

Competitive Summary Report

Year 0

Financials(All Dollars in 000s except stock price)

	Team 1	Team 2	Team 3	Team 4
Economic Profit (% Revenue)	(108.1%)	(108.1%)	(108.1%)	(108.1%)
Economic Profit	(\$61,613)	(\$61,613)	(\$61,613)	(\$61,613)
Total Revenue	\$57,014	\$57,014	\$57,014	\$57,014
Employee Sat. - Overall	78.2%	78.2%	78.2%	78.2%
Customer Satisfaction				
Base	78.3%	78.3%	78.3%	78.3%
Advanced	79.3%	79.3%	79.3%	79.3%
Specialty	79.8%	79.8%	79.8%	79.8%
Overall	78.9%	78.9%	78.9%	78.9%
Effective Production Capacity	2,290	2,290	2,290	2,290
Product Deliveries				
Base	131	131	131	131
Advanced	81	81	81	81
Specialty	62	62	62	62
Total Deliveries	274	274	274	274
Total Backlog Units	1,094	1,094	1,094	1,094
Unit Backlog Years	4.0	4.0	4.0	4.0

Contract Awards -	Rating / % Won	Rating / % Won	Rating / % Won	Rating / % Won
(Belgium) Simmons Energy - B	0.00 / 25%	0.00 / 25%	0.00 / 25%	0.00 / 25%
(US) Alliance Logistics - A	0.00 / 25%	0.00 / 25%	0.00 / 25%	0.00 / 25%
(India) KiloStar Energy - S	0.00 / 25%	0.00 / 25%	0.00 / 25%	0.00 / 25%
(Belgium) Simmons Energy - B	No Bid	No Bid	No Bid	No Bid
(US) Alliance Logistics - A	No Bid	No Bid	No Bid	No Bid
(India) KiloStar Energy - S	No Bid	No Bid	No Bid	No Bid
(Belgium) Simmons Energy - B	No Bid	No Bid	No Bid	No Bid
(US) Alliance Logistics - A	No Bid	No Bid	No Bid	No Bid
(India) KiloStar Energy - S	No Bid	No Bid	No Bid	No Bid

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

Team 0

Profit and Loss: Year 0

(Dollars in 000s)

Sales of Products	\$54,821
Sales of Services	\$2,193
Total Revenue	\$57,014
Cost of Goods Sold	\$53,641
Cost of Services	\$1,733
Gross Margin	\$1,640
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	(\$67,942)
Interest	\$4,564
Earnings Before Income Tax	(\$72,506)
Taxes	\$0
Net Earnings	(\$72,506)
Financial Summary	
Capital Charge	\$16,771
ROIC %	(26.7%)
Economic Profit	(\$61,613.0)

Segment Contribution Report

(Dollars in 000s except per unit values)

	Base	Advanced	Specialty	Total
Units Sold	131	81	62	274
Average price per unit	\$187.0	\$207.5	\$218.0	\$200.1
Revenue	\$24,497	\$16,808	\$13,516	\$54,821
Cost of Goods Sold	(\$24,857)	(\$15,942)	(\$12,841)	(\$53,640)
Gross Margin	(\$360)	\$866	\$675	\$1,181
Facilities Expense	(\$156)	(\$107)	(\$86)	(\$350)
Staff Costs	(\$20,236)	(\$13,898)	(\$11,182)	(\$45,315)
Training	(\$188)	(\$129)	(\$104)	(\$421)
Hiring/Firing Costs	(\$1,695)	(\$1,164)	(\$936)	(\$3,795)
Productivity Investments	(\$894)	(\$614)	(\$494)	(\$2,002)
Performance Investments	(\$1,118)	(\$768)	(\$618)	(\$2,503)
General and Administrative	(\$6,817)	(\$4,682)	(\$3,767)	(\$15,265)
Equipment and Tooling	\$0	\$0	\$0	\$0
Earnings from Operations	(\$31,463)	(\$20,496)	(\$16,511)	(\$68,470)
Average COGS per Unit	\$189.8	\$196.8	\$207.1	\$195.8
Total Unit Cost	\$427.2	\$460.5	\$484.3	\$450.0
EFO per Unit	(\$240.2)	(\$253.0)	(\$266.3)	(\$249.9)

Note:

Total Unit Cost = COGS + Other Fixed Costs

Team 0
Balance Sheet
Year 0

(Dollars in 000s)

Assets

Cash	\$13,947
Accounts Receivables	\$4,752
Parts Inventory	\$144
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	\$167,710

Liabilities

Debt	\$70,216
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Equity

Capital Stock	\$170,000
Retained Earnings	(\$72,506)
Total Liabilities & Equity	\$167,710

Dividend Issued	<none>
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Cash Flow

(Dollars in 000s)

Beginning Cash Balance	\$10,500
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Inflows

Collections	\$52,262
Funding Issued	\$70,216
Total Cash Available	\$132,978

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	\$43,008
Parts Purchasing	\$1,877
Total Outflows	\$119,031
Ending Cash Balance	\$13,947

Emergency Debt Issued	<none>
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Team 0
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)	198.20
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	12%
<i>Percent of Effective Capacity</i>	
Total Units Sold	274

		Unit	COGS
Units Produced	274	Variable Cost	Per Unit
Base	131	\$130	\$190
Advanced	81	\$137	\$197
Specialty	62	\$147	\$207

	Physical Plant Capacity	Plant Configuration Factor	Assembly Cycle Time Efficiency	Impact of External Work	Effective Plant Capacity
Production Capacity					
End of Year 0	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 0
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	25%	131	139	174	204	45	0	0
(US) Alliance Logistics - Advanced	25%	81	59	87	114	34	0	0
(India) KiloStar Energy - Specialty	25%	62	59	77	102	0	0	0
Total Units		274	257	338	420	79	0	0

Backlog Summary	Value	Units
Base	\$105,235	562
Advanced	\$60,798	294
Specialty	\$51,830	238
Total Backlog	\$217,863	1,094

Customer Opportunities: Available in Year 1

Customer	Contract Type	Product Model	Contract Quantity	Expected Price/Unit	Contract Value (000s)
(India) KiloStar Energy	Scaled	Base	938	\$180	\$168,840
(Belgium) Simmons Energy	Spread-3	Base	603	\$184	\$110,952
(Brazil) Urban Technologies	Sole	Advanced	1,642	\$210	\$344,820
(US) Alliance Logistics	Scaled	Specialty	1,071	\$230	\$246,330
(Cyprus) Energy Finance Partners	Spread-2	Advanced	769	\$205	\$157,645
(China) New Energy Industries	Spread-3	Specialty	1,809	\$226	\$408,834
(Singapore) WindTech	Sole	Specialty	1,307	\$220	\$287,540
(Denmark) EuroWind	Spread-3	Base	2,177	\$171	\$371,179

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	100	168	268	268	134	0	0	0	0	0
(Belgium) Simmons Energy - B	134	134	201	134	0	0	0	0	0	0
(Brazil) Urban Technologies - A	0	302	469	536	335	0	0	0	0	0
(US) Alliance Logistics - S	100	234	335	402	0	0	0	0	0	0
(Cyprus) Energy Finance Partners - A	0	67	234	234	234	0	0	0	0	0
(China) New Energy Industries - S	268	268	268	335	335	335	0	0	0	0
(Singapore) WindTech - S	0	201	302	402	268	134	0	0	0	0
(Denmark) EuroWind - B	67	100	201	335	603	469	402	0	0	0

Team 0
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	32	5	15	55	5
Staff Workload	112.0%	8.0%	47.0%	13.0%	12.0%

Team 0
Estimated Demand Forecast: Year 0

Estimated Contract Awards		Actual	Forecast	
Model		Year 0	Year 1	Year 2
Base		8,322	3,718	5,224
Advanced		4,482	2,411	2,712
Specialty		3,597	4,187	2,446

Value of Contract Awards (millions)		Actual	Forecast	
Model		Year 0	Year 1	Year 2
Base		\$1,556.21	\$650.97	\$1,002.26
Advanced		\$930.02	\$502.47	\$575.02
Specialty		\$784.15	\$942.70	\$544.12

Estimated Market Shares

Estimated Market Shares - Delivered Units				Total Unit
	Base	Advanced	Specialty	Share
Team 1	25.0%	25.0%	25.0%	25.0%
Team 2	25.0%	25.0%	25.0%	25.0%
Team 3	25.0%	25.0%	25.0%	25.0%
Team 4	25.0%	25.0%	25.0%	25.0%

Estimated Market Shares - Total Contract Awards				Total Contract
	Base	Advanced	Specialty	Share
Team 1	25.0%	25.0%	25.0%	25.0%
Team 2	25.0%	25.0%	25.0%	25.0%
Team 3	25.0%	25.0%	25.0%	25.0%
Team 4	25.0%	25.0%	25.0%	25.0%

Team 0
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

Investment Survey

	Capacity (Units)	Performance Index	Productivity Index	Spending as % of Sales Performance	Spending as % of Sales Process
Team 1	2,290	103	84%	4.400%	28.1%
Team 2	2,290	103	84%	4.400%	28.1%
Team 3	2,290	103	84%	4.400%	28.1%
Team 4	2,290	103	84%	4.400%	28.1%

Team 0

Operating Decisions

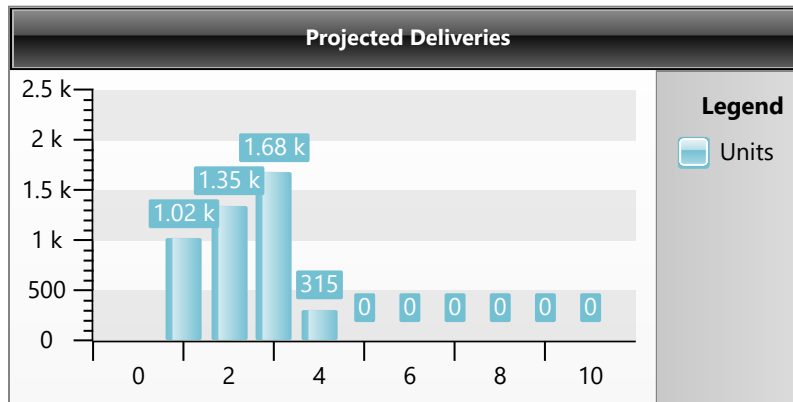
Year 0

(All Dollars in 000s)

Division Metrics

Contracted Units

		Y 0	Y 1	Y 2	Y 3	Y 4	Y 5	Y 6	Y 7	Y 8	Y 9	Y 10
	Expected	0	0	0	0	0	0	0	0	0	0	0
Projected Units - Model - Contract	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	25%	523	556	697	817	181	0	0	0	0	0	0
(US) Alliance Logistics - Advanced - Sole	25%	322	234	348	456	134	0	0	0	0	0	0
(India) KiloStar Energy - Specialty - Sole	25%	248	234	308	409	0	0	0	0	0	0	0
Projected Deliveries		1,093	1,024	1,353	1,682	315	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

Staff Requirements

	Business Development	Engineering	Supplier Mgmt	Mfg and Assembly	Customer Support
Support Existing	0	0	0	0	0
Support Projected	32	5	15	55	5
Staff Required	32	5	15	55	5
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	(13)	55	17	369	35

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

Training Focus	15	12	16	10	14
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
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Performance Investments

Supplier Responsibilities (External)

Team 0
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			