CAPSIM Core

Round 3 - 2022 Report

Sim ID ZP79844_1

High Level Overview

High Level Overview	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Average
Sales	$68,690	$59,356	$104,495	$51,334	$69,974	$40,616	$65,744
Profit	$6,944	$12,742	$10,691	$3,316	$7,975	($14,903)	$4,461
Contribution Margin	37.7%	49.1%	30.8%	34.0%	26.8%	14.6%	32.2%
Stock Price	$29.44	$50.33	$31.30	$39.30	$6.92	$1.00	$26.38
Emergency Loan	$0	$0	$0	$0	$0	$81,639	$13,607
Market Share	17.4%	15.0%	26.5%	13.0%	17.7%	10.3%	16.7%

Round 3

Research and Development

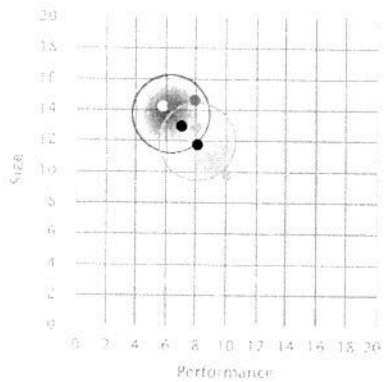
Low Tech

Customer Buying Criteria	Expectations	Importance
Price	$15.00 - $35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 6.3 Size 13.7	9%

High Tech

Customer Buying Criteria	Expectations	Importance
Positioning	Performance 9.5 Size 10.5	33%
Age	0 Years	29%
Price	$25.00 - $45.00	25%
Reliability	17,000 - 23,000 Hours	13%

Perceptual Map



Product List

Name	Performance	Size	Reliability	Age	Revision Date
Able	9.0	11.5	21,000	1.6	September 26, 2022
Apple	5.8	14.2	15,700	0.9	February 14, 2022
Baker	8.1	11.7	16,050	1.3	December 30, 2022
Bold	--	--	--	--	April 4, 2023
Cake	7.0	12.9	19,000	2.0	September 22, 2022
Clack	--	--	--	--	June 21, 2023
Daze	6.4	14.2	20,100	2.8	January 18, 2022
Dell	--	--	--	--	March 28, 2023
Eat	7.9	14.6	16,750	1.8	February 24, 2022
Fast	8.0	12.8	21,000	0.0	August 8, 2023
Focus	10.0	9.7	18,500	0.9	March 1, 2022
Frost	--	--	--	--	April 9, 2023

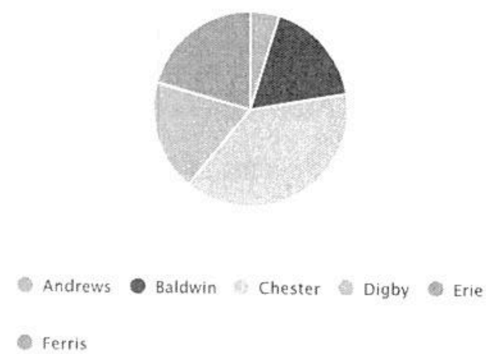
Marketing

Low Tech

Customer Buying Criteria	Expectations	Importance
Price	$15.00 - $35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 6.3 Size 13.7	9%

Demand Information	
2022 Total Market Size	6,708
2022 Total Units Sold	6,708
2023 Demand Growth Rate	10%

Market Share



Top Products

Name	Price	Units Sold	Potential Sold	Stock Out	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Apple	$35.00	315	441	Yes	$1,400	29%	$1,400	58%	5
Baker	$41.25	1,178	305	No	$1,000	26%	$1,000	83%	2
Cake	$34.50	2,587	2,365	Yes	$1,400	44%	$1,650	100%	20
Daze	$35.00	1,237	2,674	Yes	$2,000	37%	$2,000	97%	27
Eat	$35.00	1,392	924	Yes	$2,000	34%	$2,000	100%	11

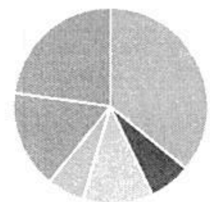
Marketing

High Tech

Customer Buying Criteria	Expectations	Importance
Positioning	Performance 9.5 Size 10.5	33%
Age	0 Years	29%
Price	$25.00 - $45.00	25%
Reliability	17,000 - 23,000 Hours	13%

Demand Information	
2022 Total Market Size	3,732
2022 Total Units Sold	3,732
2023 Demand Growth Rate	20%

Market Share

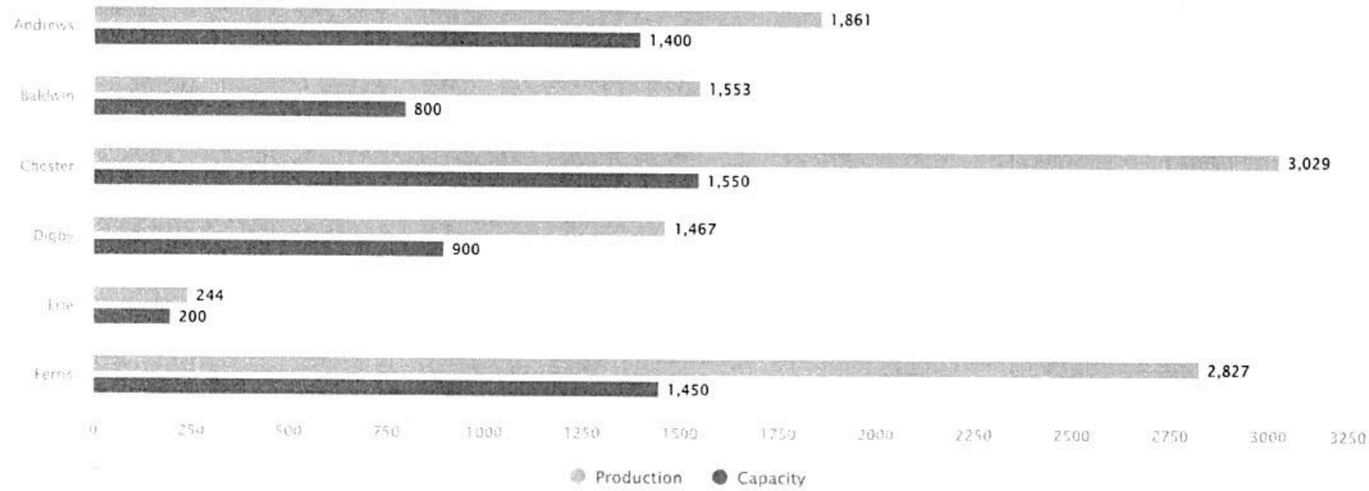


Top Products

Name	Price	Units Sold	Potential Sold	Stock Out	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Able	$45.00	1,083	896	No	$1,400	60%	$1,400	89%	25
Apple	$35.00	256	374	Yes	$1,400	60%	$1,400	58%	5
Baker	$41.25	260	217	No	$1,000	30%	$1,000	83%	11
Cake	$34.50	442	431	Yes	$1,400	44%	$1,650	100%	12
Daze	$35.00	230	500	Yes	$2,000	54%	$2,000	97%	6
Eat	$35.00	607	606	Yes	$2,000	61%	$2,000	100%	8
Fast	$48.00	370	307	No	$2,500	65%	$2,500	100%	4
Focus	$47.25	484	401	No	$2,500	65%	$2,500	66%	15

Production

Production Vs. Capacity



Plant Information											
Name	**Primary Segment**	**Units Produced**	**Units Sold**	**Inventory**	**Price**	**Material Cost**	**Labor Cost**	**Contribution Margin**	**Auto. Next Round**	**Capacity Next Round**	**Plant Utilization**
Able	High Tech	1,290	1,083	800	$45.00	$16.88	$7.74	45.3%	5	1,050	124%
Apple	Low Tech	571	571	0	$35.00	$9.34	$14.44	32%	1.5	500	164%
Baker	High Tech	1,553	1,439	114	$41.25	$14.28	$7.61	46.9%	7.1	900	200%
Bold	--	0	0	--	$0.00	$0.00	$0.00	0%	5	500	0%
Cake	Low Tech	3,029	3,029	0	$34.50	$12.85	$11.11	30.6%	4.5	1,600	200%
Clack	--	0	0	--	$0.00	$0.00	$0.00	0%	3	1,000	0%
Daze	Low Tech	1,467	1,467	0	$35.00	$11.30	$11.11	36%	4	1,000	167%
Dell	--	0	0	--	$0.00	$0.00	$0.00	0%	4.2	1,000	0%
Eat	Low Tech	244	1,999	0	$35.00	$11.85	$10.74	35.5%	3	200	125%
Fast	High Tech	1,560	370	1,190	$48.00	$14.59	$12.37	43.8%	4.5	850	200%
Focus	High Tech	1,267	484	783	$47.25	$18.94	$15.46	27.2%	4.5	650	200%
Frost	--	0	0	--	$0.00	$0.00	$0.00	0%	2.7	800	0%

Finance

Income Statement

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	$68,690	$59,356	$104,495	$51,334	$69,974	$40,616
Variable Costs						
Direct Material	$23,014	$18,952	$38,696	$17,589	$28,960	$15,348
Direct Labor	$17,395	$10,949	$33,659	$16,301	$22,253	$12,055
Inventory Carry	$2,356	$283	$0	$0	$0	$7,294
Total Variable Costs (Labor, Material, Carry)	$42,765	$30,185	$72,355	$33,890	$51,213	$34,697
Contribution Margin	$25,925	$29,171	$32,140	$17,444	$18,761	$5,919
Fixed Costs						
Depreciation	$2,220	$2,064	$2,560	$1,563	$240	$2,400
SG&A						
R&D	$860	$1,996	$1,726	$1,049	$148	$2,163
Promotions	$2,800	$1,000	$1,650	$2,000	$2,000	$5,000
Sales	$2,800	$1,000	$1,400	$2,000	$2,000	$5,000
Administration	$1,104	$1,112	$1,816	$816	$2,046	$999
Fixed Costs	$9,784	$7,172	$9,152	$7,428	$6,434	$15,562
Net Margin	$16,142	$21,999	$22,987	$10,016	$12,327	($9,642)
Other (Fees/Write-offs/Bonuses/Relocation Fee)	$4,300	$703	$4,347	$3,400	($1,172)	$2,001
EBIT	$11,842	$21,296	$18,641	$6,616	$13,499	($11,643)
Interest (Short term/Long Term)	$941	$1,294	$1,857	$1,410	$979	$11,285
Taxes	$3,815	$7,001	$5,874	$1,822	$4,382	($8,025)
Profit Sharing	$142	$260	$218	$68	$163	$0
Net Profit	$6,944	$12,742	$10,691	$3,316	$7,975	($14,903)

Cash Flow Statement

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Starting Cash Position	$0	$23,018	$19,403	$30,545	$0	$24,419
Cash From Operations						
Net Income(Loss)	$6,944	$12,742	$10,691	$3,316	$7,975	($14,903)
Adjustment For Non-Cash Items						
Depreciation	$2,220	$2,064	$2,560	$1,563	$240	$2,400
Extraordinary Gains/Losses/Write-offs	$0	$0	$379	$0	($1,257)	$112
Changes In Current Assets And Liabilities						
Accounts Payable	$319	($45)	$2,033	($110)	($2,175)	$3,578
Inventory	($4,194)	($2,361)	$0	$0	$45,530	($60,782)
Accounts Receivable	($2,060)	$84	($3,190)	$3,353	($3,970)	$2,076
Net Cash From Operations	$3,229	$12,484	$12,473	$8,121	$46,342	($67,520)
Cash From Investing						
Net Plant Improvements	($2,500)	($19,640)	($23,540)	($26,800)	$5,850	($28,540)
Cash From Financing						
Dividends Paid	$0	$0	$0	$0	($172)	($3,232)
Sales Of Common Stock	$0	$5,200	$11,600	$4,000	$200	$0
Purchase Of Common Stock	$0	($200)	($1,500)	$0	$0	($4,000)
Cash From Long-Term Debt Issued	$0	$8,800	$11,900	$0	$0	$0
Early Retirement Of Long-Term Debt	$0	$0	($4,700)	$0	($5,000)	($1,900)
Retirement Of Current Debt	($867)	($867)	$0	($867)	($3,360)	($867)
Cash From Current Debt Borrowing	$5,000	$0	$0	$5,000	$2,500	$0
Cash From Emergency Loan	$0	$0	$0	$0	$0	$81,639
Net Cash From Financing	($579)	$12,933	$17,300	$8,133	($38,633)	$71,641
Effect Of Exchange Rates	$0	$0	$0	$0	$0	$0
Net Change In Cash	$150	$5,777	$6,233	($10,545)	$13,560	($24,419)
Ending Cash Position	$150	$28,795	$25,636	$20,000	$13,560	$0

Balance Sheet

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	$150	$28,795	$25,636	$20,000	$13,560	$0
Accounts Receivable	$5,646	$4,879	$8,589	$4,219	$5,751	$3,338
Inventory	$19,632	$2,361	$0	$0	$0	$60,782
Current Assets	$25,428	$36,035	$34,225	$24,219	$19,311	$64,121
Plant and Equipment	$33,300	$43,960	$56,400	$46,240	$3,600	$49,440
Accumulated Depreciation	($10,087)	($9,893)	($10,964)	($8,427)	($1,920)	($9,553)
Fixed Assets	$23,213	$34,067	$45,436	$37,813	$1,680	$39,887
Total Assets	$48,641	$70,102	$79,661	$62,033	$20,991	$104,007
Accounts Payable	$3,666	$2,652	$5,947	$2,785	$467	$7,248
Current Liabilities	$8,666	$2,652	$5,947	$7,785	$2,967	$88,887
Current Debt	$5,000	$0	$0	$5,000	$2,500	$81,639
Long-Term Liabilities	$4,333	$13,133	$19,491	$8,733	$5,427	$2,545
Total Liabilities	$12,999	$15,785	$25,438	$16,519	$8,394	$91,432
Common Stock	$5,223	$12,463	$25,032	$10,392	$5,923	$4,533
Retained Earnings	$30,419	$41,854	$29,191	$35,122	$6,674	$8,042
Total Equity	$35,642	$54,317	$54,223	$45,514	$12,597	$12,575
Total Liabilities & Equity	$48,641	$70,102	$79,661	$62,033	$20,991	$104,007

Stock Market Summary

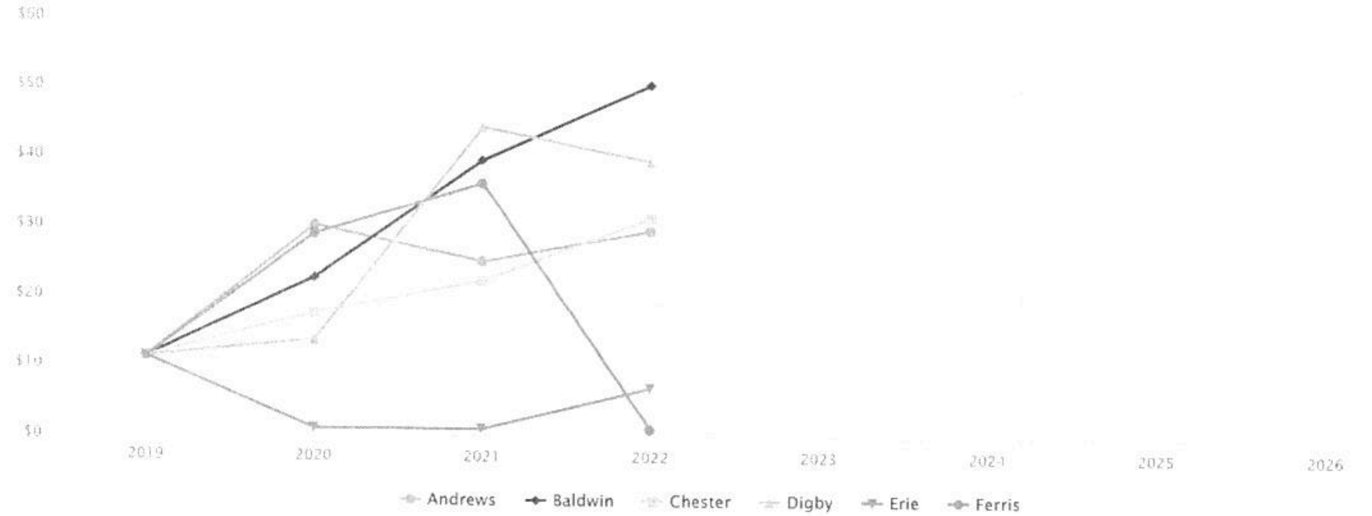
Company	Closing Price	Change	Shares Outstanding	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	$29.44	$4.45	2,096,474	$62m	$17.00	$3.31	$0.00	0%	8.89
Baldwin	$50.33	$10.88	2,347,617	$118m	$23.14	$5.43	$0.00	0%	9.27
Chester	$31.30	$8.98	3,205,943	$100m	$16.91	$3.33	$0.00	0%	9.40
Digby	$39.30	($4.87)	2,402,065	$94m	$18.95	$1.38	$0.00	0%	28.48
Erie	$6.92	$5.92	2,868,840	$20m	$4.39	$2.78	$0.06	1%	2.49
Ferris	$1.00	($35.09)	2,140,085	$2m	$5.88	($6.96)	$1.51	151%	-0.14

Bond Market Summary

Company	Series	Face Value	Yield	Closing Price	S&P Rating
Andrews	12.0S2023	$1,733,333	11.68%	$102.75	AA
	13.0S2025	$2,600,000	11.8%	$110.13	AA
Baldwin	12.0S2023	$1,733,333	11.65%	$103.04	AAA
	13.0S2025	$2,600,000	11.72%	$110.94	AAA
	8.5S2032	$8,800,000	8.61%	$98.70	AAA
Chester	10.0S2030	$2,391,135	9.68%	$103.27	AA
	9.6S2031	$5,200,000	9.49%	$101.18	AA
	9.4S2032	$11,900,000	9.4%	$100.00	AA
Digby	12.0S2023	$1,733,333	11.68%	$102.75	AA
	13.0S2025	$2,600,000	11.8%	$110.13	AA
	10.0S2030	$800,000	9.48%	$105.53	AA
	11.5S2031	$3,600,000	10%	$114.99	AA
Erie	10.0S2030	$626,557	10.11%	$98.94	BBB
	12.9S2031	$4,800,000	11.18%	$115.43	BBB
Ferris	13.0S2025	$2,545,418	13.09%	$99.30	DDD

Next Year's Prime Rate: 7%

Stock Price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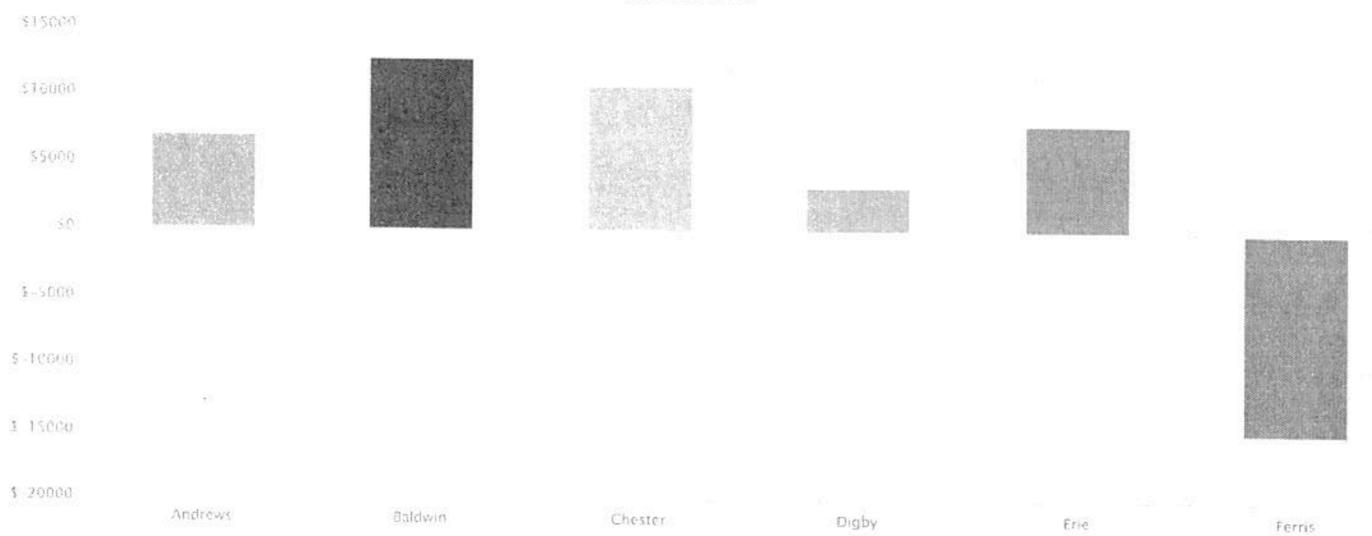
Andrews
Baldwin
Chester
Digby
Erie
Ferris

Net Profit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$-20000
Andrews
Baldwin
Chester
Digby
Erie
Ferris

Product Financials

Chester Income Statement				
	Cake	Clack		Total
Sales	$104,495	$0		$104,495
Variable Cost	$72,355	$0		$72,355
Fixed Cost	$8,152	$1,000		$9,152
Net Margin	$23,987	($1,000)		$22,987
			Other (Fees, Writeoffs)	$4,347
			Long Term Interest	$1,857
			Taxes & Tariffs	$5,874
			Profit Sharing	$218
			Net Profit	$10,691

Custom Modules

Human Resources	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Decisions						
Manufacturing - Training & Assembly Teams	$1,500	$0	$900	$1,000	$0	$600
Sales - Compensation	$1,300	$0	$900	$1,200	$0	$600
Scientists - Recruitment & Retention	$1,500	$0	$900	$1,000	$0	$600
Total Expenditures	$4,300	$0	$2,700	$3,200	$0	$1,800
Impacts						
R & D Cycle Time	-12.5%	10%	3.3%	2.5%	10%	5.5%
Demand	4.5%	0%	1.3%	1.5%	0%	0.9%
Accessibility	9.2%	0%	5.6%	4.8%	0%	2.4%
Productivity Index	7.5%	0%	2.3%	2.5%	1.8%	1.5%
Turnover Rate	-21%	40%	7.5%	11%	36.5%	25%
Production After Adjustment	0.2%	-2%	-1.3%	-1.3%	-1.5%	-1.6%

CAPSIM Core

Round 4 - 2023 Report

Sim ID ZP79844_1

High Level Overview

High Level Overview	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Average
Sales	$75,385	$64,913	$138,823	$94,699	$13,905	$69,405	$76,188
Profit	$7,614	$9,276	$13,983	$13,900	$744	($23,749)	$3,628
Contribution Margin	36.8%	46.8%	33.3%	40.3%	31.4%	26.2%	35.8%
Stock Price	$38.15	$50.26	$41.11	$44.71	$11.05	$1.00	$31.05
Emergency Loan	$0	$0	$0	$0	$0	$76,709	$12,785
Market Share	16.5%	14.2%	30.4%	20.7%	3.0%	15.2%	16.7%

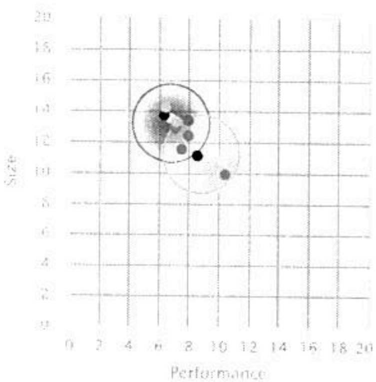
Round
4

Research and Development

Low Tech		
Customer Buying Criteria	**Expectations**	**Importance**
Price	$15.00 - $35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 6.8 Size 13.2	9%

High Tech		
Customer Buying Criteria	**Expectations**	**Importance**
Positioning	Performance 10.2 Size 9.8	33%
Age	0 Years	29%
Price	$25.00 - $45.00	25%
Reliability	17,000 - 23,000 Hours	13%

Perceptual Map



Product List

Name	Performance	Size	Reliability	Age	Revision Date
Able	10.2	10.8	17,000	1.5	October 20, 2023
Apple	6.8	13.5	15,700	1.2	June 29, 2023
Baker	8.5	11.1	16,300	1.2	October 16, 2023
Bold	6.3	13.7	15,000	0.7	April 4, 2023
Cake	7.0	12.9	19,000	3.0	September 22, 2022
Clack	7.5	11.5	19,000	0.5	June 21, 2023
Daze	6.4	14.2	20,100	0.0	August 16, 2024
Dell	7.1	13.3	19,500	0.8	March 28, 2023
Eat	7.9	13.4	17,050	1.5	September 21, 2023
Focus	10.4	9.9	21,700	1.2	June 14, 2023
Frost	7.9	12.4	21,000	0.7	April 9, 2023

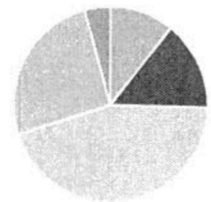
Marketing

Low Tech

Customer Buying Criteria	Expectations	Importance
Price	$15.00 - $35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 6.8 Size 13.2	9%

Demand Information	
2023 Total Market Size	7,379
2023 Total Units Sold	7,379
2024 Demand Growth Rate	10%

Market Share



Name	Price	Units Sold	Potential Sold	Stock Out	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Apple	$35.00	784	804	Yes	$1,400	38%	$1,400	73%	8
Baker	$43.00	620	190	No	$2,000	44%	$2,000	100%	1
Bold	$34.50	462	363	No	$2,000	44%	$2,000	70%	5
Cake	$34.50	2,827	3,178	Yes	$1,400	63%	$1,400	100%	30
Clack	$35.00	470	380	No	$1,200	63%	$1,200	53%	7
Daze	$43.00	932	636	No	$2,000	47%	$2,000	100%	5
Dell	$35.00	963	864	Yes	$1,500	47%	$1,500	61%	11
Eat	$36.00	321	963	Yes	$650	26%	$650	78%	8

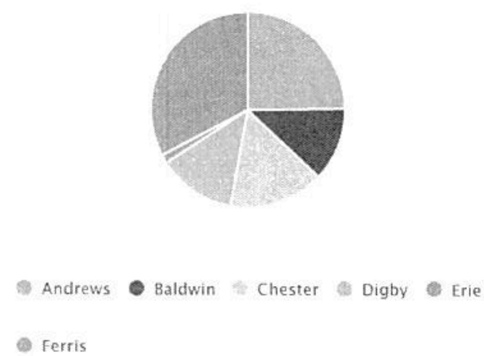
Marketing

High Tech

Customer Buying Criteria	Expectations	Importance
Positioning	Performance 10.2 Size 9.8	33%
Age	0 Years	29%
Price	$25.00 - $45.00	25%
Reliability	17,000 - 23,000 Hours	13%

Demand Information	
2023 Total Market Size	4,479
2023 Total Units Sold	4,479
2024 Demand Growth Rate	20%

Market Share

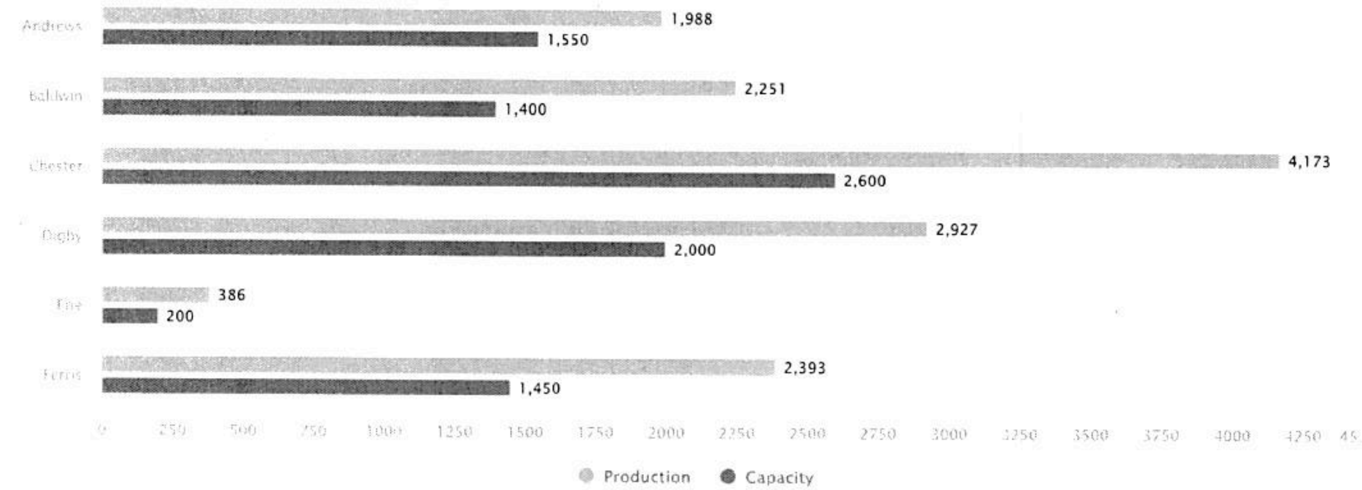


Top Products

Name	Price	Units Sold	Potential Sold	Stock Out	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Able	$45.00	902	822	No	$1,400	65%	$1,400	93%	23
Apple	$35.00	210	222	Yes	$1,400	65%	$1,400	73%	6
Baker	$43.00	423	387	No	$2,000	47%	$2,000	100%	12
Bold	$34.50	120	117	No	$2,000	47%	$2,000	70%	2
Cake	$34.50	315	385	Yes	$1,400	64%	$1,400	100%	8
Clack	$35.00	399	386	No	$1,200	64%	$1,200	53%	19
Daze	$43.00	70	68	No	$2,000	66%	$2,000	100%	0
Dell	$35.00	512	533	Yes	$1,500	66%	$1,500	61%	14
Eat	$36.00	65	196	Yes	$650	42%	$650	78%	8
Focus	$47.25	1,097	1,017	No	$1,850	81%	$1,800	86%	31
Frost	$48.00	366	347	No	$2,400	81%	$2,450	74%	12

Production

Production Vs. Capacity



Plant Information											
Name	**Primary Segment**	**Units Produced**	**Units Sold**	**Inventory**	**Price**	**Material Cost**	**Labor Cost**	**Contribution Margin**	**Auto. Next Round**	**Capacity Next Round**	**Plant Utilization**
Able	High Tech	994	902	892	$45.00	$16.20	$7.17	48.1%	5	1,050	95%
Apple	Low Tech	994	994	0	$35.00	$9.86	$14.05	31.7%	1.5	500	200%
Baker	High Tech	1,537	1,042	608	$43.00	$14.04	$6.26	52.8%	8.5	900	178%
Bold	Low Tech	714	582	132	$34.50	$8.97	$9.87	45.4%	6	900	185%
Cake	Low Tech	3,142	3,142	0	$34.50	$11.50	$9.97	37.7%	4.5	1,600	200%
Clack	High Tech	1,031	869	162	$35.00	$13.39	$12.25	26.7%	4	1,500	105%
Daze	Low Tech	1,452	1,002	450	$43.00	$10.16	$10.43	52.1%	4.5	1,600	150%
Dell	High Tech	1,475	1,475	0	$35.00	$11.50	$10.83	36.2%	4.2	1,400	160%
Eat	High Tech	386	386	0	$36.00	$11.56	$12.92	32%	3	200	200%
Focus	High Tech	1,260	1,097	946	$47.25	$18.66	$10.43	38.4%	4.8	1,000	200%
Frost	High Tech	1,133	366	767	$48.00	$13.60	$13.32	43.9%	4.6	1,250	200%

Finance

Income Statement

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	$75,385	$64,913	$138,823	$94,699	$13,905	$69,405
Variable Costs						
Direct Material	$24,160	$20,387	$50,128	$28,945	$4,556	$26,614
Direct Labor	$20,947	$12,366	$41,992	$26,416	$4,989	$18,435
Inventory Carry	$2,557	$1,805	$507	$1,152	$0	$6,157
Total Variable Costs (Labor, Material, Carry)	$47,665	$34,559	$92,627	$56,512	$9,545	$51,205
Contribution Margin	$27,720	$30,354	$46,196	$38,186	$4,361	$18,200
Fixed Costs						
Depreciation	$2,220	$4,200	$4,760	$4,784	$240	$3,713
SG&A						
R&D	$1,293	$1,048	$470	$1,238	$722	$1,322
Promotions	$2,800	$4,000	$2,600	$3,500	$650	$4,250
Sales	$2,800	$4,000	$2,600	$3,500	$650	$4,250
Administration	$1,185	$1,081	$2,135	$1,704	$249	$2,039
Fixed Costs	$10,298	$14,329	$12,635	$14,726	$2,511	$15,578
Net Margin	$17,422	$16,025	$33,561	$23,461	$1,850	$2,621
Other (Fees/Write-offs/Bonuses/Relocation Fee)	$5,000	$250	$9,471	$265	$0	$21,270
EBIT	$12,422	$15,775	$24,090	$23,196	$1,850	($18,649)
Interest (Short term/Long Term)	$470	$1,213	$2,139	$1,374	$682	$17,889
Taxes	$4,183	$5,097	$7,683	$7,637	$409	($12,788)
Profit Sharing	$155	$189	$285	$284	$15	$0
Net Profit	$7,614	$9,276	$13,983	$13,900	$744	($23,749)

Cash Flow Statement

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Starting Cash Position	$150	$28,795	$25,636	$20,000	$13,560	$0
Cash From Operations						
Net Income(Loss)	$7,614	$9,276	$13,983	$13,900	$744	($23,749)
Adjustment For Non-Cash Items						
Depreciation	$2,220	$4,200	$4,760	$4,784	$240	$3,713
Extraordinary Gains/Losses/Write-offs	$0	$0	$3	$0	$0	($940)
Changes In Current Assets And Liabilities						
Accounts Payable	$180	$1,083	$1,972	$2,554	$317	($1,606)
Inventory	($1,680)	($12,682)	($4,227)	($9,603)	$0	($23,592)
Accounts Receivable	($550)	($457)	($2,821)	($3,564)	$4,608	($2,366)
Net Cash From Operations	$7,783	$1,420	$13,670	$8,071	$5,910	($48,540)
Cash From Investing						
Net Plant Improvements	$0	($19,040)	($15,000)	($25,520)	$0	($13,400)
Cash From Financing						
Dividends Paid	$0	$0	$0	($254)	$0	$0
Sales Of Common Stock	$0	$5,000	$0	$5,300	$0	$400
Purchase Of Common Stock	$0	$0	($2,500)	$0	$0	$0
Cash From Long-Term Debt Issued	$0	$0	$15,000	$0	$0	$26,300
Early Retirement Of Long-Term Debt	$0	$0	($12,000)	$0	$0	$0
Retirement Of Current Debt	($5,000)	$0	$0	($5,000)	($2,500)	$0
Cash From Current Debt Borrowing	$1,733	$1,733	$0	$7,133	$0	$7,100
Cash From Emergency Loan	$0	$0	$0	$0	$0	$76,709
Net Cash From Financing	($5,000)	$5,000	$500	$5,446	($2,500)	$28,871
Effect Of Exchange Rates	$0	$0	$0	$0	$0	$0
Net Change In Cash	$2,783	($12,620)	($830)	($12,003)	$3,410	($33,070)
Ending Cash Position	$2,933	$16,175	$24,806	$7,997	$16,970	$0

Balance Sheet

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	$2,933	$16,175	$24,806	$7,997	$16,970	$0
Accounts Receivable	$6,196	$5,335	$11,410	$7,783	$1,143	$5,704
Inventory	$21,312	$15,043	$4,227	$9,603	$0	$51,304
Current Assets	$30,441	$36,554	$40,443	$25,384	$18,112	$57,009
Plant and Equipment	$33,300	$63,000	$71,400	$71,760	$3,600	$55,700
Accumulated Depreciation	($12,307)	($14,093)	($15,724)	($13,211)	($2,160)	($5,187)
Fixed Assets	$20,993	$48,907	$55,676	$58,549	$1,440	$50,513
Total Assets	$51,435	$85,461	$96,119	$83,933	$19,552	$107,522
Accounts Payable	$3,846	$3,734	$7,919	$5,339	$784	$5,642
Current Liabilities	$5,579	$5,468	$7,919	$12,473	$784	$89,451
Current Debt	$1,733	$1,733	$0	$7,133	$0	$83,809
Long-Term Liabilities	$2,600	$11,400	$22,494	$7,000	$5,427	$28,845
Total Liabilities	$8,179	$16,868	$30,413	$19,473	$6,211	$118,296
Common Stock	$5,223	$17,463	$23,878	$15,692	$5,923	$4,933
Retained Earnings	$38,033	$51,130	$41,828	$48,769	$7,418	($15,707)
Total Equity	$43,256	$68,593	$65,706	$64,460	$13,341	($10,774)
Total Liabilities & Equity	$51,435	$85,461	$96,119	$83,933	$19,552	$107,522

Stock Market Summary

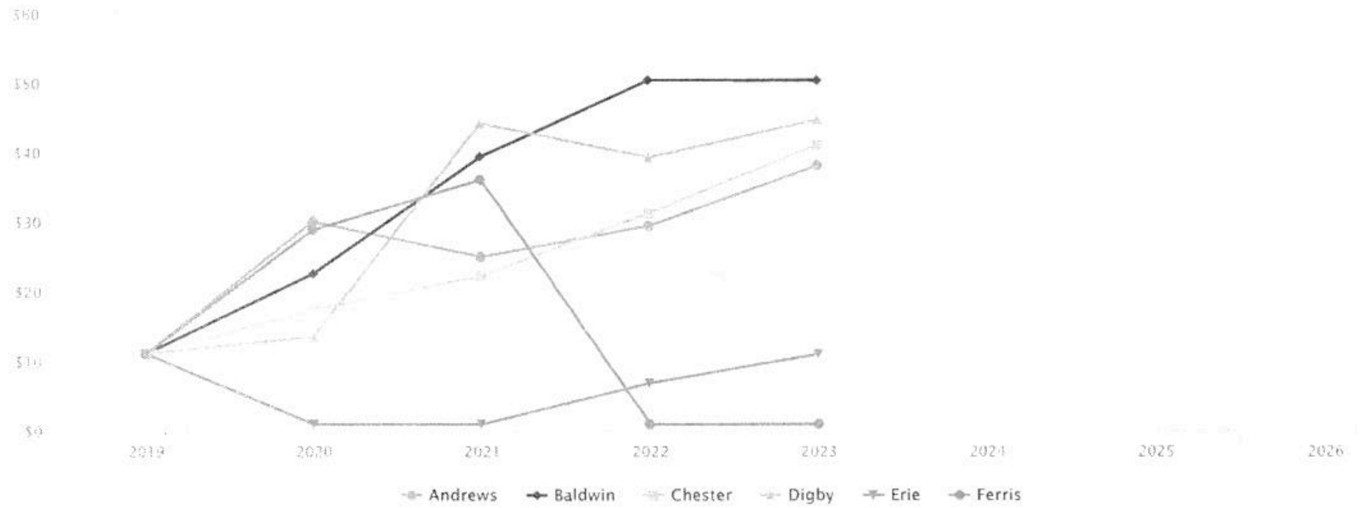
Company	Closing Price	Change	Shares Outstanding	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	$38.15	$8.71	2,096,474	$80m	$20.63	$3.63	$0.00	0%	10.51
Baldwin	$50.26	($0.07)	2,446,965	$123m	$28.03	$3.79	$0.00	0%	13.26
Chester	$41.11	$9.80	3,126,077	$129m	$21.02	$4.47	$0.00	0%	9.20
Digby	$44.71	$5.40	2,536,915	$113m	$25.41	$5.48	$0.10	0%	8.16
Erie	$11.05	$4.13	2,868,840	$32m	$4.65	$0.26	$0.00	0%	42.49
Ferris	$1.00	$0.00	2,540,085	$3m	($4.24)	($9.35)	$0.00	0%	-0.11

Bond Market Summary

Company	Series	Face Value	Yield	Closing Price	S&P Rating
Andrews	13.0S2025	$2,600,000	12.04%	$107.97	AAA
Baldwin	13.0S2025	$2,600,000	12.06%	$107.78	AAA
	8.5S2032	$8,800,000	8.55%	$99.39	AAA
Chester	10.0S2030	$2,294,303	9.66%	$103.49	AA
	9.6S2031	$5,200,000	9.44%	$101.64	AA
	9.4S2033	$15,000,000	9.34%	$100.63	AA
Digby	13.0S2025	$2,600,000	12.1%	$107.41	AAA
	10.0S2030	$800,000	9.43%	$106.08	AAA
	11.5S2031	$3,600,000	10%	$115.06	AAA
Erie	10.0S2030	$626,557	9.71%	$102.98	AA
	12.9S2031	$4,800,000	10.83%	$119.09	AA
Ferris	13.0S2025	$2,545,418	13.07%	$99.50	DDD
	13.3S2033	$26,300,000	13.3%	$100.00	DDD

Next Year's Prime Rate: 7%

Stock Price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$50
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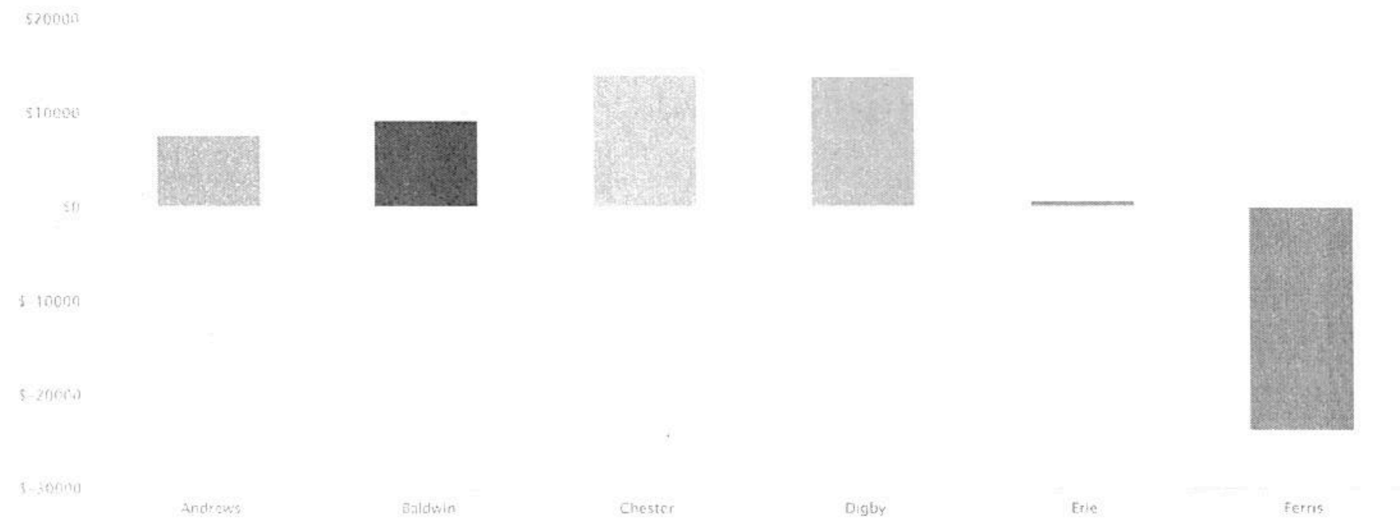
$10
$0
2019
2020
2021
2022
2023
2024
2025
2026
Andrews
Baldwin
Chester
Digby
Erie
Ferris

Net Profit


$20000
$10000
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$-20000
$-30000
Andrews
Baldwin
Chester
Digby
Erie
Ferris

Product Financials

Chester Income Statement				
	Cake	**Clack**		**Total**
Sales	$108,412	$30,411		$138,823
Variable Cost	$69,478	$23,149		$92,627
Fixed Cost	$7,082	$5,553		$12,635
Net Margin	$31,852	$1,709		$33,561
			Other (Fees, Writeoffs)	$9,471
			Long Term Interest	$2,139
			Taxes & Tariffs	$7,683
			Profit Sharing	$285
			Net Profit	$13,983

Custom Modules

Total Quality Management	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Decisions						
Benchmarking	$0	$0	$0	$0	$0	$100
CCE (Concurrent Engineering)/6 Sigma Training	$0	$0	$700	$0	$0	$100
CPI (Continuous Process Improvement) Systems	$500	$0	$1,000	$0	$0	$200
Channel Support Systems	$0	$0	$700	$0	$0	$700
Concurrent Engineering	$0	$0	$0	$0	$0	$100
GEMI TQEM Sustainability	$0	$0	$700	$0	$0	$100
QIT (Quality Initiative Training)	$0	$0	$1,000	$0	$0	$200
Quality Function Deployment Effort	$0	$0	$0	$0	$0	$200
UNEP Green Program	$0	$0	$700	$0	$0	$100
Vendor/JIT (Just in Time) Inventory	$0	$0	$700	$0	$0	$200
Total Expenditures	$500	$0	$5,500	$0	$0	$2,000
Impacts						
Material Cost	-0.2%	0%	-1.1%	0%	0%	0%
R & D Cycle Time	0%	0%	0%	0%	0%	-0.2%
Labor Cost	0%	0%	-2.4%	0%	0%	-0.1%
Demand	0%	0%	1.5%	0%	0%	1%
Administrative Cost	0%	0%	-4.1%	0%	0%	-0.3%

Human Resources	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Decisions						
Manufacturing - Training & Assembly Teams	$1,500	$0	$2,000	$0	$0	$600
Sales - Compensation	$1,500	$0	$1,000	$0	$0	$400
Scientists - Recruitment & Retention	$1,500	$0	$0	$0	$0	$400
Total Expenditures	$4,500	$0	$3,000	$0	$0	$1,400
Impacts						
R & D Cycle Time	-18.8%	15%	8.3%	7.5%	15%	7.5%
Demand	6.8%	0%	1.3%	1.5%	0%	1.5%
Accessibility	15.2%	0%	9.6%	4.8%	0%	4%
Productivity Index	11.3%	0%	7.3%	2.5%	1.8%	3%
Turnover Rate	-38.5%	50%	-2.5%	31%	50%	34%
Production After Adjustment	0.4%	-3%	-0.8%	-2.3%	-2.5%	-2.1%

Cumulative Impacts	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Material Cost	-0.2%	0%	-1.1%	0%	0%	0%
R & D Cycle Time	-18.8%	15%	8.3%	7.5%	15%	7.3%
Labor Cost	0%	0%	-2.4%	0%	0%	-0.1%
Demand	6.8%	0%	2.8%	1.5%	0%	2.5%
Administrative Cost	0%	0%	-4.1%	0%	0%	-0.3%
Accessibility	15.2%	0%	9.6%	4.8%	0%	4%
Productivity Index	11.3%	0%	7.3%	2.5%	1.8%	3%
Turnover Rate	-38.5%	50%	-2.5%	31%	50%	34%
Production After Adjustment	0.4%	-3%	-0.8%	-2.3%	-2.5%	-2.1%

CAPSIM Core

Round 5 - 2024 Report

Sim ID ZP79844_1

High Level Overview

High Level Overview	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Average
Sales	$79,294	$53,992	$155,522	$57,240	$3,760	$170,382	$86,698
Profit	$6,698	$7,465	$19,929	($5,106)	($3,212)	($4,949)	$3,471
Contribution Margin	37.0%	46.4%	39.5%	44.5%	23.3%	33.9%	37.4%
Stock Price	$36.61	$47.82	$55.22	$29.73	$1.49	$1.00	$28.65
Emergency Loan	$3,129	$0	$0	$0	$0	$92,996	$16,021
Market Share	15.2%	10.4%	29.9%	11.0%	0.7%	32.8%	16.7%

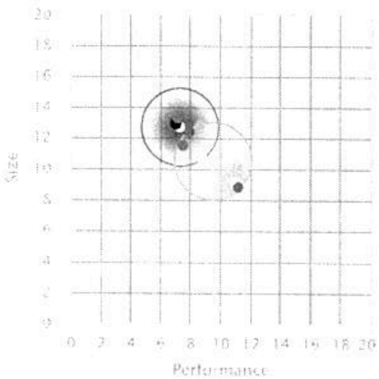
Round 5

Research and Development

Low Tech		
Customer Buying Criteria	**Expectations**	**Importance**
Price	$15.00 - $35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 7.3 Size 12.7	9%

High Tech		
Customer Buying Criteria	**Expectations**	**Importance**
Positioning	Performance 10.9 Size 9.1	33%
Age	0 Years	29%
Price	$25.00 - $45.00	25%
Reliability	17,000 - 23,000 Hours	13%

Perceptual Map



Product List

Name	Performance	Size	Reliability	Age	Revision Date
Able	10.9	9.1	17,000	1.5	September 24, 2024
Ace	--	--	--	--	January 4, 2025
Apple	7.3	12.7	15,700	1.5	April 19, 2024
Baker	8.7	10.7	16,550	1.1	December 26, 2024
Bold	7.0	13.0	15,000	0.9	October 26, 2024
Cake	7.0	12.9	19,000	4.0	September 22, 2022
Clack	7.5	11.5	19,000	1.5	June 21, 2023
Dell	7.1	13.3	19,500	1.8	March 28, 2023
Eat	8.6	12.8	23,000	1.3	October 29, 2024
Focus	11.2	8.8	23,000	1.4	August 22, 2024
Frost	7.9	12.4	21,000	0.0	October 6, 2025

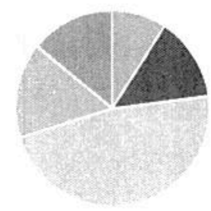
Marketing

Low Tech

Customer Buying Criteria	Expectations	Importance
Price	$15.00 - $35.00	41%
Age	3 Years	29%
Reliability	14,000 - 20,000 Hours	21%
Positioning	Performance 7.3 Size 12.7	9%

Demand Information	
2024 Total Market Size	8,117
2024 Total Units Sold	8,117
2025 Demand Growth Rate	10%

Market Share



Top Products

Name	Price	Units Sold	Potential Sold	Stock Out	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Apple	$35.00	735	935	Yes	$1,600	50%	$1,600	87%	12
Baker	$43.00	253	155	No	$1,000	40%	$1,000	89%	1
Bold	$34.50	867	529	No	$1,000	40%	$1,000	68%	6
Cake	$34.50	2,977	3,177	Yes	$2,000	85%	$1,400	100%	30
Clack	$35.00	857	1,349	Yes	$1,700	85%	$2,600	85%	19
Dell	$37.00	1,286	1,266	Yes	$1,650	49%	$1,650	80%	16
Frost	$40.75	1,142	705	No	$2,400	38%	$2,450	98%	10

Marketing

High Tech

Customer Buying Criteria	Expectations	Importance
Positioning	Performance 10.9 Size 9.1	33%
Age	0 Years	29%
Price	$25.00 - $45.00	25%
Reliability	17,000 - 23,000 Hours	13%

Demand Information	
2024 Total Market Size	5,375
2024 Total Units Sold	5,375
2025 Demand Growth Rate	20%

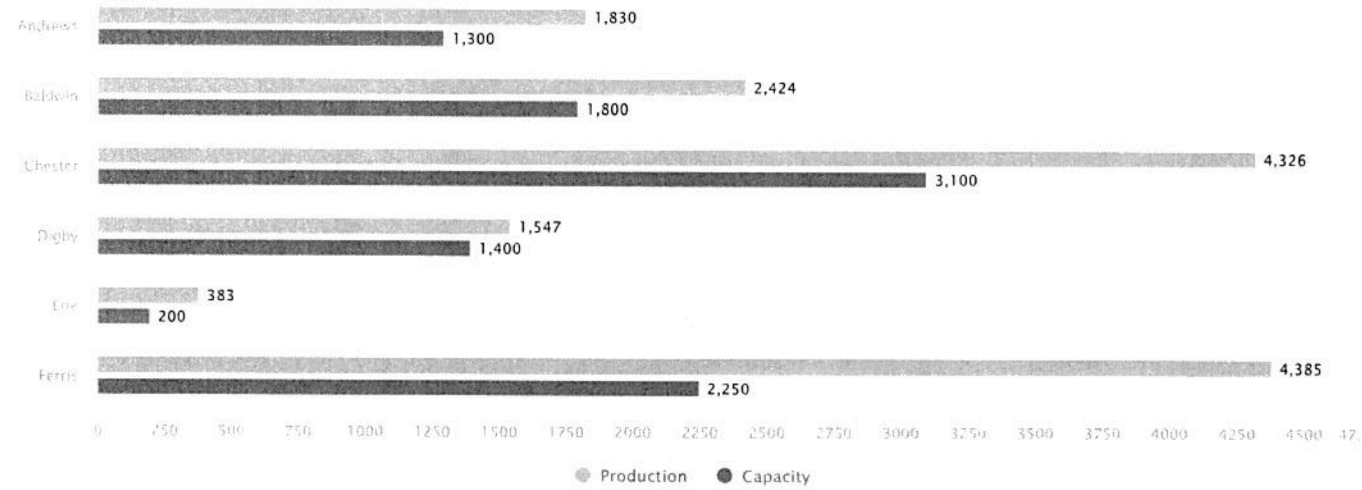
Market Share

Top Products

Name	Price	Units Sold	Potential Sold	Stock Out	Sales Budget	Customer Accessibility	Promo Budget	Customer Awareness	Customer Satisfaction
Able	$45.00	993	907	No	$1,500	75%	$1,600	100%	32
Apple	$35.00	254	326	Yes	$1,600	75%	$1,600	87%	6
Baker	$43.00	276	251	No	$1,000	37%	$1,000	89%	10
Bold	$34.50	38	36	No	$1,000	37%	$1,000	68%	2
Cake	$34.50	169	187	Yes	$2,000	83%	$1,400	100%	2
Clack	$35.00	485	769	Yes	$1,700	83%	$2,600	85%	16
Dell	$37.00	261	261	Yes	$1,650	56%	$1,650	80%	2
Eat	$50.00	75	69	No	$700	29%	$700	64%	4
Focus	$45.25	1,961	1,784	No	$2,500	100%	$2,500	100%	53
Frost	$40.75	862	783	No	$2,400	100%	$2,450	98%	16

Production

Production Vs. Capacity



Plant Information											
Name	**Primary Segment**	**Units Produced**	**Units Sold**	**Inventory**	**Price**	**Material Cost**	**Labor Cost**	**Contribution Margin**	**Auto. Next Round**	**Capacity Next Round**	**Plant Utilization**
Able	High Tech	841	993	740	$45.00	$17.08	$7.49	45.4%	5	800	106%
Ace	--	0	0	--	$0.00	$0.00	$0.00	0%	1	350	0%
Apple	Low Tech	989	989	0	$35.00	$9.94	$14.29	30.8%	5	900	200%
Baker	High Tech	1,545	529	1,623	$43.00	$13.45	$4.27	58.8%	8.9	1,000	181%
Bold	Low Tech	879	905	105	$34.50	$9.20	$7.13	52.7%	6.5	900	103%
Cake	Low Tech	3,146	3,146	0	$34.50	$10.30	$9.76	41.9%	4.5	3,000	200%
Clack	Low Tech	1,180	1,342	0	$35.00	$12.12	$8.48	41.1%	4	1,500	80%
Dell	Low Tech	1,547	1,547	0	$37.00	$10.21	$9.57	46.5%	4.7	1,800	114%
Eat	High Tech	383	75	307	$50.00	$13.40	$13.66	45.9%	3.3	300	200%
Focus	High Tech	1,949	1,961	934	$45.25	$19.00	$9.72	36.5%	5.5	1,100	200%
Frost	High Tech	2,436	2,004	1,199	$40.75	$12.10	$10.03	45.7%	5.6	1,300	200%

Finance

Income Statement

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Sales	$79,294	$53,992	$155,522	$57,240	$3,760	$170,382
Variable Costs						
Direct Material	$26,108	$15,695	$51,469	$16,953	$907	$63,492
Direct Labor	$21,696	$9,346	$42,696	$14,804	$1,027	$42,421
Inventory Carry	$2,112	$3,888	$0	$0	$949	$6,756
Total Variable Costs (Labor, Material, Carry)	$49,916	$28,929	$94,165	$31,757	$2,883	$112,669
Contribution Margin	$29,378	$25,063	$61,356	$25,483	$877	$57,712
Fixed Costs						
Depreciation	$2,947	$4,693	$7,000	$2,976	$384	$4,515
SG&A						
R&D	$2,027	$1,803	$0	$624	$825	$1,641
Promotions	$3,200	$2,000	$4,000	$1,650	$700	$4,950
Sales	$3,100	$2,000	$3,700	$1,650	$700	$4,900
Administration	$1,192	$1,081	$1,976	$1,557	$68	$1,568
Fixed Costs	$12,571	$11,577	$16,894	$8,458	$2,677	$17,905
Net Margin	$16,807	$13,485	$44,462	$17,025	($1,800)	$39,807
Other (Fees/Write-offs/Bonuses/Relocation Fee)	$5,535	$250	$9,076	$21,111	$3,135	$26,000
EBIT	$11,271	$13,235	$35,386	($4,086)	($4,934)	$13,807
Interest (Short term/Long Term)	$756	$1,516	$4,101	$3,770	$7	$21,421
Taxes	$3,680	$4,102	$10,950	($2,749)	($1,729)	($2,665)
Profit Sharing	$137	$152	$407	$0	$0	$0
Net Profit	$6,698	$7,465	$19,929	($5,106)	($3,212)	($4,949)

Cash Flow Statement

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Starting Cash Position	$2,933	$16,175	$24,806	$7,997	$16,970	$0
Cash From Operations						
Net Income(Loss)	$6,698	$7,465	$19,929	($5,106)	($3,212)	($4,949)
Adjustment For Non-Cash Items						
Depreciation	$2,947	$4,693	$7,000	$2,976	$384	$4,515
Extraordinary Gains/Losses/Write-offs	($465)	$0	$0	$4,013	$925	$0
Changes In Current Assets And Liabilities						
Accounts Payable	($221)	($250)	($527)	($2,729)	$24	$3,474
Inventory	$3,708	($17,352)	$4,227	$0	($7,906)	($4,999)
Accounts Receivable	($321)	$898	($1,373)	$3,079	$834	($8,299)
Net Cash From Operations	$12,346	($4,546)	$29,256	$2,233	($8,951)	($10,258)
Cash From Investing						
Net Plant Improvements	($16,675)	($7,400)	($33,600)	$12,240	($2,160)	($12,020)
Cash From Financing						
Dividends Paid	$0	$0	$0	$0	($3,439)	$0
Sales Of Common Stock	$0	$0	$12,500	$7,700	$6,300	$0
Purchase Of Common Stock	$0	$0	($6,400)	($2,000)	$0	$0
Cash From Long-Term Debt Issued	$0	$5,000	$21,100	$30,600	$0	$0
Early Retirement Of Long-Term Debt	$0	$0	$0	($3,200)	($6,300)	$0
Retirement Of Current Debt	($1,733)	($1,733)	$0	($7,133)	$0	($7,100)
Cash From Current Debt Borrowing	$0	$0	$0	$8,400	$0	$13,200
Cash From Emergency Loan	$3,129	$0	$0	$0	$0	$92,996
Net Cash From Financing	$1,395	$3,267	$27,200	$34,367	($3,439)	$22,387
Effect Of Exchange Rates	$0	$0	$0	$0	$0	$0
Net Change In Cash	($2,933)	($8,680)	$22,856	$48,839	($14,550)	$109
Ending Cash Position	$0	$7,496	$47,662	$66,440	$2,420	$0

Balance Sheet

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Cash	$0	$7,496	$47,662	$66,440	$2,420	$0
Accounts Receivable	$6,517	$4,438	$12,783	$4,705	$309	$14,004
Inventory	$17,603	$32,396	$0	$0	$7,906	$56,303
Current Assets	$24,121	$44,329	$60,445	$71,144	$10,635	$70,307
Plant and Equipment	$47,700	$70,400	$105,000	$44,640	$5,760	$67,720
Accumulated Depreciation	($12,514)	($18,787)	($22,724)	($5,104)	($2,544)	($9,701)
Fixed Assets	$35,186	$51,613	$82,276	$39,536	$3,216	$58,019
Total Assets	$59,307	$95,943	$142,721	$110,680	$13,851	$128,326
Accounts Payable	$3,624	$3,484	$7,392	$2,610	$809	$9,116
Current Liabilities	$6,753	$3,484	$7,392	$11,010	$809	$115,312
Current Debt	$3,129	$0	$0	$8,400	$0	$106,196
Long-Term Liabilities	$2,600	$16,400	$43,594	$34,616	$52	$28,845
Total Liabilities	$9,353	$19,884	$50,986	$45,626	$860	$144,158
Common Stock	$5,223	$17,463	$33,401	$22,743	$12,223	$4,933
Retained Earnings	$44,731	$58,595	$58,334	$42,311	$767	($20,765)
Total Equity	$49,954	$76,058	$91,734	$65,054	$12,991	($15,832)
Total Liabilities & Equity	$59,307	$95,943	$142,721	$110,680	$13,851	$128,326

Stock Market Summary

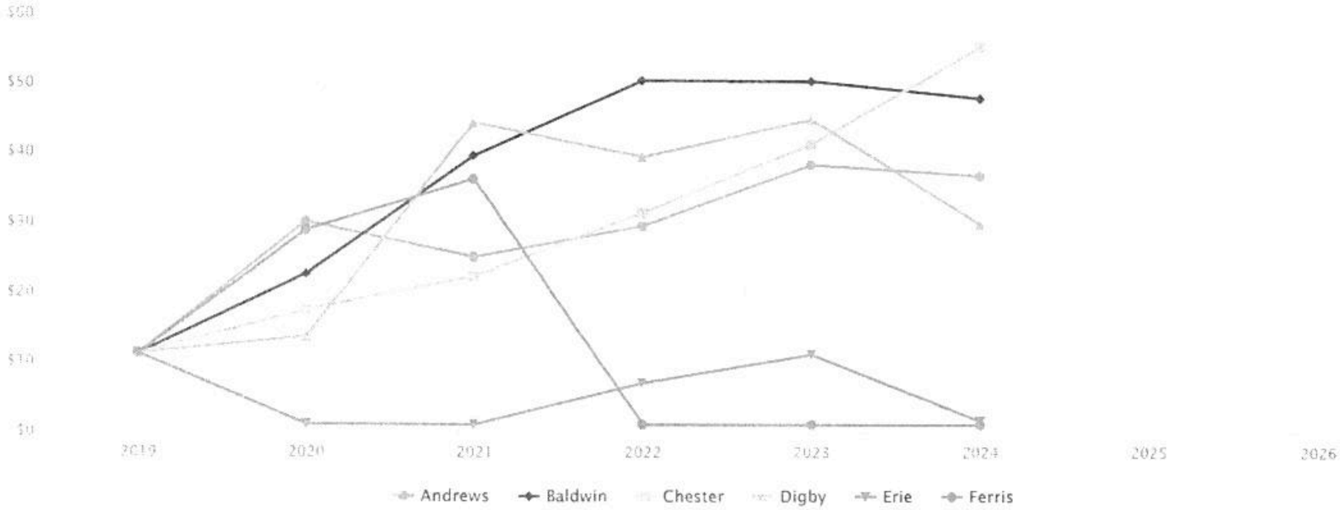
Company	Closing Price	Change	Shares Outstanding	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	$36.61	($1.54)	2,096,474	$77m	$23.83	$3.20	$0.00	0%	11.44
Baldwin	$47.82	($2.44)	2,446,965	$117m	$31.08	$3.05	$0.00	0%	15.68
Chester	$55.22	$14.11	3,274,469	$181m	$28.02	$6.09	$0.00	0%	9.07
Digby	$29.73	($14.98)	2,664,411	$79m	$24.42	($1.92)	$0.00	0%	-15.48
Erie	$1.49	($9.55)	3,439,058	$5m	$3.78	($0.93)	$1.00	67%	-1.61
Ferris	$1.00	$0.00	2,540,085	$3m	($6.23)	($1.95)	$0.00	0%	-0.51

Bond Market Summary

Company	Series	Face Value	Yield	Closing Price	S&P Rating
Andrews	13.0S2025	$2,600,000	12.48%	$104.15	AAA
Baldwin	13.0S2025	$2,600,000	12.51%	$103.96	AAA
	8.5S2032	$8,800,000	8.6%	$98.88	AAA
	8.6S2034	$5,000,000	8.66%	$99.35	AAA
Chester	10.0S2030	$2,294,303	9.87%	$101.32	A
	9.6S2031	$5,200,000	9.65%	$99.51	A
	9.4S2033	$15,000,000	9.57%	$98.25	A
	9.3S2034	$21,100,000	9.54%	$97.51	A
Digby	10.0S2030	$415,968	10.13%	$98.70	BBB
	11.5S2031	$3,600,000	10.87%	$105.78	BBB
	8.8S2034	$30,600,000	9.68%	$90.90	BBB
Erie	12.9S2031	$51,568	10.48%	$123.11	AAA
Ferris	13.0S2025	$2,545,418	13.03%	$99.74	DDD
	13.3S2033	$26,300,000	13.3%	$100.00	DDD

Next Year's Prime Rate: 7%

Stock Price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$10
$0
2019
2020
2021
2022
2023
2024
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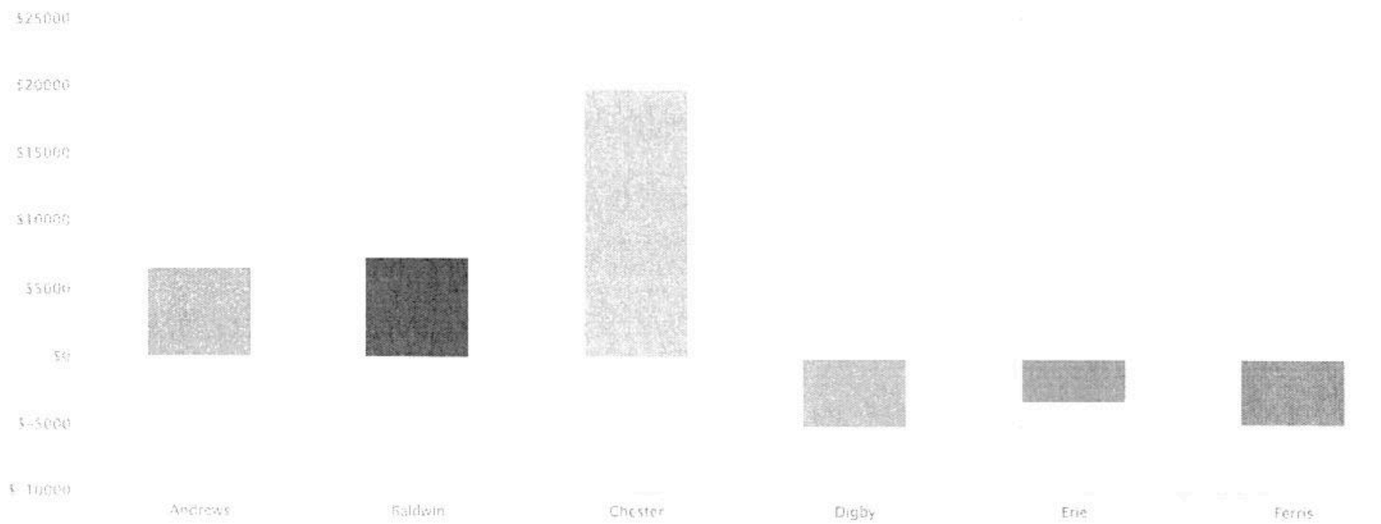
Andrews
Baldwin
Chester
Digby
Erie
Ferris

Net Profit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$-10000
Andrews
Baldwin
Chester
Digby
Erie
Ferris

Product Financials

Chester Income Statement				
	Cake	Clack		Total
Sales	$108,549	$46,973		$155,522
Variable Cost	$64,913	$29,252		$94,165
Fixed Cost	$9,732	$7,163		$16,894
Net Margin	$33,904	$10,558		$44,462
			Other (Fees, Writeoffs)	$9,076
			Long Term Interest	$4,101
			Taxes & Tariffs	$10,950
			Profit Sharing	$407
			Net Profit	$19,929

Custom Modules

Total Quality Management

Decisions	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Benchmarking	$0	$0	$700	$1,300	$200	$2,000
CCE (Concurrent Engineering)/6 Sigma Training	$0	$0	$0	$700	$100	$2,000
CPI (Continuous Process Improvement) Systems	$0	$0	$700	$1,200	$600	$2,000
Channel Support Systems	$1,000	$0	$700	$800	$100	$2,000
Concurrent Engineering	$1,000	$0	$0	$1,200	$100	$2,000
GEMI TQEM Sustainability	$0	$0	$1,000	$1,300	$100	$2,000
QIT (Quality Initiative Training)	$0	$0	$1,000	$600	$100	$2,000
Quality Function Deployment Effort	$0	$0	$0	$1,100	$100	$2,000
UNEP Green Program	$0	$0	$500	$800	$100	$2,000
Vendor/JIT (Just in Time) Inventory	$800	$0	$700	$1,000	$0	$2,000
Total Expenditures	$2,800	$0	$5,300	$10,000	$1,500	$20,000
Impacts						
Material Cost	-0.3%	0%	-1.9%	-1.7%	-0.3%	-2.6%
R & D Cycle Time	-7.9%	0%	0%	-15.8%	-0.1%	-21.8%
Labor Cost	0%	0%	-4.4%	-1.5%	-0.1%	-5%
Demand	1.8%	0%	2.6%	2.4%	0%	6.5%
Administrative Cost	-5.3%	0%	-14.2%	-24.3%	-0.3%	-33.5%

Human Resources

Decisions	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Manufacturing - Training & Assembly Teams	$700	$0	$1,500	$1,200	$100	$2,000
Sales - Compensation	$700	$0	$500	$1,600	$100	$2,000
Scientists - Recruitment & Retention	$1,800	$0	$0	$1,300	$100	$2,000
Total Expenditures	$3,200	$0	$2,000	$4,100	$300	$6,000
Impacts						
R & D Cycle Time	-27.3%	20%	13.3%	2.7%	19.3%	-2.5%
Demand	9.5%	0%	1.3%	3.5%	0.2%	4.5%
Accessibility	18%	0%	11.6%	11.2%	0.4%	12%
Productivity Index	13%	0%	11%	5.5%	2%	8%
Turnover Rate	-36%	50%	0%	13%	50%	4%
Production After Adjustment	-0.1%	-4%	-0.7%	-2.4%	-3.4%	-1.6%

Cumulative Impacts

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Material Cost	-0.3%	0%	-1.9%	-1.7%	-0.3%	-2.6%
R & D Cycle Time	-35.1%	20%	13.3%	-13%	19.2%	-24.3%
Labor Cost	0%	0%	-4.4%	-1.5%	-0.1%	-5%
Demand	11.3%	0%	4%	5.9%	0.2%	11%
Administrative Cost	-5.3%	0%	-14.2%	-24.3%	-0.3%	-33.5%
Accessibility	18%	0%	11.6%	11.2%	0.4%	12%
Productivity Index	13%	0%	11%	5.5%	2%	8%
Turnover Rate	-36%	50%	0%	13%	50%	4%
Production After Adjustment	-0.1%	-4%	-0.7%	-2.4%	-3.4%	-1.6%