## ASSESSING BRAND PORTFOLIO NORMATIVE CONSISTENCY & TRENDS WITH THE NORMATIVE POSITION OF BRANDS & TRENDS PACKAGE

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#### ABSTRACT

The Online Normative Position of Brands & Trends (NPB & Trends) Package is used in Strategic Market Planning (SMP) to assess the consistency of each strategic business unit (SBU) relative to its normative position at the end of each year of operation, and the trends in normative consistency over the course of competition. Based on an analysis of the strength and trends in their own brand portfolio and the brand portfolios of their competitors displayed on the Growth Share Matrix, participants check the position of each SBU on the Growth Gain Matrix relative to its normative position. Corrective action is taken, if necessary, to improve their own trends in normative consistency over the course of competition. Insights are derived about competitor's strategies by evaluating the normative consistency and trends of competitor brand portfolios. Based on their analysis of their own and competitor brand portfolios, the SMP is adjusted to optimize the performance of the overall brand portfolio while maintaining cash in balance. Based on reviewer feedback, an online survey of participants at the end of the Fall 2011 semester revealed that the NPB & Trends Package is easy to use, helpful in understanding normative consistency, and analyzing the brand portfolio. Participants indicated that the NPB & Trends Package adds substantial value to their Strategic Market Planning and Marketing Strategy learning experience.

#### **INTRODUCTION**

The Normative Position of Brands & Trends (NPB & Trends) Package is a decision support system that enables competing participant teams in the marketing simulation COMPETE (Faria, 2006) to assess the consistency of each SBU in their own brand portfolio and the brand portfolios of their competitors relative to its normative position. SBUs are specific product offerings in specific regions that have specific target markets with specific needs and purchase motivations, a specific set of strategies, facing a specific set of competitors with specific competing strategies.

The Excel-based NPB & Trends Package automatically extracts relevant data via external links from the Excelversion of the COMPETE simulation results. The Excelversion of the simulation results are generated by the instructor/administrator from the original dos-text based COMPETE simulation results. Later, the Excel-version of the simulation results are uploaded to the COMPETE Online Decision Entry System (CODES) repository for subsequent access by competing participant teams. Only relevant data used in the calculation of the relative market share (RMS), industry growth rate (IGR), brand growth rate (BGR), SBU Sales Revenue (SSR), Maximum Sustainable Growth Rate (MSGR), and Weighted Average Growth Rate (WAGR) that are used to generate the Boston Consulting Group (BCG) Growth Share Matrix (GSM) and Growth Gain Matrix (GGM) are extracted from the simulation results. This decision support package saves substantial time needed to identify and enter the relevant data and reduces the potential for data entry error.

#### **DECISION SUPPORT SYSTEMS**

Several scholars have commented on the value of including decision support software/systems in computer simulations (Keys & Biggs, 1990; Teach, 1990; Gold & Pray, 1990, Wolfe & Gregg, 1989). In addition, the literature is replete with references to the use and impact of decision support systems with computer simulations (Affisco & Chanin, 1989, 1990; Burns & Bush, 1991; Cannon et al., 1993; Fritzsche et al., 1987; Grove et al., 1986; Halpin, 2006; Honaiser & Sauaia, 2006; Markulis & Strang, 1985; Mitri et al., 1998; Muhs & Callen, 1984; Nulsen et al., 1993, 1994; Palia, 1989, 1991; Peach, 1996; Schellenberger, 1983; Shane & Bailes, 1986; Sherrell et al., 1986; Wingender & Wurster, 1987; Woodruff, 1992).

Decision support systems (DSSs) are defined as ...a collection of data, systems, tools, and techniques with supporting software and hardware by which an organization gathers and interprets relevant information from business and environment and turns it into a basis for... action (Little, 1979; Burns & Bush, 1991). In addition, they are defined as computer-based information systems that support the process of structuring problems, evaluating alternatives, and selecting actions for more effective management (Forgionne, 1988). Further, they are described as the hardware and software that permit decision-makers to deal with a specific set of related problems by providing tools that amplify a manager's judgment (Sprague, 1980).

DSSs used with business simulations yield several benefits. These include greater depth of understanding of simulation activity with resulting increase in planning (Keys et al., 1986), in-depth understanding of quantitative techniques as students visualize the results of their applications, sensitivity to weaknesses in techniques used, and experience in capitalizing on their strengths (Fritzsche et al., 1987). Other benefits include minimization of paperwork and errors, error-free graphical representation of output, a competitive tool with increasing value as simulation progresses, and potential for participants to create their own DSSs (Burns & Bush, 1991). In addition, DSSs enhance understanding of complex business relationships and provide additional value over time (Halpin, 2006). Further, DSSs provide realism, relevance, literacy, flexibility and opportunity for refinement (Sherrell et al., 1986).

Some authors contend that combining an active student generated database in the form of a simulation game with a DSS will result in improved decision making, lead to improved pro-active rather than re-active strategic planning, and result in improved simulation game performance and enhanced learning (Muhs & Callen, 1984). Others have reported no support for the premise that DSS usage improves small group decision making effectiveness (Affisco & Chanin, 1989), and that DSS usage to support manufacturing function decisions resulted in decreased manufacturing costs and increased "earnings/cost of goods sold" ratio in the second year of play (Affisco & Chanin, 1990).

Given the inconsistent findings with regard to the efficacy of DSSs reported in the literature, does DSS usage increase decision effectiveness and/or enhance learning? One scholar notes that while the DSS assists the decision maker, it does not make decisions, nor can it substitute for intelligent analysis and synthesis (Schellenberger, 1983). In addition, as with other computer-based or experiential learning techniques, the effectiveness of DSSs or the decisions made are less important than the insights they generate. The level of insight generated depends heavily on the clear explanation of the purpose, significance, assumptions, usage, and limitations of the DSS and underlying concepts applied, by the instructor. In addition, the level of insight generated depends heavily on the debriefing process used by the instructor to crystallize student learning (Cannon et al., 1993).

The primary purpose of this paper is to present this new user-centered learning tool that helps to prepare students for strategic market planning and marketing decisionmaking responsibilities in their future careers. The objective of this decision support package is to provide participant teams the opportunity to apply integrated strategic market planning. An online survey is used to evaluate the NPB & Trends Package usage experience, and the valueadded to the overall learning experience.

#### **MARKETING STRATEGY**

Marketing managers are charged with the responsibility of planning, organizing, implementing, and controlling marketing plans and programs that are designed to achieve a specific set of objectives (Bagozzi et al, 1998; Churchill & Peter, 1995; Dyer & Horman, 1991; Kotler, 2003; Kotler, 1988; Kotler & Keller, 2007; Lehman & Winer, 1988; Lilien, 1993; Lilien & Rangaswamy, 2003; McCarthy & Perreault, 1984; McCarthy & Perreault, 1987; Perreault & McCarthy, 1996).

First, marketing managers identify opportunities and threats in the external environment. They analyze the major customer segments, strategic competitor groupings, and salient market and environmental trends. Major customer segments are identified and their needs, purchase motivations, unmet needs are analyzed. Major strategic competitor groups are identified and their performance, image, objectives, strategies and weaknesses are analyzed. The size, growth, profitability, entry barriers, cost structure, distribution system, trends, and key success factors as well as emerging submarkets in the relevant product market are investigated. Relevant trends in the social-cultural, technological, economic, legal, political and other noncontrollable external environments are studied. This external analysis is used to identify opportunities, threats, trends and strategic uncertainties.

Next, marketing managers analyze their own firm's performance on such dimensions as profitability, sales, shareholder value analysis, customer satisfaction, product quality, brand associations, relative cost, new products, employee capability and performance. In addition, they study their own strategic problems, constraints, strengths, weaknesses and liabilities. This internal analysis is used to identify their own strengths, weaknesses, liabilities, problems, constraints and uncertainties.

Then, marketing managers (a) identify strategic alternatives with regard to product market investment strategies, customer value proposition, assets, competencies, and synergies, and functional strategies and programs, (b) select a strategy, (c) implement an operating plan, and (d) periodically review and adapt strategies.

Based on the above analysis of the opportunities and threats in the external environment and an assessment of the firm's own strengths and weaknesses, marketing managers generate a vision, define a mission, establish specific goals, and formulate a strategy in order to achieve the mission. Strategies used include differentiation strategy, lowcost strategy, focus strategy, preemptive move, and synergy. An offering can be differentiated based on performance, quality, prestige, features, service backup, reliability, and/or convenience. A low-cost strategy involves the creation of a sustainable cost advantage through high market share, favorable access to raw materials, and/or state-of -the-art manufacturing equipment. A focus or niche strategy seeks to establish and maintain dominance in a narrow product line. It is central to the creation of a sustainable competitive advantage. The preemptive move strategy generates an asset or competency, forms the basis of a sustainable competitive advantage and inhibits competitors. Finally, synergy can be achieved through sharing sales force or office space, and reduces cost or investment need-ed (Aaker, 2011).

In performing their responsibilities, marketing managers are faced with scarce resources (discretionary marketing dollars) and unlimited wants to allocate these limited resources across individual SBUs in their brand portfolio in order to achieve their objectives. Consequently, they need to allocate the scarce resources at their disposal both effectively and efficiently. The efficient allocation of scarce marketing resources in order to optimize the overall performance of a brand portfolio is the heart of strategic market planning.

#### STRATEGIC MARKET PLANNING

Strategic market planning is a complex problem for multi-product, multimarket companies. These firms may have numerous products serving several markets with differing potentials. Some products may be in a dominant position relative to competitors, while others may be in a weaker position. Each product will have its own strategy, and may face several competitive products having their own marketing strategies. Some products may be profitable while others may need cash to finance growth or to fight competition.

Faced with this complex situation, the organization must allocate its limited resources among these products in order to optimize its overall performance (Abell & Hammond, 1979). In order to optimize the overall performance of its portfolio of products, the organization first monitors and analyzes the performance of each of its strategic business units (products). This analysis is conducted by the firm in order to decide which strategic business units to build, maintain, harvest, and divest. One of the best known and widely used models for this purpose is the Boston Consulting Group Product Portfolio Analysis model (Kotler, 1988).

The product portfolio analysis model developed by the Boston Consulting Group assigns strategic roles for each product based on the product's market growth rate and market share relative to competitors. These individual roles are then integrated into a strategy for the whole portfolio of products, taking into consideration the product portfolios of the main competitors. The objective of the firm, when using the product portfolio approach, is to optimize the performance of the entire portfolio of products, while maintaining cash flow in balance. Differences in growth potential, relative market share and hence cash flow potential unique to each product are identified. This analysis helps to determine which products represent investment opportunities, which products should supply investment funds, and which products should be candidates for elimination.

The growth share matrix (GSM) and the growth gain matrix (GGM) are used to display the relevant information about the firm's portfolio of products. These displays help to reduce the inherent complexity of the problem to manageable proportions. The heart of product portfolio analysis involves the creation and interpretation of the GSM and GGM displays for the firm and its main competitors. Based upon GSM data, each firm's strategic business units (products) are classified into four categories – "Cash Cows," "Dogs," "Problem Children," and "Stars" (Abell & Hammond, 1979; Day, 1986).

The Product Portfolio Analysis package enables an organization to generate GSMs and GGMs for their own and competing firms. These matrices are used in strategic market planning. Static, comparative static and dynamic analysis of the product portfolios of the firm and its main competitors can be performed with the use of the revised package. Based on these displays, the organization can (1) check for internal balance in the brand portfolio, (2) look for trends, (3) evaluate competition, (4) consider other factors not captured in the portfolio display, and (5) develop alternative "target" portfolios along with associated strategies for achieving them and (6) check financial balance (Palia, 1991, 1995, 1996, 2002, 2010).

The SMP NPB & Trends Package enables the organization to check the position of each SBU on the GGM relative to its normative position. If necessary, corrective action is taken to improve trends in normative consistency over the course of competition. Insights are derived about competitor's strategies by evaluating the normative consistency and trends of competitor brand portfolios. Based on their analysis of their own and competitor brand portfolios, the SMP can be adjusted to optimize the performance of the overall brand portfolio while maintaining cash in balance.

#### THE MARKETING SIMULATION COMPETE

COMPETE (Faria, 2006) is a marketing simulation designed to provide students with marketing strategy development and decision-making experience. Competing student teams are placed in a complex, dynamic, and uncertain environment. The participants experience the excitement and uncertainty of competitive events and are motivated to be active seekers of knowledge. They learn the need for and usefulness of mastering an underlying set of decisionmaking principles.

Competing student teams plan, implement, and control a marketing program for three high-tech products in three regions Region 1 (R1), Region 2 (R2) and Region 3 (R3) within the United States. These three products are a Total Spectrum Television (TST), a Computerized DVD/Video Editor (CVE) and a Safe Shot Laser (SSL). The features and benefits of each product and the characteristics of consumers in each region are described in the student manual. Based on a marketing opportunity analysis, a mission statement is generated, specific and measurable company goals are set, and marketing strategies are formulated to achieve these goals. Constant monitoring and analysis of their own and competitive performance helps the teams better understand their markets and improve their decisions.

Each decision period (quarter), the competing teams make a total of 74 marketing decisions with regard to marketing their three brands in the three regional markets. These decisions include nine pricing decisions, nine shipment decisions, three sales force size decisions, nine sales force time allocation decisions, one sales force salary decision, one sales force commission decision, twenty-seven advertising media decisions, nine advertising content decisions, three quality-improvement R&D decisions, and three cost-reduction R&D decisions. Successful planning, implementation, and control of their respective marketing programs require that each company constantly monitor trends in its own and competitive decision variables and resulting performance. The teams use the COMPETE Online Decision Entry System (CODES) (Palia & Mak, 2001; Palia et al., 2000) to enter their decisions and retrieve their results. These result files in Excel format are subsequently downloaded and used to update the NPB & Trends package.

#### NORMATIVE POSITION OF BRANDS & TRENDS PACKAGE

The web-based Normative Position of Brands & Trends Package Version 2.0 is accessible online to competing participant teams in the marketing simulation COMPETE. The Normative Position of Brands & Trends Package Version 2.0 is a zipped folder "NPB & Trends.zip" which consists of an Excel workbook "NPB & Trends.xls" (with external links to each of x.xls COMPETE output files) and x.xls Excel version of sample COMPETE output for all specified periods "x". This NPB & Trends.xls workbook consists of five worksheets: (a) NPB by Year, (b) NPB by SBU, (c) Coordinates, (d) Profitability, and (e) Ratios.

First, the Ratios worksheet (see Figure 1) consists of external links to the quarterly COMPETE output files. This worksheet extracts the earnings per share (EPS) and sales volume (in \$s) for each company from the quarterly results for the first twelve quarters (three vears) of operation. Based on the extracted EPS and sales volume, this worksheet calculates the return on total assets (ROTA) - a measure of how well the firm is managing its assets to generate profit, net profit margin (NPM) - a measure of how profitable the sales are, and sales-to-assets turnover (SATO) - a measure of how well the firm is using its assets to generate sales, for each company during each quarterly period of operation. The total assets are approximated as the common stock plus the current retained income during each quarterly period of operation, since the short-term notes payable of competitors is unknown. The approximate total assets at the end of each year of operation are

Figure 1 Ratios Worksheet

											Original											
	Earn	ings per Sha	re		Number	Earni	ngs (Net P	rofit After	Tax) (in \$'	000s)	Retained	Cu	rrent Reta	ined Incor	ne (in \$'00	0s)	Common	Tot	al Assets (	Approxima	ate) (in \$'00	00s)
		Company			of			Company			Income			Company			Stock	Company				
1	2	3	4	5	Shares	1	2	3	4	5	(in \$'000s)	1	2	3	4	5	(in \$'000s)	1	2	3	4	5
\$ 0.91	\$ 1.35	\$ 0.54	\$ 1.06	\$ -	2,000,000	\$ 1,820	\$ 2,700	\$ 1,080	\$ 2,120	\$ -	\$ 11,000	\$ 12,820	\$ 13,700	\$ 12,080		\$ 11,000	\$ 40,000	\$ 52,820	\$ 53,700	\$ 52,080		
\$ 0.45	\$ 0.83	\$ 0.44	\$ 1.16	\$ <del>-</del>	2,000,000	\$ 900	\$ 1,660	\$ 880	\$ 2,320	\$ -		\$ 13,720	\$ 15,360	\$ 12,960	\$ 15,440				\$ 55,360		\$ 55,440	
\$ 1.52	\$ 0.95	\$ 1.34	\$ 0.78	\$ -	2,000,000	\$ 3,040	\$ 1,900	\$ 2,680	\$ 1,560	<b>\$</b> -		\$ 16,760	\$ 17,260	\$ 15,640	\$ 17,000	\$ 11,000	\$ 40,000	\$ 56,760	\$ 57,260	\$ 55,640	\$ 57,000	\$ 51,000
\$ 2.29	\$ 1.32	\$ 2.01	\$ 2.16	\$ <del>-</del>	2,000,000	\$ 4,580	\$ 2,640	\$ 4,020	\$ 4,320	\$ -		\$ 21,340	\$ 19,900	\$ 19,660		\$ 11,000		\$ 61,340	\$ 59,900	\$ 59,660	\$ 61,320	\$ 51,000
\$ 0.93	\$ 0.19	\$ 0.57	\$ 1.02	\$ <del>-</del>	2,000,000	\$ 1,860	\$ 380	\$ 1,140	\$ 2,040	\$ -		\$ 23,200	\$ 20,280	\$ 20,800		\$ 11,000	\$ 40,000	\$ 63,200	\$ 60,280	\$ 60,800	\$ 63,360	\$ 51,000
\$ 0.46	\$ 0.01	\$ 0.38	\$ 0.31	\$ <del>-</del>	2,000,000	\$ 920	\$ 20	\$ 760	\$ 620	\$ -			\$ 20,300	\$ 21,560	\$ 23,980	\$ 11,000	\$ 40,000	\$ 64,120		\$ 61,560	\$ 63,980	\$ 51,000
\$ 0.71	\$ 0.72	\$ 0.69	\$ 0.55	\$ <del>-</del>	2,000,000	\$ 1,420	\$ 1,440	\$ 1,380	\$ 1,100	\$ -		\$ 25,540	\$ 21,740	\$ 22,940	\$ 25,080	\$ 11,000	\$ 40,000	\$ 65,540		\$ 62,940	\$ 65,080	
\$ 1.42	\$ 1.53	\$ 1.58	\$ 0.01	\$ <del>-</del>	2,000,000	\$ 2,840	\$ 3,060	\$ 3,160	\$ 20	\$ -		\$ 28,380	\$ 24,800	\$ 26,100	\$ 25,100	\$ 11,000	\$ 40,000	\$ 68,380		\$ 66,100	\$ 65,100	\$ 51,000
\$ 0.30	\$ 0.23	\$ 0.61	\$ (3.37)	\$ -	2,000,000	\$ 600	\$ 460	\$ 1,220	\$ (6,740)	<b>\$</b> -		\$ 28,980	\$ 25,260	\$ 27,320	\$ 18,360	\$ 11,000	\$ 40,000	\$ 68,980	\$ 65,260	\$ 67,320	\$ 58,360	\$ 51,000
\$ (0.47)	\$ (0.14)	\$ 0.29	\$ (1.39)	\$ <del>-</del>	2,000,000	\$ (940)	\$ (280)	\$ 580	\$ (2,780)	\$ -		\$ 28,040	\$ 24,980	\$ 27,900	\$ 15,580	\$ 11,000	\$ 40,000	\$ 68,040		\$ 67,900	\$ 55,580	\$ 51,000
\$ 0.35	\$ 0.38	\$ 0.71	\$ (1.23)	\$ <del>-</del>	2,000,000	\$ 700	\$ 760	\$ 1,420	\$ (2,460)	\$ -		\$ 28,740	\$ 25,740	\$ 29,320	\$ 13,120	\$ 11,000	\$ 40,000	\$ 68,740	\$ 65,740	\$ 69,320	\$ 53,120	\$ 51,000
\$ 1.61	\$ 1.00	\$ 1.97	\$ (0.32)	\$ -	2,000,000	\$ 3,220	\$ 2,000	\$ 3,940	\$ (640)	\$		\$ 31,960	\$ 27,740	\$ 33,260	\$ 12,480	\$ 11,000	\$ 40,000	\$ 71,960	\$ 67,740	\$ 73,260	\$ 52,480	\$ 51,000
	Sa	iles (in '000s)					Net	Profit Mar	gin			Sale	s to Asset	Turnover	(Approxim	ate)		Ret	urn on Tot	al Assets (	Approxima	ate)
		iles (in '000s Company						Profit Mar Company	gin			Sale		Turnover Company	(Approxim	ate)		Ret	urn on Tot	al Assets ( Company	Approxima	ate)
1			4	5	Period	1			gin 4	5	Period	Sale 1			(Approxim	ate) 5	Period	Ret	urn on Tot 2		Approxima 4	ate) 5
1 \$38,500		Company	<b>4</b> \$38,400	5 \$ -	Period	1 4.73%	2 7.78%	Company 3 2.45%	4 5.52%	5 #DIV/0!	Period	1	2 0.65	Company 3 0.85	4		Period	1 3.45%	2 5.03%	Company 3 2.07%	4 3.99%	5
1 \$38,500 \$35,600	2	Company 3 \$44,100 \$38,600	4 \$38,400 \$33,500	5 \$ - \$ -	1 2	2.53%	2 7.78% 5.53%	Company 3 2.45% 2.28%	4 5.52% 6.93%	#DIV/0! #DIV/0!	1 2	1 0.73 0.66	2 0.65 0.54	Company 3 0.85 0.73	4 0.72 0.60	5	1 2	1 3.45% 1.68%	2 5.03% 3.00%	Company 3 2.07% 1.66%	4 3.99% 4.18%	5 0.00% 0.00%
	2 \$34,700	Company 3 \$44,100	4 \$38,400	\$ -	1	2.53% 6.06%	2 7.78%	Company 3 2.45%	4 5.52%	#DIV/0!	1	1	2 0.65 0.54 0.64	Company 3 0.85 0.73 1.01	4 0.72 0.60 0.72	5	1	1 3.45%	2 5.03%	Company 3 2.07%	4 3.99%	5 0.00% 0.00% 0.00%
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\$35,600 \$50,200 \$60,500 \$37,800	2 \$ 34,700 \$ 30,000 \$ 36,900 \$ 52,200 \$ 38,600	Company 3 \$44,100 \$38,600 \$56,400 \$81,100 \$52,000	4 \$38,400 \$33,500 \$41,300 \$52,100 \$35,600	\$ -	1 2 3 4 5	2.53% 6.06% 7.57% 4.92% 2.72% 3.16%	2 7.78% 5.53% 5.15% 5.06% 0.98%	Company 3 2.45% 2.28% 4.75% 4.96% 2.19% 1.75% 2.23%	4 5.52% 6.93% 3.78% 8.29% 5.73%	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	1 2 3 4 5	1 0.73 0.66 0.88 0.99 0.60	2 0.65 0.54 0.64 0.87 0.64 0.67 0.89	Company 3 0.85 0.73 1.01 1.36 0.86 0.71 0.98	4 0.72 0.60 0.72 0.85 0.56 0.46 0.58	5	1 2 3 4 5	1 3.45% 1.68% 5.36% 7.47% 2.94%	2 5.03% 3.00% 3.32% 4.41% 0.63% 0.03% 2.33%	Company 3 2.07% 1.66% 4.82% 6.74% 1.88%	4 3.99% 4.18% 2.74% 7.05% 3.22%	5 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%
\$35,600 \$50,200 \$60,500 \$37,800 \$33,800	2 \$34,700 \$30,000 \$36,900 \$52,200 \$38,600 \$40,100	Company 3 \$44,100 \$38,600 \$56,400 \$81,100 \$52,000 \$43,500	4 \$ 38,400 \$ 33,500 \$ 41,300 \$ 52,100 \$ 35,600 \$ 29,600	\$ -	1 2 3 4 5 6	2.53% 6.06% 7.57% 4.92% 2.72%	2 7.78% 5.53% 5.15% 5.06% 0.98% 0.05%	Company 3 2.45% 2.28% 4.75% 4.96% 2.19% 1.75%	4 5.52% 6.93% 3.78% 8.29% 5.73% 2.09% 2.92% 0.04%	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	1 2 3 4 5 6	1 0.73 0.66 0.88 0.99 0.60 0.53	2 0.65 0.54 0.64 0.87 0.64 0.67	Company 3 0.85 0.73 1.01 1.36 0.86 0.71	4 0.72 0.60 0.72 0.85 0.56 0.46 0.58 0.79	5	1 2 3 4 5 6	1 3.45% 1.68% 5.36% 7.47% 2.94% 1.43%	2 5.03% 3.00% 3.32% 4.41% 0.63% 0.03% 2.33% 4.72%	Company 3 2.07% 1.66% 4.82% 6.74% 1.88% 1.23%	4 3.99% 4.18% 2.74% 7.05% 3.22% 0.97%	5 0.00% 0.00% 0.00% 0.00% 0.00%
\$35,600 \$50,200 \$60,500 \$37,800 \$33,800 \$44,900	2 \$34,700 \$30,000 \$36,900 \$52,200 \$38,600 \$40,100 \$55,100	Company 3 \$44,100 \$38,600 \$56,400 \$81,100 \$52,000 \$43,500 \$61,900	4 \$38,400 \$33,500 \$41,300 \$52,100 \$35,600 \$29,600 \$37,700	\$ -	1 2 3 4 5 6 7	2.53% 6.06% 7.57% 4.92% 2.72% 3.16%	2 7.78% 5.53% 5.15% 5.06% 0.98% 0.05% 2.61%	Company 3 2.45% 2.28% 4.75% 4.96% 2.19% 1.75% 2.23%	4 5.52% 6.93% 3.78% 8.29% 5.73% 2.09% 2.92%	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	1 2 3 4 5 6 7	1 0.73 0.66 0.88 0.99 0.60 0.53 0.69	2 0.65 0.54 0.64 0.87 0.64 0.67 0.89	Company 3 0.85 0.73 1.01 1.36 0.86 0.71 0.98	4 0.72 0.60 0.72 0.85 0.56 0.46 0.58	5	1 2 3 4 5 6 7	1 3.45% 1.68% 5.36% 7.47% 2.94% 1.43% 2.17%	2 5.03% 3.00% 3.32% 4.41% 0.63% 0.03% 2.33%	Company           3           2.07%           1.66%           4.82%           6.74%           1.88%           1.23%           2.19%	4 3.99% 4.18% 2.74% 7.05% 3.22% 0.97% 1.69%	5 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%
\$ 35,600 \$ 50,200 \$ 60,500 \$ 37,800 \$ 33,800 \$ 44,900 \$ 59,500	2 \$ 34,700 \$ 30,000 \$ 36,900 \$ 52,200 \$ 38,600 \$ 40,100 \$ 55,100 \$ 70,700	Company 3 \$44,100 \$38,600 \$56,400 \$81,100 \$52,000 \$43,500 \$61,900 \$85,000	4 \$38,400 \$33,500 \$41,300 \$52,100 \$35,600 \$29,600 \$37,700 \$51,200	\$ -	1 2 3 4 5 6 7 8	2.53% 6.06% 7.57% 4.92% 2.72% 3.16% 4.77%	2 7.78% 5.53% 5.15% 5.06% 0.98% 0.05% 2.61% 4.33%	Company 3 2.45% 2.28% 4.75% 4.96% 2.19% 1.75% 2.23% 3.72%	4 5.52% 6.93% 3.78% 8.29% 5.73% 2.09% 2.92% 0.04%	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	1 2 3 4 5 6 7 8	1 0.73 0.66 0.88 0.99 0.60 0.53 0.69 0.87	2 0.65 0.54 0.64 0.87 0.64 0.67 0.89 1.09	Company 3 0.85 0.73 1.01 1.36 0.86 0.71 0.98 1.29	4 0.72 0.60 0.72 0.85 0.56 0.46 0.58 0.79	5	1 2 3 4 5 6 7 8	1 3.45% 1.68% 5.36% 7.47% 2.94% 1.43% 2.17% 4.15%	2 5.03% 3.00% 3.32% 4.41% 0.63% 0.03% 2.33% 4.72%	Company 3 2.07% 1.66% 4.82% 6.74% 1.88% 1.23% 2.19% 4.78%	4 3.99% 4.18% 2.74% 7.05% 3.22% 0.97% 1.69% 0.03%	5 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%
\$ 35,600 \$ 50,200 \$ 60,500 \$ 37,800 \$ 33,800 \$ 44,900 \$ 59,500 \$ 44,900	2 \$ 34,700 \$ 30,000 \$ 36,900 \$ 38,600 \$ 38,600 \$ 40,100 \$ 55,100 \$ 70,700 \$ 47,100	Company 3 \$44,100 \$38,600 \$56,400 \$56,400 \$52,000 \$43,500 \$61,900 \$85,000 \$53,300	4 \$38,400 \$33,500 \$41,300 \$35,600 \$29,600 \$37,700 \$51,200 \$35,900	\$ -	1 2 3 4 5 6 7 8 9	2.53% 6.06% 7.57% 4.92% 2.72% 3.16% 4.77% 1.34%	2 7.78% 5.53% 5.15% 5.06% 0.98% 0.05% 2.61% 4.33% 0.98%	Company 3 2.45% 2.28% 4.75% 4.96% 2.19% 1.75% 2.23% 3.72% 2.29%	4 5.52% 6.93% 3.78% 8.29% 5.73% 2.09% 2.92% 0.04% -18.77%	#DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0! #DIV/0!	1 2 3 4 5 6 7 8 9	1 0.73 0.66 0.88 0.99 0.60 0.53 0.69 0.87 0.65	2 0.65 0.54 0.64 0.87 0.64 0.67 0.89 1.09 0.72	Company 3 0.85 0.73 1.01 1.36 0.86 0.71 0.98 1.29 0.79	4 0.72 0.60 0.72 0.85 0.56 0.46 0.58 0.79 0.62	5 - - - - - - - - - - - -	1 2 3 4 5 6 7 8 9	1 3.45% 1.68% 5.36% 7.47% 2.94% 1.43% 2.17% 4.15% 0.87%	2 5.03% 3.00% 3.32% 4.41% 0.63% 0.03% 2.33% 4.72% 0.70%	Company 3 2.07% 1.66% 4.82% 6.74% 1.88% 1.23% 2.19% 4.78% 1.81%	4 3.99% 4.18% 2.74% 7.05% 3.22% 0.97% 1.69% 0.03% -11.55%	5 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%

Page 50 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

used by the Profitability worksheet to calculate the approximate annual return on total assets (ROTA).

Second, the Profitability worksheet (see Figure 2) consists of external links to the quarterly COMPETE output files. This worksheet extracts the annual earnings per share (EPS) and cumulative earnings per share (EPS) at the end of each year of operation (from the period 4, 8, and 12 quarterly COMPETE output files). Based on the extracted EPS, this worksheet computes the annual net profit after tax and the cumulative annual profit of each company. This worksheet also has internal links to the Ratios worksheet. Based on the extracted and computed results, the Profitability worksheet calculates the approximate annual return on total assets (ROTA) for each company by dividing the computed annual net profit after tax by the approximate total assets at the end of each year of operation extracted from the Profitability worksheet.

Third, the Coordinates worksheet consists of external links to the quarterly COMPETE output files. This worksheet extracts the quarterly sales in units (see Figure 3) and price in \$s (see Figure 4) for each SBU (each product in each region) during each decision period for each company from the quarterly results for the first twelve quarters (three years) of operation. Based on the extracted quarterly sales (in units), this worksheet calculates the brand growth rate (BGR) for each SBU for each company, the industry growth rate (IGR) for each SBU during the Year 1-2 and Year 2-3 periods, and the relative market share (RMS) of each SBU for each company. The RMS indicates the degree of dominance of a specific SBU and is determined by dividing the sales (in units) of a specific SBU by the sales (in units) of the strongest competitor.

The Coordinates worksheet also calculates the SBU sales revenue (SSR) for each SBU for each year for each company based on the quarterly sales (in units) and price (in \$s) extracted from the COMPETE output files. In addition, this worksheet calculates the weighted average growth rate (WAGR) of all nine SBUs by weighting each SBU's BGR with its SSR. Finally, this worksheet calculates the maximum sustainable growth rate MSGR (Abell & Hammond 1979) for each company for each year of operation, based on the annual RO-TA extracted from the Profitability worksheet.

Fourth, the NPB by SBU worksheet (see Figure 5) consists of internal links to the Coordinates worksheet. This worksheet extracts the RMS, IGR, BGR, and SSR for each SBU for each company for the year 1-2 and year 2-3 periods from the Coordinates worksheet. In addition, the worksheet extracts the MSGR and WAGR for each company for the year 1-2 and year 2-3 periods from the Coordinates worksheet. The data in the NPB by SBU worksheet are organized by SBU by year for each company. This facilitates analysis of trends (comparative static analysis) in the brand portolio.

	Figure	2
	Profitability W	orksheet
Profit	Aftor Tay	Total Assots (ar

	Net	t Profit Afte	er Tax	Tota	I Assets (approx.)	ROTA (approx.)
Company	Year	1 C	Cumulative		Year 1	Year 1
Company 1	\$ 10,340,0	000.00 \$1	0,340,000.00	\$	61,340,000.00	16.86%
Company 2	\$ 8,900,0	000.00 \$	8,900,000.00	\$	59,900,000.00	14.86%
Company 3	\$ 8,640,0	000.00 \$	8,640,000.00	\$	59,660,000.00	14.48%
Company 4	\$ 10,320,0	000.00 \$1	0,320,000.00	\$	61,320,000.00	16.83%
Company 5	\$	- \$	-	\$	51,000,000.00	0.00%
Company	Year	2 0	Cumulative		Year 2	Year 2
Company 1	\$ 7,040,0	000.00 \$1	7,380,000.00	\$	68,380,000.00	10.30%
Company 2	\$ 4,900,0	000.00 \$1	3,780,000.00	\$	64,800,000.00	7.56%
Company 3	\$ 6,440,0	000.00 \$1	5,080,000.00	\$	66,100,000.00	9.74%
Company 4	\$ 3,760,0	000.00 \$1	4,080,000.00	\$	65,100,000.00	5.78%
Company 5	\$	- \$	-	\$	51,000,000.00	0.00%
Company	Year	3 0	Cumulative		Year 3	Year 3
Company 1	\$ 3,580,0	000.00 \$2	0,960,000.00	\$	71,960,000.00	4.97%
Company 2	\$ 2,940,0	000.00 \$1	6,720,000.00	\$	67,740,000.00	4.34%
Company 3	\$ 7,160,0	000.00 \$2	2,240,000.00	\$	73,260,000.00	9.77%
Company 4	\$ (12,620,0	000.00) \$	1,460,000.00	\$	52,480,000.00	-24.05%
Company 5	\$	- \$		\$	51,000,000.00	0.00%

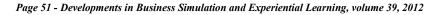


Figure 3
Coordinates Worksheet – Quarterly Sales (in Units)

Quarterly Sa	ales (in Units				Quart		<b>`</b>	,	
			TST - Rea 3	CVE - Rea 1	CVE - Reg 2	CVE - Reg 3	SSL - Rea 1	SSL - Rea 2	SSL - Rea 3
Period 1	1,456	1,400	978	7,863	8,845	6,360	73,754	79,400	64.861
Period 2	555	681	448	13,997	15,056	11,100	67,955	71,960	60,602
Period 3	1,006	1,308	788	23,627	25,219	19,634	44,153	46,214	40,742
Period 4	1,000	2,784	1,827	7,887	10,805	6,996	133,073	140,654	114,840
				5,000	10,005				
Period 5	1,294	1,758	1,199			4,878	81,965	88,147	70,175
Period 6	567	699	480	9,503	14,533	11,764	65,499	76,916	64,513
Period 7	959	977	773	18,395	27,352	20,036	28,917	34,226	30,614
Period 8	1,882	2,380	1,762	12,114	18,351	12,519	98,185	117,040	99,969
Period 9	1,449	1,804	1,645	8,628	11,415	6,073	83,467		93,330
Period 10	723	721	701	14,714	22,766	13,714	75,730	100,823	99,497
Period 11	1,038	1,201	982	23,495	36,376	26,220	45,856	76,272	84,780
Period 12	2,122	3,269	2,750	11,690	23,928	12,344	116,973	143,508	175,000
Company 2	TST - Reg 1	TST - Reg 2	TST - Reg 3	CVE - Reg 1	CVE - Reg 2	CVE - Reg 3	SSL - Reg 1	SSL - Reg 2	SSL - Reg 3
Period 1	1,190	1,131	1,049	8,552	9,101	5,609	76,156	63,885	44,316
Period 2	577	515	522	12,529	13,599	8,881	55,252	50,965	36,020
Period 3	933	854	741	14,294	16,416		48,545	45,896	43,464
						12,076			43,404 88,505
Period 4	1,900	1,408	1,218	14,663 10,304	17,085	12,770	83,873	85,058	
Period 5	1,281	1,335	1,121			8,483	64,454	66,836	57,235
Period 6	719	757	649	16,842	17,544	13,120	75,456	80,230	77,752
Period 7	1,208	1,433	1,139	23,207	24,846	17,763	76,554	81,838	84,920
Period 8	1,932	2,271	1,788	18,493	22,103	15,951	144,265	159,980	152,026
Period 9	1,360	1,696	1,373	11,600	15,593	9,877	80,736		92,889
Period 10	700	900	800	13,989	21,273	13,227	69,307	98,026	88,292
Period 11	1,282	1,818	1,365	17,303	29,355	18,731	71,992	87,213	79,043
Period 12	1,898	2,511	2,136	16,139	27,026	18,626	125,209	169,832	153,487
Company 3	TST - Reg 1	TST - Reg 2	TST - Reg 3	CVE - Reg 1	CVE - Reg 2	CVE - Reg 3	SSL - Reg 1	SSL - Reg 2	SSL - Reg 3
Period 1	1,500	1,400	1,058	10,100	13,985	8,989	104,139	115,652	79,455
Period 2	800	700	542	11,350	17,159	9,787	98,656	108,415	71,253
Period 3	1,358	1,390	1,198	20,047	26,971	17,685	90,191	96,272	61,291
Period 4	2,484	2,525	2,264	19,944	23,405	17,089	179,462	192,887	120,490
Period 5	1,630	1,707	1,437	11,646	17,258	11,700	100,435	115,182	75,213
Period 6	736	878	669	14,263	22,217	14,725	86,303	100,969	57,105
Period 7	1,359	1,674	1,319	19,317	35,446	20,533	80,678	100,303	65,593
Period 8	2,583	3,088	2,626	17,984	29,735	18,891	144,809	211,032	115,002
							91,037	111 765	
Period 9	1,388	1,871	1,887	10,505	20,122	10,041			74,881
Period 10	575	897	826	12,896	25,929	13,656	75,904	92,268	61,576
Period 11	1,106	1,514	1,371	18,672	39,295	20,773	61,849	83,345	55,425
Period 12	2,059	2,778	2,837	15,468	34,068	18,060	118,199	170,114	122,307
					0/5 5 0				
Company 4						CVE - Reg 3			
Period 1	1,300	1,440	1,043	8,720	7,345	6,849	86,636	82,563	71,011
Period 2	678	760	498	11,576	10,964	9,976	76,714	73,078	64,391
Period 3	1,165	1,200	795	13,683	16,461	11,369	64,933	70,922	54,109
Period 4	1,646	1,814	1,310	11,640	14,718	10,606	97,448	98,633	82,527
Period 5	1,183	1,347	944	7,094		6,862	71,851	73,249	70,812
Period 6	601	739	548	8,286	10,966	7,987	64,002	65,059	56,503
Period 7	993	1,500	946	9,768	11,674	13,028	56,630	65,558	37,586
Period 8	1,708	2,670	1,637	7,693	9,493	12,310	87,231	94,709	79,698
Period 9	1,326	2,030	538	6,000	6,498	16,907	51,929	79,128	30,220
Period 10	647	1,200	449	9,389	7,714	20,291	50,000	74,917	21,220
Period 11	1,043	2,175	1,212	13,074	10,093	23,600	46,166	77,980	17,034
Period 12	1,816	3,700	1,280	13,007	4,143	22,864	78,067	146,128	2,400
	,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,0	,	,	,	.,	.,0	,
Company 5	TST - Reg 1	TST - Reg 2	TST - Reg 3	CVE - Reg 1	CVE - Reg 2	CVE - Reg 3	SSL - Reg 1	SSL - Reg 2	SSL - Reg 3
Period 1	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0
		0		0	0	0	0	0	0
Period 2	0	0	()						0
Period 2 Period 3	0	0	0		0	0	0	0	
Period 2 Period 3 Period 4	0 0	0	0	0	0	0	0	0	
Period 2 Period 3 Period 4 Period 5	0 0 0	0 0	0 0	0 0	0	0	0	0	0
Period 2 Period 3 Period 4 Period 5 Period 6	0 0 0	0 0 0	0 0 0	0 0 0	0 0	0 0	0 0	0 0	0 0
Period 2 Period 3 Period 4 Period 5 Period 6 Period 7	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0
Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0
Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8 Period 9	0 0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0
Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8 Period 9	0 0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8 Period 9 Period 10	0 0 0 0 0 0 0	0 0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0 0	0 0 0 0 0

Page 52 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

Figure 4 Coordinates Worksheet - Price

CompanyTST-Reg1TST-Reg2TST-Reg3OVE-Reg3SSL-Reg	Price (in \$s)	)													
Period 2         8         4.500 0         4.200 0         4.400 0         5         4.400 0         5         4.500 0         5         5.50 0         5	Company 1	-	TST - Reg 1	TS	ST - Reg 2	TST	- Reg 3	CVE	- Reg 1	CV	/E - Reg 2	CVE - Reg 3	SSL - Reg 1	SSL - Reg 2	SSL - Reg 3
Priord S         S         4.4000 S         4.	Period 1	\$	4,500.00	\$	4,200.00	\$	4,500.00	\$	450.00	\$	420.00	\$ 450.00	\$ 54.00	\$ 50.00	\$ 54.00
Peted         5         4.490.00         5         4	Period 2	\$	4,500.00	\$	4,200.00	\$	4,500.00	\$	450.00	\$	420.00	\$ 450.00	\$ 54.00	\$ 50.00	\$ 54.00
Printed 5         5         4.400.0         5         4.400.0         5         4.400.0         5         4.400.0         5         4.500.0         5         4.400.0         5         4.500.0         5         4.400.0         5         4.500.0         5         4.400.0         5         <	Period 3	\$	4,400.00	\$	4,100.00	\$	4,400.00	\$	450.00	\$	420.00	\$ 450.00	\$ 53.00	\$ 50.00	\$ 53.00
Predict         5         4.400.00         5 <th< td=""><td>Period 4</td><td>\$</td><td>4,450.00</td><td>\$</td><td>4,150.00</td><td>\$</td><td>4,450.00</td><td>\$</td><td>455.00</td><td>\$</td><td>425.00</td><td>\$ 450.00</td><td>\$ 54.00</td><td>\$ 51.00</td><td>\$ 54.00</td></th<>	Period 4	\$	4,450.00	\$	4,150.00	\$	4,450.00	\$	455.00	\$	425.00	\$ 450.00	\$ 54.00	\$ 51.00	\$ 54.00
Period 5         5         4.400.00         5 <t< td=""><td></td><td>\$</td><td></td><td></td><td></td><td>\$</td><td></td><td></td><td></td><td>\$</td><td></td><td></td><td></td><td></td><td></td></t<>		\$				\$				\$					
Prend F         5         4.400.00         5 <th< td=""><td></td><td>\$</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>		\$													
Period S         5         4.300.0         5         4.400.0         5         410.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5 <t< td=""><td></td><td>\$</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>		\$													
Period 0 Period 0 Period 10 Period 10 Perio															
Princi 10         5         4.400.00         6         4.400.00         6         <															
Print 1         \$         4,0000 \$         4,1															
Pendit         S         4.800.0         S         4.120.0         S         4.10.0         S         4.10.0         S         4.70.0         S		- <b>T</b>													
TST-Reg 1         TST-Reg 2         TST-Reg 2         CVE-Reg 2         CVE-Reg 2         CVE-Reg 3         SSL-Reg 1         SSL-Reg 2         SSL-Reg 3         SSL-Reg 3 <t< td=""><td></td><td>φ e</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>		φ e													
Period 1         \$ 4.800.00         \$ 4.800.0	Fellou 12	φ	4,000.00	φ	4,125.00	φ	4,200.00	φ	435.00	ф I	410.00	φ 410.00	φ 47.00	φ 47.00	φ 47.00
Period 1         \$ 4.800.00         \$ 4.800.0															
Period 1         \$ 4.800.00         \$ 4.800.0	Company 2	-	TET Dog 1	те	T Dog 2	тет	Dog 2	CVE	Peg 1	CV	E Bog 2	CVE Bog 2	SEL Bog 1	SSI Bog 2	SEL Dog 2
Prind 2         \$         4.560.00         \$         4.500.00         \$ <th< th=""><th></th><th>-</th><th><u> </u></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></th<>		-	<u> </u>												
Prend A         S         4.820.00         S         4.820.00         S         4.430.00         S         4.400.00         S <th< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></th<>															
Prends         S         4.432.00         S         4.430.00         S         4.430.00         S         4.400.00         S         4.430.00         S         4.400.00         S         4.430.00         S         4.400.00         S															
Prends         S         4.430.00         S         4.0000         S         4.20000         S         4430.00         S         40000         S         44000         S <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>															
Pendor S         4.0000 S         4.0000 S         4.0000 S         4.000 S										- 1 C					
Pends B         4.300.00         4.100.00         4.200.00         4.400.00		- <b>T</b>													
Period B         S         4.00.00         S         4.00.00         S         4.80.00         S         4.70.00         S         4.80.00         S <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>															
Period 0         S         4.00.00         S         S.1															
Pendid 10         \$         4.300.00         \$         4.100.00         \$         4.200.00         \$         4.300.00         \$         4.700.00         \$         4.700.00         \$         4.800.00           Pendid 12         \$         4.300.00         \$         4.100.00         \$         4.200.00         \$         4.300.00         \$         4.400.00         \$         4.800.00           Company 3         TST-Reg 1         TST-Reg 1         TST-Reg 1         TST-Reg 2         TST-Reg 3         SSL-Reg 1         SSL-Reg 2         SSL-Reg 3           Pend 1         \$         4.800.00         \$         3.310.00         \$         444.00         \$         4410.00         \$         440.															
Priodi 12         \$         4,300.00         \$         4,000.00         \$         <		- <b>T</b>													
Period 12         \$         4,300.00         \$         4,300.00         \$         4,000.00         \$         <		- <b>T</b>							430.00						
Company3         TST - Reg 1         TST - Reg 1         TST - Reg 3         CVE - Reg 3         CVE - Reg 2         CVE - Reg 3         SSL - Reg 1         SSL - Reg 2         SSL - Reg 1	Period 11	\$	4,300.00	\$	4,100.00	\$	4,200.00	\$	430.00	\$	404.00	\$ 408.00	\$ 47.00	\$ 47.00	\$ 48.00
Period 1         \$         4.00.00         \$         3.00.00         \$         4.40.00         \$         4.00.00         \$         4.70.00         \$ <t< td=""><td>Period 12</td><td>\$</td><td>4,300.00</td><td>\$</td><td>4,100.00</td><td>\$</td><td>4,200.00</td><td>\$</td><td>430.00</td><td>\$</td><td>405.00</td><td>\$ 405.00</td><td>\$ 47.00</td><td>\$ 47.00</td><td>\$ 48.00</td></t<>	Period 12	\$	4,300.00	\$	4,100.00	\$	4,200.00	\$	430.00	\$	405.00	\$ 405.00	\$ 47.00	\$ 47.00	\$ 48.00
Period 1         \$         4.00.00         \$         3.00.00         \$         4.40.00         \$         4.00.00         \$         4.70.00         \$ <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>															
Period 1         \$         4.00.00         \$         3.00.00         \$         4.40.00         \$         4.00.00         \$         4.70.00         \$ <t< th=""><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></t<>															
Premod 2         5         4.200.00         5         4.100.00         5         440.00         5         410.00         5         430.00         5         410.00         5         430.00         5         410.00         5         430.00         5         410.00         5         420.00         5         51.00         5         440.00         5         410.00         5         420.00         5         51.00         5         440.00         5         410.00         5         420.00         5         51.00         5         440.00         5         410.00         5         420.00         5         410.00         5         420.00         5         410.00         5         420.00         5         410.00         5         420.00         5         410.00         5         420.00         5         410.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5         440.00         5 <th< th=""><th>Company 3</th><th>-</th><th>TST - Reg 1</th><th>TS</th><th>ST - Reg 2</th><th>TST</th><th>- Reg 3</th><th>CVE</th><th>- Reg 1</th><th>CV</th><th></th><th></th><th></th><th>SSL - Reg 2</th><th>SSL - Reg 3</th></th<>	Company 3	-	TST - Reg 1	TS	ST - Reg 2	TST	- Reg 3	CVE	- Reg 1	CV				SSL - Reg 2	SSL - Reg 3
Period 3         \$         4.350.00         \$         4.150.00         \$         4.200.00         \$         410.00         \$         420.00         \$         51.00         \$         49.00         \$         51.00           Period 4         \$         4.350.00         \$         4.150.00         \$         4.250.00         \$         440.00         \$         410.00         \$         420.00         \$         51.00         \$         49.00         \$         51.00           Period 5         \$         4.350.00         \$         410.00         \$         420.00         \$         40.00         \$         420.00         \$         40.00         \$         420.00         \$         40.00         \$         420.00         \$         40.00         \$         40.00         \$         40.00         \$         40.00         \$         40.00         \$         40.00         \$         40.00         \$         40.00         \$         41.00         \$         40.00         \$         41.00         \$         41.00         \$         40.00         \$         41.00         \$         41.00         \$         41.00         \$         41.00         \$         5         50.00         \$															
Preiod 1         S         4.350.00         S         4.150.00         S         4.420.00         S         4.100.00         S <t< td=""><td>Period 2</td><td></td><td></td><td>\$</td><td>4,000.00</td><td></td><td>4,100.00</td><td>\$</td><td>440.00</td><td></td><td>410.00</td><td>\$ 430.00</td><td>\$ 51.00</td><td>\$ 49.00</td><td></td></t<>	Period 2			\$	4,000.00		4,100.00	\$	440.00		410.00	\$ 430.00	\$ 51.00	\$ 49.00	
Predict S         4.350.00         S         4.150.00         S         4.200.00         S         4.100.00	Period 3	\$	4,350.00	\$	4,150.00	\$	4,250.00	\$	440.00	\$	410.00	\$ 420.00	\$ 51.00	\$ 49.00	\$ 51.00
Period F         S         4,300.00         S         4,100.00         S         4,200.00         S         4,000.00         S <t< td=""><td>Period 4</td><td>\$</td><td>4,350.00</td><td>\$</td><td>4,150.00</td><td>\$</td><td>4,250.00</td><td>\$</td><td>440.00</td><td>\$</td><td>410.00</td><td>\$ 420.00</td><td>\$ 51.00</td><td>\$ 49.00</td><td>\$ 51.00</td></t<>	Period 4	\$	4,350.00	\$	4,150.00	\$	4,250.00	\$	440.00	\$	410.00	\$ 420.00	\$ 51.00	\$ 49.00	\$ 51.00
Period 7         S         4.300.00         S         4.100.00         S         440.00         S         440.00         S         440.00         S         440.00         S         47.00         S	Period 5	\$	4,350.00	\$	4,150.00	\$	4,250.00	\$	440.00	\$	410.00	\$ 420.00	\$ 51.00	\$ 49.00	\$ 51.00
Period 7         S         4.300.00         S         4.100.00         S         440.00         S         440.00         S         440.00         S         440.00         S         47.00         S	Period 6	\$	4,350.00	\$	4,150.00	\$	4,250.00	\$	440.00	\$	410.00	\$ 420.00	\$ 51.00	\$ 49.00	\$ 51.00
Period B         S         4.300.00         S         4.100.00         S         410.00         S         410.00         S         410.00         S         47.00         S		\$				\$		\$							
Preiod 10         S         4,700.00         S         4,100.00         S         410.00         S         410.00         S         410.00         S         47.00         S         48.00           Period 1         S         4,700.00         S         4,100.00         S         4200.00         S         430.00         S         410.00         S         650.00         S         550.00         S         50.00         S         50.00 <t< td=""><td></td><td>\$</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>		\$													
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Period 11         \$         4,100.00         \$         4,200.00         \$         4,000.00															
Period 12         \$         4,700.00         \$         4,000.00         \$         430.00         \$         410.00         \$         60.00         \$         47.00         \$         48.00           Company 4         TST - Reg 1         TST - Reg 2         TST - Reg 2         TST - Reg 3         CVE - Reg 1         CVE - Reg 2         CVE - Reg 3         SSL - Reg 1         SSL - Reg 3		- <b>T</b>													
Company 4         TST - Reg 1         TST - Reg 2         TST - Reg 3         CVE - Reg 1         CVE - Reg 2         CVE - Reg 3         SSL - Reg 1         SSL - Reg 2         SSL - Reg 3           Period 1         \$ 4,300.00 \$ 4,100.00 \$ 4,200.00 \$ 450.00 \$ 430.00 \$ 440.00 \$ 53.00 \$ 50.00 \$ 40.00 \$ 40.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 400.00 \$ 50.00 \$ 400.00 \$ 4		ф Ф													
Period 1       \$ 4,300.00       \$ 4,100.00       \$ 4,200.00       \$ 450.00       \$ 430.00       \$ 440.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 2       \$ 4,300.00       \$ 4,100.00       \$ 4,300.00       \$ 430.00       \$ 430.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 3       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 4       \$ 4,400.00       \$ 4,300.00       \$ 4,300.00       \$ 440.00       \$ 55.00       \$ 52.00       \$ 52.00         Period 5       \$ 4,400.00       \$ 4,250.00       \$ 4,380.00       \$ 440.00       \$ 52.00       \$ 51.00       \$ 52.00       \$ 48.00       \$ 48.00       \$ 48.00       \$ 48.00       \$ 48.00	1 01100 12	Ψ	4,700.00	Ψ	4,100.00	Ψ	4,200.00	Ψ	+00.00	Ψ	410.00	φ +10.00	φ 00.00	φ -1.00	φ 40.00
Period 1       \$ 4,300.00       \$ 4,100.00       \$ 4,200.00       \$ 450.00       \$ 430.00       \$ 440.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 2       \$ 4,300.00       \$ 4,100.00       \$ 4,300.00       \$ 430.00       \$ 430.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 3       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 4       \$ 4,400.00       \$ 4,300.00       \$ 4,300.00       \$ 440.00       \$ 55.00       \$ 52.00       \$ 52.00         Period 5       \$ 4,400.00       \$ 4,250.00       \$ 4,380.00       \$ 440.00       \$ 52.00       \$ 51.00       \$ 52.00       \$ 48.00       \$ 48.00       \$ 48.00       \$ 48.00       \$ 48.00															
Period 1       \$ 4,300.00       \$ 4,100.00       \$ 4,200.00       \$ 450.00       \$ 430.00       \$ 440.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 2       \$ 4,300.00       \$ 4,100.00       \$ 4,300.00       \$ 430.00       \$ 430.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 3       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 53.00       \$ 50.00       \$ 52.00         Period 4       \$ 4,400.00       \$ 4,300.00       \$ 4,300.00       \$ 440.00       \$ 55.00       \$ 52.00       \$ 52.00         Period 5       \$ 4,400.00       \$ 4,250.00       \$ 4,380.00       \$ 440.00       \$ 52.00       \$ 51.00       \$ 52.00       \$ 48.00       \$ 48.00       \$ 48.00       \$ 48.00       \$ 48.00	Company 4	-	TST - Pog 1	т	T - Pog 2	тет	- Pog 3	CVE	- Pog 1	CV	E - Bog 2	CVE - Pog 3	SSL - Pog 1	SSL - Pog 2	SSL - Pog 3
Period 2       \$       4,300.00       \$       4,100.00       \$       4,300.00       \$       430.00       \$       430.00       \$       53.00       \$       50.00       \$       52.00       \$         Period 3       \$       4,300.00       \$       4,300.00       \$       4,300.00       \$       440.00       \$       53.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       50.00       \$       50.00       \$       50.00       \$       50.00       \$       50.00       \$       40.00       \$       415.00       \$       40.00       \$       415.00       \$       40.00       \$       415.00       \$       40.00       \$       405.00       \$       40.00       \$       40.00       \$															
Period 3       \$ 4,300.00       \$ 4,100.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 4,400.00       \$ 5,000       \$ 4,000       \$ 4,150.00       \$ 4,250.00       \$ 4,40.00       \$ 4,000.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,150.00       \$ 4,250.00       \$ 4,40.00       \$ 405.00       \$ 405.00       \$ 405.00       \$ 405.00       \$ 405.00       \$ 405.00       \$ 405.00       \$ 400.00       \$ 400.00       \$ 400.00 </td <td></td>															
Period 4       \$ 4,400.00       \$ 4,300.00       \$ 4,300.00       \$ 4,300.00       \$ 470.00       \$ 440.00       \$ 55.00       \$ 52.00       \$ 51.00       \$ 52.00         Period 5       \$ 4,400.00       \$ 4,250.00       \$ 4,380.00       \$ 460.00       \$ 438.00       \$ 440.00       \$ 52.00       \$ 50.00       \$ 52.00       \$ 50.00       \$ 52.00       \$ 50.00       \$ 52.00       \$ 50.00       \$ 52.00       \$ 50.00       \$ 52.00       \$ 50.00       \$ 52.00       \$ 50.00       \$ 52.00       \$ 50.00       \$ 52.00       \$ 50.00       \$ 50.00       \$ 50.00       \$ 50.00       \$ 50.00       \$ 50.00       \$ 50.00       \$ 50.00       \$ 40.00															
Period 5       \$       4,400.00       \$       4,250.00       \$       4,380.00       \$       460.00       \$       440.00       \$       52.00       \$       51.00       \$       52.00         Period 6       \$       4,400.00       \$       4,125.00       \$       4,380.00       \$       460.00       \$       420.00       \$       440.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       50.00       \$       52.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       62.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00       \$       64.00 <td></td>															
Period 6       \$ 4,400.00       \$ 4,125.00       \$ 4,380.00       \$ 460.00       \$ 420.00       \$ 440.00       \$ 52.00       \$ 50.00       \$ 50.00       \$ 50.00         Period 7       \$ 4,400.00       \$ 4,125.00       \$ 4,380.00       \$ 460.00       \$ 415.00       \$ 435.00       \$ 52.00       \$ 48.00       \$ 50.00         Period 8       \$ 4,300.00       \$ 4,150.00       \$ 4,250.00       \$ 440.00       \$ 425.00       \$ 425.00       \$ 49.00       \$ 48.00       \$ 49.00         Period 9       \$ 4,300.00       \$ 4,150.00       \$ 4,190.00       \$ 440.00       \$ 405.00       \$ 49.00       \$ 45.00       \$ 47.00         Period 10       \$ 4,600.00       \$ 4,150.00       \$ 4,190.00       \$ 440.00       \$ 415.00       \$ 405.00       \$ 48.00       \$ 45.00       \$ 47.00         Period 11       \$ 4,600.00       \$ 4,150.00       \$ 4,250.00       \$ 430.00       \$ 404.00       \$ 400.00       \$ 46.00       \$															
Period 7       \$ 4,400.00       \$ 4,125.00       \$ 4,380.00       \$ 460.00       \$ 415.00       \$ 435.00       \$ 52.00       \$ 48.00       \$ 50.00         Period 8       \$ 4,390.00       \$ 4,150.00       \$ 4,250.00       \$ 425.00       \$ 405.00       \$ 405.00       \$ 440.00       \$ 405.00       \$ 405.00       \$ 440.00       \$ 405.00       \$ 440.00       \$ 405.00       \$ 440.00       \$ 405.00       \$ 440.00       \$ 405.00       \$ 440.00       \$ 400.00       \$ 400.00       \$ 440.00       \$ 400.00															
Period 8       \$       4,390.00       \$       4,150.00       \$       4,250.00       \$       425.00       \$       425.00       \$       425.00       \$       51.00       \$       48.00       \$       49.00         Period 9       \$       4,360.00       \$       4,050.00       \$       4,190.00       \$       440.00       \$       405.00       \$       49.00       \$       45.00       \$       49.00       \$       47.00         Period 10       \$       4,600.00       \$       4,150.00       \$       4,190.00       \$       440.00       \$       405.00       \$       49.00       \$       46.00       \$		- <b>T</b>													
Period 9       \$       4,360.00       \$       4,050.00       \$       4,190.00       \$       440.00       \$       405.00       \$       49.00       \$       450.00       \$       450.00       \$       450.00       \$       47.00         Period 10       \$       4,600.00       \$       4,150.00       \$       4,190.00       \$       440.00       \$       405.00       \$       45.00       \$       46.00		\$													
Period 10       \$       4,600.00       \$       4,150.00       \$       4,190.00       \$       440.00       \$       415.00       \$       405.00       \$       50.00       \$       45.00       \$       47.00         Period 11       \$       4,650.00       \$       4,150.00       \$       4,250.00       \$       435.00       \$       415.00       \$       404.00       \$       48.00       \$       46.00		\$													
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Period 11       \$       4,650.00       \$       4,150.00       \$       4,250.00       \$       435.00       \$       404.00       \$       48.00       \$       46.00       \$ </td <td></td> <td>\$</td> <td>4,600.00</td> <td>\$</td> <td>4,150.00</td> <td></td> <td></td> <td></td> <td>440.00</td> <td>\$</td> <td>415.00</td> <td></td> <td></td> <td></td> <td></td>		\$	4,600.00	\$	4,150.00				440.00	\$	415.00				
Image: Second	Period 11	\$	4,650.00	\$	4,150.00	\$	4,250.00	\$		\$	415.00	\$ 404.00	\$ 48.00	\$ 46.00	\$ 46.00
Period 1       \$       -<	Period 12	\$	4,600.00	\$	4,150.00	\$	4,250.00	\$	430.00	\$	430.00	\$ 404.00	\$ 46.00	\$ 46.00	\$ 46.00
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Period 1       \$       -<															
Period 2       \$       -<			TST - Reg 1		ST - Reg 2		- Reg 3		- Reg 1		/E - Reg 2	-	-		
Period 3       \$       -<		\$	-		-		-		-		-				
Period 4       \$       -<		\$	-	\$	-		-		-		-	\$ -	\$ -	\$ -	\$ -
Period 5       \$       -\$       \$       -\$       >       -\$	Period 3	\$	-	\$	-	\$	-		-	\$	-	\$ -	\$ -	\$ -	\$ -
Period 5       \$       -\$       \$       -\$       >       -\$	Period 4	\$	-	\$	-	\$	-	\$	-	\$	-	\$ -	\$ -	\$ -	\$ -
Period 6       \$       -\$       \$       -\$		\$	-	\$	-		-		_ 1	- 1 C	-	\$ -	\$ -	\$ -	
Period 7       \$       -<		\$	-		_		_		_		-	1			
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Period 9       \$       -       \$       ><		\$			_		_		_		-	1	· ·		
Period 10         \$         -         \$         >		\$											· · · · · · · · · · · · · · · · · · ·		
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Fifth, the NPB by Year worksheet (see Figure 6) consists of internal links to the Coordinates worksheet. This worksheet extracts the RMS, IGR, BGR, and SSR for each SBU for each company for the year 1-2 and year 2-3 periods from the Coordinates worksheet. In addition, the worksheet extracts the MSGR and WAGR for each company for the year 1-2 and year 2-3 periods from the Coordinates worksheet. The data in the NPB by Year worksheet are sorted by year by SBU for each company. This facilitates analysis of the brand portfolio (static analysis) in the year 1 -2 or year 2-3 period.

The relevant data are extracted from the COMPETE Results Excel workbook x.xls to the NPB & Trends workbook as indicated in the Data Extraction Tables for the Ratios and Profitability Worksheets (see Figure 7), and the Coordinates Worksheets (see Figures 8 and 9). In each of the Data Extraction Tables, the Excel worksheet (tab), page number in the Excel-version of the COMPETE results printout, and cell references for each account are shown in the COMPETE Results Workbook table (on the right). The corresponding cell references for each account are shown in the NPB & Trends workbook table (on the left) in the Data Extraction Tables.

For instance, in the Data Extraction Table for the Ratios and Profitability worksheets (see Figure 7), the Earnings per Share for Company 1 in Period 1 in cell B9 on the Ratios worksheet in Figure 1 is extracted from cell E9 in the "Earnings per Share By Time Period" table on the "EPS, Mkt%, SF Activity" worksheet of the COMPETE results workbook 1.xls. Similarly, the Net Profit After Tax for Company 1 in Year 1 in cell B6 on the "Profitability" worksheet in Figure 2 is extracted from cell F9 in the "Earnings Per Share By Time Period" table on the "EPS, Mkt%, SF Activity" worksheet of the COMPETE results worksheet in Figure 2 is extracted from cell F9 in the "Earnings Per Share By Time Period" table on the "EPS, Mkt%, SF Activity" worksheet of the COMPETE results workbook.

In addition, in the Data Extraction Table for the Coordinates worksheet – Sales in units (see Figure 8), the Company 1 TST – Region 1 Period 1 Sales (in Units) in cell B113 on the Coordinates worksheet – Quarterly Sales (in Units) in Figure 3 is extracted from cell D10 in the "Market Share By Product By Company For Region 1" table on the "Market Share" worksheet of the COMPETE results workbook 1.xls. Similarly, the Company 2 TST – Region 1 Period 1 Sales (in Units) in cell B128 on the Coordinates worksheet – Quarterly Sales (in Units) in Figure 3 is extracted from cell D11 in the "Market Share By Product By Company For Region 1" table on the "Market Share" worksheet of the COMPETE results workbook 1.xls.

Further, in the Data Extraction Table for the Coordinates worksheet - Price (see Figure 9), the Company 1 TST – Region 1 Period 1 Price in cell N113 on the Coordinates worksheet - Price in Figure 4 is extracted from cell D32 in the "Actual Price By Product By Region By Company" table on the "Forecast, Prices" worksheet of the COMPETE results workbook 1.xls. Similarly, the Company 2 TST – Region 1 Period 1 Price in cell N126 on the Coordinates worksheet – Price in Figure 4 is extracted from cell D33 in

the "Actual Price By Product By Region By Company" table on the "Forecast, Prices" worksheet of the COMPETE results workbook 1.xls.

In summary, the Ratios worksheet (see Figure 1) calculates the Total Assets (except for Short Term Notes Payable), ROTA, NPM, and SATO for each company by period based on the extracted EPS and Sales data. The Profitability worksheet (see Figure 2) calculates the approximate ROTA for each company by year based on the extracted Net Profit After Tax and Total Assets data. The Coordinates worksheet - Quarterly Sales in Units (see Figures 3) calculates the RMS, IGR, and BGR for each SBU based on the extracted Sales in Units data by SBU by Company. In addition, the Coordinates worksheet calculates the SSR for each SBU based on the extracted Sales in Units (see Figure 3) and Price (see Figure 4) data by SBU by Company. Further, the Coordinates worksheet - Quarterly Sales in Units (see Figure 3) calculates the WAGR for each company by year based on the Sales in Units data by SBU by Company. Finally, the Coordinates worksheet calculates the MSGR for each company by year based on the ROTA calculated in the Profitability worksheet from the extracted Net Profit After Tax and Total Assets (approximate) calculated by the Ratios worksheet.

The NPB by SBU (see Figure 5) and NPB by Year (see Figure 6) worksheets consolidate and present the RMS, IGR, BGR, MSGR, WAGR and SSR (extracted from the Coordinates, Profitability, and Ratios worksheets) for each company by SBU and by Year respectively. The use of external links ensures relevant data are extracted from relevant sources (statements) in the simulation results and precludes data entry error. Cell comments clarify variables extracted from the COMPETE results to the Coordinates worksheets (see Figures 10 and 11).

# NORMATIVE POSITION OF BRANDS & TRENDS PACKAGE USE

The Normative Position of Brands & Trends Package is used by competing participant teams in Strategic Market Planning. This package is used together with the Interactive Online Boston Consulting Group (BCG) Matrix Graphics Package (Palia et al., 2002).

The BCG Matrix Graphics Package is used to generate the BCG Growth Share Matrix (GSM) and Growth Gain Matrix (GGM) displays (see Figure 12) for each company (team) based on its performance. GSM and GGM displays are generated at the end of the second and third year of operations and permit the participant teams to conduct static, comparative static, and dynamic analyses of their own brand portfolio and the brand portfolios of their main competitors. By superimposing the display at the end of the second year of operations on the display at the end of the third (current) year, the participant teams can determine the trajectories (direction and degree of movement) of each of their brands. Competitor brand trajectories can also

### Figure 5 NPB by SBU Worksheet (for Companies 1 & 2)

							oomp	any 1						1
		1	GSM	De commende d	Deeldi		0		GGM	1	r	0014	0.014	
SBU Year	RMS	IGR	SBU Typology	Recommended	Positi Normative			sistency Trend	BGR	MSGR	WAGR	GSM Trend	GGM	SSR
SBU Year ST - 1 1-2	0.75	0.44%	H?	Strategy BS (O)	G	Actual	NC	Irena	-6.22%	10.30%	-1.74%	Trena	Trend	\$20,594,700.
ST - 1 2-3	1.02	-0.50%	H*	HS	H	н	C	NC ==> C		4.97%	32.91%	H? ==> H*	L ==> H	\$20,354,700. \$23,844,100.
ST-2 1-2	0.79	18.32%		113			C	NC> C	-5.82%	4.97 /0	32.9170		L> 11	\$23,844,100.
ST - 2 2-3	0.77	19.32%						==>	20.31%			==>	==>	\$28,761,225.
ST-2 2-3 ST-3 1-2	0.70	16.94%						/	4.28%			/	>	\$18,453,500.
ST - 3 2-3	0.88	16.36%						==>	44.23%			==>	==>	\$25,714,200.
VE - 1 1-2	0.65	-0.27%							-15.67%				-	\$20,206,775.
VE - 1 2-3	0.99	3.17%						==>	30.03%			==>	==>	\$25,225,825
VE - 2 1-2	0.64	16.26%							11.69%					\$28,125,405
VE - 2 2-3	0.79	16.81%						==>	41.17%			==>	==>	\$38,738,850
VE - 3 1-2	0.75	19.78%							11.58%					\$21,338,100
VE - 3 2-3	0.70	25.86%						==>	18.61%			==>	==>	\$23,923,910
SL - 1 1-2	0.67	-3.89%							-13.91%					\$14,326,711
SL - 1 2-3	0.93	-6.39%						==>	17.29%			==>	==>	\$15,135,222
SL - 2 1-2	0.59	7.96%							-6.47%					\$15,548,144
SL - 2 2-3	0.94	12.19%						==>	36.29%			==>	==>	\$20,187,120
SL - 3 1-2	0.71	8.82%							-5.61%					\$13,563,540
SL - 3 2-3	1.09	4.74%						==>	70.62%			==>	==>	\$21,187,749
			Legend:											
			0.00	Tupology	D- 1	0000000	lod Star	tom	GGM P	poition		Consister		
				U Typology		ommend				osition		Consistency	Y	-
			H* = Healt		BS (O) = B				G = Gainer		C = Consis			
			S* = Sick		BS (D) = Bi		re on De	etense	L = Loser		NC = Not o	consistent		
				thy Problem Child			-		H = Holder					
				Problem Child	H = Harvest									
				thy Cash Cow Cash Cow	D/W = Dive	St / With	laraw							
			HX = Healt SX = Sick											
			JA- SICK	209										1
								are brana.	s + Trends					
							Compa		<u> </u>					
			GSM	Deserved at	Desiti			any 2	s + Trends GGM					1
SBIL Voar	PMS	IGP	SBU	Recommended			Cor	any 2 sistency	GGM	MSCP	WAGP	GSM	GGM	
	RMS	IGR	SBU Typology	Strategy	Normative	Actual	Cor C / NC	any 2 sistency	GGM	MSGR	WAGR	GSM Trend	GGM Trend	SSR
ST - 1 1-2	0.81	0.44%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend	GGM BGR 11.74%	7.56%	40.81%	Trend	Trend	\$22,268,530
ST - 1 1-2 ST - 1 2-3	0.81 0.98	0.44% -0.50%	SBU Typology	Strategy	Normative	Actual	Cor C / NC	any 2 sistency	GGM BGR 11.74% 1.95%					\$22,268,530 \$22,532,000
ST - 11-2ST - 12-3ST - 21-2	0.81 0.98 0.79	0.44% -0.50% 18.32%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 Isistency Trend NC ==> C	GGM BGR 11.74% 1.95% 48.31%	7.56%	40.81%	Trend H? ==> H*	Trend L ==> H	\$22,268,530 \$22,532,000 \$23,763,600
ST - 1         1-2           ST - 1         2-3           ST - 2         1-2           ST - 2         2-3	0.81 0.98 0.79 0.76	0.44% -0.50% 18.32% 19.32%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend	GGM BGR 11.74% 1.95% 48.31% 19.48%	7.56%	40.81%	Trend	Trend	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500
ST - 1       1-2         ST - 1       2-3         ST - 2       1-2         ST - 2       2-3         ST - 3       1-2	0.81 0.98 0.79	0.44% -0.50% 18.32% 19.32% 16.94%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 Isistency Trend NC ==> C	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06%	7.56%	40.81%	Trend H? ==> H*	Trend L ==> H	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400
ST - 1       1-2         ST - 1       2-3         ST - 2       1-2         ST - 2       2-3         ST - 3       1-2         ST - 3       2-3	0.81 0.98 0.79 0.76 0.78	0.44% -0.50% 18.32% 19.32% 16.94% 16.36%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==>	GGM BGR 11.74% 1.95% 48.31% 48.31% 33.06% 20.80%	7.56%	40.81%	Trend H? ==> H* ==>	Trend L ==> H ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$23,830,800
ST - 1       1-2         ST - 1       2-3         ST - 2       1-2         ST - 2       2-3         ST - 3       1-2         ST - 3       2-3         VE - 1       1-2	0.81 0.98 0.79 0.76 0.78 0.82	0.44% -0.50% 18.32% 19.32% 16.94%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06%	7.56%	40.81%	Trend H? ==> H* ==>	Trend L ==> H ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$23,830,800 \$29,758,340
ST - 1       1-2         ST - 1       2-3         ST - 2       1-2         ST - 3       1-2         ST - 3       2-3         VE - 1       1-2         VE - 1       2-3	0.81 0.98 0.79 0.76 0.78 0.82 1.09	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59%	7.56%	40.81%	Trend H? ==> H* ==> ==>	Trend L ==> H ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$23,830,800 \$29,758,340 \$25,383,330
ST - 1       1-2         ST - 1       2-3         ST - 2       1-2         ST - 2       2-3         ST - 3       1-2         ST - 3       2-3         /E - 1       1-2         /E - 1       2-3         /E - 2       1-2	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26%	7.56%	40.81%	Trend H? ==> H* ==> ==>	Trend L ==> H ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$23,830,800 \$29,758,340 \$25,383,330 \$31,679,380
ST - 1         1-2           ST - 1         2-3           ST - 2         1-2           ST - 2         2-3           ST - 3         1-2           ST - 3         2-3           //E - 1         1-2           //E - 1         2-3           //E - 1         1-2           //E - 2         1-2           //E - 2         1-2           //E - 2         2-3           //E - 2         2-3           //E - 3         1-2	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04%	7.56%	40.81%	Trend H? ==> H* ==> ==>	Trend L ==> H ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$23,830,800 \$29,758,340 \$25,383,330 \$31,679,380 \$37,792,372
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 21.96%	7.56%	40.81%	Trend H? ==> H* ==> ==>	Trend L ==> H ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$23,830,800 \$29,758,340 \$25,383,330 \$31,679,380 \$37,792,372 \$23,126,215
ST - 1         1-2           ST - 1         2-3           ST - 2         1-2           ST - 3         1-2           ST - 3         1-2           ST - 3         2-3           /E - 1         1-2           /E - 1         2-3           /E - 2         1-2           /E - 2         1-2           /E - 2         1-2           /E - 2         2-3           /E - 2         2-3           /E - 3         1-2           /E - 2         2-3           /E - 3         2-3	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 21.96% 40.63%	7.56%	40.81%	Trend H? ==> H* ==> ==> ==>	Trend L ==> H ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$19,727,400 \$23,830,800 \$29,758,340 \$25,383,330 \$31,679,380 \$37,792,372 \$23,126,215 \$24,612,210
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% -3.89% -6.39%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==>	GGM BGR 11.74% 19.55% 48.31% 33.06% 20.80% 37.59% 36.04% 21.96% 40.63% 9.30%	7.56%	40.81%	Trend H? ==> H* ==> ==> ==>	Trend L ==> H ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$29,758,340 \$29,758,340 \$25,383,330 \$31,679,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% -3.89% -6.39% 7.96%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% -14.26% 36.04% 21.96% 36.04% 9.30% 36.73% -3.74% 58.21%	7.56%	40.81%	Trend H? ==> H* ==> ==> ==>	Trend L ==> H ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$29,758,340 \$29,758,340 \$25,383,330 \$31,679,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 21.96% 40.63% 9.30% 36.73% -3.74% 58.21% 58.21%	7.56%	40.81%	Trend H? ==> H* ==> ==> ==>	Trend L ==> H ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$29,758,340 \$25,383,330 \$31,679,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$21,436,747
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28%	7.56%	40.81%	Trend H? ==> H* ==> ==> ==> ==>	Trend L ==> H ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$25,383,330 \$31,767,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19%	SBU Typology H?	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 21.96% 40.63% 9.30% 36.73% -3.74% 58.21% 58.21%	7.56%	40.81%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>	Trend L ==> H ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$25,383,330 \$31,767,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU Typology H? H*	Strategy BS (O)	Normative G	Actual L	Cor C / NC NC	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28%	7.56%	40.81%	Trend H? ==> H* ==> ==> ==> ==>	Trend L ==> H ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$16,401,204 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU Typology H? H*	Strategy BS (O) HS	Normative G H	Actual L H		any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 21.96% 40.63% 9.30% 36.73% 58.21% 17.28% 75.19% 11.23%	7.56% 4.34%	40.81% 10.54%	Trend H? ==> H* ==> ==> ==> ==> ==>	Trend L ==> H ==> ==> ==> ==> ==>	SSR \$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$23,830,800 \$23,830,800 \$23,830,800 \$23,830,800 \$23,830,800 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$16,401,204 \$18,800,104 \$16,401,204 \$16,401,204 \$16,401,204 \$16,401,204 \$16,401,204 \$16,401,204 \$16,401,204 \$16,401,204 \$16,401,204 \$16,800,104 \$16,401,204 \$16,800,104 \$16,401,204 \$16,401,204 \$16,800,104 \$16,401,204 \$16,401,204 \$16,800,104 \$16,401,204 \$16,401,204 \$16,800,104 \$16,401,204 \$16,401,204 \$16,800,104 \$16,401,204 \$16,401,204 \$16,800,104 \$16,401,204 \$16,401,204 \$16,401,204 \$16,401,204 \$16,401,204 \$16,800,104 \$16,401,204 \$16,800,104 \$16,401,204 \$16,401,204 \$16,800,104\$10,800,104 \$16,800,104\$10,800,104 \$10,800,104\$10,800,104 \$10,800,104\$10,800,104 \$10,800,104\$10,800,104 \$10,800,104\$10,800,104 \$10,800,104\$10,800,104 \$10,800,104\$10,800,104 \$10,800,104\$10,800,104 \$10,800,104\$10,800,104\$10,800,104 \$10,800,104\$10,800,104\$10,800,104 \$10,800,104\$10,800,1000\$\$10,800,1000\$\$10,800,1000\$\$10,800\$\$100,800\$\$10,800\$\$100\$\$1
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU Typology H? H* Legend:	Strategy BS (O) HS	Normative G H	Actual L H	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> ==	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% -14.26% 36.04% 21.96% 40.63% 9.30% 36.73% -3.74% 58.21% 17.28% 75.19% 11.23%	7.56% 4.34%	40.81% 10.54%	Trend H? ==> H* ==> ==> ==> ==> ==> ==> Consistency	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$25,383,330 \$31,767,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU Typology H? H* H*	Strategy BS (O) HS J Typology hy Star	Normative G H S S S S O) = B	Actual L H	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM Pr GGM Pr 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 21.96% 40.63% 9.30% 36.73% -3.74% 58.21% 17.28% 75.19% 11.23%	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,728,412,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU           Typology           H?           H*           H*           H*           H*           H*           H*           H*           H*	Strategy BS (O) HS U Typology hy Star Star	Normative G H BS (0) = B BS (0) = B BS (0) = B	Actual L H	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28% -17.28% GGM PP G = Gainer L = Loser	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$21,4612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{ccccc} ST-1 & 1-2 \\ ST-1 & 2.3 \\ ST-2 & 1.2 \\ ST-3 & 1.2 \\ ST-3 & 1.2 \\ ST-3 & 2.3 \\ VE-1 & 1.2 \\ VE-2 & 1.2 \\ VE-2 & 2.3 \\ VE-2 & 1.2 \\ VE-2 & 2.3 \\ VE-3 & 2.3 \\ SL-1 & 1.2 \\ SL-1 & 1.2 \\ SL-2 & $	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU           Typology           H?           H#   Legend:           SB           H* = Healt           S* = Sick           H? = Healt	Strategy BS (O) HS U Typology hy Star Star tiy Problem Child	Normative           G           H           BS (0) = B           BS (0) = B           BS (0) = B           HS = Hold 1	Actual L H	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM Pr GGM Pr 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 21.96% 40.63% 9.30% 36.73% -3.74% 58.21% 17.28% 75.19% 11.23%	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$25,383,330 \$31,767,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{ccccc} ST-1 & 1-2 \\ ST-1 & 2.3 \\ ST-2 & 1.2 \\ ST-3 & 1.2 \\ VE-1 & 2.3 \\ VE-1 & 2.3 \\ VE-2 & 1.2 \\ VE-2 & 2.3 \\ VE-3 & 1.2 \\ VE-3 & 2.3 \\ SL-1 & 1.2 \\ SL-1 & 1.2 \\ SL-1 & 2.3 \\ SL-2 & 1.2 \\ SL-2 & 1.2 \\ SL-3 & 1.2 \\ SL-3 & 1.2 \\ SL-3 & 1.2 \\ ST-3 & $	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU           Typology           H?           H*           H*	Strategy BS (O) HS U Typology hy Star Star Star Thy Problem Child Problem Child	Normative           G           H           BS (0) = B           BS (0) = B           HS = Hold 1           H = Hanes1	Actual L H H wommenda uild Share	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28% -17.28% GGM PP G = Gainer L = Loser	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$25,383,330 \$31,767,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU           Typology           H?           H*           H*           H*           SBI           H*           SBI           H*           SBI           H*           H*           H*           SBI           H*           H*           SBI           H*           SBI           H*           SBI           H*           Healt           S?           Sick           H*           H*           H*	Strategy BS (O) HS U Typology hy Star Star Star Problem Child thy Cash Cow	Normative           G           H           BS (0) = B           BS (0) = B           BS (0) = B           HS = Hold 1	Actual L H H wommenda uild Share	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28% -17.28% GGM PP G = Gainer L = Loser	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$21,4612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU           Typology           H?           H*           H*      <	Strategy BS (O) HS U Typology by Star Star Star Star thy Problem Child Problem Child thy Cash Cow Cash Cow	Normative           G           H           BS (0) = B           BS (0) = B           HS = Hold 1           H = Hanes1	Actual L H H wommenda uild Share	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28% -17.28% GGM PP G = Gainer L = Loser	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$25,383,330 \$31,767,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU           Typology           H?           H*           H*	Strategy BS (O) HS U Typology hy Star Star thy Problem Child Problem Child Problem Child thy Cash Cow Cash Cow	Normative           G           H           BS (0) = B           BS (0) = B           HS = Hold 1           H = Hanes1	Actual L H H wommenda uild Share	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28% -17.28% GGM PP G = Gainer L = Loser	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$21,4612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU           Typology           H?           H*           H*      <	Strategy BS (O) HS U Typology hy Star Star thy Problem Child Problem Child Problem Child thy Cash Cow Cash Cow	Normative           G           H           BS (0) = B           BS (0) = B           HS = Hold 1           H = Hanes1	Actual L H H wommenda uild Share	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28% -17.28% GGM PP G = Gainer L = Loser	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$19,727,400 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,758,340 \$29,728,412,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	0.81 0.98 0.79 0.76 0.78 0.82 1.09 1.01 0.73 0.78 0.84 0.72 0.88 1.00 0.79 1.00 1.19	0.44% -0.50% 18.32% 19.32% 16.94% 16.36% -0.27% 3.17% 16.26% 16.81% 19.78% 25.86% -3.89% -6.39% 7.96% 12.19% 8.82%	SBU           Typology           H?           H*           H*	Strategy BS (O) HS U Typology hy Star Star thy Problem Child Problem Child Problem Child thy Cash Cow Cash Cow	Normative           G           H           BS (0) = B           BS (0) = B           HS = Hold 1           H = Hanes1	Actual L H H wommenda uild Share	Corr C / NC C	any 2 sistency Trend NC ==> C ==> ==> ==> ==> ==> ==> ==> esp ==>	GGM BGR 11.74% 1.95% 48.31% 19.48% 33.06% 20.80% 37.59% -14.26% 36.04% 40.63% 9.30% -3.74% 58.21% 17.28% -17.28% GGM Pt G = Gainer L = Loser	7.56% 4.34%	40.81% 10.54%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           consistency           stent	Trend L ==> H ==> ==> ==> ==> ==>	\$22,268,530 \$22,532,000 \$23,763,600 \$28,392,500 \$29,758,340 \$29,758,340 \$29,758,340 \$25,383,330 \$31,767,380 \$37,792,372 \$23,126,215 \$24,612,210 \$17,443,900 \$16,401,204 \$18,800,104 \$14,36,747 \$17,967,254

### Figure 6 NPB by Year Worksheet (for Companies 1 & 2)

								ompan	v 1						
								linpun							
				GSM						GGM					
				SBU	Recommended	Positi	on	Con	sistency				GSM	GGM	
SBU	Year	RMS	IGR	Typology	Strategy	Normative	Actual	C / NC	Trend	BGR	MSGR	WAGR	Trend	Trend	SSR
ST - 1	1-2	0.75	0.44%	H?	BS (O)	G	L	NC		-6.22%	10.30%	-1.74%			\$20,594,700
ST - 2	1-2	0.79	18.32%							-5.82%					\$24,056,700
ST - 3	1-2	0.70	16.94%							4.28%					\$18,453,500
VE - 1	1-2	0.65	-0.27%							-15.67%					\$20,206,775
VE - 2	1-2	0.64	16.26%							11.69%					\$28,125,405
VE - 3	1-2	0.75	19.78%							11.58%					\$21,338,100
SL - 1	1-2	0.67	-3.89%							-13.91%					\$14,326,711
SL - 2	1-2	0.59	7.96%							-6.47%					\$15,548,144
SL - 3	1-2	0.71	8.82%							-5.61%					\$13,563,540
ST - 1	2-3	1.02	-0.50%	H*	HS	Н	н	С	NC ==> C	13.40%	4.97%	32.91%	H? ==> H*	L ==> H	\$23,844,100
ST - 2	2-3	0.77	19.32%						==>	20.31%			==>	==>	\$28,761,225
ST - 3	2-3	0.88	16.36%						==>	44.23%			==>	==>	\$25,714,200
VE - 1	2-3	0.99	3.17%						==>	30.03%			==>	==>	\$25,225,825
VE - 2	2-3	0.79	16.81%						==>	41.17%			==>	==>	\$38,738,850
	2-3	0.70	25.86%						==>	18.61%			==>	==>	\$23,923,910
SL - 1	2-3	0.93	-6.39%						==>	17.29%			==>	==>	\$15,135,222
	2-3	0.94	12.19%						==>	36.29%			==>	==>	\$20,187,120
SL - 3	2-3	1.09	4.74%						==>	70.62%			==>	==>	\$21,187,749
				1000-04											
				Legend:											
				0.01	J Typology	Dee	mmor	led Stra		GGM F	Position		Consistenc		
												C = Cons		.y	4
				H* = Healt S* = Sick		BS (O) = Bi BS (D) = Bi				G = Gain L = Loser			consistent		1
					hy Problem Child				101150	L = Loser H = Holde			CONSISTERIT		1
					Problem Child	HS = Hold S H = Harvest					-				
					hy Cash Cow	D/W = Dives		draw							
				S\$ = Sick		D/W - Dive		luiaw							
				HX = Healt											
				SX = Sick											
				OV- Olck	Dog										
ased on	BS (	O) strat	egy, norr	mative posit	12.4%, then SBU ion of TST-1 on G M is a L, then the	GM should b brand TST-1	is not o Positio	consiste	nt with its n e Brands +	ormative p					
ased on	BS (	O) strat	egy, norr	native posit ST-1 on GG	ion of TST-1 on G	GM should b brand TST-1	is not o Positio	consiste	nt with its n e Brands +	ormative p					
ased on	BS (	O) strat	egy, norr	mative posit ST-1 on GG GSM	ion of TST-1 on G M is a L, then the	GM should b brand TST-1 Normative	e G. is not c Positie C	consiste	nt with its n e Brands + y 2	ormative p					
ased on owever,	BS ( if acti	O) strat Jal posi	egy, norr tion of TS	mative posit ST-1 on GG GSM SBU	ion of TST-1 on G M is a L, then the Recommended	GM should b brand TST-1 Normative Positi	e G. is not c Position C	consiste on of th compan Con	nt with its n e Brands + y 2 sistency	ormative p Trends GGM	osition.	WAGP	GSM	GGM	929
sBU	BS ( if acti	D) strat ual posi RMS	egy, norr tion of TS	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	ormative p Trends GGM BGR	osition.	WAGR 40.91%	GSM Trend	GGM Trend	SSR \$22.268.530
sed on wever, SBU Y ST - 1	BS ( if acti Year 1-2	D) strat ual posi <b>RMS</b> 0.81	egy, norr tion of TS IGR 0.44%	mative posit ST-1 on GG GSM SBU	ion of TST-1 on G M is a L, then the Recommended	GM should b brand TST-1 Normative Positi	e G. is not c Position C	consiste on of th compan Con	nt with its n e Brands + y 2 sistency	ormative p Trends GGM BGR 11.74%	osition.	WAGR 40.81%			\$22,268,530
<b>SBU</b> ST - 1 ST - 2	BS ( if act f Year 1-2 1-2	D) strat ual posi <b>RMS</b> 0.81 0.79	egy, norr tion of TS IGR 0.44% 18.32%	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	ormative p Trends GGM BGR 11.74% 48.31%	osition.				\$22,268,530 \$23,763,600
<b>3BU</b> 3T - 1 5T - 2 5T - 3	BS ( if acti if acti <u>Year</u> 1-2 1-2 1-2	<ul> <li>D) strat</li> <li>µal posi</li> <li>RMS</li> <li>0.81</li> <li>0.79</li> <li>0.78</li> </ul>	egy, norr tion of TS IGR 0.44% 18.32% 16.94%	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	ormative p Trends GGM BGR 11.74% 48.31% 33.06%	osition.				\$22,268,530 \$23,763,600 \$19,727,400
<b>SBU</b> ST - 1 ST - 2 ST - 3 /E - 1	BS ( if acti if acti 1-2 1-2 1-2 1-2	<ul> <li>D) stratular</li> <li>RMS</li> <li>0.81</li> <li>0.79</li> <li>0.78</li> <li>1.09</li> </ul>	egy, norr tion of TS IGR 0.44% 18.32% 16.94% -0.27%	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	ormative p Trends GGM BGR 11.74% 48.31% 33.06% 37.59%	osition.				\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340
ased on           wever,           SBU           ST - 1           ST - 2           ST - 3           /E - 1           /E - 2	BS ( if acti if acti 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>D) strat</li> <li>Jal posi</li> <li>Jal posi&lt;</li></ul>	egy, norr tion of TS IGR 0.44% 18.32% 16.94% -0.27% 16.26%	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	GGM GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04%	osition.				\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380
SBU         S           ST - 1         S           ST - 2         S           ST - 3         /E - 1           /E - 1         /E - 2           /E - 2         /E - 3	BS (i if action 1-2 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>D) strat</li> <li>Jal posi</li> <li>Jal posi</li> <li>Jal posi</li> <li>Jal posi</li> <li>Jal posi</li> <li>RMS</li> <li>0.81</li> <li>0.79</li> <li>0.81</li> <li>0.79</li> <li>0.78</li> <li>1.09</li> <li>0.73</li> <li>0.84</li> </ul>	egy, norr tion of TS 0.44% 18.32% 16.94% 16.26% 19.78%	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	GGM BGR 11.74% 48.31% 33.06% 37.59% 40.63%	osition.				\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,215
SBU         S           ST - 1         ST - 2           ST - 3         /E - 1           /E - 1         /E - 2           /E - 3         SL - 1	BS (i if action 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>D) strat</li> <li>al posi</li> <li>al posi</li></ul>	egy, norr tion of TS 0.44% 18.32% 16.94% 16.26% 19.78% -3.89%	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 36.03% 36.73%	osition.				\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,215 \$17,443,900
SBU         N           ST - 1         ST - 1           ST - 1         ST - 3           VE - 1         VE - 1           VE - 2         VE - 3           SL - 1         SL - 1	BS ( if actu if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>D) stratual posi</li> <li>RMS</li> <li>0.81</li> <li>0.79</li> <li>0.73</li> <li>0.84</li> <li>0.88</li> <li>0.79</li> </ul>	egy, norr tion of TS IGR 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% 7.96%	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	GGM BGR 11.74% 33.06% 37.59% 36.04% 40.63% 36.73% 58.21%	osition.				\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,215 \$17,443,900 \$18,800,104
SBU         N           ST - 1         N           ST - 2         N           ST - 3         N           VE - 1         VE - 1           VE - 2         VE - 3           SL - 1         SL - 2           SL - 2         SL - 3	BS ( if actu if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>D) stratual posi</li> <li>RMS</li> <li>0.81</li> <li>0.79</li> <li>0.78</li> <li>1.09</li> <li>0.73</li> <li>0.84</li> <li>0.88</li> <li>0.79</li> <li>1.19</li> </ul>	egy, norr tion of TS IGR 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% 7.96% 8.82%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency Trend	GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 36.73% 58.21% 75.19%	MSGR 7.56%	40.81%	Trend	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,215 \$17,443,900 \$18,800,104 \$17,967,254
SBU         Y           ST - 1         ST - 2           ST - 3         /E - 1           /E - 2         /E - 3           SL - 1         SL - 2           SL - 3         ST - 3           SL - 3         ST - 3	BS ( if actu if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>D) stratual posi</li> <li>RMS</li> <li>0.81</li> <li>0.79</li> <li>0.78</li> <li>1.09</li> <li>0.73</li> <li>0.84</li> <li>0.79</li> <li>1.19</li> <li>0.98</li> </ul>	egy, norr tion of TS IGR 0.44% 18.32% 16.94% 16.94% 16.94% 16.94% 16.96% 19.78% -0.27% 16.26% 19.78% -0.50%	native posit ST-1 on GG GSM SBU Typology	ion of TST-1 on G M is a L, then the Recommended Strategy	GM should b brand TST-1 Normative Positi Normative	e G. is not c Positio C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency	BGR           11.74%           48.31%           33.06%           36.04%           40.63%           36.73%           58.21%           75.19%           1.95%	osition.	40.81%			\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$23,126,215 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000
SBU         N           ST - 1         ST - 2           ST - 3         /E - 1           /E - 2         /E - 3           SL - 2         SL - 2           SL - 3         ST - 1           ST - 3         /E - 3           SL - 2         SL - 3           ST - 1         ST - 1           ST - 2         ST - 3	BS (i if actu if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>D) stratual posi</li> <li>RMS</li> <li>0.81</li> <li>0.79</li> <li>0.78</li> <li>1.09</li> <li>0.73</li> <li>0.84</li> <li>0.79</li> <li>1.19</li> <li>0.98</li> <li>0.76</li> </ul>	egy, nom tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% -3.89% 7.96% 8.22% -0.50% 19.32%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency Trend NC ==> C ==>	GGM GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 36.73% 58.21% 75.19% 1.95% 19.48%	MSGR 7.56%	40.81%	Trend	Trend L ==> H ==>	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,215 \$17,443,900 \$18,800,102 \$17,967,252 \$22,532,000 \$28,392,500
SBU         Y           ST - 1         ST - 1           JE - 1         JE - 2           JE - 3         SL - 1           SL - 2         SL - 1           ST - 2         ST - 1           ST - 2         ST - 3	BS (i if actu if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>D) stratual posi</li> <li>RMS</li> <li>0.81</li> <li>0.79</li> <li>0.73</li> <li>0.84</li> <li>0.79</li> <li>1.09</li> <li>0.73</li> <li>0.84</li> <li>0.79</li> <li>1.19</li> <li>0.76</li> <li>0.82</li> </ul>	egy, non tion of TS IGR 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% 8.82% -0.50% 19.32% 16.36%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency Trend NC ==> C ==> ==>	GGM GGM BGR 11.74% 48.31% 33.06% 36.04% 40.63% 36.73% 36.64% 40.63% 36.73% 19.48% 20.80%	MSGR 7.56%	40.81%	Trend	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,215 \$17,443,900 \$18,800,104 \$17,967,252 \$22,532,000 \$28,332,500 \$23,830,800
SBU         Y           ST - 1         -           ST - 1         -           ST - 2         -           ST - 3         -           /E - 1         -           /E - 3         -           SL - 1         -           SL - 2         -           SL - 1         -           SL - 2         -           ST - 2         -           ST - 3         -           /E - 1         -	BS (i if activity if activity if activity 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	<ul> <li>C) strat</li> <li>Initial positive</li> <li>Initial positive&lt;</li></ul>	egy, nom tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% 7.96% 8.82% -0.50% 19.32% 16.36% 3.17%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency Trend NC ==> C ==> ==>	GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 36.64% 36.64% 58.21% 75.19% 1.95% 1.95% 1.95% -14.26%	MSGR 7.56%	40.81%	Trend H? ==> H* ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$31,679,380 \$23,126,215 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,392,500 \$23,830,800 \$25,383,330
SBU         *           *         *	BS (i if actu if actu if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	D) strat al posi RMS 0.81 0.79 0.79 0.78 1.09 0.73 0.84 0.88 0.79 1.19 0.88 0.79 1.19 0.88 0.79 1.01	egy, non tion of TS IGR 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% 7.96% 8-0.50% 19.32% 16.36% 3.17%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency Trend NC ==> C ==> ==>	GGM GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.195% 19.48% 20.80% -14.26% 21.96%	MSGR 7.56%	40.81%	Trend H? ==> H* ==> ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$23,126,219 \$17,443,900 \$18,800,100 \$17,967,255 \$22,532,000 \$23,830,800 \$23,830,800 \$25,383,330 \$37,792,372
BBU         Y           ST - 1         T           ST - 1         T           ST - 2         T           ST - 3         YE - 1           YE - 2         YE - 2           YE - 2         YE - 2           YE - 3         SL - 1           SL - 2         ST - 1           ST - 1         ST - 2           ST - 3         YE - 1           YE - 3         YE - 2           YE - 2         YE - 2           YE - 2         YE - 3	BS (i if activity if activity 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS 0.81 0.79 0.78 1.09 0.73 0.73 0.73 0.73 0.73 0.73 0.73 0.73	egy, nom tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% 7.96% 8.82% 7.96% 8.82% 19.32% 16.36% 3.17% 16.81%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	nt with its n e Brands + y 2 sistency Trend NC ==> C ==> ==> ==>	GGM GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 36.73% 58.21% 75.19% 19.48% 20.80% -14.26% 21.96% 9.30%	MSGR 7.56%	40.81%	Trend H? ==> H* ==> ==>	Trend L ==> H ==> ==> ==>	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$17,443,900 \$17,443,900 \$17,443,900 \$17,443,900 \$17,967,255 \$22,532,000 \$28,392,500 \$28,392,500 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210
SBU Y TT - 1 TT - 2 TT - 3 TT - 2 TT - 3 TT - 2 TT - 3 SL - 1 SL - 2 SL - 3 SL - 1 ST - 2 TT - 1 TT - 2 TT - 1 TT - 2 TT - 3 TT - 1 TT - 2 SL - 3 SL - 1 ST - 2 SL - 3 SL - 1 ST - 2 SL - 3 SL - 1 ST - 2 SL - 3 SL - 1 SL - 2 SL - 3 SL - 3 SL - 1 SL - 2 SL - 3 SL - 1 SL - 2 SL - 3 SL - 3 SL - 1 SL - 2 SL - 3 SL - 3 SL - 1 SL - 2 SL - 3 SL	BS (i if activity if activity 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.79           0.78           1.09           0.73           0.84           0.79           1.19           0.74           0.88           0.79           1.09           0.76           0.76           0.76           0.77           1.09           0.76           0.72           1.01	egy, nom tion of TS 0.44% 18.32% 16.94% 16.26% 19.78% -0.27% 16.26% 19.78% -0.50% 19.32% 16.36% 3.17% 16.36% 3.17% 16.36% 3.5.86%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	NC ==> C	GGM GGM BGR 11.74% 48.31% 33.06% 36.04% 40.63% 36.73% 58.21% 75.19% 1.95% 19.48% 20.80% -14.26% 21.96% 9.30% -3.74%	MSGR 7.56%	40.81%	Trend	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,211 \$17,443,900 \$18,800,100 \$18,800,100 \$18,800,100 \$18,800,100 \$18,800,100 \$18,900,100 \$18,900,100 \$28,392,500 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,211 \$16,401,200
SBU 1 TT - 1 TT - 2 TT - 3 TT - 1 TT - 2 TT - 3 SL - 1 SL - 2 SL - 3 SL - 1 TT - 2 TT - 2 TT - 3 TT - 1 TT - 2 TT - 2 TT - 3 TT - 1 TT - 2 TT - 2 TT - 3 SL - 1 TT - 2 TT - 2 TT - 3 SL - 1 TT - 2 TT - 2 TT - 3 TT - 1 TT - 2 TT - 2	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	NC ==> C => => C => => => => => ==> ==> ==> ==> ==> ==>	GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 1.95% 1.95% 1.95% 20.80% -14.26% 21.96% 9.30% 3.74%	MSGR 7.56%	40.81%	Trend H? ==> H* ==> ==> ==> ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU 1 TT - 1 TT - 2 TT - 3 TT - 1 TT - 2 TT - 3 SL - 1 SL - 2 SL - 3 SL - 1 TT - 2 TT - 2 TT - 3 TT - 1 TT - 2 TT - 2 TT - 3 TT - 1 TT - 2 TT - 2 TT - 3 SL - 1 TT - 2 TT - 2 TT - 3 SL - 1 TT - 2 TT - 2 TT - 3 TT - 1 TT - 2 TT - 2	BS (i if activity if activity 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.79           0.78           1.09           0.73           0.84           0.79           1.19           0.74           0.88           0.79           1.09           0.76           0.76           0.76           0.77           1.09           0.76           0.72           1.01	egy, nom tion of TS 0.44% 18.32% 16.94% 16.26% 19.78% -0.27% 16.26% 19.78% -0.50% 19.32% 16.36% 3.17% 16.36% 3.17% 16.36% 3.5.86%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	NC ==> C ==> ==> ==> ==> ==>	GGM GGM BGR 11.74% 48.31% 33.06% 36.04% 40.63% 36.73% 58.21% 75.19% 1.95% 19.48% 20.80% -14.26% 21.96% 9.30% -3.74%	MSGR 7.56%	40.81%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
sed on           wever,           SBU           ST - 1           ST - 2           ST - 3           ST - 1           ST - 2           ST - 3           SE - 1           SL - 2           SL - 3           ST - 1           ST - 2           ST - 3           GE - 1           ST - 2           ST - 3           GE - 1           GE - 2           ST - 3           GE - 1           SE - 2	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	mative positi T-1 on GG GSM SBU Typology H?	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O)	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positie C on Actual	consiste on of th ompan Con C / NC	NC ==> C ==> ==> ==> ==> ==>	GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 1.95% 1.95% 1.95% 20.80% -14.26% 21.96% 9.30% 3.74%	MSGR 7.56%	40.81%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,214 \$17,443,900 \$18,800,100 \$18,800,100 \$18,800,100 \$18,800,100 \$28,330,800 \$25,333,30 \$37,792,377 \$24,612,210 \$16,401,200 \$21,436,747
sed on           wever,           SBU           ST - 1           ST - 2           ST - 3           ST - 1           ST - 2           ST - 3           SE - 1           SL - 2           SL - 3           ST - 1           ST - 2           ST - 3           GE - 1           ST - 2           ST - 3           GE - 1           GE - 2           ST - 3           GE - 1           SE - 2	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	Antive position of the second	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O) HS	GM should b brand TST-1 Normative Positi Normative G H	e G. is not c Positi C on Actual L H	Compan C / NC C / NC C C	NC ==> C ==> ==> ==> ==> ==> ==> ==> ==> ==>	GGM F GGM F GGM GGM GGM GGM F GGM F GGM F	MSGR 7.56% 4.34%	40.81%	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           Consistence	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU SBU ST - 1 ST - 2 ST - 3 ST - 3 SL - 1 VE - 2 VE - 2 SL - 2 SL - 2 SL - 2 SL - 2 VE - 1 VE - 2 VE - 1 VE - 2 VE - 1 VE - 2 VE - 1 SL - 2 SL - 2 SL	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	Antive position of the second	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O) HS HS	GM should b brand TST-1 Normative Positi Normative G	e G. is not c Positi C on Actual L H	Compan C / NC C / NC C C	NC ==> C ==> ==> ==> ==> ==> ==> ==> ==> ==>	GGM BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 36.73% 58.21% 75.19% 19.48% 20.80% -14.26% 21.96% 9.30% -3.74% 11.23%	MSGR 7.56% 4.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU SE CONTRACTOR SET	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	Response of the second	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O) HS HS	GM should b brand TST-1 Normative G H H BS (0) = Bt BS (0) = Bt BS (0) = Bt	e G. is not c Positic C on Actual L H H unid Sha	Consiste	NC ==> C => C ==> C == C ==	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 20.80% -14.26% 21.96% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser	A.34%	40.81% 10.54% C = Cons	Trend           H? ==> H*           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           ==>           Consistence	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,392,500 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU SBU ST - 1 ST - 2 ST - 3 ST - 3 SL - 1 VE - 2 VE - 2 SL - 2 SL - 2 SL - 2 SL - 2 VE - 1 VE - 2 VE - 1 VE - 2 VE - 1 VE - 2 VE - 1 SL - 2 SL - 2 SL	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	GSM SBU Typology H? H* Legend: SBI H* = Healt SF Sick H? = Healt	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O) HS HS J Typology hy Star Star hy Problem Child	A should b brand TST-1 Normative G H H H BS (0) = Bt BS (0) = Bt BS (0) = Bt HS = Hold S	e G. is not c Positic C On Actual L H H H	Consiste	NC ==> C => C ==> C == C ==	GGM           GGM           BGR           11.74%           48.31%           33.06%           36.04%           40.63%           36.73%           58.21%           75.19%           19.48%           20.80%           -14.26%           21.96%           9.30%           -3.74%           11.23%           GGM F           G = Gain	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU         SE	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	GSM SBU Typology H? H* Legend: SBI H* = Healt S* = Sick H* = Healt S* = Sick	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O) HS HS J Typology hy Star Star Star Problem Child	GM should b brand TST-1 Normative G H H H BS (D) = Bt BS (D) = Bt HS = Hold St H = Harvest	e G. is not c Positi C on Actual L H H	Compan C / NC C / NC C C C Idd Stra re on Of	NC ==> C => C ==> C == C ==	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 20.80% -14.26% 21.96% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,392,500 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU SE CONTRACTOR SET	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	GSM SBU Typology H? H* H* Legend: SBI H* = Healt S* = Sick H? = Healt S* = Sick H? = Healt	In of TST-1 on G M is a L, then the Recommended Strategy BS (O) HS HS HS	A should b brand TST-1 Normative G H H H BS (0) = Bt BS (0) = Bt BS (0) = Bt HS = Hold S	e G. is not c Positi C on Actual L H H	Compan C / NC C / NC C C C Idd Stra re on Of	NC ==> C => C ==> C == C ==	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 20.80% -14.26% 21.96% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU SE CONTRACTOR SET	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	native posit           ST-1 on GG           GSM           SBU           Typology           H?           Healt           SBI           H* = Healt           S? = Sick           H? = Healt           S? = Sick	ion of TST-1 on G M is a L, then the Recommended Strategy BS (O) HS HS J Typology hy Star Star hy Problem Child Problem Child hy Cash Cow	GM should b brand TST-1 Normative G H H H BS (D) = Bt BS (D) = Bt HS = Hold St H = Harvest	e G. is not c Positi C on Actual L H H	Compan C / NC C / NC C C C Idd Stra re on Of	NC ==> C => C ==> C == C ==	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 20.80% -14.26% 21.96% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU SE CONTRACTOR SET	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	GSM SBU Typology H? H* Legend: SBI H* = Healt S* = Sick H\$ = Healt S? = Sick H\$ = Healt S? = Sick H\$ = Healt	In the second se	GM should b brand TST-1 Normative G H H H BS (D) = Bt BS (D) = Bt HS = Hold St H = Harvest	e G. is not c Positi C on Actual L H H	Compan C / NC C / NC C C C Idd Stra re on Of	NC ==> C => C ==> C == C ==	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 20.80% -14.26% 21.96% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU SE CONTRACTOR SET	BS (i if active if active 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	native posit           ST-1 on GG           GSM           SBU           Typology           H?           Healt           SBI           H* = Healt           S? = Sick           H? = Healt           S? = Sick	In the second se	GM should b brand TST-1 Normative G H H H BS (D) = Bt BS (D) = Bt HS = Hold St H = Harvest	e G. is not c Positi C on Actual L H H	Compan C / NC C / NC C C C Idd Stra re on Of	NC ==> C => C ==> C == C ==	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 20.80% -14.26% 21.96% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,340 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,392,500 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
SBU Y ST - 1 ST - 2 ST - 3 ST - 3 ST - 1 ST - 3 ST - 3 ST - 1 ST - 2 ST - 3 ST - 1 ST - 2 ST - 3 ST - 1 ST - 2 ST - 3 ST - 1 ST - 3 ST - 3 ST - 1 ST - 3 ST - 3 ST - 3 ST - 1 ST - 3 ST - 3	BS ( if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	RMS           0.81           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.09           0.73           0.84           0.79           1.19           0.78           1.01           0.78           1.01           0.78           1.01	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% -0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19%	GSM SBU Typology H? H* Legend: SBI H* = Healt S* = Sick H\$ = Healt S? = Sick H\$ = Healt S? = Sick H\$ = Healt	In the second se	GM should b brand TST-1 Normative G H H H BS (D) = Bt BS (D) = Bt HS = Hold St H = Harvest	e G. is not c Positi C on Actual L H H	Compan C / NC C / NC C C C Idd Stra re on Of	NC ==> C => C ==> C == C ==	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 20.80% -14.26% 21.96% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	SSR \$22,268,530 \$23,763,600 \$29,758,340 \$29,758,340 \$23,126,216 \$17,943,00 \$18,800,104 \$17,967,254 \$22,532,000 \$23,830,800 \$23,830,800 \$25,383,330 \$37,792,372 \$24,612,210 \$16,401,204 \$21,436,747 \$19,858,128
sed on wever, 37 - 1 37 - 2 37 - 3 37 - 2 37 - 3 37 - 1 47 - 2 37 - 1 47 - 2 31 - 1 31 - 2 31 - 1 31 - 2 31 - 1 47 - 2 31	BS ( if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	D) strat al posi 8.0.81 0.79 0.78 0.79 0.73 0.84 0.88 0.79 1.19 0.88 0.79 1.19 0.88 0.72 1.01 0.08 0.98 0.72 1.00 0.91	egy, non tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% -3.89% 7.96% 8-0.50% 19.32% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19% 4.74%	GSM SBU Typology H? H* H* Legend: SBI H* = Healt S? = Sick H\$ = Healt S? = Sick H\$ = Healt S? = Sick H\$ = Healt S? = Sick	Recommended Strategy BS (O) HS HS J Typology J Typology hy Star Star hy Problem Child Problem Child hy Cash Cow hy Dog Dog	A should b brand TST-1 Normative G H H H BS (0) = Bt BS (0) = Bt BS (0) = Bt HS = Hold S H = Hanvest D/W = Dive:	e G. is not c Positic C On Actual L H H H H Share st / With	Con of the ompan	NC ==> C =>	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 19.48% 20.80% -14.26% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser H = Holde	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,530 \$23,763,600 \$19,727,400 \$29,758,344 \$31,679,380 \$23,126,216 \$17,443,900 \$18,800,104 \$17,967,254 \$22,532,000 \$28,330,800 \$23,830,800 \$25,383,330 \$37,792,377 \$24,612,210 \$16,401,204 \$16,401,204 \$16,401,204
BU Y T-1 T-2 T-2 T-3 E-1 E-2 E-3 iL-1 T-2 T-3 E-1 E-2 E-3 iL-1 T-2 T-3 E-1 E-2 E-3 iL-1 L-2 E-3 iL-1 Z-2 E-3 iL-1 Z-2 E-3 E-1 E-2 E-2 E-2 E-2 E-3 E-2 E-2 E-3 E-2 E-2 E-3 E-1 E-2 E-3 E-2 E-3 E-2 E-3 E-1 E-2 E-3 E-1 E-2 E-3 E-1 E-2 E-3 E-1 E-2 E-3 E-1 E-2 E-3 E-1 E-2 E-3 E-1 E-2 E-3 E-1 E-2 E-3 E-2 E-3 E-1 E-2 E-3 E-2 E-3 E-1 E-2 E-3 E-2 E-3 E-3 E-2 E-3 E-3 E-2 E-3 E-2 E-3 E-3 E-3 E-3 E-2 E-3 E-3 E-2 E-3 E-3 E-2 E-3 E-3 E-2 E-3 E-3 E-2 E-3 E-3 E-2 E-3 E-3 E-3 E-2 E-3 E-3 E-3 E-3 E-3 E-3 E-2 E-3 E-3 E-3 E-3 E-2 E-3 E-3 E-3 E-3 E-3 E-2 E-3 E-3 E-3 E-3 E-3 E-3 E-3 E-3 E-3 E-3	BS ( if actu if actu 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2 1-2	D) strat al posi RMS 0.81 0.79 0.73 0.84 0.78 0.78 0.78 0.78 0.78 0.78 0.78 0.78	egy, nom tion of TS 0.44% 18.32% 16.94% -0.27% 16.26% 19.78% 7.96% 8.82% -0.50% 19.32% 16.36% 3.17% 16.36% 3.17% 16.81% 25.86% -6.39% 12.19% 4.74%	GSM SBU Typology H? H* Legend: S* Sick S* Sick	In the second se	A should b brand TST-1 Normative G H H H BS (D) = Bt BS (D) = Bt BS (D) = Bt H = Hanvest D/W = Dives	e G. is not c Positiv C on Actual L H H H Share st / With Part of the state of the s	Con of the ompan	NC ==> C =>	GGM F GGM F BGR 11.74% 48.31% 33.06% 37.59% 36.04% 40.63% 58.21% 75.19% 19.48% 20.80% -14.26% 9.30% -3.74% 11.23% GGM F G = Gain L = Loser H = Holde	A.34%	40.81% 10.54% C = Cons	H? ==> H*           ==>	Trend	\$22,268,53 \$23,763,60 \$19,727,40 \$29,758,34 \$31,679,38 \$23,126,21 \$17,443,90 \$18,800,10 \$17,967,25 \$22,532,00 \$28,392,50 \$23,830,80 \$25,383,33 \$37,792,37 \$24,612,21 \$16,401,20 \$21,436,74

Page 56 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

## Figure 7 Data Extraction Table – Ratios & Profitability Worksheets

Data Extra	ction from		FE Results Workbook.xls To	NPB & Tr	ends Workbook	
		Ratio	os & Profitability Worksheet	s		
COMPETE NPB & Trends Workbo	ok			ulte Work	book x.xls (x = Period Number)	
Account	Cell Ref.		Worksheet (Tab)	Page #	, , , , , , , , , , , , , , , , , , ,	Cell Ref.
Ratios Worksheet (Tab)	Period 1		Worksheet (Tab)	Faye #	Account	Cell Rel.
Earnings per Share Company 1 Period 1	B9	from>	EPS, Mkt%, SF Activity	8	Company 1 EPS By Time Period	E9
Earnings per Share Company 2 Period 1	C9		EPS, Mkt%, SF Activity	8	Company 2 EPS By Time Period	E10
Earnings per Share Company 2 Period 1	D9		EPS, Mkt%, SF Activity	8	Company 3 EPS By Time Period	E10
	E9			8		E11
Earnings per Share Company 4 Period 1	E9 F9		EPS, Mkt%, SF Activity	8	Company 4 EPS By Time Period	E12
Earnings per Share Company 5 Period 1	B26		EPS, Mkt%, SF Activity	14	Company 5 EPS By Time Period	G29
Sales (In '000s) Company 1 Period 1			Quality, Dollar Sales		Company 1 Dollar Sales * 1000	G29 G30
Sales (In '000s) Company 2 Period 1	C26		Quality, Dollar Sales	14	Company 2 Dollar Sales * 1000	
Sales (In '000s) Company 3 Period 1	D26		Quality, Dollar Sales	14	Company 3 Dollar Sales * 1000	G31
Sales (In '000s) Company 4 Period 1	E26		Quality, Dollar Sales	14	Company 4 Dollar Sales * 1000	G32
Sales (In '000s) Company 5 Period 1	F26	from ==>	Quality, Dollar Sales	14	Company 5 Dollar Sales * 1000	G33
Profitability Worksheet (Tab)						
Net Profit After Tax Company 1 Year 1	B6	from ==>	EPS, Mkt%, SF Activity	8	Period 4 Company 1 EPS for Year	F9
Net Profit After Tax Company 2 Year 1	B7		EPS, Mkt%, SF Activity	8	Period 4 Company 2 EPS for Year	F10
Net Profit After Tax Company 3 Year 1	B8		EPS, Mkt%, SF Activity	8	Period 4 Company 3 EPS for Year	F11
Net Profit After Tax Company 4 Year 1	B9		EPS, Mkt%, SF Activity	8	Period 4 Company 4 EPS for Year	F12
Net Profit After Tax Company 5 Year 1	B10		EPS, Mkt%, SF Activity	8	Period 4 Company 5 EPS for Year	F13
Net Profit After Tax Company 1 Cumulative	C6		EPS, Mkt%, SF Activity	8	Period 4 Company 1 EPS for Game	G9
Net Profit After Tax Company 2 Cumulative	C7		EPS, Mkt%, SF Activity	8	Period 4 Company 2 EPS for Game	G10
Net Profit After Tax Company 3 Cumulative	C8		EPS, Mkt%, SF Activity	8	Period 4 Company 3 EPS for Game	G11
Net Profit After Tax Company 4 Cumulative	C9		EPS, Mkt%, SF Activity	8	Period 4 Company 4 EPS for Game	G12
Net Profit After Tax Company 5 Cumulative	C10		EPS, Mkt%, SF Activity	8	Period 4 Company 5 EPS for Game	G13
Net Profit After Tax Company 1 Year 2	B14		EPS, Mkt%, SF Activity	8	Period 8 Company 1 EPS for Year	F9
Net Profit After Tax Company 2 Year 2	B15		EPS, Mkt%, SF Activity	8	Period 8 Company 2 EPS for Year	F10
Net Profit After Tax Company 2 Year 2	B16		EPS, Mkt%, SF Activity	8	Period 8 Company 3 EPS for Year	F11
Net Profit After Tax Company 4 Year 2	B10		EPS, Mkt%, SF Activity	8	Period 8 Company 4 EPS for Year	F12
Net Profit After Tax Company 5 Year 2	B18		EPS, Mkt%, SF Activity	8	Period 8 Company 5 EPS for Year	F13
Net Profit After Tax Company 1 Cumulative	C14		EPS, Mkt%, SF Activity	8	Period 8 Company 1 EPS for Game	G9
Net Profit After Tax Company 2 Cumulative	C15		EPS, Mkt%, SF Activity	8	Period 8 Company 2 EPS for Game	G10
Net Profit After Tax Company 2 Cumulative	C15		EPS, Mkt%, SF Activity	8	Period 8 Company 3 EPS for Game	G10 G11
Net Profit After Tax Company 5 Cumulative	C10		EPS, Mkt%, SF Activity	8	Period 8 Company 3 EPS for Game	G12
Net Profit After Tax Company 5 Cumulative	C18		EPS, Mkt%, SF Activity	8	Period 8 Company 5 EPS for Game	G12 G13
Net Profit After Tax Company 3 Cumulative Net Profit After Tax Company 1 Year 3	B22		EPS, Mkt%, SF Activity	8	Period 12 Company 1 EPS for Year	F9
Net Profit After Tax Company 2 Year 3	B22 B23		EPS, Mkt%, SF Activity	8	Period 12 Company 1 EPS for Year	F9 F10
· · ·	B23 B24		-	8		F10
Net Profit After Tax Company 3 Year 3 Net Profit After Tax Company 4 Year 3	B24 B25		EPS, Mkt%, SF Activity	8	Period 12 Company 3 EPS for Year	F11 F12
	B25 B26		EPS, Mkt%, SF Activity	8	Period 12 Company 4 EPS for Year	F12 F13
Net Profit After Tax Company 5 Year 3			EPS, Mkt%, SF Activity	8	Period 12 Company 5 EPS for Year	-
Net Profit After Tax Company 1 Cumulative	C22		EPS, Mkt%, SF Activity	-	Period 12 Company 1 EPS for Game	G9
Net Profit After Tax Company 2 Cumulative	C23		EPS, Mkt%, SF Activity	8	Period 12 Company 2 EPS for Game	G10
Net Profit After Tax Company 3 Cumulative	C24		EPS, Mkt%, SF Activity	8	Period 12 Company 3 EPS for Game	G11 G12
Net Profit After Tax Company 4 Cumulative	C25		EPS, Mkt%, SF Activity	8	Period 12 Company 4 EPS for Game	-
Net Profit After Tax Company 5 Cumulative	C26	Trom ==>	EPS, Mkt%, SF Activity	8	Period 12 Company 5 EPS for Game	G13

### Figure 8 Data Extraction Table – Coordinates Worksheet – Sales (in Units)

Data Extractio	on from CO		Results Workbook	xis To N	PB & Trends Workbook	
Dua Exiden			ordinates Workshe			
COMPETE NPB & Trends Workbook		1	CO		esults Workbook x.xls (x = Period Number)	
Account	Cell Ref.		Worksheet (Tab)		Account	Cell Ref.
Coordinates Worksheet (Tab)						
Company 1 TST - Reg 1 Period 1 Sales (in Units)	B113	from ==>	Market Share	13	Company 1 TST - Reg 1 Market Share (in Units)	D10
Company 1 TST - Reg 2 Period 1 Sales (in Units)	C113		Market Share	13	Company 1 TST - Reg 2 Market Share (in Units)	D20
Company 1 TST - Reg 3 Period 1 Sales (in Units)	D113		Market Share	13	Company 1 TST - Reg 3 Market Share (in Units)	D30
Company 1 CVE - Reg 1 Period 1 Sales (in Units)	E113	-	Market Share	13	Company 1 CVE - Reg 1 Market Share (in Units)	F10
Company 1 CVE - Reg 2 Period 1 Sales (in Units)	F113		Market Share	13	Company 1 CVE - Reg 2 Market Share (in Units)	F20
Company 1 CVE - Reg 3 Period 1 Sales (in Units)	G113		Market Share	13	Company 1 CVE - Reg 3 Market Share (in Units)	F30
Company 1 SSL - Reg 1 Period 1 Sales (in Units)	H113	-	Market Share	13	Company 1 SSL - Reg 1 Market Share (in Units)	H10
Company 1 SSL - Reg 2 Period 1 Sales (in Units)	1113		Market Share	13	Company 1 SSL - Reg 2 Market Share (in Units)	H20
Company 1 SSL - Reg 3 Period 1 Sales (in Units)	J113		Market Share	13	Company 1 SSL - Reg 3 Market Share (in Units)	H30
Company 2 TST - Reg 1 Period 1 Sales (in Units)	B128	-	Market Share	13	Company 2 TST - Reg 1 Market Share (in Units)	D11
Company 2 TST - Reg 2 Period 1 Sales (in Units)	C128	-	Market Share	13	Company 2 TST - Reg 2 Market Share (in Units)	D21
Company 2 TST - Reg 3 Period 1 Sales (in Units)	D128		Market Share	13	Company 2 TST - Reg 3 Market Share (in Units)	D31
Company 2 CVE - Reg 1 Period 1 Sales (in Units)	E128		Market Share	13	Company 2 CVE - Reg 1 Market Share (in Units)	F11
Company 2 CVE - Reg 2 Period 1 Sales (in Units)	F128		Market Share	13	Company 2 CVE - Reg 2 Market Share (in Units)	F21
Company 2 CVE - Reg 3 Period 1 Sales (in Units)	G128		Market Share	13	Company 2 CVE - Reg 3 Market Share (in Units)	F31
Company 2 SSL - Reg 1 Period 1 Sales (in Units)	H128	-	Market Share	13	Company 2 SSL - Reg 1 Market Share (in Units)	H11
Company 2 SSL - Reg 2 Period 1 Sales (in Units)	1128		Market Share	13	Company 2 SSL - Reg 2 Market Share (in Units)	H21
Company 2 SSL - Reg 3 Period 1 Sales (in Units)	J128		Market Share	13	Company 2 SSL - Reg 3 Market Share (in Units)	H31
Company 3 TST - Reg 1 Period 1 Sales (in Units)	B143	-	Market Share	13	Company 3 TST - Reg 1 Market Share (in Units)	D12
Company 3 TST - Reg 2 Period 1 Sales (in Units)	C143		Market Share	13	Company 3 TST - Reg 2 Market Share (in Units)	D12
Company 3 TST - Reg 3 Period 1 Sales (in Units)	D143		Market Share	13	Company 3 TST - Reg 3 Market Share (in Units)	D22
Company 3 CVE - Reg 1 Period 1 Sales (in Units)	E143		Market Share	13	Company 3 CVE - Reg 1 Market Share (in Units)	F12
Company 3 CVE - Reg 2 Period 1 Sales (in Units)	F143	-	Market Share	13	Company 3 CVE - Reg 2 Market Share (in Units)	F22
Company 3 CVE - Reg 3 Period 1 Sales (in Units)	G143		Market Share	13	Company 3 CVE - Reg 3 Market Share (in Units)	F32
Company 3 SSL - Reg 1 Period 1 Sales (in Units)	H143	-	Market Share	13	Company 3 SSL - Reg 1 Market Share (in Units)	H12
Company 3 SSL - Reg 2 Period 1 Sales (in Units)	1143		Market Share	13	Company 3 SSL - Reg 2 Market Share (in Units)	H22
Company 3 SSL - Reg 3 Period 1 Sales (in Units)	J143	-	Market Share	13	Company 3 SSL - Reg 3 Market Share (in Units)	H32
	B158	-	Market Share	13		D13
Company 4 TST - Reg 1 Period 1 Sales (in Units)	C158		Market Share	13	Company 4 TST - Reg 1 Market Share (in Units)	D13
Company 4 TST - Reg 2 Period 1 Sales (in Units)	D158		Market Share	13	Company 4 TST - Reg 2 Market Share (in Units)	D23
Company 4 TST - Reg 3 Period 1 Sales (in Units) Company 4 CVE - Reg 1 Period 1 Sales (in Units)	E158		Market Share	13	Company 4 TST - Reg 3 Market Share (in Units) Company 4 CVE - Reg 1 Market Share (in Units)	F13
		-				-
Company 4 CVE - Reg 2 Period 1 Sales (in Units)	F158 G158		Market Share Market Share	13 13	Company 4 CVE - Reg 2 Market Share (in Units)	F23 F33
Company 4 CVE - Reg 3 Period 1 Sales (in Units)		-			Company 4 CVE - Reg 3 Market Share (in Units)	
Company 4 SSL - Reg 1 Period 1 Sales (in Units)	H158		Market Share	13 13	Company 4 SSL - Reg 1 Market Share (in Units)	H13 H23
Company 4 SSL - Reg 2 Period 1 Sales (in Units)	1158		Market Share		Company 4 SSL - Reg 2 Market Share (in Units)	
Company 4 SSL - Reg 3 Period 1 Sales (in Units)	J158	-	Market Share	13	Company 4 SSL - Reg 3 Market Share (in Units)	H33
Company 5 TST - Reg 1 Period 1 Sales (in Units)	B173		Market Share	13	Company 5 TST - Reg 1 Market Share (in Units)	D14
Company 5 TST - Reg 2 Period 1 Sales (in Units)	C173	-	Market Share	13	Company 5 TST - Reg 2 Market Share (in Units)	D24
Company 5 TST - Reg 3 Period 1 Sales (in Units)	D173		Market Share	13	Company 5 TST - Reg 3 Market Share (in Units)	D34
Company 5 CVE - Reg 1 Period 1 Sales (in Units)	E173	-	Market Share	13	Company 5 CVE - Reg 1 Market Share (in Units)	F14
Company 5 CVE - Reg 2 Period 1 Sales (in Units)	F173		Market Share	13	Company 5 CVE - Reg 2 Market Share (in Units)	F24
Company 5 CVE - Reg 3 Period 1 Sales (in Units)	G173		Market Share	13	Company 5 CVE - Reg 3 Market Share (in Units)	F34
Company 5 SSL - Reg 1 Period 1 Sales (in Units)	H173		Market Share	13	Company 5 SSL - Reg 1 Market Share (in Units)	H14
Company 5 SSL - Reg 2 Period 1 Sales (in Units)	1173		Market Share	13	Company 5 SSL - Reg 2 Market Share (in Units)	H24
Company 5 SSL - Reg 3 Period 1 Sales (in Units)	J173	trom ==>	Market Share	13	Company 5 SSL - Reg 3 Market Share (in Units)	H34

## Figure 9 Data Extraction Table – Coordinates Worksheet – Price

Data Extraction from COMPETE Results Workbook.xls To NPB & Trends Workbook

#### **Coordinates Worksheet**

		oorumate	s Worksheet			
COMPETE NPB & Trends Workbook		1	COMPETE F	Results V	Vorkbook x.xls (x = Period Num	ber)
Account	Cell Ref.		Worksheet (Tab)			Cell Ref.
Coordinates Worksheet (Tab)						
Company 1 TST - Reg 1 Period 1 Price	N113	from ==>	Forecast, Prices	13	Company 1 TST - Region 1 Price	D32
Company 1 TST - Reg 2 Period 1 Price	O113	from ==>	Forecast, Prices	13	Company 1 TST - Region 2 Price	G32
Company 1 TST - Reg 3 Period 1 Price	P113	from ==>	Forecast, Prices	13	Company 1 TST - Region 3 Price	J32
Company 1 CVE - Reg 1 Period 1 Price	Q113	from ==>	Forecast, Prices	13	Company 1 CVE - Region 1 Price	E32
Company 1 CVE - Reg 2 Period 1 Price	R113	from ==>	Forecast, Prices	13	Company 1 CVE - Region 2 Price	H32
Company 1 CVE - Reg 3 Period 1 Price	S113	from ==>	Forecast, Prices	13	Company 1 CVE - Region 3 Price	K32
Company 1 SSL - Reg 1 Period 1 Price	T113	from ==>	Forecast, Prices	13	Company 1 SSL - Region 1 Price	F32
Company 1 SSL - Reg 2 Period 1 Price	U113	from ==>	Forecast, Prices	13	Company 1 SSL - Region 2 Price	132
Company 1 SSL - Reg 3 Period 1 Price	V113	from ==>	Forecast, Prices	13	Company 1 SSL - Region 3 Price	L32
Company 2 TST - Reg 1 Period 1 Price	N128	from ==>	Forecast, Prices	13	Company 2 TST - Region 1 Price	D33
Company 2 TST - Reg 2 Period 1 Price	O128	from ==>	Forecast, Prices	13	Company 2 TST - Region 2 Price	G33
Company 2 TST - Reg 3 Period 1 Price	P128	from ==>	Forecast, Prices	13	Company 2 TST - Region 3 Price	J33
Company 2 CVE - Reg 1 Period 1 Price	Q128	from ==>	Forecast, Prices	13	Company 2 CVE - Region 1 Price	E33
Company 2 CVE - Reg 2 Period 1 Price	R128	from ==>	Forecast, Prices	13	Company 2 CVE - Region 2 Price	H33
Company 2 CVE - Reg 3 Period 1 Price	S128	from ==>	Forecast, Prices	13	Company 2 CVE - Region 3 Price	K33
Company 2 SSL - Reg 1 Period 1 Price	T128	from ==>	Forecast, Prices	13	Company 2 SSL - Region 1 Price	F33
Company 2 SSL - Reg 2 Period 1 Price	U128	from ==>	Forecast, Prices	13	Company 2 SSL - Region 2 Price	133
Company 2 SSL - Reg 3 Period 1 Price	V128	from ==>	Forecast, Prices	13	Company 2 SSL - Region 3 Price	L33
Company 3 TST - Reg 1 Period 1 Price	N143	from ==>	Forecast, Prices	13	Company 3 TST - Region 1 Price	D34
Company 3 TST - Reg 2 Period 1 Price	O143	from ==>	Forecast, Prices	13	Company 3 TST - Region 2 Price	G34
Company 3 TST - Reg 3 Period 1 Price	P143	from ==>	Forecast, Prices	13	Company 3 TST - Region 3 Price	J34
Company 3 CVE - Reg 1 Period 1 Price	Q143	from ==>	Forecast, Prices	13	Company 3 CVE - Region 1 Price	E34
Company 3 CVE - Reg 2 Period 1 Price	R143	from ==>	Forecast, Prices	13	Company 3 CVE - Region 2 Price	H34
Company 3 CVE - Reg 3 Period 1 Price	S143	from ==>	Forecast, Prices	13	Company 3 CVE - Region 3 Price	K34
Company 3 SSL - Reg 1 Period 1 Price	T143	from ==>	Forecast, Prices	13	Company 3 SSL - Region 1 Price	F34
Company 3 SSL - Reg 2 Period 1 Price	U143	from ==>	Forecast, Prices	13	Company 3 SSL - Region 2 Price	134
Company 3 SSL - Reg 3 Period 1 Price	V143	from ==>	Forecast, Prices	13	Company 3 SSL - Region 3 Price	L34
Company 4 TST - Reg 1 Period 1 Price	N158	from ==>	Forecast, Prices	13	Company 4 TST - Region 1 Price	D35
Company 4 TST - Reg 2 Period 1 Price	O158	from ==>	Forecast, Prices	13	Company 4 TST - Region 2 Price	G35
Company 4 TST - Reg 3 Period 1 Price	P158	from ==>	Forecast, Prices	13	Company 4 TST - Region 3 Price	J35
Company 4 CVE - Reg 1 Period 1 Price	Q158	from ==>	Forecast, Prices	13	Company 4 CVE - Region 1 Price	E35
Company 4 CVE - Reg 2 Period 1 Price	R158	from ==>	Forecast, Prices	13	Company 4 CVE - Region 2 Price	H35
Company 4 CVE - Reg 3 Period 1 Price	S158	from ==>	Forecast, Prices	13	Company 4 CVE - Region 3 Price	K35
Company 4 SSL - Reg 1 Period 1 Price	T158	from ==>	Forecast, Prices	13	Company 4 SSL - Region 1 Price	F35
Company 4 SSL - Reg 2 Period 1 Price	U158	from ==>	Forecast, Prices	13	Company 4 SSL - Region 2 Price	135
Company 4 SSL - Reg 3 Period 1 Price	V158	from ==>	Forecast, Prices	13	Company 4 SSL - Region 3 Price	L35
Company 5 TST - Reg 1 Period 1 Price	N173	from ==>	Forecast, Prices	13	Company 5 TST - Region 1 Price	D36
Company 5 TST - Reg 2 Period 1 Price	0173	from ==>	Forecast, Prices	13	Company 5 TST - Region 2 Price	G36
Company 5 TST - Reg 3 Period 1 Price	P173	from ==>	Forecast, Prices	13	Company 5 TST - Region 3 Price	J36
Company 5 CVE - Reg 1 Period 1 Price	Q173	from ==>	Forecast, Prices	13	Company 5 CVE - Region 1 Price	E36
Company 5 CVE - Reg 2 Period 1 Price	R173	from ==>	Forecast, Prices	13	Company 5 CVE - Region 2 Price	H36
Company 5 CVE - Reg 3 Period 1 Price	S173	from ==>	Forecast, Prices	13	Company 5 CVE - Region 3 Price	K36
Company 5 SSL - Reg 1 Period 1 Price	T173	from ==>	Forecast, Prices	13	Company 5 SSL - Region 1 Price	F36
Company 5 SSL - Reg 2 Period 1 Price	U173	from ==>	Forecast, Prices	13	Company 5 SSL - Region 2 Price	136
Company 5 SSL - Reg 3 Period 1 Price	V173	from ==>	Forecast, Prices	13	Company 5 SSL - Region 3 Price	L36

## Figure 10

## **Coordinates Worksheet** – Quarterly Sales With Cell Comments (in Units)

A	ales (in Units)								
Company 1	TST - Reg 1	Kauthan		CVE - Reg 1	CVE - Reg 2	CVE - Reg 3	SSL - Reg 1	SSL - Reg 2	SSL - Reg 3
Period 1	1,456			7,863	8,845	6,360	73,754	79,400	64,861
Period 2	555		1 Unit Sales						
			rom Unit Sales		15,056	11,100	67,955	71,960	60,602
Period 3	1,006	by Product		23,627	25,219	19,634	44,153	46,214	40,742
Period 4	1,997	Table for P	eriod 1.	7,887	Author:		133,073	140,654	114,840
Period 5	1,294	1,758	1,199	7,887 5,000	CVF Region	1 Unit Sales	81,965	88,147	70,175
Period 6	567	699	480	9,503	CT L Region	rom Unit Sales	65,499	76,916	64,513
Period 7	959	977	773	18,395	by Product		28,917	34,226	30,614
Period 8	1,882	2,380	1,762	12,114	Table for P	eriod 5.	98,185	Author:	
Period 9	1,449	1,804	1,645	8,628	11,415	6,073	83,467		1 Unit Sales
Period 10	723	721	701	14,714	22,766	13,714	75,730		rom Unit Sales
Period 11	1,038	1,201	982	23,495	36,376	26,220	45,856	by Product	
								Table for P	
Period 12	2,122	3,269	2,750	11,690	23,928	12,344	116,973	T ADIE TOT P	enou 9.
Company 2	TST - Reg 1	T/		CVE - Reg 1	CVE - Reg 2	CVE - Reg 3	SSL - Reg 1	SSL - Reg 2	SSL - Reg 3
Period 1	1,190	Author:		8,552	9,101	5,609	76,156	63,885	44,316
			n 1 Unit Sales	1					· · · · · · · · · · · · · · · · · · ·
Period 2	577		rom Unit Sales	12,529	13,599	8,881	55,252	50,965	36,020
Period 3	933	by Product		14,294	16,416	12,076	48,545	45,896	43,464
Period 4	1,900	Table for P	eriod 1.	14,663	Author:	10	83,873	85,058	88,505
Period 5	1,281	1,335	1,121	10,304		1 Unit Calac	64,454	66,836	57,235
Period 6	719	757	649			1 Unit Sales			
				16,842		rom Unit Sales	75,456	80,230	77,752
Period 7	1,208	1,433	1,139	23,207	by Product		76,554	81,838	84,920
Period 8	1,932	2,271	1,788	18,493	Table for P	eriod 5.	144,265	Author:	150.000
Period 9	1,360	1,696	1,373	11,600	15,593	9,877	80,736		1 Unit Sales
Period 10	700	900	800	13,989	21,273	13,227	69,307		
									rom Unit Sales
Period 11	1,282	1,818	1,365	17,303	29,355	18,731	71,992	by Product	
Period 12	1,898	2,511	2,136	16,139	27,026	18,626	125,209	Table for P	eriod 9.
Company 3	TST - Reg 1	Author:				CVE - Reg 3			
Period 1	1,500		1 Unit Sales	10,100	13,985	8,989	104,139	115,652	79,455
Period 2	800		rom Unit Sales	11,350	17,159	9,787	98,656	108,415	71,253
Period 3	1,358	by Product		20,047	26,971	17,685	90,191	96,272	61,291
Period 4	2,484	Table for P		19,944			179,462	192,887	120,490
	1			19,944	Author:				
Period 5	1,630	1,707	1,437	11,646	CVE Regior	1 Unit Sales	100,435	115,182	75,213
Period 6	736	878	669	14,263	extracted f	rom Unit Sales	86,303	100,969	57,105
Period 7	1,359	1,674	1,319	19,317	by Product	by Region	80,678	104,761	65,593
Period 8	2,583								
		3 088	2 626						
		3,088	2,626	17,984	Table for P	eriod 5.			
Period 9	1,388	1,871	1,887	17,984 10,505	Table for P 20,122	eriod 5. 10,041	144,809 91,037	Author: SSL Region	1 Unit Sales
Period 9 Period 10	1,388 575	1,871 897	1,887 826	17,984 10,505 12,896	Table for P 20,122 25,929	eriod 5. 10,041 13,656	144,809 91,037 75,904	Author: SSL Region extracted f	rom Unit Sales
Period 9	1,388	1,871	1,887	17,984 10,505	Table for P 20,122	eriod 5. 10,041	144,809 91,037	Author: SSL Region extracted f by Product	rom Unit Sales by Region
Period 9 Period 10	1,388 575	1,871 897	1,887 826	17,984 10,505 12,896	Table for P 20,122 25,929	eriod 5. 10,041 13,656	144,809 91,037 75,904	Author: SSL Region extracted f	rom Unit Sales by Region
Period 9 Period 10 Period 11	1,388 575 1,106	1,871 897 1,514	1,887 826 1,371	17,984 10,505 12,896 18,672	Table for P           20,122           25,929           39,295	eriod 5. 10,041 13,656 20,773	144,809 91,037 75,904 61,849	Author: SSL Region extracted f by Product	rom Unit Sales by Region
Period 9 Period 10 Period 11 Period 12	1,388 575 1,106 2,059	1,871 897 1,514 2,778	1,887 826 1,371	17,984 10,505 12,896 18,672 15,468	Table for P           20,122           25,929           39,295           34,068	eriod 5. 10,041 13,656 20,773 18,060	144,809 91,037 75,904 61,849 118,199	Author: SSL Region extracted f by Product Table for P	rom Unit Sales by Region eriod 9.
Period 9 Period 10 Period 11 Period 12 Company 4	1,388 575 1,106 2,059 TST - Reg 1	1,871 897 1,514 2,778	1,887 826 1,371 2,837	17,984 10,505 12,896 18,672 15,468 CVE - Reg 1	Table for P 20,122 25,929 39,295 34,068 CVE - Reg 2	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3	144,809 91,037 75,904 61,849 118,199 SSL - Reg 1	Author: SSL Region extracted f by Product Table for Pu SSL - Reg 2	rom Unit Sales by Region eriod 9. SSL - Reg 3
Period 9 Period 10 Period 11 Period 12 Company 4 Period 1	1,388 575 1,106 2,059 TST - Reg 1 1,300	1,871 897 1,514 2,778 <b>Author:</b> TST Regior	1,887 826 1,371 2,837	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849	144,809 91,037 75,904 61,849 118,199 SSL - Reg 1 86,636	Author: SSL Region extracted f by Product Table for Pu SSL - Reg 2 82,563	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011
Period 9 Period 10 Period 11 Period 12 Company 4	1,388 575 1,106 2,059 TST - Reg 1	1,871 897 1,514 2,778 <b>Author:</b> TST Regior	1,887 826 1,371 2,837	17,984 10,505 12,896 18,672 15,468 CVE - Reg 1	Table for P 20,122 25,929 39,295 34,068 CVE - Reg 2	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976	144,809 91,037 75,904 61,849 118,199 SSL - Reg 1	Author: SSL Region extracted f by Product Table for Pu SSL - Reg 2	rom Unit Sales by Region eriod 9. SSL - Reg 3
Period 9 Period 10 Period 11 Period 12 Company 4 Period 1	1,388 575 1,106 2,059 TST - Reg 1 1,300	1,871 897 1,514 2,778 <b>Author:</b> TST Regior	1,887 826 1,371 2,837	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849	144,809 91,037 75,904 61,849 118,199 SSL - Reg 1 86,636	Author: SSL Region extracted f by Product Table for Pu SSL - Reg 2 82,563	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011
Period 9 Period 10 Period 11 Period 12 Company 4 Period 1 Period 2	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165	1,871 897 1,514 2,778 <b>Author:</b> TST Regior extracted f	1,887 826 1,371 2,837	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976	144,809 91,037 <sup>*</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109
Period 9 Period 10 Period 11 Period 12 Company 4 Period 1 Period 2 Period 3 Period 4	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646	1,871 897 1,514 2,778 VAuthor: TST Region extracted f by Product Table for P	1,887 826 1,371 2,837 1 Unit Sales rom Unit Sales by Region eriod 1.	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369	144,809 91,037 <sup>1</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527
Period 9 Period 10 Period 11 Period 12 Company 4 Period 1 Period 2 Period 3 Period 4 Period 5	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646 1,183	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347	1,887 826 1,371 2,837 1 Unit Sales rom Unit Sales by Region eriod 1. 944	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 9,976 11,369 1 Unit Sales	144,809 91,037 <sup>1</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812
Period 9 Period 10 Period 11 Period 12 Company 4 Period 1 Period 2 Period 3 Period 4 Period 5 Period 6	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646 1,183 601	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739	1,887 826 1,371 2,837 • 1 Unit Sales rom Unit Sales by Region eriod 1. 944 548	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           cytracted f	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1,369 11,369 11,369	144,809 91,037 <sup>*</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503
Period 9 Period 10 Period 11 Period 12 Company 4 Period 1 Period 2 Period 3 Period 4 Period 5	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646 1,183	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347	1,887 826 1,371 2,837 1 Unit Sales rom Unit Sales by Region eriod 1. 944	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted f           by Product	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales by Region	144,809 91,037 <sup>1</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812
Period 9 Period 10 Period 11 Period 12 Company 4 Period 1 Period 2 Period 3 Period 4 Period 5 Period 6	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646 1,183 601	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739	1,887 826 1,371 2,837 • 1 Unit Sales rom Unit Sales by Region eriod 1. 944 548	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           cytracted f	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales by Region	144,809 91,037 <sup>*</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,558	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503
Period 9 Period 10 Period 11 Period 11 Period 12 Period 2 Period 3 Period 4 Period 5 Period 7 Period 7 Period 8	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670	1,887 826 1,371 2,837 1 Unit Sales by Region eriod 1. 944 548 946 1,637	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Regior           extracted for P           by Product           Table for P	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales by Region eriod 5.	144,809 91,037 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231	Author: SSL Region extracted f by Product Table for P SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author:	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586
Period 9 Period 10 Period 11 Period 12 Period 2 Period 3 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8 Period 8 Period 9	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030	1,887 826 1,371 2,837 1 Unit Sales rom Unit Sales rom Unit Sales by Region eriod 1. 944 548 946 1,637 538	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 9,768 7,693 6,000	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted for P           by Product           Table for P           6,498	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales from Unit Sales by Region eriod 5. 16,907	144,809 91,037 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929	Author: SSL Region extracted f by Product Table for P SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,558 Author: SSL Region	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8 Period 9 Period 10	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200	1,887 826 1,371 2,837 1 Unit Sales from Unit Sales by Region eriod 1. 944 548 946 1,637 538 449	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted f           by Product           Table for P           6,498           7,714	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales to Unit Sales by Region eriod 5.	144,809 91,037 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8 Period 9 Period 10 Period 11	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175	1,887 826 1,371 2,837 1 Unit Sales from Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389 13,074	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE regione           extracted f           by Product           Table for P           6,498         7,714           10,093	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1,369 1 Unit Sales from Unit Sales by Region eriod 5. 16,907 20,291 23,600	144,809 91,037 <sup>7</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f by Product	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales tom Unit Sales by Region
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8 Period 9 Period 10	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200	1,887 826 1,371 2,837 1 Unit Sales from Unit Sales by Region eriod 1. 944 548 946 1,637 538 449	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted f           by Product           Table for P           6,498           7,714	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales to Unit Sales by Region eriod 5.	144,809 91,037 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 6 Period 7 Period 8 Period 9 Period 10 Period 11	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175	1,887 826 1,371 2,837 1 Unit Sales from Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389 13,074	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE regione           extracted f           by Product           Table for P           6,498         7,714           10,093	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1,369 1 Unit Sales from Unit Sales by Region eriod 5. 16,907 20,291 23,600	144,809 91,037 <sup>7</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f by Product	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 4 Period 5 Period 7 Period 8 Period 9 Period 10 Period 11 Period 12	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,646 1,183 601 993 1,708 1,708 1,708 1,326 647 1,043 1,816	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700	1,887 826 1,371 2,837 1 Unit Sales from Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389 13,074 13,007	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted f           by Product           Table for P           6,498           7,714           10,093           4,143	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales from Unit Sales by Region eriod 5. 16,907 20,291 23,600 22,864	144,809 91,037 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067	Author: SSL Region extracted f by Product Table for P 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f by Product Table for P	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region eriod 9.
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 4 Period 5 Period 7 Period 8 Period 9 Period 10 Period 11 Period 12 Period 12	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043 1,816 TST - Reg 1	1,871 897 1,514 2,778 Author: TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700	1,887 826 1,371 2,837 1 Unit Sales from Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212 1,280	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389 13,074 13,007 <b>CVE - Reg 1</b>	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted for P           6,498           7,714           10,093           4,143           CVE - Reg 2	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales from Unit Sales by Region eriod 5. 16,907 20,291 23,600 22,864 CVE - Reg 3	144,809 91,037 <sup>1</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,033 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067	Author: SSL Region extracted f by Product Table for P 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f by Product Table for P	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region eriod 9.
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 4 Period 5 Period 6 Period 7 Period 8 Period 10 Period 10 Period 11 Period 12 Period 12	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,646 1,183 601 993 1,708 1,646 1,183 601 993 1,708 1,816 647 1,043 1,816 <b>TST - Reg 1</b>	1,871 897 1,514 2,778 Author: TST Regior extracted fb by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700	1,887 826 1,371 2,837 1 Unit Sales from Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212 1,280	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 8,286 9,769 3,693 6,000 9,389 13,074 13,007 <b>CVE - Reg 1</b> 0	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE egior           CVE Regior           extracted f           by Product           Table for P           6,498         7,714           10,093         4,143           CVE - Reg 2           CVE - Reg 2	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 9,976 11,369 10,007 20,291 23,600 22,864 CVE - Reg 3 0	144,809 91,037 <sup>1</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,058 Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 0	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region eriod 9. SSL - Reg 3 0
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 4 Period 5 Period 7 Period 8 Period 9 Period 10 Period 11 Period 12 Period 12	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043 1,816 TST - Reg 1	1,871 897 1,514 2,778 Author: TST Regior extracted fb by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700	1,887 826 1,371 2,837 1 Unit Sales from Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212 1,280	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 8,286 9,769 3,693 6,000 9,389 13,074 13,007 <b>CVE - Reg 1</b> 0	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted for P           6,498           7,714           10,093           4,143           CVE - Reg 2	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales from Unit Sales by Region eriod 5. 16,907 20,291 23,600 22,864 CVE - Reg 3	144,809 91,037 <sup>1</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,033 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067	Author: SSL Region extracted f by Product Table for P 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f by Product Table for P	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region eriod 9.
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 4 Period 5 Period 6 Period 7 Period 8 Period 10 Period 11 Period 12 Company 5 Period 1 Period 2	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043 1,326 647 1,043 1,816 0 0 0	1,871 897 1,514 2,778 Author: TST Regior extracted fb by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700	1,887 826 1,371 2,837 1 Unit Sales rom Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212 1,280	17,984 10,505 12,896 18,672 15,468 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 8,286 9,769 3,693 6,000 9,389 13,074 13,007 <b>CVE - Reg 1</b> 0	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE egior           CVE Regior           extracted f           by Product           Table for P           6,498         7,714           10,093         4,143           CVE - Reg 2           CVE - Reg 2	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 9,976 11,369 10,007 20,291 23,600 22,864 CVE - Reg 3 0	144,809 91,037 <sup>1</sup> 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067	Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,058 Author: SSL Region extracted f by Product Table for Pr SSL - Reg 2 0	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales by Region eriod 9. SSL - Reg 3 0 0
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 5 Period 4 Period 5 Period 7 Period 8 Period 9 Period 10 Period 10 Period 11 Period 12 Period 2 Period 2 Period 3	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043 1,326 647 1,043 1,816 <b>TST - Reg 1</b> 0 0 0 0	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700	1,887 826 1,371 2,837 1 Unit Sales by Region eriod 1. 944 946 1,637 538 449 1,212 1,280 1 Unit Sales by Region	17,984 10,505 12,896 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389 13,074 13,007 <b>CVE - Reg 1</b> 0 0 0 0	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Regior           extracted for P           6,498           7,714           10,093           4,143           CVE - Reg 2           0           0           0           0           0           0	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 0,849 9,976 11,369 1 Unit Sales by Region eriod 5. 16,907 20,291 23,600 22,864 CVE - Reg 3 0 0	144,809 91,037 75,904 61,849 118,199 118,199 18,6636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067 8SL - Reg 1 0 0 0	Author: SSL Region extracted f by Product Table for P SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f by Product Table for P	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region eriod 9. SSL - Reg 3 0 0 0
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 3 Period 4 Period 4 Period 5 Period 4 Period 5 Period 7 Period 10 Period 11 Period 11 Period 12 Period 2 Period 3 Period 4	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043 1,326 647 1,043 1,816 <b>TST - Reg 1</b> 0 0 0 0	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700 <b>Xuthor:</b> TST Region extracted f by Product TST Region extracted f by Product	1,887 826 1,371 2,837 1 Unit Sales rom Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212 1,280 1,011 Sales rom Unit Sales rom Unit Sales rom Unit Sales	17,984 10,505 12,896 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389 13,074 13,007 <b>CVE - Reg 1</b> 0 0 0 0	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Regior           extracted for P           6,498           7,714           10,093           4,143           CVE - Reg 2           0           0           0           0           0           0	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 11,369 11,369 11,369 11,369 10,007 20,291 23,600 22,864 CVE - Reg 3 0 0 0 0 0 0 0	144,809 91,037 75,904 61,849 118,199 SSL - Reg 1 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067 SSL - Reg 1 0 0 0	Author: SSL Region extracted f by Product Table for P 82,563 73,078 70,922 98,633 73,249 65,558 Author: SSL region extracted f by Product Table for P SSL - Reg 2 0 0 0 0 0	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 54,109 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region eriod 9. SSL - Reg 3 0 0 0 0 0 0
Period 9 Period 10 Period 11 Period 12 Period 1 Period 2 Period 2 Period 3 Period 4 Period 5 Period 4 Period 5 Period 6 Period 7 Period 10 Period 11 Period 12 Period 1 Period 2 Period 2 Period 4 Period 4 Period 4 Period 5	1,388 575 1,106 2,059 TST - Reg 1 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043 1,816 TST - Reg 1 0 0 0 0 0 0	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700 <b>XAuthor:</b> TST Region extracted f by Product Table for P 0	1,887 826 1,371 2,837 940 1 Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212 1,280 1 Unit Sales rom Unit Sales rom Unit Sales by Region eriod 1.	17,984 10,505 12,896 18,672 15,468 8,720 11,576 13,683 11,640 7,094 8,286 9,768 9,768 7,693 6,000 9,389 13,074 13,007 0 0 0 0 0 0	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted           by Product           Table for P           6,498           7,714           10,093           4,143           CVE - Reg 2           0           0           0           0           0           0	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 1 Unit Sales from Unit Sales by Region eriod 5. 16,907 20,291 23,600 22,864 CVE - Reg 3 0 0 0 1 Unit Sales	144,809 91,037 75,904 61,849 118,199 <b>SSL - Reg 1</b> 86,636 76,714 64,033 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067 <b>SSL - Reg 1</b> 0 0 0	Author: SSL Region extracted f by Product Table for P SSL - Reg 2 82,563 73,078 70,922 98,633 73,249 65,059 65,558 Author: SSL Region extracted f by Product Table for P SSL - Reg 2 0 0 0 0 0 0 0 0 0 0 0 0 0	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region eriod 9. SSL - Reg 3 0 0 0 0 0 0 0 0 0
Period 9 Period 10 Period 11 Period 11 Period 1 Period 2 Period 3 Period 4 Period 5 Period 4 Period 5 Period 7 Period 10 Period 10 Period 11 Period 12 Period 2 Period 3 Period 3 Period 4	1,388 575 1,106 2,059 <b>TST - Reg 1</b> 1,300 678 1,165 1,646 1,183 601 993 1,708 1,326 647 1,043 1,326 647 1,043 1,816 <b>TST - Reg 1</b> 0 0 0 0	1,871 897 1,514 2,778 <b>Author:</b> TST Region extracted f by Product Table for P 1,347 739 1,500 2,670 2,030 1,200 2,175 3,700 <b>Xuthor:</b> TST Region extracted f by Product TST Region extracted f by Product	1,887 826 1,371 2,837 1 Unit Sales rom Unit Sales by Region eriod 1. 944 548 946 1,637 538 449 1,212 1,280 1,011 Sales rom Unit Sales rom Unit Sales rom Unit Sales	17,984 10,505 12,896 <b>CVE - Reg 1</b> 8,720 11,576 13,683 11,640 7,094 8,286 9,768 7,693 6,000 9,389 13,074 13,007 <b>CVE - Reg 1</b> 0 0 0 0	Table for P           20,122           25,929           39,295           34,068           CVE - Reg 2           7,345           10,964           16,461           Author:           CVE Region           extracted           by Product           Table for P           6,498           7,714           10,093           4,143           CVE - Reg 2           0           0           0           0           0           0	eriod 5. 10,041 13,656 20,773 18,060 CVE - Reg 3 6,849 9,976 11,369 11,369 11,369 11,369 11,369 10,007 20,291 23,600 22,864 CVE - Reg 3 0 0 0 0 0 0 0	144,809 91,037 75,904 61,849 118,199 SSL - Reg 1 86,636 76,714 64,933 97,448 71,851 64,002 56,630 87,231 51,929 50,000 46,166 78,067 SSL - Reg 1 0 0 0	Author: SSL Region extracted f by Product Table for P 82,563 73,078 70,922 98,633 73,249 65,558 Author: SSL region extracted f by Product Table for P SSL - Reg 2 0 0 0 0 0	rom Unit Sales by Region eriod 9. SSL - Reg 3 71,011 64,391 64,391 82,527 70,812 56,503 37,586 1 Unit Sales rom Unit Sales by Region eriod 9. SSL - Reg 3 0 0 0 0 0 0
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Page 60 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

Figure 11 Coordinates Worksheet – Price With Cell Comments

Price (in \$s)	<u> </u>		1		Î		Î										
Company 1	-	TST - Reg 1	1	TOT. D 0		. (	CVE - Reg 1	(	CVE - Reg 2		CVE - Reg 3	-	SSL - Reg 1		SSL - Reg 2	SS	L - Reg 3
Period 1	\$	4,500.00		Author:	ce extracted from	\$	450.00	\$		\$	450.00	\$	54.00		50.00	\$	54.00
Period 2	\$	4,500.00			roduct By Region	\$	450.00	\$		\$		\$	54.00		50.00	\$	54.00
Period 3	\$	4,400.00		By Company Tab		\$	450.00	\$	420.00		450.00	\$	53.00		50.00	\$	53.00
Period 4	\$	4,450.00	Ψ \$	4,150.00		\$				÷	+30.00	ŝ	54.00		51.00	\$ \$	54.00
Period 5	\$	4,400.00	\$	4,150.00		\$	455.00 455.00					\$	53.00		50.00	\$ \$	52.00
Period 6	φ \$	1	\$	4,150.00	and the second	φ \$	455.00		CVE Region 1 Pri			φ \$	53.00		50.00	φ \$	52.00
Period 7	գ Տ	4,400.00	э \$			φ \$	455.00		Actual Price By P				52.00				51.00
	գ Տ			1				φ \$	By Company Tab			\$		ф с	49.00	φ ¢	
Period 8 Period 9	ֆ Տ	4,350.00	\$ \$	1	and the second	\$ \$	440.00	э \$	415.00		430.00	\$ \$	51. A	utho	or:		50.00 7.00
	1.1	1		1			425.00			\$	410.00				egion 1 Price ext		
Period 10	\$	1	\$	1		\$	425.00	\$		\$		\$			Price By Produc		
Period 11	\$	4,500.00	\$	1		\$	435.00	\$	410.00			\$			npany Table for		
Period 12	\$	4,600.00	\$	4,125.00	\$ 4,250.00	\$	435.00	\$	410.00	\$	410.00	\$	47.00	\$	47.00	\$	47.00
														_			
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Company 2		TST - Reg 1	4	Author:			CVE - Reg 1		CVE - Reg 2		CVE - Reg 3		SSL - Reg 1	-	SSL - Reg 2		L - Reg 3
Period 1	\$	4,500.00			ce extracted from	\$	450.00	\$		\$	450.00	\$	54.00		50.00	\$	54.00
Period 2	\$	4,556.00			roduct By Region	\$	450.00	\$		\$		\$	54.00		50.00	\$	54.00
Period 3	\$	4,556.00		By Company Tab		\$	450.00	\$	420.00	\$	435.00	\$	54.00		50.00	\$	50.00
Period 4	\$	4,432.00	\$	4,432.00	\$ 4,432.00	\$	445.00	\$	Author:	-		î	50.00	\$	50.00	\$	50.00
Period 5	\$	1	\$	4,100.00		\$	445.00	\$		ric	e extracted from	n	50.00		50.00	\$	50.00
Period 6	\$	4,300.00	\$	4,100.00	\$ 4,200.00	\$	430.00	\$			oduct By Region		48.00	\$	48.00	\$	48.00
Period 7	\$	4,300.00	\$	4,100.00	\$ 4,200.00	\$	430.00	\$	By Company Ta				48.00		48.00	\$	48.00
Period 8	\$	4,300.00	\$	4,100.00	\$ 4,200.00	\$	430.00	\$	410.00	\$	415.00	\$	48.00	\$	Author:	•	
Period 9	\$		\$	4,100.00		\$	430.00	\$		\$	408.00	\$	48.00	\$	SSL Region 1 Pri	ce ext	racted from
Period 10	\$	4,300.00				\$	430.00	\$		\$		\$	47.00		Actual Price By F		
Period 11	\$	4,300.00	\$			\$	430.00	\$		\$		\$	47.00		By Company Tat		, 5
Period 12	\$	4,300.00	\$		\$ 4,200.00	\$	430.00	\$	405.00	\$	405.00	\$	47.00		47.00	\$	48.00
						-											
Company 3	-	TST - Re Auth	or		teg 3	(	CVE - Reg 1	(	CVE - Reg 2		CVE - Reg 3		SSL - Reg 1	5	SSL - Reg 2	SS	L - Reg 3
Period 1	\$	Auch		ion 1 Price extrac		\$	440.00	\$		\$	420.00	\$	49.00		47.00	\$	49.00
Period 2	\$			ice By Product By		\$	440.00	\$		\$	430.00	\$	51.00		49.00	\$	51.00
Period 3	\$			any Table for Per		\$	440.00	\$	410.00		420.00	\$	51.00		49.00	\$	51.00
Period 4	\$		\$	4,150.00		\$	440.00	\$		Ť	120.00	١Š.	51.00		49.00	\$	51.00
Period 5	\$	1	\$	4,150.00		\$	440.00	\$	Author:			¢	51.00		49.00	\$	51.00
Period 6	\$		\$			\$	440.00	- 1 1	CVE Region 1 Price			ę	51.00		49.00	\$ \$	51.00
Period 7	φ \$	4,300.00	\$	1	\$ 4,200.00	φ \$	440.00		Actual Price By P By Company Tab			φ	49.00		47.00	φ \$	48.00
Period 8	φ \$					φ \$	430.00	\$	410.00		410.00	۳ ۶				ψ	40.00
Period 9	գ Տ	1	э \$									- C.	49.00	<b>*</b> [	Author:		
		1			\$ 4,200.00	\$	430.00	\$		\$	410.00	\$	00.00	φ	SSL Region 1 Pri		
Period 10	\$ \$	1		1		\$	430.00	\$		\$		\$	60.00	1.1	Actual Price By F		
Period 11	ֆ Տ	4,700.00	\$	1		\$	430.00	\$		\$	410.00	\$	60.00		By Company Tat		
Period 12	Þ	4,700.00	\$	4,100.00	\$ 4,200.00	\$	430.00	\$	410.00	\$	410.00	\$	60.00	\$	47.00	\$	48.00
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Company 4		TST - Reg 1		Author:			CVE - Reg 1		CVE - Reg 2		CVE - Reg 3		SSL - Reg 1		SSL - Reg 2		L - Reg 3
Period 1	\$	4,300.00			ce extracted from	\$	450.00	\$		\$	440.00	\$	53.00		50.00	\$	52.00
Period 2	\$	4,300.00			roduct By Region	\$	450.00	\$		\$	430.00	\$	53.00		50.00	\$	52.00
Period 3	\$	4,300.00		By Company Tab		\$	450.00	\$	430.00	\$	440.00	\$	53.00		50.00	\$	52.00
Period 4	\$	4,400.00	\$	4,300.00		\$		\$	Author:	-		\$	55.00		52.00	\$	51.00
Period 5	\$	4,400.00	\$		\$ 4,380.00	\$	460.00	\$ (	CVE Region 1 Pri	ce	extracted from	\$	52.00		51.00	\$	52.00
Period 6	\$	4,400.00	\$	1	\$ 4,380.00	\$	460.00		Actual Price By P			\$	52.00		50.00	\$	52.00
Period 7	\$	4,400.00		4,125.00		\$	460.00	\$ I	By Company Tab			\$	52.00		48.00	\$	50.00
Period 8	\$	4,390.00		4,150.00			455.00	\$	425.00		425.00	\$	51	utho	40.00	¢	49.00
Period 9	\$	4,360.00		4,050.00		\$	440.00	\$	405.00	\$					r: gion 1 Price ext	acted	from 47.00
Period 10	\$	4,600.00		4,150.00		\$	440.00	\$	415.00	\$	405.00		50 AC	tual	Price By Product	By Re	aion 47.00
Period 11	\$	4,650.00	\$	4,150.00	\$ 4,250.00	\$	435.00	\$	415.00	\$	404.00	\$	48 By	Com	pany Table for	Period	9. <b>46.00</b>
Period 12	\$	4,600.00	\$	4,150.00	\$ 4,250.00	\$	430.00	\$	430.00	\$	404.00	\$	46.00	φ	40.00	φ	46.00
Company 5		TST - Reg 1		Author:			CVE - Reg 1	(	CVE - Reg 2		CVE - Reg 3		SSL - Reg 1	5	SSL - Reg 2	SS	L - Reg 3
Period 1	\$	-	\$		ce extracted from	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Period 2	\$	-	\$		roduct By Region	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Period 3	\$	-		By Company Tab		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Period 4	\$	-	\$	-	\$ -	\$	-	<b>\$</b>	Author			\$	-	\$	-	\$	-
Period 5	\$	-	\$	-	\$ -	\$	_ *		Author: CVE Region 1 Pri	ce	extracted from	\$	-	\$	-	\$	-
Period 6	\$	-	\$	-	\$ -	\$	-		Actual Price By P			\$	-	\$	-	\$	-
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Page 61 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

be generated and analyzed.

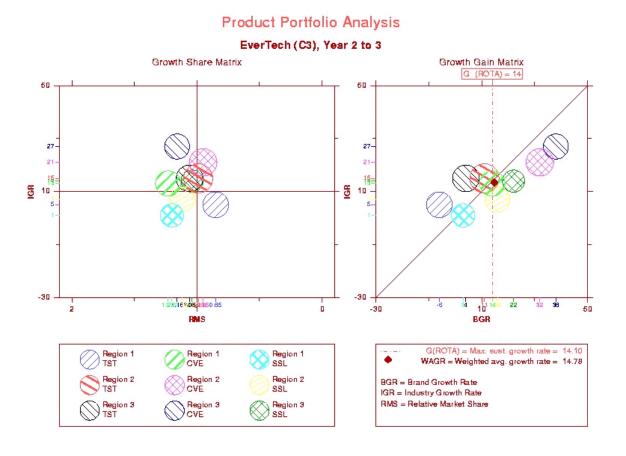
Based on these BCG GSM and GGM displays, the competing participant teams can (1) check for internal balance in their brand portfolios, (2) look for trends, (3) evaluate competition, (4) consider factors not captured in the portfolio display, (5) develop possible "target" portfolios along with associated strategies for achieving them, and (6) check for financial balance (Palia, 2010).

Checking for internal balance includes an assessment of the strength of their own SBU portfolio. A strong diversified portfolio consists of the majority of brands being leaders with an RMS greater than 1x, the presence of at least one large healthy cash cow, a few large healthy stars (future cash cows), and small healthy problem children and dogs. In addition, the weighted average growth rate (WAGR) of the nine SBUs, depicted by a diamond on the GGM, should be just less than or equal to the maximum sustainable growth rate (MSGR) depicted by a vertical line on the GGM. When the WAGR is less than or equal to the MSGR, this implies that the firm is not overextending its resources. Further, the actual position (Gainer / Loser) of each SBU on the GGM is checked for consistency with its normative position indicated by the recommended strategy for that SBU based on its position on the GSM. Tentative ideas for improving the internal balance should result from this analysis.

Looking for trends involves superimposing the Year 1-2 GSM and GGM display on the current Year 2-3 GSM and GGM display to reveal the direction and rate of movement of each SBU. Positive and negative trends in RMS, IGR, BGR, SSR, and WAGR relative to MSGR are assessed. In addition, the trend in consistency between the actual position of each SBU on the GGM and its normative position indicated by the recommended strategy from Year 1-2 to Year 2-3 is assessed. Some tentative ideas for improving upon the current trends in the SBU portfolio should result from this analysis.

When evaluating competition, the GSM and GGM displays are generated for each of the firm's major competitors. Even though these GSM and GGM displays in the real world may not be as reliable for one's own firm, they will display the best information availa-

#### Figure 12 BCG Growth Share Matrix & Growth Gain Matrix Graphic Display



Page 62 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

ble about competitors. Each competitors GSM and GGM displays are carefully studied to determine what each is doing. Are their strategies coherent? Which are their "cash cows," "stars," "problem children," and "dogs?" How close is each competitor's WAGR to its MSGR? Are the actual positions of their SBUs consistent with their normative positions on the GGM. Useful insights and potential weaknesses of each competitor can be revealed. Too much emphasis on one SBU may drain their resources and leave them vulnerable to market share-gaining strategies on other SBUs by another firm.

The Normative Position of Brands & Trends packages is used in the above three steps to assess whether each SBU in a brand portfolio is consistent with its normative position on the GGM. The actual position of the SBU is determined by its performance, and indicates whether the brand is a Gainer (BGR is greater than IGR), Holder (BGR is equal to IGR), or Loser (BGR is less than IGR). The normative (ideal) position of the SBU on the GGM is determined by the recommended strategy (Build Share, Hold Share, Harvest, or Divest/Withdraw) which in turn is based on the SBU position on the GSM (Cash Cow, Star, Problem Child, or Dog).

#### NORMATIVE POSITION OF BRANDS & TRENDS PACKAGE PROCESS

First, the participant teams download and unzip the Normative Position of Brands.zip folder. Next, they login to CODES and download, rename and save the Excel version of results for all twelve periods (quarters) "x" in the unzipped "C:\Normative Position of Brands" directory. Then, they update the NPB & Trends.xls workbook with team data. For instance, to update the NPB & Trends worksheet with team data, they first open the unzipped Normative Position of Brands.zip folder, then open the NPB & Trends.xls workbook, and finally click "Update file" in the pop-up menu that appears.

First, the EPS and Sales (in \$'000s) for each company for each period are extracted from the 'Earnings Per Share By Time Period' table on the 'EPS, Mkt%, SF Activity' page, and from the 'Dollar Sales By Region By Company (in Millions)' table on the 'Quality, Dollar Sales' page respectively, of the Excel version of the COMPETE results for the first twelve periods (quarters) of operation. Next, the Unit Sales by Product by Region for each Company for each period is extracted from the 'Market Share By Product By Company For Region 1,' 'Market Share By Product By Company for Region 2,' and 'Market Share By Product By Company For Region 3' tables on the 'Market Share' page of Excel version of the COMPETE results for the twelve periods (quarters) of operation. Finally, the price for each SBU for each company for each period is extracted from the 'Actual Price By Product By Region By Company' table on the 'Forecast, Prices' page of Excel version of the COMPETE results for the twelve periods (quarters) of operation.

The 'NPB by SBU' and 'NPB by Year' worksheets present the RMS, IGR, BGR, and SSR for each SBU for each company for each period and the MSGR and WAGR for each company for each period computed in the 'Ratios,' 'Profitability,' and 'Coordinates' worksheets from the extracted data. The use of external links ensures relevant data are extracted from relevant sources (statements) in the simulation results and precludes data entry error. Cell comments (see Figures 10 & 11) clarify variables, cell formulae and functions used. Color-coded cells specify where data are extracted.

The NPB by SBU (see Figure 5) and NPB by Year (see Figure 6) worksheets consolidate and present the RMS, IGR, BGR, MSGR, WAGR and SSR (extracted from the Coordinates, Profitability, and Ratios worksheets) for each company by SBU and by Year respectively. Based on the RMS and IGR, the SBU typology and the recommended strategy are entered for each SBU as depicted on the Growth Share Matrix (GSM). Based on the recommended strategy, the Normative Position of each SBU is entered and compared with the Actual Position of the same SBU on the Growth Gain Matrix. For instance, a brand with an RMS of 0.95 and an IGR of 15% is classified as a Healthy Problem Child (H?). The recommended strategy is to Build Share on Offense {BS(O)}. Consequently, the Normative Position of this SBU is a Gainer on the Growth Gain Matrix (GGM), implying that the BGR is greater than the IGR. If the Actual Position of this SBU on the GGM is a Loser, as the BGR is less than the IGR, then this SBU is not consistent with its normative position.

The normative position of each SBU is evaluated when Checking the Internal Balance of the brand portfolio, when Looking for Trends from one year to the next, and when Evaluating Competitor brand portfolios. Tentative ideas for improvement in the internal balance and trends of the brand portfolio are generated. Next, the normative position of each SBU in the brand portfolio is assessed, and the trends in normative position of the SBUs from one year to the next are evaluated. In addition, an identical procedure is used to assess the internal balance and trends in the brand portfolios of each competitor. Useful insights and potential weaknesses of competition can be revealed.

#### **STRENGTHS AND LIMITATIONS**

The Normative Position of Brands & Trends Package is used in Strategic Market Planning to assess the consistency of each SBU in a brand portfolio relative to its normative position on the GGM. This package is used to assess the normative consistency of each SBU when the user checks the internal balance of the SBU portfolio, looks for trends in SBU trajectories, and/or evaluates the SBU portfolios of major competitors.

Positive anecdotal student feedback was received during Spring and Fall 2011 semesters. Some undergraduate students reported that the decision support packages were very useful and helpful. They indicated that the automatic extraction feature saved a lot of time that would otherwise be necessary to identify, enter and compute the necessary figures. They hoped that it would continue to be used in the future as it definitely made a difference. Other students indicated that they did not make full use of the DSS.

The analysis has some limitations. First, the total assets of competitors are approximated as the common stock plus the current retained income during each quarterly period of operation, since the short-term notes payable of competitors is unknown. The approximate total assets at the end of each year of operation are used by the Profitability worksheet to calculate the approximate annual return on total assets (ROTA). Second the MSGR calculation is affected as there is no long-term debt or dividends in the COMPETE simulation. These shortcomings exist in the real world where accurate, timely and relevant information on competitor brand portfolios is not always available. Yet, an analysis of competitor brand performance, even though the information may be approximate, is critical to the development of a strategic market plan.

Admittedly, integrated strategic market planning is a complex iterative task that requires considerable effort, judgment and experience. The user needs to (a) monitor the performance of their SBU portfolio as well as the SBU portfolios of their major competitors over several years, (b) calculate the relative market share (RMS), industry growth rates (IGR), SBU Sales Revenue (SSR), brand growth rates (BGR), weighted average growth rates (WAGR) and maximum sustainable growth rate (MSGR), (c) generate the Growth Share Matrix (GSM) and Growth Gain Matrix (GGM) visual displays, (d) interpret and analyze these displays on a sustained basis, (e) formulate an integrated strategic market plan, and (f) accurately project performance results and expenses incurred.

Despite these limitations, the Normative Position of Brands & Trends Package is a simple yet powerful webbased user-centered learning tool that extracts relevant data from the simulation results, precludes data entry error, and saves considerable time involved in identifying and entering relevant data. Yet, in order to maximize learning about Strategic Market Planning, and actualize the potential of the Normative Position of Brands & Trends Package, the instructor needs to (a) explain the purpose, significance, assumptions, usage, and limitations of this DSS package, (b) require inclusion of a sample analysis in a team report and/or presentation, and (c) test students on their understanding of the underlying concepts at the end of the semester.

In the final analysis, use of the Normative Position of Brands & Trends Package and integrated strategic market planning can help to optimize the overall performance of the brand portfolio while maintaining cash in balance and thereby justify the considerable effort and time involved.

PAGE: NPB & TRENDS PACKAGE USAGE		
1. Did you use the NPB & Trends Package?	🔮 Create Chart 🕚	Download
	Response Percent	Response Count
No.	0.0%	0
Yes, once.	22.2%	2
Yes, twice.	0.0%	0
Yes, thrice.	0.0%	0
Yes, four or more times.	77.8%	7
	answered question	9
	skipped question	0

#### Figure 13 Survey Responses – Package Usage

Page 64 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

#### **USER FEEDBACK**

An online survey was used to assess participant usage and learning experience of the Normative Position of Brands & Trends package at the end of the Fall 2012 semester. This online survey consisted of ten questions that assessed (a) package usage and usefulness in identifying normative consistency of brands, (b) package impact on awareness and learning about the normative consistency of brands and the strategic market planning process, (c) package attributes, (d) package usage time, (e) package usage experience, and (f) value added to the course learning experience by the package, simulation, decision support systems, and concepts covered using five-point Likert and/or rating scales.

Nine students (53%) of the 17 participants in the course completed the online survey. Seven (7) of these 9 students (77.8%) used the package four or more times. The remaining 2 students (22.2%) used the package once (see Figure 13). All 9 students agreed (3 strongly agreed and 6 agreed) that the package helped them to identify SBUs (brands) that were inconsistent with their normative position (recommended strategy) on the GGM (see Figure 14).

In addition, 7 students agreed that the package prompted them to understand the reasons why the SBU position on the GGM was inconsistent with its normative position (3 students strongly agreed (33.3%), 4 students agreed (44.4%), and the remaining 2 students were neutral (22.2%) (see Figure 15). Further, 8 students agreed that the package helped io identify competitor SBUS that were inconsistent with their normative position on the GGM (3 students strongly agreed, 5 students agreed, and one student skipped the question) (see Figure 16).

Students rated the degree to which the NPB & Trends Package improved their awareness of (a) the normative consistency of their brand positions, (b) the underlying reasons, (c) the normative consistency of competitor brands, and (d) the strategic market planning process using a five-point rating scale from 1- Strongly Disagree to 5 -Strongly Agree. The average ratings of 8 students on improved awareness and learning are (a) 4.38 for SBU Normative Consistency, (b) 3.50 for potential reasons for inconsistency, (c) 4.25 for Competitor SBU Normative Consistency, and (d) 3.88 for Strategic Market Planning Process (see Figure 17).

Next, students rated various attributes of the NPB & Trends Package using a five-point rating scale from 1 -Very Poor to 5 -Very Good. The average ratings of the 8 respondents to this question on rating the attributes of the NPB & Trends Package are 4.38 on Access (Online), 4.50 on Availability (24/7), 4.25 on Flexibility (any team), 4.38 on Auto-extract feature (no data entry), 4.25 on Cell comments (explanatory), 4.25 on Detailed results (by SBU by period), 4.13 on Summary overview (by SBU/Year), 3.88 on Ease of use, and 4.00 on Usage time (see Figure 18).

#### Figure 14 Survey Responses – Normative Consistency Identification

PAGE: NORMATIVE INCONSISTENCY IDENTIFICATION + UNDERLYING REASONS

1. The NPB & Trends package helped me to identify SBUs (brands) that Create Chart V Download were inconsistent with their normative position (recommended strategy) on the Growth Gain Matrix (GGM).

	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	0.0%	0
Agree	66.7%	6
Strongly Agree	33.3%	3
	Other (please specify)	0
	answered question	9
	skipped question	0

Page 65 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

## Figure 15 Survey Responses – Normative Consistency Understanding

2. The NPB & Trends Packaged prompted me to understand the reason/s Create Chart V Download why the SBU (brand) position on the GGM was inconsistent with its normative position (recommended strategy).

	Response Percent	Response Count
Strongly Disagree	0.0%	C
Disagree	0.0%	C
Neutral	22.2%	2
Agree and a second s	44.4%	4
Strongly Agree	33.3%	3
	Other (please specify)	C
	answered question	9
	skipped question	0

### Figure 16 Survey Responses – Normative Consistency Inferences

PAGE: COMPETITOR NORMATIVE CONSISTENCY IDENTIFICATION + INFERENCES

1. The NPB & Trends package helped me to identify Competitor SBUs Create Chart V Download (brands) that were inconsistent with their normative position (recommended strategy) on the Growth Gain Matrix (GGM).

	Response Percent	Response Count
Strongly Disagree	0.0%	(
Disagree	0.0%	(
Neutral	0.0%	(
Agree	62.5%	6
Strongly Agree	37.5%	3
	Other (please specify)	(
	answered question	8
	skipped question	1

Page 66 - Developments in Business Simulation and Experiential Learning, volume 39, 2012

The majority of the 8 respondents reported that downloading the package took 1 minute or less, downloading the simulation results (Excel format) took 2 to 5 minutes, updating the package with the simulation results took 1 minute or less, and analyzing the results took 16 or more minutes (see Figure 19).

Participants commented on their NPB & Trends Package usage experience and suggest improvements. One student "liked the usage and the ease of the auto extracts." Another student commented "It (the package) really helped me to understand how our brands were really positioned, and their movements from year to year." A third student commented "very easy to use and very helpful. A more clear explanation on the cells would have been helpful." Yet another student commented "the NPB & Trends Package was incredibly useful, in interpreting the data and could serve as a great tool to not only understand consistency with the Normative Position, but also in analyzing the GGM" (see Figure 20).

Then, students rated the value added to their strategic market planning learning experience by various factors such as topic coverage, in-class demo, "Hands-On" sessions, and Online access using a five-point rating scale from 1 - No value added to 5 - Significant value added. The average ratings of the 8 respondents on the value added ed to their strategic market planning learning experience are 3.63 on Topic Coverage, 3.63 on In-Class demo, 3.63 on "Hands On" sessions, and 4.38 on Online access (see Figure 21).

Finally, participants rated the value added to the Marketing Strategy learning experience by the NPB & Trends Package, the marketing simulation COMPETE, marketing DSS packages, Online PPM Graphics Package, Online PPA Graphics Package, and Online Course Handouts Repository using a five-point rating scale from 1 – No value added to 5 – Significant value added. The average ratings of the 8 respondents on the value added to their Marketing Strategy learning experience are 4.13 on NPB & Trends Package, 4.00 on the marketing simulation COMPETE, 3.13 on marketing DSS packages, 4.00 on Online PPM Graphics Package, 4.00 on Online PPA Graphics Package, and 3.00 on Online Course Handouts Repository (see Figure 22).

In summary, the participants reported a positive usage, awareness, understanding, usage time and learning experi-

#### Figure 17 Survey Responses – Awareness & Learning

#### PAGE: SBU (BRAND) PORTFOLIO ANALYSIS AWARENESS & LEARNING

1. The NPB & Trends Package improved my awareness of the normative Create Chart V Download consistency of our brand positions, the underlying reasons, the normative consistency of competitor brands, and the strategic market planning process.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Our SBU (Brand) Normative Consistency	0.0% (0)	0.0% (0)	0.0% (0)	62.5% (5)	37.5% (3)	4.38	8
Potential reasons for Inconsistency	0.0% (0)	25.0% (2)	25.0% (2)	25.0% (2)	25.0% (2)	3.50	ε
Competitor SBU (Brand) Normative Consistency	0.0% (0)	0.0% (0)	0.0% (0)	75.0% (6)	25.0% (2)	4.25	8
Potential Inconsistency implications and inferences	0.0% (0)	25.0% (2)	12.5% (1)	50.0% (4)	12.5% (1)	3.50	8
Strategic Market Planning Process	0.0% (0)	12.5% (1)	25.0% (2)	25.0% (2)	37.5% (3)	3.88	ε
					Other (plea	se specify)	C
					answere	d question	8
					skippe	d question	1

## Figure 18 Survey Responses – Normative Consistency Package Attributes

#### PAGE: NPB & TRENDS PACKAGE USAGE EXPERIENCE

	Very Poor	Poor	Average	Good	Very Good	Rating Average	Response Count
Access (Online)	0.0% (0)	0.0% (0)	0.0% (0)	62.5% (5)	37.5% (3)	4.38	٤
wailability (24/7)	0.0% (0)	0.0% (0)	0.0% (0)	50.0% (4)	50.0% (4)	4.50	ł
lexibility (any team)	0.0% (0)	0.0% (0)	12.5% (1)	50.0% (4)	37.5% (3)	4.25	8
Auto-extract feature (no data entry)	0.0% (0)	0.0% (0)	0.0% (0)	62.5% (5)	37.5% (3)	4.38	8
Cell comments (explanatory)	0.0% (0)	0.0% (0)	0.0% (0)	75.0% (6)	25.0% (2)	4.25	8
Detailed results (by SBU by period)	0.0% (0)	0.0% (0)	12.5% (1)	50.0% (4)	37.5% (3)	4.25	8
Summary overview (by SBU/Year)	0.0% (0)	0.0% (0)	0.0% (0)	87.5% (7)	12.5% (1)	4.13	8
ase of use	0.0% (0)	0.0% (0)	25.0% (2)	62.5% (5)	12.5% (1)	3.88	8
Jsage time	0.0% (0)	0.0% (0)	25.0% (2)	50.0% (4)	25.0% (2)	4.00	8
						se specify) Responses	٩
					answere	d question	1
					skippe	d question	(i)

## Figure 19 Survey Responses – Normative Consistency Package Usage Time

				11 to	16 or	
	1 minute or less	2 to 5 mins.	6 to 10 mins.	15 mins.	more mins.	Response Count
Download Package	75.0% (6)	12.5% (1)	0.0% (0)	12.5% (1)	0.0% (0)	ł
Download Results	25.0% (2)	75.0% (6)	0.0% (0)	0.0% (0)	0.0% (0)	(
Update Package	62.5% (5)	12.5% (1)	12.5% (1)	0.0% (0)	12.5% (1)	(
Analyze Results	0.0% (0)	25.0% (2)	0.0% (0)	25.0% (2)	50.0% (4)	l
			Ot	her (please	e specify)	(
			4	answered	question	8
				skipped	question	

## Figure 20 Survey Responses – Normative Consistency Package Comments

				esponse Count
			Hide Responses	5
Responses (5)	Text Analysis	My Categories (0)		
	and turn open-e	rou to view frequently used words and phrases, ended text into data you can really use. To use Text <b>NUM plan</b> .	Learn More Upgrade	e »
Showing <b>5</b> text responsi	es		No response	es selecte
now we can change t making us guess the	heir positioning ( ir reasoning	e. Also, some explanatory information on why these p (examples) would have been more helpful than just to		
now we can change t making us guess the 12/16/2011 5:03 PM My experience with th heir movements fron	heir positioning ( ir reasoning View Responses e NPB package v n year to year.	(examples) would have been more helpful than just to	elling us that they are this wa	y and
now we can change t making us guess the 12/16/2011 5:03 PM My experience with th heir movements from 12/8/2011 8:37 PM Better explanation of	heir positioning ( ir reasoning View Responses e NPB package v n year to year. View Responses reasons for incor	(examples) would have been more helpful than just to s was good. I really helped me to understand how our l	elling us that they are this wa	y and 1 and
ow we can change t naking us guess the 2/16/2011 5:03 PM Ay experience with th heir movements from 2/8/2011 8:37 PM Detter explanation of 2/5/2011 2:41 PM ery easy to use, and	heir positioning ( ir reasoning View Responses e NPB package v n year to year. View Responses reasons for incor View Responses very helpful. a m	(examples) would have been more helpful than just to s was good. I really helped me to understand how our I nsistencies ore clear explanation on the cells would have been h	elling us that they are this way	y and
now we can change t naking us guess the 2/16/2011 5:03 PM My experience with th heir movements fron 2/8/2011 8:37 PM Better explanation of 2/5/2011 2:41 PM rery easy to use, and 2/4/2011 12:54 AM he NPB & Trends Pa understand consister	heir positioning ( ir reasoning View Responses e NPB package v n year to year. View Responses reasons for incor View Responses very helpful. a m View Responses ickage was incre ncy with the Norm	(examples) would have been more helpful than just to s was good. I really helped me to understand how our I nsistencies ore clear explanation on the cells would have been h	elling us that they are this way brands were really positioned	y and
how we can change t making us guess the 12/16/2011 5:03 PM My experience with th their movements fron 12/8/2011 8:37 PM Better explanation of 12/5/2011 2:41 PM very easy to use, and 12/4/2011 12:54 AM the NPB & Trends Pa	heir positioning ( ir reasoning View Responses e NPB package v n year to year. View Responses reasons for incor View Responses very helpful. a m View Responses ickage was incre ncy with the Norm	(examples) would have been more helpful than just to s was good. I really helped me to understand how our b nsistencies ore clear explanation on the cells would have been h dibly useful, in interpreting the data and could serve a	elling us that they are this way brands were really positioned	y and 1 and

#### Figure 21 Survey Responses – Strategic Market Planning Learning Experience

PAGE: MARKETING COURSE LEARNING EXPERIENCE

experience by the follow	No value added	Some value added	Moderate value added	Substantial value added	Significant value added	Rating Average	Response Count
Topic coverage	0.0% (0)	25.0% (2)	12.5% (1)	37.5% (3)	25.0% (2)	3.63	8
In-class demo	0.0% (0)	12.5% (1)	37.5% (3)	25.0% (2)	25.0% (2)	3.63	٤
"Hands On" sessions	0.0% (0)	12.5% (1)	37.5% (3)	25.0% (2)	25.0% (2)	3.63	8
Online access	0.0% (0)	0.0% (0)	12.5% (1)	37.5% (3)	50.0% (4)	4.38	8
					Other (plea	ise specify)	C
					answere	d question	8
					skippe	d question	1

ence with the NPB & Trends Package. They appreciated the Access, Availability, Flexibility, Auto-extract, detailed results, summary overview, ease of use and minimal usage time attributes of the package. They "liked the usage and ease of the auto extracts," "enhanced understanding of the position of the SBUs and their movement from year to year," and commented that the package was "very easy to use and very helpful," and that "it is a great tool to not only understand consistency with the Normative Position, but also in analyzing the GGM." They felt that the Topic coverage, In-class demo, "Hands On" sessions, and Online access features added substantial value to the strategic market planning learning experience. In addition, they reported that the NPB & Trends Package, the marketing simulation COMPETE, marketing DSS packages, and Online PPM and PPA Graphics Packages as well as the Online Course Handouts Repository added value to the Marketing Strategy learning experience.

#### CONCLUSION

The Normative Position of Brands & Trends Package is a user-centered learning tool that helps to prepare students for strategic market planning and marketing decisionmaking responsibilities in their future careers. The package enables users to apply strategic market planning. They use this package to assess the consistency of the actual position of each SBU in a brand portfolio on the Growth Gain Matrix (GGM) with its normative position. This normative position is based on the recommended strategy derived from the position of the SBU on the Growth Share Matrix (GSM). Participants use this package as they check the internal balance of their SBU portfolio, look for trends, and evaluate competitors during the strategic market planning process. Participants apply integrated strategic market planning in order to optimize the performance of their brand portfolio while maintaining cash in balance. This online Normative Position of Brands & Trends Package facilitates the integration of computers, the Internet and the World Wide Web into the marketing curriculum.

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#### Figure 22 Survey Responses – Marketing Strategy Learning Experience

	No value added	Some value added	Moderate value added	Substantial value added	Significant value added	Rating Average	Response Count
NPB & Trends Package	0.0% (0)	12.5% (1)	12.5% (1)	25.0% (2)	50.0% (4)	4.13	8
Marketing Simulation COMPETE	0.0% (0)	12.5% (1)	25.0% (2)	12.5% (1)	50.0% (4)	4.00	8
Marketing Decision Support Packages	0.0% (0)	25.0% (2)	37.5% (3)	37.5% (3)	0.0% (0)	3.13	(
Online PPM Graphics Package	0.0% (0)	12.5% (1)	12.5% (1)	37.5% (3)	37.5% (3)	4.00	{
Online PPA Graphics Package	0.0% (0)	12.5% (1)	12.5% (1)	37.5% (3)	37.5% (3)	4.00	8
Online Course Handouts Repository	12.5% (1)	25.0% (2)	25.0% (2)	25.0% (2)	12.5% (1)	3.00	(
					Other (plea Show F	se specify) Responses	ŕ
					answere	d question	ŧ
					skippe	d question	

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