixed costs) is \$17 per meal.

\$14

MARKET PRICE

\$11

AVC

\$17

ATC

A. Is the restaurant covering its variable costs? Is it covering its total costs?

B. Apply the shutdown rule — should the restaurant stay open or close for the season? Why?

C. Connect it to the game — which quarter had a similar price/AVC/ATC relationship?

RETURN TO THE DRIVING QUESTION

Sometimes the smartest business move is to keep selling at a loss. When does "stay open while losing money" actually beat "shut down"?

Use the shutdown rule, AVC, and ATC in your final answer.
