

Financial Historical Summaries for Andrews

Cash Flow Statement (in thousands)

	Rd 1	Rd 2	Rd 3	Rd 4	Rd 5	Rd 6	Rd 7	Rd 8
Net Income	1,345	- 615	-	-	-	-	-	-
Depreciation	1,227	1,253	1,454	1,959	2,355	2,600	2,710	2,772
Gain Loss Write offs	0	0	30	- 159	0	0	0	0
<u>Accounts</u> Payable	- 338	- 78	13	- 1,756	- 44	78	821	531
Inventory	2,352	-	-	- 8,407	- 7,905	- 6,398	-	-
<u>Accounts Receivable</u>	- 1	385	2,017	948	4	- 377	- 119	- 477
Cash Flow From Operations	4,585	-	-	-	-	-	-	-
Plant Improvements	-	-	- 2,188	- 7,570	- 5,946	- 3,671	- 1,648	- 939
Dividends	0	0	0	0	0	0	0	0
Stock Issue	300	400	2,800	460	550	662	794	953
Stock Retire	- 200	- 500	- 650	0	0	0	0	0
Long Term Debt Issue	250	500	0	9,274	5,500	3,050	800	0
Long Term <u>Debt</u> Retire	0	- 867	- 900	- 9,274	0	0	0	0
Change In Current Debt	0	867	29,343	39,166	40,666	42,878	88,347	99,332
Cash From <u>Financing</u>	350	400	30,593	39,626	46,716	46,590	89,941	100,284
Change In Cash	935	-	- 3,521	0	0	0	0	0
<u>Closing</u> Cash	6,536	3,521	0	0	0	0	0	0

Balance Sheet (in thousands)

	Rd 1	Rd 2	Rd 3	Rd 4	Rd 5	Rd 6	Rd 7	Rd 8
Cash	6,536	3,521	0	0	0	0	0	0
Accounts Receivable	3,354	2,969	953	5	1	378	496	974
Inventory	0	3,136	24,885	33,292	41,197	47,595	81,816	122,029
Total Current Assets	9,891	9,626	25,838	33,297	41,198	47,972	82,312	123,002
Plant & Equipment	18,400	19,625	21,814	29,384	35,330	39,000	40,648	41,587
Accumulated Depreciation	-	-	-	-	-	- 15,648	- 18,358	- 21,131
Total Fixed assets	12,373	12,345	13,079	18,690	22,281	23,352	22,290	20,456

Total Assets	22,264	21,971	38,917	51,987	63,479	71,324	104,602	143,459
Accounts Payable	2,516	2,438	2,451	695	650	728	1,549	2,080
Current Debt	0	867	30,210	69,376	110,042	152,920	241,267	340,598
Long Debt	5,450	5,083	4,214	9,274	14,774	17,824	18,624	18,624
Total Liabilities	7,966	8,388	36,874	79,345	125,466	171,472	261,439	361,302
Common Stock	2,583	2,882	5,456	5,916	6,466	7,128	7,922	8,875
Retained Earnings	11,715	10,702	3,414	28,054	63,235	102,057	159,540	221,499
Total Equity	14,298	13,583	2,043	22,138	56,768	- 94,929	151,618	212,624
Total Liab And Equity	22,264	21,971	38,917	51,987	63,479	71,324	104,602	143,459

Income Statement (in thousands)

	Rd 1	Rd 2	Rd 3	Rd 4	Rd 5	Rd 6	Rd 7	Rd 8
Sales	40,813	36,128	11,592	62	10	4,593	12,940	25,386
Direct Labor	13,230	11,668	3,766	21	4	1,227	3,248	7,052
Direct Material	19,728	14,857	4,300	23	3	1,232	2,905	6,956
Inventory Carry	0	376	2,986	3,995	4,944	5,711	9,818	14,643
Total Variable Cost	32,958	26,901	11,052	4,039	4,951	8,170	15,971	28,651
Contribution Margin	7,855	9,227	541	- 3,978	- 4,941	- 3,577	- 3,031	- 3,264
Depreciation	1,227	1,253	1,454	1,959	2,355	2,600	2,710	2,772
R and D	1,000	5,000	926	5,000	5,000	3,084	3,723	3,093
Promo	1,000	1,050	6,500	4,850	7,445	7,185	13,394	6,995
Sales Budget	1,100	1,200	7,000	4,850	7,650	6,750	13,394	7,364
Admin	720	925	612	943	107	129	572	630
Total Period Costs	5,047	9,429	16,491	17,602	22,557	19,749	33,792	20,855
Net Margin	2,808	- 202	- 15,951	- 21,579	- 27,498	- 23,325	- 36,824	- 24,119
Other	31	53	193	3,267	5,703	7,686	7,580	10,048
EBIT	2,777	- 255	- 16,144	- 24,846	- 33,201	- 31,011	- 44,403	- 34,167
Interest Short Term Debt	0	72	4,403	11,829	18,958	26,344	41,556	58,677
Interest Long Term Debt	666	619	515	1,233	1,965	2,371	2,477	2,477
Taxes	739	- 331	- 7,372	- 13,268	- 18,943	- 20,904	- 30,953	- 33,362
Profit Sharing	27	0	0	0	0	0	0	0
Net Profit	1,345	- 615	- 13,691	- 24,641	- 35,180	- 38,822	- 57,484	- 61,959

Round Analysis

Round Analysis for Year 2027 Round 8 - F111159_009.



Each Team can earn a maximum of 5 stars. Stars represent an overall performance evaluation, much like the stars in the Morningstar ratings.

One star is issued for each of the following:

- Contribution margin over 30%
- Zero [emergency loan](#)
- For total units across entire product line: satisfy at least 95% of demand for their products and can not carry more than 90 days of inventory.
- Increase in stock price over last year
- Profit greater than zero

Company	Profit	Margin	Emer Loan	Inventory	Stock Price	Total	Grand
Andrews						0	5

Hello Andrews Team! For Round 8 you earned a total of

PROFITS : You earned no stars because your profits were negative at \$- 61,958,682. Profits are listed on page 1 of the Foundation FastTrack . Losses are usually the result of insufficient margin caused by a high cost structure and too low prices. Profit can also suffer from excessive expenditures in selling and advertising, heavy interest [payments](#) on debt, and losses on liquidation (scrapping) of inventory when retiring a product line.

ANALYSIS - You may need to raise prices or reduce costs - or both. [Watch](#) your production schedule. Is it matched to a good sales forecast for each product?

CONTRIBUTION MARGIN: You earned no stars because your corporate contribution margin is - 12.9%. Contribution margin is defined as:

$$\frac{\text{Sales} - (\text{Direct Labor} + \text{Direct Materials} + \text{Inventory Carry})}{\text{Sales}}$$

It is reported on Page 1 of the Foundation FastTrack as an aggregate average of each team's product portfolio. A good benchmark for contribution margin is 30%. A product-by-product margin computation is available on the Income Statement portion of your company's annual reports.

ANALYSIS - Your contribution margins are inadequate. Margins are driven by both price and cost. Check to see which of these problems you have:

1. Are your prices too low? "Variable Margin" is the margin that you make on each unit. It is defined as:

Company	Profit	Margin	Emer Loan	Inventory	Stock Price	Total	Grand
	Price - (Direct Labor + Direct Materials)				Price		

From your variable margin you pay for depreciation, R&D, promotion, sales, admin costs, etc. A good benchmark for variable margin is 38%. You will find Contribution Margins on the Production Sheet in your Foundation software.

2. Are your MTBF ratings set too high? MTBF ratings affect material costs. Check the MTBF ratings of each product against the "Customer Buying Criteria" on pages 5-6 of the FastTrack. Are they higher than they need to be? Example: If the MTBF range is 14,000-20,000, and it is the 3rd buying criteria (as it is in the Low Tech segment), there is little benefit in having MTBF set higher than the minimum. The Low Tech customer is saying to you that given a choice between reliability and price, they prefer price.
3. Is your positioning too advanced? Material costs at the leading edge of a segment are \$4 higher than at the trailing edge. If the customer values price more than positioning, sacrifice positioning.
4. Is your labor content too high? Labor content is the percentage of Cost of Goods (COG) consumed by labor expense. For example, if COG is \$10, and labor costs are \$4, your labor content is 40%. You can reduce labor content with automation. To a lesser degree, you can also limit labor content by eliminating overtime and by negotiating for a more favorable labor contract. A good benchmark for labor content in Foundation is 30%.
5. Are you dropping price to increase market share? If so, recognize that Foundation customers have no loyalty based upon past purchases, and they endure no switching costs. Customer behavior is driven by product attributes, awareness, and accessibility.
6. Are you dropping price to respond to competition? Check your competitor's margins. Are they making money? Losing money? If they are losing money, resist the temptation to follow them. While your unit volume will fall, it is more important to stay profitable. Thank your competitor for losing money. They will soon discover that they cannot sustain the losses and will want to raise their price. If you have lowered yours, the industry will be trapped in a price war. On the other hand, if you discover that they are making money because they have attacked their cost structure and are passing along savings to customers, you have a serious problem. Address your costs, differentiate so you can maintain your price, or get out of the segment.

7.

EMERGENCY LOANS: You earned no stars, because you had an emergency loan of \$ 340,598,377. Emergency loans are listed on Page 1 of the Foundation FastTrack. The simulation gives you every benefit of a doubt, but if you are out of cash at the end of the year, "Big Al" arrives to give you just enough cash to bail you out -- at a 7.5 percentage point premium, of course. In the real world we often refer to emergency loans as "a liquidity crisis", "Chapter 11", or simply "Bankruptcy."

Company	Profit	Margin	Emer Loan	Inventory	Stock Price	Total	Grand
---------	--------	--------	--------------	-----------	----------------	-------	-------

ANALYSIS - You have an excessive emergency loan. Check to see which of the following problems you have:

1. When you saved your decisions, did your Proforma Balance Sheet project negative cash? If so, your emergency loan was unnecessary. In Foundation you can always raise adequate cash via stock issues, new bonds, or short term debt. Of course, this is not true in the real world, but it is a necessary aspect of our simulated environment. Your task is to learn how to dig your way out of this hole. Here are some guidelines:
 - a. Raise all the money via stock issues that the spreadsheet will allow. Note that the spreadsheet presents a ceiling called "Max Issue". Do not exceed the number in "Max Issue". (You can enter a bigger number and the spreadsheet will accept it, but when your decisions are processed on the website you will actually receive the value in "Max Issue.")
 - b. Raise all the money via bond issues that the spreadsheet will allow, or enough to make your Proforma Cash balance positive. Do not exceed the number labeled "Maximum Issue This Year". (Like the stock "Max Issue," you can enter a bigger number, and the spreadsheet will accept it, but when your decisions are processed you will get "Maximum Issue This Year.")
 - c. If your Proforma Cash balance is still negative, borrow sufficient Current Debt to bring Cash into the black. Current Debt is your last choice because it is your most expensive money, but even it is less expensive than an emergency loan. Note that the Current Debt principal is due at the start of every year, but you have the option of reborrowing or "rolling" the debt.
 - d. If you have large quantities of inventory on any product, identify which segment it falls within on the Perceptual Map. Find the price guidelines for that segment. Price to sell within those guidelines. You need to convert that inventory back into cash. Cut back on production as appropriate.
 - e. Take a critical look at your plant capacity. If your product lines are running at less than 100% utilization, sell the excess capacity.
 - f. If you are planning to retire a product line, now is the time. Sell the capacity. If you have inventory, however, and think you can sell it, keep one unit of capacity. This makes it possible to sell the inventory instead of liquidating it at 50% of its value.
 - g. In the Help files in your software or on the website, find the item "How do we develop a unit sales forecast?". Follow the guidelines to prepare a realistic sales forecast and enter it on the Marketing spreadsheet.
 - h. Examine your Proforma Income Statement. If any product shows a negative "Net Margin", you must address the problem. If necessary, do not make or sell the product. Do not sell a product at a loss.
2. If your Proforma Balance sheet showed a positive cash balance when you saved your decisions, check the following:
 - a. Was there a very large increase in inventory? Check your Annual Report's Cash Flow statement. Did inventory increase dramatically? If so, turn to the Production Analysis (page 4). Was it one product, or are you carrying

Company	Profit	Margin	Emer Loan	Inventory	Stock Price	Total	Grand
---------	--------	--------	--------------	-----------	----------------	-------	-------

moderately large inventories on several products? If it is a single product, you have a serious but short term problem. The solution is to cut back on production until the inventory is sold. This may take several years depending upon the cause of the problem. On the other hand, if you are carrying moderately large inventories on several product, the root problem is overly optimistic forecasting. In the Help files in your software or on the website, find the item "How do we develop a unit sales forecast?". Follow the guidelines to prepare a realistic sales forecast and enter it on the Marketing spreadsheet.

- b. Did you buy plant and equipment and forget to fund it? If so, fund it now by matching the investment with a combination of stock and bond issues. Your emergency loan has been classified as Current Debt and is due on January 1st. If you do not fund your investment, you could get another emergency loan to pay for the previous emergency loan.

To diagnose your emergency loan, examine your Cash Flow statement. It represents the net flow of money into and out of your checking account. A positive number indicates an inflow, a negative number an outflow. For example, find the "Inventory" line. If your inventory position increased compared to last year, you had to pay for the additional inventory, and that resulted in a cash outflow. On the other hand, if you sold all of your old inventory, that represented a cash inflow.

INVENTORY: You earned no stars for your year-end inventory position. The ideal year-end inventory position is one unit in each product line. In that case you would know that every potential sale was made, and that inventory carrying cost was minimized. This is the goal of "Just In Time" inventory systems. In the simulation, however, you cannot adjust production during the year to meet demand. Therefore, you must balance the risk of losing sales to competitors because of stock outs against the cost of carrying additional inventory should your demand exceed your expectations. At some point inventories become excessive. A good benchmark would be, "inventory levels should not exceed 60 days (two months) of Sales." For example, if your product's sales are \$12 million, inventories should not exceed \$2 million.

To earn a star of your inventory management, each product must satisfy two conditions:

1. Teams must satisfy at least 95% of the demand they generate across the entire product line. $\text{Actual Total Industry Unit Sales} / \text{Potential Industry Unit Sales} \geq 95\%$. (on a per team basis)
2. Teams cannot carry more than 90 days of inventory defined as $\text{Total Unit Inventory} / \text{Total Units Sold} \leq 25\%$.

ANALYSIS -CHECK FOR STOCK OUTS. You may have under-produced and turned away customers. Examine the ACTUAL VS. POTENTIAL graphs for each segment analysis in the simulation reports. This will indicate how badly your stock out hurt you.

Company	Profit	Margin	Emer Loan	Inventory	Stock Price	Total	Grand
---------	--------	--------	--------------	-----------	----------------	-------	-------

ANALYSIS -CHECK FOR EXCESSIVE INVENTORY LEVELS. On the Production Analysis (page 4), compare "Units Sold" with "Units in Inventory". Inventory should be less than 1/6th of unit sales. Inventory consumes cash, drags down your performance measures, and in extreme cases drives emergency loans. Inventory carry overheads chew into profits. Typical problems include:

1. Overly optimistic sales forecasts. Previous year customer demands (and segment growth rates) are listed for each market segment pages. Compare your sales forecast figures against segment demand. Were sales expectations unrealistic? For example, if the segment demand ceiling was 3 million units, and there are six teams with products in the segment, a "fair share" starting point is 500 thousand units per team. If you have a better than average product, your sales will be higher. Below average products produce below average demand. But unless your product is dramatically better or worse than the other products in the segment, you demand will be somewhere between 50% and 150% of average. This is discussed further in the help files on the website under "How do we develop a unit sales forecast?"
2. Sometimes teams confuse the relationship between sales forecasts, production schedule, and production capacity.
 - o Sales Forecasts only affect proformas. They are a tool - not a management "decision." When you enter a forecast, you force the software to use your number to drive the Income Statement. When the simulation is processed on the web site, actual sales depend upon the actions of your competitors.
 - o Production Schedule (on the Production spreadsheet of the student software) is the actual production for the year. This is added to the starting inventory. Production occurs in monthly increments.
 - o Production Capacity is the size of the factory. If the Capacity is 500 thousand, you can produce up to one million units by running 100% overtime. All units produced above 500 thousand will be affected by time-and-a-half overtime charges. You buy or sell capacity, or simply leave it idle and unused.
 - o

STOCK PRICE: You earned no stars because your stock price fell last year by \$ 0.00. Stock price is affected by performance, asset base, debt, dividend policy, and number of shares outstanding. In a year of aggressive investment in plant expansion and automation, you would expect that the necessary debt load would cause some uneasiness on the part of shareholders. But, if the stock price dips more than \$15.00, it may be a warning sign of too much debt. The stock price can also suffer in profitable years. For example, liquidation of plant brings in cash, but makes shareholders wonder about the long term competitive ramifications. Paying dividends in excess of profits, or obtaining a Big AI emergency loan, will have a negative effect on stock price.

ANALYSIS - Your shareholders may riot at your annual meeting!

Audit Trail - Andrews - F111159_009 - Round 1

Product Decisions

ProductName	Able	NA	NA	NA	NA
Performance	2.0	0.0	0.0	0.0	0.0
Size	11.2	0.0	0.0	0.0	0.0
MTBFrdSpec	15000	0	0	0	0
Price	32.00	0.00	0.00	0.00	0.00
PromoBudget	1000	0	0	0	0
SalesBudget	1100	0	0	0	0
UnitSalesForecast	1150	0	0	0	0
ProductionOrdered	1200	0	0	0	0
CapacityChange	150	0	0	0	0
AutomationNextRound	2.5	0.0	0.0	0.0	0.0

Finance Decisions

FinanceFunction	StIssue	StRetire	Dividend	ShortDebt	BondRetire	BondIssue	AR	AP
FinanceDecisions	300	200	0.00	0	0	250	30	30

Audit Trail - Andrews - F111159_009 - Round 2

Product Decisions

ProductName	Able	Acorn	Ambius	Anator	Apollo
Performance	2.0	2.3	2.6	2.8	3.0
Size	11.2	11.4	11.3	11.8	12.2
MTBFrdSpec	15000	12000	9000	18000	20000
Price	34.00	0.00	0.00	0.00	0.00
PromoBudget	1050	0	0	0	0
SalesBudget	1200	0	0	0	0
UnitSalesForecast	1400	0	0	0	0

ProductionOrdered	1200	0	0	0	0
CapacityChange	25	10	5	15	16
AutomationNextRound	2.5	2.4	2.8	3.1	3.3

Finance Decisions

FinanceFunction	StIssue	StRetire	Dividend	ShortDebt	BondRetire	BondIssue	AR	AP
FinanceDecisions	400	500	0.00	0	0	500	30	30

HR Decisions

Complement	RecrSpend	TrainHrs
252	1000	60
100	0	0

Audit Trail - Andrews - F111159_009 - Round 3

Product Decisions

ProductName	Able	Acorn	Ambius	Anator	Apollo
Performance	2.0	2.3	2.6	2.8	3.0
Size	11.2	11.4	11.3	11.8	12.2
MTBFrdSpec	15000	12000	9000	18000	20000
Price	34.00	36.00	38.00	40.00	42.00
PromoBudget	1100	1200	1300	1400	1500
SalesBudget	1200	1300	1400	1500	1600
UnitSalesForecast	1250	1350	1450	1550	1650
ProductionOrdered	1200	15	10	10	20
CapacityChange	10	15	20	25	30
AutomationNextRound	2.6	2.7	2.8	3.0	3.2

Finance Decisions

FinanceFunction	StIssue	StRetire	Dividend	ShortDebt	BondRetire	BondIssue	AR	AP
FinanceDecisions	2800	650	0.00	0	900	0	30	30

HR Decisions

Complement	RecrSpend	TrainHrs
235.8	2500	60
90	0	0

Product Decisions

ProductName	Able	Acorn	Ambi us	Anator	Apollo
Performance	9.3	9.1	8.9	6.6	6.7
Size	10.4	11.3	10.9	13.6	12.3
MTBFrdSpec	22000	22400	22000	19000	20000
Price	34.00	36.00	35.00	32.00	31.00
PromoBudget	1100	900	875	1025	950
SalesBudget	1100	900	875	1025	950
UnitSalesForec ast	900	950	1000	1050	1000
ProductionOrd ered	350	9	5	1	2
CapacityChang e	324	15	1	1	1
AutomationNe xtRound	2.2	2.4	0.0	0.0	0.0

Finance Decisions

FinanceFunction	StIssue	StRetire	Dividend	Short Debt	BondR etire	BondIs sue	AR	AP
FinanceDecisions	460	0	0.00	2300	9274	9274	30	30

HR Decisions

Complement	RecrSp end	TrainH rs
58.4	2000	30
80	0	0

TQM Decisions

TQMfunction	CPI	Vendo rJIT	QIT	Chann els	CCE	Bench Mark	QF DE	CCE6si gma	UNEPG reen	GEMISu stain
TQMbudgets	250	300	250	250	300	250	400	300	250	250

Audit Trail - Andrews - F111159_009 - Round 4

Team: **Andrews** Round: **5**

Product Decisions

ProductName	Able	Acorn	Ambius	Anator	Apollo
Performance	9.3	9.1	8.9	6.6	6.7
Size	10.4	11.3	10.9	13.6	12.3
MTBFrdSpec	22000	22400	22000	19000	20000
Price	44.00	44.00	42.50	30.00	30.00
PromoBudget	2500	2350	2595	0	0
SalesBudget	2550	2450	2650	0	0
UnitSalesForecast	2850	2900	3000	0	0
ProductionOrdered	350	15	10	3	2
CapacityChange	310	30	24	32	33
AutomationNextRound	2.2	2.4	1.0	1.0	1.0

Finance Decisions

FinanceFunction	StIssue	StRetire	Dividend	ShortDebt	BondRetire	BondIssue	AR	AP
FinanceDecisions	550	0	0.00	0	0	5500	30	30

HR Decisions

Complment	RecrSpended	TrainHrs
73	2000	30
100	0	0

TQM Decisions

TQMfunction	CPI	VendorJIT	QIT	Channels	CCE	BenchMark	QFDE	CCE6sigma
UNEPGreen	GEMISustai	TQMbudgets	900	900	900	0	0	0

Product Decisions

ProductName	Able	Acorn	Ambi us	Anator	Apollo			
Performance	9.3	9.1	8.9	6.6	6.7			
Size	10.4	11.3	10.9	13.6	12.3			
MTBFrdSpec	22000	22400	22000	19000	20000			
Price	42.99	43.99	25.95	30.00	30.00			
PromoBudget	3585	3600	0	0	0			
SalesBudget	3500	3250	0	0	0			
UnitSalesForec ast	2995	3295	850	914	1170			
ProductionOrd ered	400	15	10	3	2			
CapacityChang e	200	18	15	10	18			
AutomationNe xtRound	2.2	2.4	1.0	1.0	1.0			

Finance Decisions

FinanceFunction	StIssue	StRetir e	Divid end	Short Debt	BondR etire	BondIs sue	AR	AP
FinanceDecisio ns	662	0	0.00	0	0	3050	30	30

HR Decisions

Complement	RecrSp end	TrainH rs						
63.75	1500	30						
85	0	0						

TQM Decisions

TQMfunction	CPI	Vendo rJIT	QIT	Chann els	CCE	Bench Mark	QF DE	CCE6si gma	UNEPG reen	GEMISu stain
TQMbudgets	750	750	750	750	750	750	750	750	750	750

Audit Trail - Andrews - F111159_009 - Round 6

Student	Decisions uploaded	Round	Date Uploaded	Committed
Danya Barber All		6	Oct 06, 19 9:49AM EDT	Yes

Product Decisions

ProductName	Able	Acorn	Ambi us	Anator	Apollo
Performance	11.4	7.7	8.9	10.3	11.0
Size	9.2	12.7	10.9	13.1	8.8
MTBFrdSpec	22000	18000	22000	22400	22000
Price	50.00	50.00	47.50	38.50	42.50
PromoBudget	3000	2899	2995	2350	2150
SalesBudget	3000	2899	2995	2350	2150
UnitSalesForec ast	3500	3150	2999	2250	2560
ProductionOrd ered	1550	22	38	20	25
CapacityChang e	99	4	4	4	4
AutomationNe xtRound	2.2	2.4	1.0	1.0	1.0

Finance Decisions

FinanceFunction	StIssue	StRetire	Dividend	Short Debt	BondR etire	BondIs sue	AR	AP
FinanceDecisions	794	0	0.00	150	0	800	14	14

HR Decisions

Complement	RecrSp end	TrainH rs
219	1000	30
75	0	0

TQM Decisions

TQMfunction	CPI	Vendo rJIT	QIT	Chann els	CCE	Bench Mark	QF DE	CCE6si gma	UNEPG reen	GEMISu stain
TQMbudgets	750	750	750	750	750	750	750	750	750	750

Audit Trail - Andrews - F111159_009 - Round 7

Student	Decisions uploaded	Round	Date Uploaded	Committed
Danya Barber	All	7	Oct 11, 19 9:21AM EDT	Yes

Product Decisions

ProductName	Able	Acorn	Ambi us	Anator	Apollo			
Performance	6.0	6.7	7.4	10.3	11.0			
Size	14.0	13.3	12.6	13.1	8.8			
MTBFrdSpec	21500	20500	22500	22400	22000			
Price	45.50	44.99	43.99	38.50	42.50			
PromoBudget	2150	2595	2250	0	0			
SalesBudget	2510	2595	2259	0	0			
UnitSalesForec ast	2150	2250	2598	0	0			
ProductionOrd ered	1895	30	40	50	60			
CapacityChang e	60	2	2	0	0			
AutomationNe xtRound	2.2	2.4	1.0	1.0	1.0			

Finance Decisions

FinanceFunction	StIssue	StRetir e	Divid end	Short Debt	BondR etire	BondIs sue	AR	AP
FinanceDecisio ns	953	0	0.00	0	0	0	14	14

HR Decisions

Complement	RecrSp end	TrainH rs						
328.95	950	30						
85	0	0						

TQM Decisions

TQMfunction	CPI	Vendo rJIT	QIT	Chann els	CCE	Bench Mark	QF DE	CCE6si gma	UNEPG reen	GEMISu stain
TQMbudgets	1000	1000	1000	1000	1000	1000	100 0	1000	1000	1000

Audit Trail - Andrews - F111159_009 - Round 8

Student	Decisions uploaded	Round	<u>Date</u> Uploaded	Committed
Danya Barber	All	8	Oct 13, 19 9:05AM EDT	Yes

Reports

Select a round to view:

Industry F111159_009 selected statistics for round 1

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	3.29%	4.86%	5.52%	6.76%	4.42%	7.87%
Asset Turnover	1.83	1.64	1.46	1.67	1.45	1.80
ROA	6.04%	7.99%	8.05%	11.28%	6.38%	14.17%
Leverage	1.56	1.91	1.86	1.86	1.87	1.91
ROE	9.40%	15.22%	14.96%	20.94%	11.93%	27.01%
<u>Emergency Loans</u>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales	\$ 40,812,872	\$ 50,613,705	\$ 42,769,465	\$ 51,961,535	\$ 41,183,273	\$ 45,406,904
Variable Costs	\$ 32,958,085	\$ 39,678,812	\$ 33,202,337	\$ 39,148,248	\$ 32,612,139	\$ 33,306,619
SGA	\$ 3,820,293	\$ 4,635,755	\$ 3,093,918	\$ 4,956,619	\$ 2,948,814	\$ 4,335,317
EBIT	\$ 2,777,327	\$ 5,068,579	\$ 4,900,317	\$ 6,701,829	\$ 4,049,427	\$ 6,610,608
Profit	\$ 1,344,703	\$ 2,459,960	\$ 2,360,988	\$ 3,513,307	\$ 1,818,971	\$ 3,574,106
Cumulative Profit	\$ 3,838,409	\$ 4,953,665	\$ 4,854,693	\$ 6,007,013	\$ 4,312,677	\$ 6,067,812
<u>Stock Price</u>	\$ 12.12	\$ 14.33	\$ 14.14	\$ 16.41	\$ 13.09	\$ 16.57
Market Capitalization	\$ 24,346,737	\$ 29,758,289	\$ 29,007,340	\$ 33,413,726	\$ 26,839,274	\$ 33,137,542
S&P Rating	A	B	BB	BB	BB	B
<u>Working Capital</u>	\$ 7,375,075	\$ 8,382,127	\$ 8,177,674	\$ 9,183,806	\$ 7,635,657	\$ 7,787,060
Days of Working Capital	66.0	60.4	69.8	64.5	67.7	62.6
<u>Free Cash Flow</u>	\$ 584,542	\$ -4,208,285	\$ -4,524,141	\$ -2,494,549	\$ -4,261,042	\$ 1,867,074
Plant and Equipment	\$ 18,400,000	\$ 21,325,200	\$ 21,394,800	\$ 20,900,000	\$ 21,394,800	\$ 17,000,000
Total Assets	\$ 22,263,973	\$ 30,802,715	\$ 29,315,443	\$ 31,133,310	\$ 28,500,446	\$ 25,225,249
Plant Utilization	148.62%	191.94%	167.89%	185.76%	161.88%	154.81%
Low End Tech Segment Share	16.59%	18.35%	17.24%	17.39%	17.03%	13.41%
High End Tech Segment Share	13.72%	19.21%	13.75%	20.09%	13.78%	19.45%
Overall Market Share	15.68%	18.63%	16.13%	18.25%	15.99%	15.33%
Complement	231	298	260	288	250	240
Overtime	0.00%	0.05%	0.00%	0.30%	0.00%	0.25%

Turnover Rate	10.00%	10.01%	10.00%	10.03%	10.00%	10.03%
Productivity Index	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Reports

Select a round to view:

Industry F111159_009 selected statistics for round 2

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	- 1.70%	8.46%	6.01%	9.02%	6.42%	5.08%
Asset Turnover	1.64	1.60	1.07	1.57	0.99	1.29
ROA	- 2.80%	13.51%	6.44%	14.20%	6.35%	6.56%
Leverage	1.62	1.92	2.02	1.95	2.00	2.15
ROE	- 4.53%	25.95%	13.03%	27.74%	12.69%	14.09%
Emergency Loans	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales	\$ 36,127,674	\$ 73,189,586	\$ 43,138,949	\$ 76,356,346	\$ 38,767,998	\$ 45,573,814
Variable Costs	\$ 26,901,077	\$ 53,019,620	\$ 31,053,774	\$ 54,076,906	\$ 27,148,541	\$ 33,005,116
SGA	\$ 8,175,495	\$ 6,153,029	\$ 3,927,894	\$ 7,043,341	\$ 3,767,952	\$ 5,786,261
EBIT	\$- 254,732	\$ 11,624,283	\$ 6,011,145	\$ 12,823,209	\$ 5,810,265	\$ 5,331,438
Profit	\$- 615,007	\$ 6,192,413	\$ 2,594,685	\$ 6,888,004	\$ 2,488,004	\$ 2,316,827
Cumulative Profit	\$ 3,223,401	\$ 11,146,078	\$ 7,449,379	\$ 12,895,017	\$ 6,800,681	\$ 8,384,639
Stock Price	\$ 7.21	\$ 21.83	\$ 15.13	\$ 25.03	\$ 14.11	\$ 16.56
Market Capitalization	\$ 14,416,739	\$ 47,604,279	\$ 32,664,558	\$ 52,764,754	\$ 30,968,610	\$ 34,009,058
S&P Rating	BBB	B	B	B	B	CCC
Working Capital	\$ 6,321,534	\$ 11,567,751	\$ 6,886,129	\$ 11,512,286	\$ 6,940,592	\$ 5,890,538
Days of Working Capital	63.9	57.7	58.3	55.0	65.3	47.2
Free Cash Flow	\$- 3,415,164	\$- 1,665,688	\$- 7,617,900	\$- 4,644,632	\$- 7,695,861	\$- 8,650,443
Plant and Equipment	\$ 19,625,200	\$ 31,464,000	\$ 32,719,600	\$ 32,140,000	\$ 32,160,000	\$ 25,300,000
Total Assets	\$ 21,971,245	\$ 45,837,743	\$ 40,295,597	\$ 48,511,262	\$ 39,157,733	\$ 35,306,255
Plant Utilization	125.17%	179.20%	181.63%	177.55%	164.27%	157.36%
Low End Tech Segment Share	13.29%	21.09%	20.92%	18.61%	18.65%	7.45%
High End Tech Segment Share	8.11%	25.90%	6.90%	29.68%	5.98%	23.44%
Overall Market Share	11.54%	22.71%	16.18%	22.35%	14.37%	12.85%

Complement	252	394	236	419	212	253
Overtime	0.24%	0.00%	0.00%	0.00%	0.00%	0.00%
Turnover Rate	7.77%	8.50%	8.50%	8.50%	8.69%	7.00%
Productivity Index	100.39%	100.00%	100.00%	100.16%	100.00%	102.02%

Reports

Select a round to view:

Industry F111159_009 selected statistics for round 3

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	0.00%	11.45%	6.90%	11.48%	9.39%	9.27%
Asset Turnover	0.30	1.52	1.12	1.50	1.19	1.32
ROA	- 35.18%	17.38%	7.74%	17.27%	11.21%	12.19%
Leverage	19.05	1.90	1.97	1.89	1.91	1.86
ROE	-670.18%	32.99%	15.24%	32.57%	21.45%	22.73%
Emergency <u>Loans</u>	\$ 30,210,071	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales	\$ 11,592,446	\$ 95,930,227	\$ 57,556,377	\$ 89,748,881	\$ 54,156,212	\$ 50,761,983
Variable Costs	\$ 11,051,786	\$ 65,063,049	\$ 39,295,043	\$ 59,998,724	\$ 35,961,332	\$ 32,831,304
SGA	\$ 15,037,252	\$ 8,285,906	\$ 6,229,148	\$ 8,553,927	\$ 5,513,758	\$ 7,479,253
EBIT	\$- 16,144,274	\$ 19,799,578	\$ 8,688,816	\$ 18,658,015	\$ 10,083,169	\$ 9,080,229
Profit	\$- 13,690,586	\$ 10,985,400	\$ 3,969,010	\$ 10,303,579	\$ 5,084,121	\$ 4,706,839
Cumulative Profit	\$- 10,467,184	\$ 22,131,478	\$ 11,418,388	\$ 23,198,596	\$ 11,884,801	\$ 13,091,478
<u>Stock</u> Price	\$ 1.00	\$ 36.77	\$ 18.89	\$ 37.87	\$ 20.47	\$ 19.43
Market Capitalization	\$ 2,299,072	\$ 80,185,059	\$ 43,490,470	\$ 79,819,543	\$ 44,924,133	\$ 39,899,449
S&P Rating	DDD	B	B	BB	B	BB
Working Capital	\$ 0	\$ 16,520,851	\$ 8,056,789	\$ 15,861,632	\$ 9,057,450	\$ 10,314,069
Days of Working Capital	0.0	62.9	51.1	64.5	61.0	74.2
<u>Free Cash</u> Flow	\$- 34,114,397	\$- 304,265	\$- 6,085,982	\$ 1,229,604	\$ 111,149	\$ 4,790,148
Plant and Equipment	\$ 21,813,600	\$ 40,404,000	\$ 45,170,000	\$ 37,660,000	\$ 37,980,000	\$ 23,900,000
Total Assets	\$ 38,916,937	\$ 63,207,253	\$ 51,250,109	\$ 59,670,480	\$ 45,340,791	\$ 38,600,202
Plant Utilization	121.72%	191.79%	180.03%	159.79%	155.85%	124.05%
Low End Tech Segment Share	4.02%	26.92%	24.90%	22.59%	21.18%	0.39%

High End Tech Segment Share	1.76%	23.36%	9.88%	24.54%	10.26%	30.21%
Overall Market Share	3.21%	25.65%	19.53%	23.29%	17.28%	11.05%
Complement	236	505	261	480	267	198
Overtime	12.51%	0.00%	0.00%	0.00%	0.00%	0.00%
Turnover Rate	8.95%	8.68%	8.44%	8.64%	8.63%	8.37%
Productivity Index	102.93%	102.12%	102.52%	102.36%	102.29%	104.80%

Reports

Select a round to view:

Industry F111159_009 selected statistics for round 4

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	0.00%	9.05%	9.32%	9.99%	5.72%	8.61%
Asset Turnover	0.00	1.25	1.17	1.32	1.33	1.65
ROA	- 47.40%	11.29%	10.91%	13.20%	7.62%	14.22%
Leverage	- 2.35	2.11	1.97	2.09	2.15	2.05
ROE	-111.30%	23.85%	21.52%	27.57%	16.39%	29.12%
Emergency <u>Loans</u>	\$ 67,076,171	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales	\$ 61,692	\$ 95,634,869	\$ 76,585,191	\$ 92,284,373	\$ 67,315,408	\$ 75,153,646
Variable Costs	\$ 4,039,394	\$ 63,551,659	\$ 46,667,224	\$ 60,985,634	\$ 44,709,434	\$ 48,438,383
SGA	\$ 15,642,654	\$ 8,094,624	\$ 6,442,787	\$ 8,310,029	\$ 5,836,313	\$ 8,923,670
EBIT	\$- 24,846,296	\$ 17,176,581	\$ 14,317,524	\$ 17,713,250	\$ 8,568,754	\$ 12,129,253
Profit	\$- 24,640,884	\$ 8,657,456	\$ 7,140,846	\$ 9,217,601	\$ 3,852,868	\$ 6,472,420
Cumulative Profit	\$- 35,108,069	\$ 30,788,934	\$ 18,559,235	\$ 32,416,198	\$ 15,737,670	\$ 19,563,897
Stock Price	\$ 1.00	\$ 41.93	\$ 27.16	\$ 43.94	\$ 22.82	\$ 27.49
Market Capitalization	\$ 2,758,887	\$ 91,444,657	\$ 62,550,602	\$ 92,610,361	\$ 50,089,328	\$ 56,448,634
S&P Rating	DDD	CCC	B	CCC	CCC	B
<u>Working Capital</u>	\$ 0	\$ 13,380,427	\$ 12,484,567	\$ 13,424,169	\$ 7,794,783	\$ 10,132,578
Days of Working Capital	0.0	51.1	59.5	53.1	42.3	49.2
<u>Free Cash</u> Flow	\$- 39,625,914	\$- 8,010,314	\$ 844,448	\$- 3,286,882	\$ 1,891,675	\$- 363,880
Plant and Equipment	\$ 29,383,600	\$ 53,404,000	\$ 53,510,000	\$ 46,620,000	\$ 41,180,000	\$ 27,400,000
Total Assets	\$ 51,987,306	\$ 76,675,062	\$ 65,452,473	\$ 69,827,632	\$ 50,531,548	\$ 45,509,196
Plant Utilization	32.52%	169.84%	185.39%	152.01%	168.32%	163.69%
Low End Tech Segment Share	0.03%	23.01%	30.22%	19.65%	27.02%	0.08%

High End Tech Segment Share	0.00%	21.41%	9.52%	22.62%	8.44%	38.00%
Overall Market Share	0.02%	22.40%	22.40%	20.77%	20.00%	14.40%
Complement	58	476	289	468	328	308
Overtime	24.79%	0.00%	0.00%	0.00%	0.00%	0.00%
Turnover Rate	11.24%	8.55%	8.37%	8.41%	8.80%	8.31%
Productivity Index	102.25%	104.43%	105.20%	105.30%	103.55%	106.82%

Reports

Select a round to view:

Industry F111159_009 selected statistics for round 5

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	0.00%	10.00%	11.93%	12.85%	11.85%	13.44%
Asset Turnover	0.00	1.21	0.94	1.12	1.02	1.57
ROA	- 55.42%	12.08%	11.19%	14.45%	12.14%	21.14%
Leverage	- 1.12	1.96	1.94	1.88	1.87	1.82
ROE	- 61.97%	23.66%	21.76%	27.23%	22.73%	38.48%
Emergency <u>Loans</u>	\$ 110,042,129	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales	\$ 9,902	\$ 102,601,812	\$ 72,975,966	\$ 104,142,744	\$ 70,169,069	\$ 105,937,484
Variable Costs	\$ 4,950,982	\$ 69,994,256	\$ 43,623,502	\$ 65,275,072	\$ 44,343,393	\$ 69,770,061
SGA	\$ 20,201,800	\$ 8,315,100	\$ 7,481,422	\$ 9,301,826	\$ 5,419,041	\$ 8,412,516
EBIT	\$- 33,200,687	\$ 19,979,568	\$ 17,370,975	\$ 25,230,565	\$ 16,226,923	\$ 25,016,611
Profit	\$- 35,180,110	\$ 10,260,811	\$ 8,703,355	\$ 13,383,506	\$ 8,311,855	\$ 14,238,181
Cumulative Profit	\$- 70,288,179	\$ 41,049,744	\$ 27,262,589	\$ 45,799,704	\$ 24,049,525	\$ 33,802,079
<u>Stock</u> Price	\$ 1.00	\$ 46.00	\$ 35.73	\$ 53.60	\$ 30.86	\$ 47.17
Market Capitalization	\$ 3,308,887	\$ 100,311,844	\$ 82,285,155	\$ 115,816,689	\$ 74,152,929	\$ 97,796,515
S&P Rating	DDD	B	B	BB	BB	BB
<u>Working Capital</u>	\$ 0	\$ 17,542,499	\$ 14,326,707	\$ 18,567,966	\$ 15,080,887	\$ 19,768,703
Days of Working Capital	0.0	62.4	71.7	65.1	78.4	68.1
<u>Free Cash</u> Flow	\$- 46,715,958	\$ 6,295,045	\$ 1,235,041	\$- 4,725,553	\$- 827,027	\$ 7,754,530
Plant and Equipment	\$ 35,329,600	\$ 62,904,000	\$ 65,510,000	\$ 69,720,000	\$ 55,500,000	\$ 38,280,000
Total Assets	\$ 63,478,861	\$ 84,927,103	\$ 77,771,618	\$ 92,589,302	\$ 68,480,442	\$ 67,359,693
Plant Utilization	25.82%	135.12%	159.79%	134.33%	171.75%	198.13%
Low End Tech Segment Share	0.00%	22.95%	27.45%	19.13%	30.40%	0.07%

High End Tech Segment Share	0.00%	21.97%	6.86%	22.64%	2.26%	46.27%
Overall Market Share	0.00%	22.56%	19.25%	20.53%	19.19%	18.48%
Complement	73	444	259	413	296	351
Overtime	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Turnover Rate	8.71%	8.53%	8.29%	8.37%	8.51%	8.75%
Productivity Index	106.72%	106.51%	108.14%	107.93%	105.94%	106.76%

Industry F111159_009 selected statistics for round 6

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	0.00%	6.87%	8.00%	9.52%	8.59%	11.15%
Asset Turnover	0.06	0.95	1.00	1.23	0.91	1.30
ROA	- 54.43%	6.53%	7.99%	11.69%	7.79%	14.47%
Leverage	- 0.75	2.13	2.10	2.03	2.13	2.10
ROE	- 40.90%	13.88%	16.78%	23.75%	16.59%	30.32%
Emergency <u>Loans</u>	\$ 152,920,196	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales	\$ 4,593,385	\$ 94,416,263	\$ 83,622,470	\$ 133,017,973	\$ 70,130,925	\$ 113,826,936
Variable Costs	\$ 8,170,024	\$ 61,623,820	\$ 51,550,338	\$ 89,128,949	\$ 39,263,323	\$ 73,655,598
SGA	\$ 17,148,711	\$ 9,193,681	\$ 6,370,531	\$ 10,732,096	\$ 6,691,285	\$ 8,415,115
EBIT	\$- 31,010,966	\$ 15,156,457	\$ 14,732,408	\$ 24,942,574	\$ 13,464,026	\$ 23,846,156
Profit	\$- 38,821,924	\$ 6,488,669	\$ 6,690,614	\$ 12,657,443	\$ 6,023,569	\$ 12,686,131
Cumulative Profit	\$- 109,110,103	\$ 47,538,413	\$ 33,953,203	\$ 58,457,147	\$ 30,073,094	\$ 46,488,210
Stock Price	\$ 1.00	\$ 42.66	\$ 37.32	\$ 58.57	\$ 32.06	\$ 56.06
Market Capitalization	\$ 3,970,664	\$ 93,031,209	\$ 85,934,430	\$ 126,555,629	\$ 77,035,782	\$ 116,225,078
S&P Rating	DDD	CCC	CCC	B	CCC	CCC
<u>Working Capital</u>	\$ 0	\$ 12,421,493	\$ 9,869,920	\$ 16,631,061	\$ 8,286,559	\$ 16,104,198
Days of Working Capital	0.0	48.0	43.1	45.6	43.1	51.6
<u>Free Cash</u> Flow	\$- 46,589,844	\$- 10,331,652	\$- 2,275,227	\$ 1,447,654	\$- 6,963,472	\$- 6,960,880
Plant and Equipment	\$ 39,000,400	\$ 84,404,000	\$ 78,810,000	\$ 87,120,000	\$ 73,100,000	\$ 56,200,000
Total Assets	\$ 71,324,388	\$ 99,372,893	\$ 83,737,693	\$ 108,290,978	\$ 77,327,560	\$ 87,670,503
Plant Utilization	22.60%	123.32%	146.88%	148.68%	145.40%	194.94%
Low End Tech Segment Share	0.66%	17.31%	28.21%	24.25%	29.56%	0.00%
High End Tech Segment Share	0.80%	18.83%	9.12%	27.96%	0.26%	43.04%

Overall Market Share	0.72%	17.95%	20.20%	25.81%	17.27%	18.05%
Complement	64	357	279	521	268	407
Overtime	17.22%	0.00%	0.00%	0.00%	0.00%	0.00%
Turnover Rate	10.31%	8.51%	8.27%	8.33%	8.48%	7.96%
Productivity Index	105.53%	108.42%	110.09%	108.90%	108.02%	109.08%

Reports

Select a round to view:

Industry F111159_009 selected statistics for round 7

	<u>Andrews</u>	Baldwin	Chester	Digby	Erie	Ferris
ROS	0.00%	10.21%	9.28%	9.59%	13.87%	14.46%
Asset Turnover	0.12	1.09	0.88	1.18	0.83	1.29
ROA	- 54.95%	11.13%	8.16%	11.30%	11.46%	18.65%
Leverage	- 0.69	1.92	1.99	1.98	1.87	1.90
ROE	- 37.91%	21.32%	16.21%	22.38%	21.45%	35.47%
<u>Emergency Loans</u>	\$ 241,116,853	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales	\$ 12,940,196	\$ 121,721,483	\$ 76,173,505	\$ 157,305,909	\$ 70,314,534	\$ 123,261,075
Variable Costs	\$ 15,971,288	\$ 79,870,799	\$ 48,013,148	\$ 108,177,157	\$ 40,507,005	\$ 78,701,687
SGA	\$ 31,082,582	\$ 10,921,579	\$ 7,369,901	\$ 11,929,788	\$ 5,062,752	\$ 8,416,549
EBIT	\$- 44,403,242	\$ 24,496,841	\$ 15,282,494	\$ 29,853,674	\$ 19,240,467	\$ 32,023,374
Profit	\$- 57,483,874	\$ 12,425,042	\$ 7,067,415	\$ 15,078,079	\$ 9,750,033	\$ 17,825,336
Cumulative Profit	\$- 166,593,977	\$ 59,963,455	\$ 41,020,618	\$ 73,535,226	\$ 39,823,127	\$ 64,313,546
<u>Stock Price</u>	\$ 1.00	\$ 51.60	\$ 38.31	\$ 68.23	\$ 38.87	\$ 70.59
Market Capitalization	\$ 4,764,664	\$ 112,542,995	\$ 88,223,539	\$ 147,443,489	\$ 93,388,636	\$ 146,363,930
S&P Rating	DDD	B	B	B	BB	B
<u>Working Capital</u>	\$ 0	\$ 21,672,417	\$ 14,278,742	\$ 24,216,963	\$ 15,414,951	\$ 24,110,362
Days of Working Capital	0.0	65.0	68.4	56.2	80.0	71.4
<u>Free Cash Flow</u>	\$- 89,940,658	\$ 3,055,465	\$ 526,536	\$- 4,497,192	\$- 1,673,744	\$ 11,142,870
Plant and Equipment	\$ 40,648,000	\$ 95,004,000	\$ 83,010,000	\$ 106,120,000	\$ 81,700,000	\$ 61,320,000
Total Assets	\$ 104,601,830	\$ 111,632,092	\$ 86,651,291	\$ 133,478,494	\$ 85,092,180	\$ 95,575,909
Plant Utilization	76.89%	132.61%	163.61%	165.82%	164.48%	143.12%
Low End Tech Segment Share	0.46%	18.09%	25.92%	26.33%	29.20%	0.00%

High End Tech Segment Share	2.92%	22.79%	6.89%	28.53%	0.02%	38.84%
Overall Market Share	1.54%	20.17%	17.53%	27.30%	16.34%	17.12%
Complement	219	455	246	638	276	424
Overtime	33.05%	0.00%	0.00%	0.00%	0.00%	0.00%
Turnover Rate	11.87%	8.11%	8.22%	8.13%	8.45%	7.93%
Productivity Index	100.00%	109.62%	112.81%	110.12%	109.69%	111.55%

Select a round to view:

Industry F111159_009 selected statistics for round 8

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
ROS	0.00%	10.04%	5.63%	10.04%	11.35%	13.85%
Asset Turnover	0.18	1.40	0.96	1.31	0.97	1.50
ROA	- 43.19%	14.02%	5.41%	13.15%	10.98%	20.81%
<u>Leverage</u>	- 0.67	1.97	2.06	1.97	1.99	1.97
ROE	- 29.14%	27.67%	11.12%	25.88%	21.89%	41.04%
Emergency <u>Loans</u>	\$ 340,598,377	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sales	\$ 25,386,314	\$ 156,901,162	\$ 69,982,458	\$ 178,347,739	\$ 70,886,045	\$ 136,524,492
Variable Costs	\$ 28,650,781	\$ 105,606,469	\$ 43,936,709	\$ 123,572,312	\$ 36,888,519	\$ 86,079,214
SGA	\$ 18,082,540	\$ 12,377,009	\$ 7,084,754	\$ 11,527,766	\$ 6,912,838	\$ 8,071,859
EBIT	\$- 34,167,133	\$ 29,615,299	\$ 9,865,887	\$ 34,224,618	\$ 16,263,055	\$ 33,506,344
Profit	\$- 61,958,682	\$ 15,753,994	\$ 3,937,253	\$ 17,900,728	\$ 8,046,632	\$ 18,913,387
Cumulative Profit	\$- 228,552,659	\$ 75,717,449	\$ 44,957,871	\$ 91,435,954	\$ 47,869,759	\$ 83,226,933
<u>Stock</u> Price	\$ 1.00	\$ 66.80	\$ 29.81	\$ 78.73	\$ 37.17	\$ 80.62
Market Capitalization	\$ 5,717,597	\$ 145,690,704	\$ 68,644,563	\$ 170,124,010	\$ 89,002,223	\$ 166,685,793
S&P Rating	DDD	B	B	B	B	B
<u>Working Capital</u>	\$ 0	\$ 23,538,924	\$ 9,495,652	\$ 28,928,095	\$ 9,953,438	\$ 21,618,516
Days of Working Capital	0.0	54.8	49.5	59.2	51.3	57.8
<u>Free</u> Cash Flow	\$- 100,284,457	\$ 19,336,411	\$ 12,605,122	\$ 20,999,967	\$ 15,493,899	\$ 19,194,981
Plant and Equipment	\$ 41,587,200	\$ 95,004,000	\$ 83,010,000	\$ 106,120,000	\$ 81,700,000	\$ 61,320,000
Total Assets	\$ 143,458,676	\$ 112,331,634	\$ 72,776,910	\$ 136,125,254	\$ 73,277,393	\$ 90,895,220
Plant Utilization	91.50%	140.50%	118.57%	151.29%	134.39%	143.57%
Low End Tech Segment Share	1.03%	22.27%	22.03%	26.76%	27.92%	0.00%
High End Tech Segment Share	4.95%	24.47%	7.05%	27.23%	0.00%	36.30%

Overall Market Share	2.84%	23.29%	15.11%	26.98%	15.01%	16.78%
Complement	329	584	168	660	166	429
Overtime	17.54%	0.00%	0.00%	0.00%	0.00%	0.00%
Turnover Rate	10.33%	8.01%	8.18%	7.97%	8.42%	7.91%
Productivity Index	100.00%	110.33%	115.33%	112.62%	111.48%	114.10%