

Team 1

Competitive Summary Report

Year 0

Financials(All Dollars in 000s except stock price)

	Team 1	Team 2	Team 3	Team 4	Team 5	Team 6
Economic Profit (% Revenue)	(3.2%)	(3.2%)	(3.2%)	(3.2%)	(3.2%)	(3.2%)
Economic Profit	(\$10,978)	(\$10,978)	(\$10,978)	(\$10,978)	(\$10,978)	(\$10,978)
Total Revenue	\$339,997	\$339,997	\$339,997	\$339,997	\$339,997	\$339,997
Employee Sat. - Overall	78.2%	78.2%	78.2%	78.2%	78.2%	78.2%
Customer Satisfaction						
Base	78.3%	78.3%	78.3%	78.3%	78.3%	78.3%
Advanced	79.3%	79.3%	79.3%	79.3%	79.3%	79.3%
Specialty	79.8%	79.8%	79.8%	79.8%	79.8%	79.8%
Overall	78.9%	78.9%	78.9%	78.9%	78.9%	78.9%
Effective Production Capacity	2,290	2,290	2,290	2,290	2,290	2,290
Product Deliveries						
Base	782	782	782	782	782	782
Advanced	481	481	481	481	481	481
Specialty	371	371	371	371	371	371
Total Deliveries	1,634	1,634	1,634	1,634	1,634	1,634
Total Backlog Units	6,543	6,543	6,543	6,543	6,543	6,543
Unit Backlog Years	4.0	4.0	4.0	4.0	4.0	4.0
Contract Awards -	Rating / % Won	Rating / % Won	Rating / % Won	Rating / % Won	Rating / % Won	Rating / % Won
(Belgium) Simmons Energy - B	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%
(US) Alliance Logistics - A	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%
(India) KiloStar Energy - S	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%	0.00 / 17%
(Belgium) Simmons Energy - B	No Bid	No Bid	No Bid	No Bid	No Bid	No Bid
(US) Alliance Logistics - A	No Bid	No Bid	No Bid	No Bid	No Bid	No Bid
(India) KiloStar Energy - S	No Bid	No Bid	No Bid	No Bid	No Bid	No Bid
(Belgium) Simmons Energy - B	No Bid	No Bid	No Bid	No Bid	No Bid	No Bid
(US) Alliance Logistics - A	No Bid	No Bid	No Bid	No Bid	No Bid	No Bid
(India) KiloStar Energy - S	No Bid	No Bid	No Bid	No Bid	No Bid	No Bid

Contract Rating = Customer Satisfaction plus impact of alignment of proposal emphasis.

Team 1 (1)
Profit and Loss: Year 0

(Dollars in 000s)	
Sales of Products	\$326,920
Sales of Services	\$13,077
Total Revenue	\$339,997
Cost of Goods Sold	\$238,632
Cost of Services	\$10,331
Gross Margin	\$91,034
Expenses	
Facilities Expense	\$350
Staff Costs	\$45,270
Training	\$421
Hiring/Firing Costs	\$3,791
Productivity Investments	\$2,000
Performance Investments	\$2,500
General and Administrative	\$15,250
Earnings from Operations	\$21,452
Interest	\$4,564
Earnings Before Income Tax	\$16,888
Taxes	\$5,742
Net Earnings	\$11,146
 Financial Summary	
Capital Charge	\$25,136
ROIC %	5.6%
Economic Profit	(\$10,978.0)

Segment Contribution Report

(Dollars in 000s except per unit values)

	Base	Advanced	Specialty	Total
Units Sold	782	481	371	1,634
Average price per unit	\$187.0	\$207.5	\$218.0	\$200.1
 Revenue	 \$146,234	 \$99,808	 \$80,878	 \$326,920
Cost of Goods Sold	(\$109,511)	(\$70,755)	(\$58,369)	(\$238,635)
Gross Margin	\$36,723	\$29,053	\$22,509	\$88,285
Facilities Expense	(\$156)	(\$107)	(\$86)	(\$350)
Staff Costs	(\$20,236)	(\$13,807)	(\$11,182)	(\$45,225)
Training	(\$188)	(\$128)	(\$104)	(\$421)
Hiring/Firing Costs	(\$1,695)	(\$1,156)	(\$936)	(\$3,787)
Productivity Investments	(\$894)	(\$610)	(\$494)	(\$1,998)
Performance Investments	(\$1,118)	(\$763)	(\$618)	(\$2,498)
General and Administrative	(\$6,817)	(\$4,651)	(\$3,767)	(\$15,235)
Equipment and Tooling	\$0	\$0	\$0	\$0
Earnings from Operations	\$5,619	\$7,831	\$5,323	\$18,773
 Average COGS per Unit	 \$140.0	 \$147.1	 \$157.3	 \$146.0
Total Unit Cost	\$179.8	\$191.2	\$203.7	\$188.6
EFO per Unit	\$7.2	\$16.3	\$14.3	\$11.5

Note:

Total Unit Cost = COGS + Other Fixed Costs

Team 1 (1)

Balance Sheet

Year 0

(Dollars in 000s)

Assets

Cash	\$79,041
Accounts Receivables	\$28,335
Parts Inventory	\$861
Gross Plant	\$125,000
Acc. Plant Depr.	(\$8,333)
Facilities	\$7,000
Acc. Facilities Depr.	(\$467)
Equipment and Tooling	\$27,500
Acc. Equip Depr.	(\$1,833)
Total Assets	\$257,104

Liabilities

Taxes Payable	\$5,742
Debt	\$70,216

Equity

Capital Stock	\$170,000
Retained Earnings	\$11,146
Total Liabilities & Equity	\$257,104

Dividend Issued <none>

Cash Flow

(Dollars in 000s)

Beginning Cash Balance \$10,500

Inflows

Collections	\$311,662
Funding Issued	\$70,216
Total Cash Available	\$392,378

Outflows

Facilities Expense	\$350
Staff Costs	\$45,270
Training	\$421
Hiring/Firing Costs	\$3,791
Productivity Investments	\$2,000
Performance Investments	\$2,500
General and Administrative	\$15,250
Interest	\$4,564
Production	\$227,999
Parts Purchasing	\$11,192
Total Outflows	\$313,337
Ending Cash Balance	\$79,041

Emergency Debt Issued <none>

Team 1 (1)
Operations Report
Year 0

(Dollars in 000s except per unit values)

	Year 0
Fixed Manufacturing Costs	
Design and Engineering Costs	\$248
Manufacturing and Assembly Costs	\$5,492
Depreciation Charges	
Gross Plant	\$8,333
Equipment and Tooling	\$1,833
Facilities	\$467
Total Cycle Time (days)	
Supplier Cycle Time (days)	172.00
Assembly Cycle Time (days)	26.20
Non-Conformance Index	8.00%
Product Performance Index	103
Plant Productivity Index	84%
Physical Plant Capacity (units)	3,000
Effective Capacity	2,290
Capacity Utilization	71%
<i>Percent of Effective Capacity</i>	
Total Units Sold	1,634

		Unit	COGS
Units Produced	1,634	Variable Cost	Per Unit
Base	782	\$130	\$140
Advanced	481	\$137	\$147
Specialty	371	\$147	\$157

	Physical	Plant	Assembly	Impact	Effective
Production Capacity	Plant	Configuration	Cycle Time	of External	Plant
End of Year 0	Capacity	Factor	Efficiency	Work	Capacity
	3,000	1.00	76.34%	1.00	2,290

Note:

Unit Variable Cost = All variable costs (internal and supplier) per unit.

COGS/Unit = Unit Variable Cost + Fixed Manufacturing Costs per unit + Depreciation per unit.

COGS = Variable Costs + Fixed Manufacturing Costs + Depreciation.

Effective Capacity = Physical capacity * impact of plant configuration * manufacturing productivity * impact of external supplier work.

Assembly Cycle Time is impacted by the productivity of manufacturing personnel and integration capability.

Team 1 (1)

Opportunities Won/Lost: Year 0

New Contracts - Model	% Won	Y 0	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6
(Belgium) Simmons Energy - Base	17%	782	832	1,042	1,222	271	0	0
(US) Alliance Logistics - Advanced	17%	481	351	521	681	200	0	0
(India) KiloStar Energy - Specialty	17%	371	351	461	611	0	0	0
Total Units		1,634	1,534	2,024	2,514	471	0	0

Backlog Summary	Value	Units
Base	\$629,576	3,367
Advanced	\$363,851	1,753
Specialty	\$310,180	1,423
Total Backlog	\$1,303,607	6,543

Customer Opportunities: Available in Year 1

Customer	Contract Type	Product Model	Contract Quantity	Expected Price/Unit	Contract Value (000s)
(India) KiloStar Energy	Allocated	Base	7,000	\$180	\$1,260,000
(Germany) Power Services	Spread-3	Base	900	\$184	\$165,600
(Brazil) Urban Technologies	Sole	Advanced	2,450	\$210	\$514,500
(US) Alliance Logistics	Allocated	Specialty	4,800	\$230	\$1,104,000
(Cyprus) Energy Finance Partners	Allocated	Advanced	2,300	\$205	\$471,500
(China) New Energy Industries	Spread-3	Specialty	2,700	\$226	\$610,200
(Singapore) WindTech	Sole	Specialty	1,950	\$220	\$429,000
(Denmark) EuroWind	Spread-3	Base	3,250	\$171	\$554,125

Delivery Schedule - Product Model	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6	Y 7	Y 8	Y 9	Y 10
(India) KiloStar Energy - B	750	1,250	2,000	2,000	1,000	0	0	0	0	0
(Germany) Power Services - B	200	200	300	200	0	0	0	0	0	0
(Brazil) Urban Technologies - A	0	450	700	800	500	0	0	0	0	0
(US) Alliance Logistics - S	450	1,050	1,500	1,800	0	0	0	0	0	0
(Cyprus) Energy Finance Partners - A	0	200	700	700	700	0	0	0	0	0
(China) New Energy Industries - S	400	400	400	500	500	500	0	0	0	0
(Singapore) WindTech - S	0	300	450	600	400	200	0	0	0	0
(Denmark) EuroWind - B	100	150	300	500	900	700	600	0	0	0

Team 1 (1) Customer Satisfaction Report

	Year 0		
	Base	Advanced	Specialty
Reputation/Brand	1* 80.0%	1* 80.0%	1* 80.0%
Business Development	1* 78.0%	1* 78.0%	1* 78.0%
Technology Capability	1* 85.0%	1* 85.0%	1* 85.0%
Price	1* 75.0%	1* 75.0%	1* 75.0%
Integration	1* 80.0%	1* 80.0%	1* 80.0%
Delivery	1* 75.0%	1* 75.0%	1* 75.0%
Service and Support	1* 80.0%	1* 80.0%	1* 80.0%
Overall Satisfaction	1* 78.3%	1* 79.3%	1* 79.8%

The number shown to the left of your rating reflects your ranking among all divisions.
* indicates a tie for that ranking.

Employee Satisfaction and Capability Report

	Business Development	Engineering	Supplier Mgmt	Mfg and Assembly	Customer Support
Staffing					
Employees at end of Year (1)	11	60	18	317	17
Transfers	0	0	0	0	0
New Employees	8	(1)	14	107	23
Staff during Year 0	19	59	32	424	40
Employees leaving at end of Year 0	(3)	(7)	(3)	(42)	(9)
Staff available for Year 1	16	52	29	382	31
Average Tenure/Experience (Years)	6.4	7.9	5.5	7.2	5.5
Employee Satisfaction					
Tools and Processes	80.0%	80.0%	80.0%	80.0%	80.0%
Training	75.0%	75.0%	75.0%	75.0%	75.0%
Workload	75.0%	75.0%	75.0%	75.0%	75.0%
Leadership	86.0%	86.0%	86.0%	86.0%	86.0%
Overall Engagement	79.9%	78.9%	78.2%	77.9%	79.0%
Overall Average Satisfaction	78.2%				
Staff Productivity Rating	80.8%	76.8%	78.0%	72.2%	75.1%
Staff Required	274	33	128	332	30
Staff Workload	112.0%	56.0%	400.0%	78.0%	75.0%

Team 1 (1)

Estimated Demand Forecast: Year 0

Estimated Contract Awards Model	Actual	Forecast		
	Year 0	Year 1	Year 2	Year 3
Base	33,120	11,150	9,600	10,100
Advanced	17,840	4,750	11,100	12,100
Specialty	14,320	9,450	5,200	6,050

Value of Contract Awards (millions) Model	Actual	Forecast		
	Year 0	Year 1	Year 2	Year 3
Base	\$6,193.44	\$1,979.73	\$1,845.65	\$1,945.30
Advanced	\$3,701.80	\$986.00	\$2,409.70	\$2,634.70
Specialty	\$3,121.76	\$2,143.20	\$1,151.40	\$1,405.30

Estimated Market Shares

Estimated Market Shares - Delivered Units

				Total Unit
	Base	Advanced	Specialty	Share
Team 1	16.7%	16.7%	16.7%	16.7%
Team 2	16.7%	16.7%	16.7%	16.7%
Team 3	16.7%	16.7%	16.7%	16.7%
Team 4	16.7%	16.7%	16.7%	16.7%
Team 5	16.7%	16.7%	16.7%	16.7%
Team 6	16.7%	16.7%	16.7%	16.7%

Estimated Market Shares - Total Contract Awards

				Total Contract
	Base	Advanced	Specialty	Share
Team 1	16.7%	16.7%	16.7%	16.7%
Team 2	16.7%	16.7%	16.7%	16.7%
Team 3	16.7%	16.7%	16.7%	16.7%
Team 4	16.7%	16.7%	16.7%	16.7%
Team 5	16.7%	16.7%	16.7%	16.7%
Team 6	16.7%	16.7%	16.7%	16.7%

Team 1 (1)
Staffing Estimates: Year 0

	Business Development	Engineering	Supplier Mgmt	Mfg and Assembly	Customer Support
Team 1	19	59	32	424	40
Team 2	19	59	32	424	40
Team 3	19	59	32	424	40
Team 4	19	59	32	424	40
Team 5	19	59	32	424	40
Team 6	19	59	32	424	40

Investment Survey

	Capacity (Units)	Performance Index	Productivity Index	Spending as % of Sales Performance	Spending as % of Sales Process
Team 1	2,290	103	84%	0.700%	4.7%
Team 2	2,290	103	84%	0.700%	4.7%
Team 3	2,290	103	84%	0.700%	4.7%
Team 4	2,290	103	84%	0.700%	4.7%
Team 5	2,290	103	84%	0.700%	4.7%
Team 6	2,290	103	84%	0.700%	4.7%

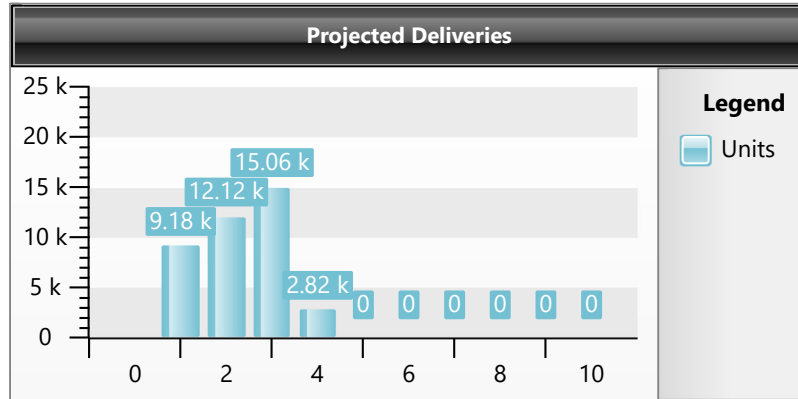
Team 1 (1)

Operating Decisions

Year 0

(All Dollars in 000s)

Division Metrics	Y 0	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6	Y 7	Y 8	Y 9	Y 10	
Contracted Units	0	0	0	0	0	0	0	0	0	0	0	
Projected Units - Model - Contract	Expected Win?	Y 0	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6	Y 7	Y 8	Y 9	Y 10
(Belgium) Simmons Energy - Base - Sole	17%	4,680	4,980	6,240	7,320	1,620	0	0	0	0	0	0
(US) Alliance Logistics - Advanced - Sole	17%	2,880	2,100	3,120	4,080	1,200	0	0	0	0	0	0
(India) KiloStar Energy - Specialty - Sole	17%	2,220	2,100	2,760	3,660	0	0	0	0	0	0	0
Projected Deliveries		9,780	9,180	12,120	15,060	2,820	0	0	0	0	0	0



Customer Opportunity Decisions

Customer - Model - Contract	Pursue	Relative Price	Price Emphasis	Integration Emphasis	Technology Emphasis	Service Emphasis
(Belgium) Simmons Energy - Base - Sole	Yes	0.0%	Moderate	Moderate	Moderate	Moderate
(US) Alliance Logistics - Advanced - Sole	Yes	0.0%	Moderate	Moderate	Moderate	Moderate
(India) KiloStar Energy - Specialty - Sole	Yes	0.0%	Moderate	Moderate	Moderate	Moderate

Functional Decisions	Business Development	Engineering	Supplier Mgmt	Mfg and Assembly	Customer Support
Staff Requirements					
Support Existing	0	0	0	0	0
Support Projected	274	33	128	332	30
Staff Required	274	33	128	332	30
Existing Staff	11	60	18	317	17
Recruiting/(Layoffs)	8	0	14	107	23
Total Staff Available	19	59	32	424	40
Projected Staff Bench/Shortfall	(255)	27	(96)	92	10
Recruiting Emphasis					
Recent Grads	50%	50%	50%	50%	50%
Prior Experience	25%	25%	25%	25%	25%
Highly Qualified	25%	25%	25%	25%	25%
Trainings Days per Employee	15	12	16	10	14
Training Focus					
Technical Skills	34%	34%	34%	34%	34%
Process Skills	33%	33%	33%	33%	33%
Integration Skills	33%	33%	33%	33%	33%
Productivity & Tools	\$2.0	\$6.0	\$2.0	\$3.5	\$1.5
Performance Investments		\$2,500			
Supplier Responsibilities (External)					

Team 1 (1)
Operating Decisions

Year 0

Design and Engineering		50%		
Fabrication and Mfg		50%		
Logistics and Service		50%		
Capacity Investment			\$15,000	
Capacity Configuration			\$5,000	
Customer Support Inventory Levels (days)				30
Finance Decisions				
Corporate Funding				
Funding from Corporate	\$0			
Transfer to Corporate	\$0			
Issue per Share Dividend	\$0.00			