



FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL SUPPLEMENTARY SUMMATIVE ASSESSMENT

MODULE:	STRATEGIC BUSINESS SIMULATION
CODE:	STM8X11/STB03X7
DATE:	2 December 2015
TIME ALLOWED:	180 Minutes
TOTAL MARKS:	100

EXAMINER(S):	Mrs S Hughes
MODERATOR:	Mrs S Scholtz
NUMBER OF PAGES:	14 pages

INSTRUCTIONS:

- No question papers, or materials provided during the course of the exam may be removed from the exam venue, they must be handed in.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Start each answer on a new page.
- Systematic exposition of your answer is a prerequisite.
- Structure your answers by using appropriate headings and subheadings.
- You may use any written or typed notes as well as the players guide issued by BSG to registered students of this course.
- Answer all the questions.
- **Answer the questions based on the industry (one or two) that your company has been active in over the course of the semester.**
- **Clearly identify the industry that you were in and that you are basing your answers on**
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

NOTE

You will find the following documents attached to your exam paper:

- Appendix A: Footwear Industry report (8 pages)
- Appendix B: Competitive Intelligence report (4 pages)

All of the reports are for year 15 and your analysis and deductions should be based on the attached documents for the period under review.

QUESTION 1**[35 MARKS]**

The players guide outlines weapons of competitive rivalry.

- 1.1) Explain the weapons of competitive rivalry in the context of the simulation.
(15 marks)
- 1.1) Examine how the weapons of competitive rivalry were used effectively by discussing examples from the attached appendices.
(20 marks)

QUESTION 2**[35 MARKS]**

Discuss and evaluate errors made by companies in the simulation. Refer to the income statement, balance sheet and financial and operating statistics to support your answer with specific data.

QUESTION 3**[30 MARKS]**

The simulation measures company performance according to five performance criteria.

- 3.1) Explain (in your own words) the five performance measures that company's in the simulation are measured against.
(10 marks)
- 3.2) Provide an analysis of the key drivers that influence the improvement of each performance measure by providing examples from the attached appendices.
(20 marks)

END OF ASSESSMENT



FOOTWEAR INDUSTRY REPORT

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Industry 1

Saturday, September 12th, 2015

Year 15

Year 15 Scoreboard

Rank	Company Name	Investor Expectation Score	Best-In-Industry Score	Overall Score	Change from Y14
1	Gallardo	111	94	103	-1
2	Dopleganger Feet	103	65	84	+1
3	CoolKicks	96	63	80	-9
4	BLACK.	88	55	72	-9
5	Awesome Sport	80	54	67	0
6	Footloose	56	41	49	-12
7	Elite Footwear Co.	40	29	35	-24
8	Happy Feet Footwear	22	19	21	0
9	I (deleted)	0	0	0	0

Game-To-Date Scoreboard

Rank	Company Name	Investor Expectation Score	Best-In-Industry Score	Overall Score	Bonus Points	Overall G-T-D Score
1	Gallardo	110	94	102	2	104
2	CoolKicks	97	70	84	2	86
3	BLACK.	88	60	74	0	74
4	Dopleganger Feet	78	52	65	3	68
5	Elite Footwear Co.	67	49	58	0	58
6	Awesome Sport	64	47	56	1	57
7	Footloose	61	46	54	1	55
8	Happy Feet Footwear	22	19	21	0	21
9	I (deleted)	0	0	0	0	0

Investor Expectation Score (I.E.) — Investors and company boards of directors have established annual targets for five key performance measures and the importance weighting of each: EPS (20 points), ROE (20 points), Stock Price (20 points), Credit Rating (20 points), and Image Rating (20 points). Pages 2 and 3 of this report show the investor expectation targets (in parenthesis just under the column heads for each year). The investor expectation score on a performance measure is equal to the percentage of the target that was achieved. Achieving higher than targeted performance results in additional awards of 0.5% for each 1% overachieved (capped at 40% over the target). Thus the investor expectation score ranges from 0 to a max of 120 (if all targets are exceeded by 40% or more).

Best-In-Industry Score (B-I-I) — This scoring standard is based on how well each company performs relative to the best-performing company in the industry on EPS (20 points max), ROE (20 points max), Stock Price (20 points max), Credit Rating (20 points max), and Image Rating (20 points max). In order to get a score of 100 a company must be the best performing company in the industry on all five measures, achieve no lower than the investor expectation on EPS, ROE, Stock Price, and Image Rating, and have an A+ Credit Rating.

Overall Score — This measure is used to determine each company's ranking in the Year 15 Scoreboard and the Game-To-Date Scoreboard above. The overall score is calculated by combining the Investor Expectation Score and the Best-In-Industry Score into a single score using the 50%-50% weighting as specified by the course instructor.

INDUSTRY 1

COMPANY PERFORMANCE OVERVIEW

YEAR 15

Earnings Per Share (\$)

EPS scores are based on a 20% or 20 point weighting. Bold numbers indicate achievement of the investor expected EPS shown below each yearly column head. Best-In-Industry performers earn a top score, and scores of other companies are a percentage of the industry-leading EPS performance. Game-To-Date scores are based on a weighted average of the annual EPS performances.

	Y11 (2.67)	Y12 (2.85)	Y13 (3.05)	Y14 (3.26)	Y15 (3.49)	Y16 (3.66)	Y17 (3.84)	Y18 (4.03)	Y19 (4.23)	Y20 (4.44)	Wgt. Avg. (3.06)	Y15 Score I.E. B-I-I		G-T-D Score I.E. B-I-I		
A	1.04	0.23	-0.90	1.94	1.97						0.86	11	5	6	4	A
B	3.11	1.52	2.14	3.42	3.22						2.66	18	8	17	11	B
C	2.77	3.33	4.09	5.96	5.45						4.26	24	14	24	17	C
D	0.89	-3.69	0.13	4.81	3.69						1.15	21	10	8	5	D
E	4.93	3.26	1.85	3.35	0.91						2.92	5	2	19	12	E
F	1.94	0.48	0.83	2.03	1.10						1.28	6	3	8	5	F
G	3.37	2.04	3.79	8.21	7.68						4.88	24	20	24	20	G
H	0.68	0.16	-0.79	-0.85	-2.12						-0.58	0	0	0	0	H
I	0.00	0.00	0.00	0.00	0.00						0.00	0	0	0	0	I

Return on Equity (%)

ROE scores are based on a 20% or 20 point weighting. Bold numbers indicate achievement of the investor expected ROE shown below each yearly column head. Best-In-Industry performers earn a top score, and scores of other companies are a percentage of the industry-leading ROE performance. Game-To-Date scores are based on a weighted average of the annual ROE performances.

	Y11 (15.0)	Y12 (15.0)	Y13 (15.0)	Y14 (15.0)	Y15 (15.0)	Y16 (15.0)	Y17 (15.0)	Y18 (15.0)	Y19 (15.0)	Y20 (15.0)	Wgt. Avg. (15.0)	Y15 Score I.E. B-I-I		G-T-D Score I.E. B-I-I		
A	6.6	1.5	-6.2	13.0	11.7						5.5	16	10	7	6	A
B	18.6	8.0	10.2	14.9	13.5						12.9	18	12	17	13	B
C	16.7	17.1	18.0	22.3	18.4						18.7	22	16	22	19	C
D	5.7	-25.9	1.0	32.6	19.4						7.6	23	17	10	8	D
E	28.0	15.5	8.1	13.3	3.3						12.9	4	3	17	13	E
F	12.0	2.8	4.6	10.4	5.3						6.9	7	5	9	7	F
G	20.1	10.2	14.5	26.1	23.2						19.3	24	20	23	20	G
H	4.4	1.0	-5.0	-5.7	-15.9						-3.9	0	0	0	0	H
I	0.0	0.0	0.0	0.0	0.0						0.0	0	0	0	0	I

Stock Price (\$ per share)

Stock Price scores are based on a 20% or 20 point weighting. Bold numbers indicate achievement of the investor-expected stock price shown below each yearly column head. Best-In-Industry performers earn a top score, and scores of other companies are a percentage of the industry-leading performance. Game-To-Date scores are based solely on the most recent year's stock price.

	Y11 (32.00)	Y12 (34.25)	Y13 (36.75)	Y14 (39.25)	Y15 (42.00)	Y16 (44.25)	Y17 (46.25)	Y18 (48.75)	Y19 (51.25)	Y20 (53.50)	Y15 Score I.E. B-I-I		G-T-D Score I.E. B-I-I		
A	16.27	9.79	5.93	22.95	23.65						11	3	11	3	A
B	45.71	23.32	22.40	45.24	40.37						19	6	19	6	B
C	32.18	40.98	51.65	98.69	68.74						24	9	24	9	C
D	16.22	9.73	6.00	32.15	49.20						22	7	22	7	D
E	83.96	38.84	21.56	33.66	18.57						9	3	9	3	E
F	18.43	10.62	6.34	20.67	12.02						6	2	6	2	F
G	52.51	26.36	48.19	148.26	146.15						24	20	24	20	G
H	16.84	10.53	6.81	4.85	5.68						3	1	3	1	H
I	0.00	0.00	0.00	0.00	0.00						0	0	0	0	I

INDUSTRY 1

COMPANY PERFORMANCE OVERVIEW

YEAR 15

(concluded)

Credit Rating

Credit Rating scores are based on a 20% or 20 point weighting. Bolded credit ratings indicate meeting or beating the B+ investor expectation shown below each column head. For the Best-In-Industry scoring, companies with an A+ credit rating earn a score of 20 points and lesser credit ratings earn lower scores. Game-To-Date scores are based solely on the most recent year's credit rating.

	Y11 (B+)	Y12 (B+)	Y13 (B+)	Y14 (B+)	Y15 (B+)	Y16 (B+)	Y17 (B+)	Y18 (B+)	Y19 (B+)	Y20 (B+)	Y15 Score		G-T-D Score		
											I.E.	B-I-I	I.E.	B-I-I	
A	B-	C-	C-	A+	A+						24	20	24	20	A
B	A-	B+	A-	B+	B						16	14	16	14	B
C	B	B-	B-	B-	C+						8	8	8	8	C
D	C	C-	C-	B+	A						23	19	23	19	D
E	B+	C	C-	C-	C-						0	1	0	1	E
F	B+	C	C	B+	A-						22	18	22	18	F
G	A-	B+	A	A-	B+						20	17	20	17	G
H	C+	C-	C-	C-	C-						0	1	0	1	H
I	n.a.	n.a.	n.a.	n.a.	n.a.						0	0	0	0	I

Image Rating

Image Rating scores are based on a 20% or 20 point weighting. Bolded image ratings indicate meeting or beating the yearly target shown below each column head. Best-In-Industry performers earn top scores; scores of other companies are a percentage of the industry-leading image rating. Game-To-Date scores are based on company's average image rating over the last three years.

	Y11 (70)	Y12 (70)	Y13 (70)	Y14 (70)	Y15 (70)	Y16 (70)	Y17 (70)	Y18 (70)	Y19 (70)	Y20 (70)	Y13-Y15 Average	Y15 Score		G-T-D Score		
												I.E.	B-I-I	I.E.	B-I-I	
A	75	66	43	58	63						55	18	16	16	14	A
B	78	77	66	69	61						65	17	15	19	16	B
C	67	70	66	71	64						67	18	16	19	17	C
D	62	71	62	49	49						53	14	12	15	13	D
E	69	78	91	72	81						81	22	20	22	20	E
F	67	64	59	59	52						57	15	13	16	14	F
G	70	63	61	71	68						67	19	17	19	17	G
H	81	57	68	67	68						68	19	17	19	17	H
I	0	0	0	0	0						0	0	0	0	0	I

Corporate Social Responsibility and Citizenship

	Industry 1 Expenditures for Corporate Social Responsibility and Citizenship						Image Rating Points Generated from CSRC Expenditures		
	Total (\$000s)			Per Pair Sold (\$/unit)					
	High	Avg.	Low	High	Avg.	Low	High	Avg.	Low
Year 11	10,525	3,843	0	2.14	0.76	0.00	4	3	0
Year 12	7,803	2,361	0	2.64	0.62	0.00	8	4	0
Year 13	8,541	1,595	0	1.80	0.48	0.00	10	5	0
Year 14	8,595	1,293	0	1.75	0.25	0.00	12	5	0
Year 15	9,519	1,522	0	1.81	0.28	0.00	15	6	0

Corporate Responsibility Award

for Exemplary Corporate Citizenship

Beginning in Year 14, the World Council for Exemplary Corporate Citizenship presents a Gold Star Award to the company spending the highest percentage of its revenues for social responsibility and citizenship initiatives.

	Award Winner	2nd Place
Y14	Happy Feet Footwear	Elite Footwear Co.
Y15	Happy Feet Footwear	Footloose

INDUSTRY1

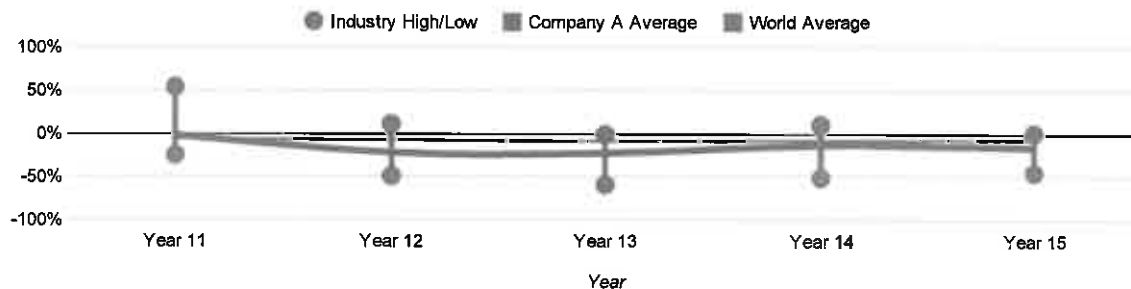
BONUS POINT AWARDS

YEAR15

**BULL'S EYE AWARD**for Accurately Forecasting Total Revenues,
Earnings Per Share, and Image Rating

One bonus point added to any company's game-to-date score when actual performance on Total Revenues and Earnings Per Share vary by no more than 5% from projected performance AND when Image Rating varies by no more than 4 points from the projected image rating.

	Revenues(within ± 5%)			EPS(within ± 5% or ± 10¢)			Image Rating(within ± 4 points)				Year 15 Bull's Eye Award	Cumulative Awards	
	Year 15 Forecast	Year 15 Actual	Percent Variance	Year 15 Forecast	Year 15 Actual	Percent Variance	Year 15 Forecast	Year 15 Actual	—Variance— Pts. Percent				
A	191,939	193,599	+0.9 %	1.96	1.97	+0.5 %	63	63	0 0.0 %		Yes	1	A
B	308,810	296,508	-4.0 %	3.61	3.22	-10.8 %	62	61	-1 -1.6 %		No	0	B
C	583,025	508,463	-12.8 %	7.25	5.45	-24.8 %	76	64	-12 -15.8 %		No	1	C
D	296,777	280,188	-5.6 %	4.43	3.69	-16.7 %	50	49	-1 -2.0 %		No	1	D
E	569,494	483,268	-15.1 %	4.17	0.91	-78.2 %	83	81	-2 -2.4 %		No	0	E
F	194,083	181,731	-6.4 %	1.52	1.10	-27.6 %	53	52	-1 -1.9 %		No	1	F
G	587,825	549,434	-6.5 %	9.44	7.68	-18.6 %	71	68	-3 -4.2 %		No	1	G
H	330,350	241,337	-26.9 %	0.56	-2.12	-99.9 %	75	68	-7 -9.3 %		No	0	H
I	0	0	0.0 %	0.00	0.00	0.0 %	0	0	0 0.0 %		No	0	I

Comparisons and Trends in Projected Versus Actual VariancesRange of Average Percent Variances (for Revenues, EPS, and Image Rating) for all Industry 12
Companies, World-Wide Average Percent Variance, and Company A Average Percent Variance**LEAP FROG AWARD**for Most Improved Overall Score
(current year to current year)

Beginning in Year 12, one bonus point is added to the game-to-date overall score of the company whose current-year overall score is most improved over the prior year. If all companies fail to improve their scores from one year to the next, then no Leap Frog bonus is awarded.

Current-Year Scores

Δ = net change in score between years

Highlighted figure = Leap Frog Award winner

	Y11 Score	Δ	Y12 Score	Δ	Y13 Score	Δ	Y14 Score	Δ	Y15 Score	Δ	Y16 Score	Δ	Y17 Score	Δ	Y18 Score	Δ	Y19 Score	Δ	Y20 Score	Cumulative Awards	
A	52	-24	28	-14	14	+53	67		67											0	A
B	93	-21	72	0	72	+9	81	-9	72											0	B
C	79	+14	93	0	93	-4	89	-9	80											1	C
D	39	-14	25	-4	21	+62	83	+1	84											2	D
E	103	-19	84	-31	53	+6	59	-24	35											0	E
F	69	-36	33	-1	32	+29	61	-12	49											0	F
G	94	-18	76	+19	95	+9	104	-1	103											1	G
H	45	-21	24	-3	21		21		21											0	H
I	0		0																	0	I

INDUSTRY 1

FOOTWEAR INDUSTRY OVERVIEW

YEAR 15

Materials Prices (\$/pair)	Base Price	Y15 Price Adjustments for— Mat. Usage	Cap. Utilization	Year 15 Price	Notes
Standard Materials	6.00	+2.95	+0.19	9.14	Lower than normal (25.4%) superior materials usage lead to superior materials prices that were 12.3% below the base and standard materials prices that were 49.2% above the base. Capacity utilization above 110% resulted in materials price increases of 3.1%.
Superior Materials	12.00	-1.48	+0.37	10.89	

Footwear Production (industry totals)	N.A. Plants	E-A Plants	A-P Plants	L.A. Plants	All Plants	Notes
Total Year 15 Production (000s of pairs)	5,520	0	49,541	12,811	67,872	► Total pairs produced before rejects
Pairs Rejected	225	0	2,715	1,101	4,041	► Overall average reject rate = 6.0%
Net Year 15 Production (000s of pairs)	5,295	0	46,826	11,710	63,831	► Total pairs available after rejects
Superior Materials Usage	77.8%	0.0%	24.7%	5.5%	25.4%	► % usage down 2.9 points from Y14
Capacity Utilization (branded + pri./rate-label)	120.0%	0.0%	116.3%	100.1%	113.1%	► % utilization up 7.1 points from Y14

Branded Warehouses (industry totals)	N.A. Region	E-A Region	A-P Region	L.A. Region	All Regions	Notes
Ending Y14 Inventories (000s of pairs)	6,191	3,426	1,959	3,468	15,044	► Unsold pairs from Y14
Less Pairs Cleared (inventory clearance)	926	610	316	457	2,309	► Average inventory clearance of 15.3%
Beginning Y15 Inventories	5,265	2,816	1,643	3,011	12,735	► Incurred a 1-star S/Q rating penalty
Plus New Pairs Produced in Y15	14,984	15,430	13,015	10,941	54,370	► New Y15 production shipped from plants
Pairs Available for Sale in Year 15	20,249	18,246	14,658	13,952	67,105	► 28.8% higher than Y15 demand

Branded Demand & Sales (industry tot.)	N.A. Market	E-A Market	A-P Market	L.A. Market	All Market	Notes
Projected Y15 Demand (000s of pairs)	14,433	14,340	11,421	11,429	51,623	► From page 4 of FIR for Year 14
Actual Year 15 Demand	14,488	14,352	11,632	11,632	52,104	► Actual demand was 0.9% higher than projected demand due to increased competitive intensity.
Branded Pairs Sold (internet + wholesale)	14,486	14,352	11,629	11,626	52,093	Shows extent to which orders for branded pairs went unfilled due to inventory shortages at one or more companies.
No. of Companies Unable to Fill All Orders	2	1	1	1	not meaningful	
Unfilled Orders (000s of pairs ordered but not shipped)	0	1	1	3	5	

Demand Forecast (industry totals)	N.A. Market	E-A Market	A-P Market	L.A. Market	All Market	Notes
Branded Demand ————— Year 16 (internet + wholesale)	15,068	14,926	12,330	12,330	54,654	Global demand for Y11-Y15 is expected to grow at a rate of 7%-8% annually, slowing to about 5%-7% annual growth during Y16-Y20. The projected growth rates are not the same for all four regions, as indicated in the table on page 4 of the Player's Guide. Actual demand growth may vary from the forecast due to increases/decreases in competitive intensity industry-wide.
Year 17	15,671	15,523	13,070	13,070	57,334	
Year 18	16,298	16,144	13,854	13,854	60,150	
Private-Label Demand ————— Year 16	2,640	2,624	2,640	2,640	10,544	
Year 17	2,920	2,904	2,920	2,920	11,664	
Year 18	3,144	3,144	3,160	3,160	12,624	

Potential Y16 Footwear Supply	Expected Y16 Footwear Demand	Supply / Demand Analysis
Beginning Y16 Inventory 15,012	Branded Demand Forecast 54,654	Excess supply of 40.8% is likely to produce FIERCE competition and hurt industry profitability in Year 16 and beyond. Construction of new capacity will not be needed for several years, and it may be wise for some companies to sell-off unneeded production capacity.
Potential Production (with OT) 76,800	Private-Label Forecast 10,544	
Potential Global Supply 91,812	Potential Global Demand 65,198	

Plant Capacity (000s of pairs of production capacity not including overtime)

	Capacity Beginning Year 15				Capacity Purchased (Sold)				Capacity Available for Y15 Production					New Construction Initiated in Y15	
	N.A.	E-A	A-P	L.A.	N.A.	E-A	A-P	L.A.	N.A.	E-A	A-P	L.A.	Total		
A	1,400	0	1,500	0	0	0	0	0	1,400	0	1,500	0	2,900	0	A
B	2,400	0	4,000	0	-1,000	0	0	0	1,400	0	4,000	0	5,400	4,000	B
C	0	0	7,000	6,000	0	0	0	0	0	0	7,000	6,000	13,000	0	C
D	0	0	4,000	0	0	0	0	0	0	0	4,000	0	4,000	0	D
E	3,100	0	10,500	2,300	-3,100	0	0	0	0	0	10,500	2,300	12,800	0	E
F	0	0	4,000	0	0	0	0	0	0	0	4,000	0	4,000	0	F
G	0	0	8,000	4,500	0	0	0	0	0	0	8,000	4,500	12,500	0	G
H	1,800	0	3,600	0	0	0	0	0	1,800	0	3,600	0	5,400	0	H
I	0	0	0	0	0	0	0	0	0	0	0	0	0	0	I
	8,700	0	42,600	12,800	-4,100	0	0	0	4,600	0	42,600	12,800	60,000	4,000	

INDUSTRY 1

FINANCIAL PERFORMANCE SUMMARY

YEAR 15

Income Statement Data (\$000s)										Total Dividend Payment (\$000s)	Shares of Stock (000s of shares outstanding)	
	Net Sales Revenues	Cost of Pairs Sold	Warehouse Expenses	Marketing Expenses	Admin Expenses	Operating Profit	Interest Exp (Inc)	Income Taxes	Net Profit			
A	193,599	119,596	16,749	24,257	4,987	28,010	-176	8,456	19,730	0	10,000	A
B	296,508	170,234	22,140	48,920	8,038	47,176	7,291	11,966	27,919	6,937	8,671	B
C	508,463	235,225	33,819	120,191	15,087	104,141	38,331	19,743	46,067	760	8,445	C
D	280,188	118,108	17,892	82,420	6,087	55,681	5,603	15,023	35,055	0	9,500	D
E	483,268	292,816	33,257	83,666	15,939	57,590	46,667	3,277	7,646	0	8,445	E
F	181,731	97,135	16,648	43,357	6,337	18,254	2,470	4,735	11,049	0	10,000	F
G	549,434	260,752	34,276	116,336	14,588	123,482	23,109	30,112	70,261	457	9,145	G
H	241,337	147,268	24,180	65,061	8,539	-3,711	17,524	0	-21,235	0	10,000	H
I	0	0	0	0	0	0	0	0	0	0	0	I
	341,816	180,142	24,870	73,026	9,950	53,828	17,602	11,664	24,562	1,019	9,276	

Selected Balance Sheet Data (\$000s)										Dividend Data		
	Cash on Hand	Current Assets	Total Assets	Current Liabilities	Long-Term Debt	Beginning Equity	Stock Sales (purchases)	Earnings Retained	Ending Equity	Year 15 Dividend (\$/share)	No. of Changes (+/-)	
A	49,724	100,392	187,831	9,037	0	159,084	0	19,730	178,794	0.00	1 / 2	A
B	52,905	160,116	524,750	55,579	265,500	210,528	-27,840	20,983	203,671	0.80	1 / 2	B
C	0	160,208	733,650	83,082	401,200	252,591	-48,529	45,304	249,367	0.09	4 / 1	C
D	1,401	87,890	228,190	21,620	11,500	166,042	-6,030	35,058	195,070	0.00	0 / 1	D
E	18,645	175,112	677,351	97,193	355,000	234,062	-16,552	7,648	225,158	0.00	0 / 1	E
F	51,955	147,124	250,624	23,566	11,500	204,508	0	11,050	215,558	0.00	0 / 1	F
G	0	172,969	687,631	75,141	340,200	333,209	-130,726	69,806	272,289	0.05	1 / 2	G
H	0	222,349	348,414	214,285	11,500	143,861	0	-21,232	122,629	0.00	0 / 1	H
I	0	0	0	0	0	0	0	0	0	0.00	0 / 0	I
	21,829	153,270	454,805	72,438	174,550	212,983	-28,710	23,544	207,817	0.12	0.9 / 1.4	

Selected Financial and Operating Statistics									Credit Rating Data				
Costs and Profit as a Percent of Net Revenues									Interest Coverage Ratio	Debt to Assets Ratio	Default Risk Ratio	Default Risk	
	Cost of Pairs Sold	Whse. Expenses	Mktg. Expenses	Admin Expenses	Operating Profit	Net Profit	Current Ratio	Days of Inventory					
A	61.8%	8.7%	12.5%	2.6%	14.5%	10.2%	11.11	10	100.00	0.00	10.00	Low	A
B	57.4%	7.5%	16.5%	2.7%	15.9%	9.4%	2.88	76	6.47	0.58	0.84	High	B
C	46.3%	6.7%	23.6%	3.0%	20.5%	9.1%	1.93	51	2.72	0.63	1.42	Medium	C
D	42.2%	6.4%	29.4%	2.2%	19.9%	12.5%	4.07	51	9.94	0.10	4.01	Low	D
E	60.6%	6.9%	17.3%	3.3%	11.9%	1.6%	1.80	84	1.23	0.63	0.58	High	E
F	53.4%	9.2%	23.9%	3.5%	10.0%	6.1%	6.24	193	7.39	0.09	1.74	Medium	F
G	47.5%	6.2%	21.2%	2.7%	22.5%	12.8%	2.30	60	5.34	0.56	2.29	Medium	G
H	61.0%	10.0%	27.0%	3.5%	-1.5%	-8.8%	1.04	450	-0.21	0.59	0.00	N/A	H
I	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00	0	0.00	0.00	0.00	N/A	I
	52.7%	7.3%	21.4%	2.9%	15.7%	7.2%	2.12	122	16.61	0.40	2.61	Medium	

INDUSTRY 1

INDUSTRY PERFORMANCE BENCHMARKS

YEAR 15

Plant and Production Benchmarks		Year 14			Year 15			
		Low	Average	High	Low	Average	High	
Materials Costs (\$ per pair produced)	Branded Footwear	7.61	9.35	11.73	7.92	9.71	12.29	
	Private-Label Footwear	7.57	8.87	10.71	8.40	9.80	12.10	
Labor	North America	Total Compensation (\$/year)	15,302	17,400	18,954	17,988	19,365	20,648
		Productivity (pairs/worker/year)	3,470	4,049	5,286	3,736	3,827	3,943
		Labor Cost (\$ per pair produced)	3.79	4.91	5.80	5.12	5.49	5.78
	Europe Africa	Total Compensation (\$/year)	0	0	0	0	0	0
		Productivity (pairs/worker/year)	0	0	0	0	0	0
		Labor Cost (\$ per pair produced)	0.00	0.00	0.00	0.00	0.00	0.00
	Asia Pacific	Total Compensation (\$/year)	2,822	4,058	6,173	3,759	4,798	5,987
		Productivity (pairs/worker/year)	2,065	2,435	2,650	2,450	2,559	2,792
		Labor Cost (\$ per pair produced)	1.58	1.87	2.50	1.57	1.96	2.38
	Latin America	Total Compensation (\$/year)	3,996	4,136	4,275	2,800	3,538	4,000
		Productivity (pairs/worker/year)	2,587	2,634	2,680	2,497	2,556	2,640
		Labor Cost (\$ per pair produced)	1.75	1.77	1.78	1.57	1.66	1.71
TQM / 6-Sigma Expenditures (\$ per pair of capacity)	Current Year	0.00	0.67	1.81	0.00	0.70	2.33	
	Cumulative	0.32	0.94	1.55	0.26	0.88	1.49	
Reject Rates (%)	Branded Production	3.7%	5.8%	10.0%	2.9%	5.6%	10.3%	
	Private-Label Production	1.9%	3.7%	5.5%	3.1%	4.1%	5.2%	
Total Manufacturing Cost (\$ per pair produced)	Branded	N.A.	23.57	25.84	28.99	25.10	29.46	32.00
		E-A	0.00	0.00	0.00	0.00	0.00	0.00
		A-P	18.24	20.06	23.38	17.18	20.03	24.21
		L.A.	19.74	20.66	21.57	18.47	19.68	20.88
	Private-Label	N.A.	32.59	33.46	34.33	36.68	36.68	36.68
		E-A	0.00	0.00	0.00	0.00	0.00	0.00
		A-P	16.86	19.53	24.72	16.96	22.27	27.57
		L.A.	0.00	0.00	0.00	16.88	16.95	17.02

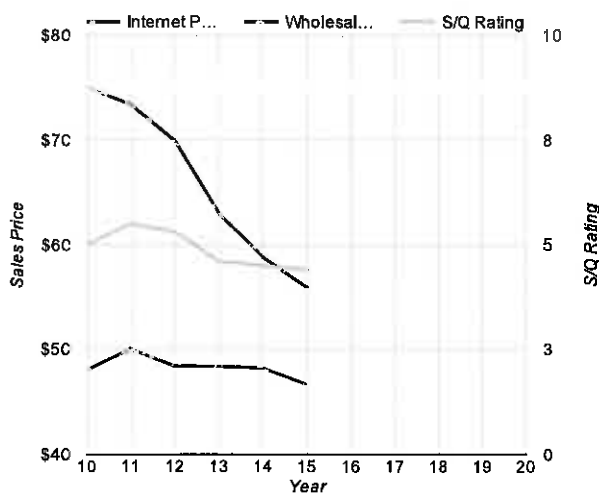
Operating Benchmarks			Year 14			Year 15			
			Low	Average	High	Low	Average	High	
Branded Market Segments	Cost of Pairs Sold (\$ per pair sold. Includes manufacturing, shipping, import tariffs, and exchange rate adjustments.)	N.A.	19.95	23.39	28.63	19.40	23.38	27.58	
		E-A	22.50	24.37	27.73	20.96	23.78	26.01	
		A-P	19.49	21.96	25.63	18.18	21.61	25.63	
		L.A.	20.72	25.64	30.09	19.73	27.13	33.70	
	Warehouse Expenses (\$ per pair sold)	Internet	10.44	11.29	12.81	10.40	11.12	12.08	
		Wholesale	2.14	3.15	4.63	2.10	2.99	4.03	
	Marketing Expenses (\$ per pair sold)	Internet	9.59	18.04	29.50	9.03	17.72	31.13	
		Wholesale	5.62	9.93	14.49	7.22	10.61	15.68	
	Administrative Expenses (\$/pair sold)		1.14	1.73	3.03	1.26	1.56	2.33	
	Operating Profit (\$/pair sold)	Internet	N.A.	2.98	11.28	16.95	-3.04	10.20	20.49
			E-A	8.76	15.73	22.40	5.67	16.95	31.85
			A-P	3.92	12.55	19.51	2.49	13.39	25.96
			L.A.	7.98	14.21	23.29	-4.99	6.85	18.24
Wholesale		N.A.	-0.07	7.14	15.36	-1.56	6.73	12.80	
		E-A	2.71	11.08	20.20	6.43	13.17	21.33	
		A-P	-0.39	9.38	19.10	3.11	9.64	14.16	
		L.A.	5.24	9.78	16.69	-2.64	3.13	7.38	
Private Label Market Segments	Cost of Pairs Sold (\$ per pair sold. Includes manufacturing, shipping, import tariffs, and exchange rate adjustments.)	N.A.	18.12	23.72	28.50	18.80	25.57	32.33	
		E-A	21.00	21.84	22.67	20.43	20.60	20.77	
		A-P	18.50	18.50	18.50	17.96	17.96	17.96	
		L.A.	22.93	27.26	31.59	18.02	27.59	37.15	
	Warehouse Expenses (\$ per pair sold)		1.00	1.04	1.20	1.00	1.07	1.20	
	Margin Over Direct Cost (\$ per pair sold)	N.A.	-14.70	0.58	8.88	-18.53	-10.02	0.00	
		E-A	0.02	3.56	7.09	-1.17	-1.02	0.00	
		A-P	5.65	5.65	5.65	-0.77	-0.77	0.00	
		L.A.	-17.26	-1.97	13.32	-23.69	-12.42	0.00	

Celebrity Endorsements

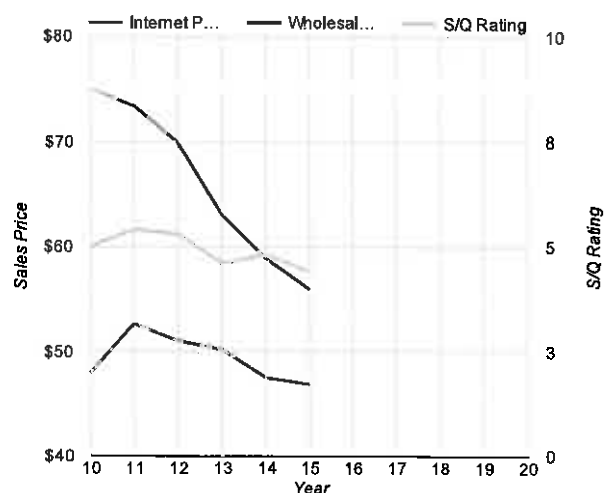
Celebrity	Consumer Appeal				Currently Signed By	Contract (\$000s/year)	Year Signed	Contract Length	Most Recent Round of Bidding				
	NA	EA	AP	LA					Bidders	High Bid	2nd Bid	Avg Bid	Low Bid
Payton Manyon	85	45	35	40	CoolKicks	9,999	Y15	2 years	6	9,999	8,561	6,374	4,656
Oprah Beyoncé	100	70	65	75	Gallardo	9,001	Y14	3 years	5	9,001	8,999	6,964	4,656
Cristiano Romano	70	100	70	55	Elite Footwear Co.	5,799	Y11	5 years	5	5,799	5,720	4,104	1,000
Tiger Green	95	80	85	75	BLACK.	15,100	Y14	2 years	4	15,100	7,777	8,150	4,656
José Montaña	60	50	60	95	Gallardo	11,001	Y15	3 years	6	11,001	10,901	8,353	4,656
Mishell V/ii	55	60	95	90	Elite Footwear Co.	5,164	Y12	4 years	3	7,505	5,164	4,457	702
Ace Federar	50	90	50	85	Footloose	17,000	Y15	1 years	5	17,000	8,561	7,624	902
Danica Sebastian	70	65	55	60	Gallardo	5,555	Y13	3 years	4	5,555	4,656	3,675	900
Yi Lin	75	80	95	50	Happy Feet Footwear	8,500	Y13	4 years	6	8,500	8,000	6,420	3,587
Shakira Iglesias	45	85	60	100	Footloose	10,000	Y15	2 years	7	10,000	9,999	7,912	4,656
Nick Shavan	80	85	75	70	Gallardo	9,001	Y14	3 years	5	9,001	8,989	8,049	4,656
Bronko Mars	60	35	100	50	CoolKicks	8,801	Y14	4 years	3	8,801	5,555	6,337	4,656

Branded Price and S/Q Rating Trends

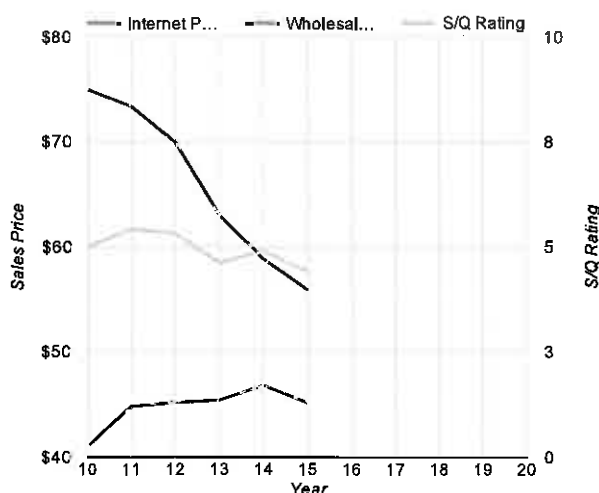
NORTH AMERICA



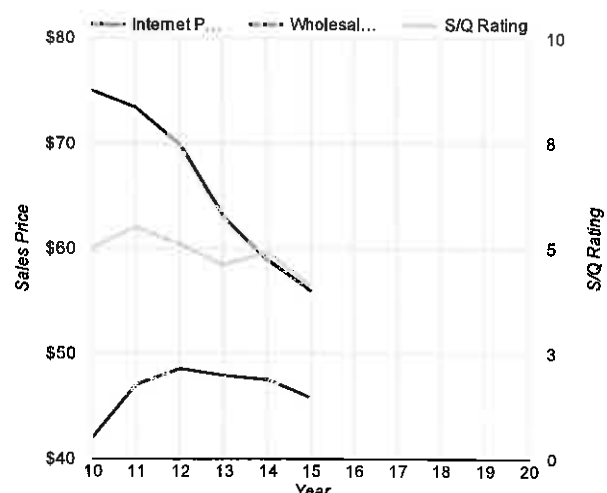
EUROPE-AFRICA



ASIA-PACIFIC



LATIN AMERICA

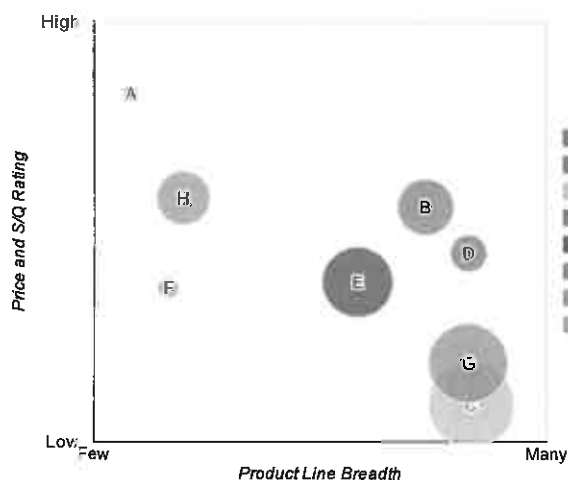


INDUSTRY 1

MARKET SNAPSHOT — NORTH AMERICA

YEAR 15

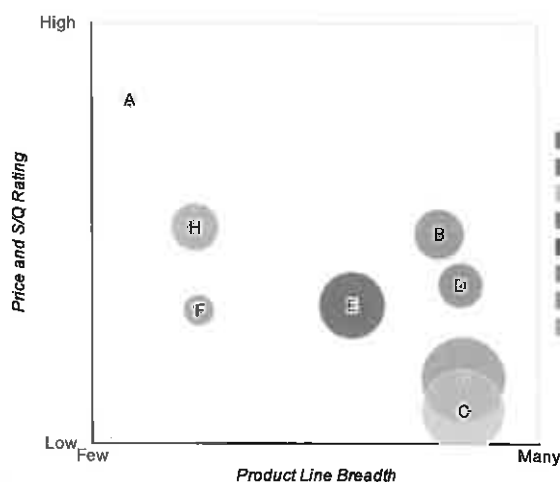
North America Year 15	Competitive Efforts by Company												Ind. Avg.	Co. A vs Ind. Avg.
	A	B	C	D	E	F	G	H	I	J	K	L		
INTERNET SEGMENT														
Price (\$ per pair at retail)	60.00	53.99	50.49	65.00	55.00	52.99	54.10	56.00	0.00				55.95	+7.2%
S/Q Rating (1 to 10 stars)	8★	6★	1★	4★	4★	4★	2★	6★	0★				4.4★	+3.6★
Models Offered	50	440	500	497	350	100	496	120	0				319	-84.3%
Free Shipping	No	No	No	No	No	No	No	Yes	No				Some	Avg.
Advertising (\$000s)	1,200	2,000	18,833	13,900	17,000	11,000	17,550	14,000	0				11,935	-89.9%
Celebrity Appeal	0	145	120	0	210	0	295	75	0				106	-100.0%
Online Orders (000s)	71	176	316	111	243	78	286	167	0				181	-60.8%
Pairs Sold (000s)	71	176	316	111	243	78	286	167	0				181	-60.8%
Market Share	4.9%	12.2%	21.8%	7.7%	15.8%	5.4%	19.8%	11.5%	0.0%				12.5%	-7.6pts.
WHOLESALE SEGMENT														
Price (\$ per pair at wholesale)	56.10	45.50	42.49	51.59	45.00	43.35	42.19	47.00	0.00				46.65	+20.3%
S/Q Rating (1 to 10 stars)	8★	6★	1★	4★	4★	4★	2★	6★	0★				4.4★	+3.6★
Models Availability	50	468	500	497	350	143	500	138	0				331	-84.9%
Advertising (\$000s)	1,200	2,000	18,833	13,900	17,000	11,000	17,550	14,000	0				11,935	-89.9%
Rebate Offer (\$ per pair)	9	2	4	5	2	4	3	5	0				4.25	+111.8%
Retail Outlets Utilized	1,672	1,000	3,875	2,788	2,521	1,186	3,236	1,847	0				2,266	-26.2%
Retailer Support (\$ per outlet)	400	200	600	650	400	400	650	600	0				488	-18.0%
Delivery Time (weeks)	1	3	3	3	3	3	3	3	0				2.8	-64.3%
Celebrity Appeal	0	145	120	0	210	0	295	75	0				106	-100.0%
Retailer Demand (000s)	648	1,378	2,660	1,387	2,011	855	2,839	1,260	0				1,630	-60.2%
Gained/Lost (due to stockouts)	-45	+29	+56	-188	+43	+18	+60	+27	0				0	
Pairs Sold (000s)	603	1,407	2,716	1,199	2,054	873	2,899	1,287	0				1,630	-63.0%
Market Share	4.6%	10.8%	20.8%	9.2%	15.8%	6.7%	22.2%	9.9%	0.0%				12.5%	-7.9pts.
PRIVATE-LABEL SEGMENT														
Bid Price (max = \$41.65)	0.00	0.00	0.00	0.00	18.30	0.00	0.00	15.00	0.00				Total Private-Label Pairs (000s) Demand = 2,400 Offered = 2,557 Sold = 2,400	
S/Q Rating (min = 4★)	0★	0★	0★	0★	4★	0★	0★	8★	0★					
Pairs Offered (000s)	0	0	0	0	2,274	0	0	283	0					
Pairs Sold (000s)	0	0	0	0	2,117	0	0	283	0					
Market Share	0.0%	0.0%	0.0%	0.0%	88.2%	0.0%	0.0%	11.8%	0.0%					

INTERNET SEGMENT
Strategic Group MapCompany A's
Competitive Strengths

- S/Q Rating

Company A's
Competitive Weaknesses

- Retail Price
- Models Offered
- Free Shipping
- Advertising
- Celebrity Appeal

WHOLESALE SEGMENT
Strategic Group MapCompany A's
Competitive Strengths

- S/Q Rating
- Rebate Offer
- Delivery Time

Company A's
Competitive Weaknesses

- Wholesale Price
- Model Availability
- Advertising
- Retail Outlets
- Retailer Support
- Celebrity Appeal

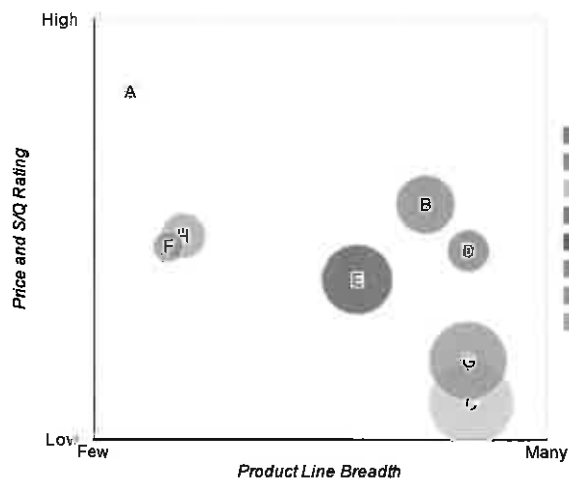
INDUSTRY 1

MARKET SNAPSHOT — EUROPE-AFRICA

YEAR 15

Europe-Africa Year 15	Competitive Efforts by Company										Ind. Avg.	Co.A vs Ind. Avg.
	A	B	C	D	E	F	G	H	I	J		
INTERNET SEGMENT												
Price (\$ per pair at retail)	60.00	53.99	50.49	65.00	55.00	52.99	54.10	56.00	0.00		55.95	+7.2%
S/Q Rating (1 to 10 stars)	8★	6★	1★	4★	4★	5★	2★	5★	0★		4.4★	+3.6★
Models Offered	50	440	500	497	350	100	496	120	0		319	-84.3%
Free Shipping	No	No	No	No	No	No	No	Yes	No		Some	Avg.
Advertising (\$000s)	1,000	2,000	20,250	18,000	17,000	12,000	16,500	12,000	0		12,344	-91.9%
Celebrity Appeal	0	170	85	0	205	0	305	80	0		106	-100.0%
Online Orders (000s)	71	182	308	127	236	97	280	132	0		179	-60.3%
Pairs Sold (000s)	71	182	308	127	236	97	280	132	0		179	-60.3%
Market Share	5.0%	12.7%	21.5%	8.9%	16.5%	6.8%	19.5%	9.2%	0.0%		12.5%	-7.5pts.
WHOLESALE SEGMENT												
Price (\$ per pair at wholesale)	49.90	45.50	41.99	54.48	52.49	41.10	42.49	47.50	0.00		46.93	+6.3%
S/Q Rating (1 to 10 stars)	8★	6★	1★	4★	4★	5★	2★	5★	0★		4.4★	+3.6★
Models Availability	50	490	500	497	350	197	500	156	0		343	-85.4%
Advertising (\$000s)	1,000	2,000	20,250	18,000	17,000	12,000	16,500	12,000	0		12,344	-91.9%
Rebate Offer (\$ per pair)	1	2	3	6	2	4	3	5	0		3.25	-69.2%
Retail Outlets Utilized	2,438	1,000	3,493	2,844	1,593	1,780	3,193	1,623	0		2,246	+8.5%
Retailer Support (\$ per outlet)	400	300	600	800	400	400	600	600	0		513	-22.0%
Delivery Time (weeks)	1	3	3	3	3	3	3	3	0		2.8	-64.3%
Celebrity Appeal	0	170	85	0	205	0	305	80	0		106	-100.0%
Retailer Demand (000s)	888	1,474	2,708	1,362	1,276	1,291	2,873	1,048	0		1,615	-45.0%
Gained/Lost (due to stockouts)	-138	+17	+31	+15	+14	+15	+33	+12	0		0	
Pairs Sold (000s)	750	1,491	2,739	1,377	1,290	1,306	2,906	1,060	0		1,615	-53.6%
Market Share	5.8%	11.5%	21.2%	10.7%	10.0%	10.1%	22.5%	8.2%	0.0%		12.5%	-6.7pts.
PRIVATE-LABEL SEGMENT												
Bid Price (max = \$41.93)	0.00	0.00	19.19	0.00	18.30	0.00	18.28	0.00	0.00		Total Private-Label Pairs (000s)	
S/Q Rating (min = 4★)	0★	0★	4★	0★	4★	0★	4★	0★	0★		Demand = 2,384	
Pairs Offered (000s)	0	0	1,198	0	2,300	0	1,464	0	0		Offered = 4,962	
Pairs Sold (000s)	0	0	0	0	920	0	1,464	0	0		Sold = 2,384	
Market Share	0.0%	0.0%	0.0%	0.0%	38.6%	0.0%	61.4%	0.0%	0.0%			

INTERNET SEGMENT
Strategic Group Map



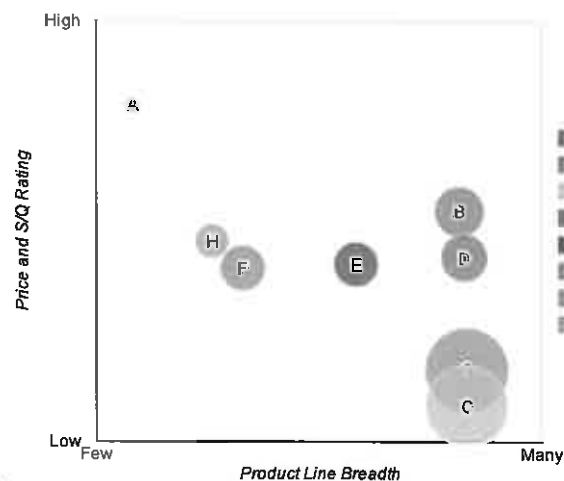
**Company A's
Competitive Strengths**

- S/Q Rating

**Company A's
Competitive Weaknesses**

- Retail Price
- Models Offered
- Free Shipping
- Advertising
- Celebrity Appeal

WHOLESALE SEGMENT
Strategic Group Map



**Company A's
Competitive Strengths**

- S/Q Rating
- Delivery Time

**Company A's
Competitive Weaknesses**

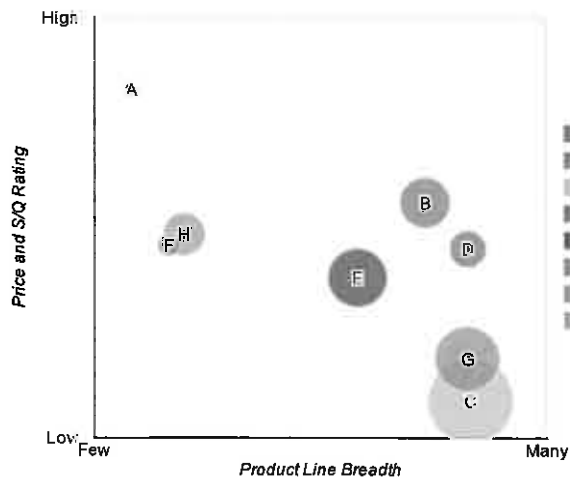
- Model Availability
- Advertising
- Rebate Offer
- Retailer Support
- Celebrity Appeal

INDUSTRY 1

MARKET SNAPSHOT — ASIA-PACIFIC

YEAR 15

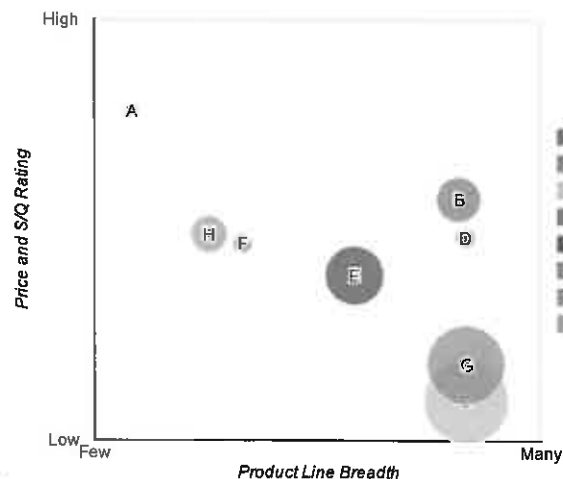
Asia-Pacific Year 15	Competitive Efforts by Company										Ind. Avg.	Co. A vs Ind. Avg.
	A	B	C	D	E	F	G	H	I	J		
INTERNET SEGMENT												
Price (\$ per pair at retail)	60.00	53.99	50.49	65.00	55.00	52.99	54.10	56.00	0.00		55.95	+7.2%
S/Q Rating (1 to 10 stars)	8★	6★	1★	4★	4★	5★	2★	5★	0★		4.4★	+3.6★
Models Offered	50	440	500	497	350	100	496	120	0		319	-84.3%
Free Shipping	No	No	No	No	No	No	No	Yes	No		Some	Avg.
Advertising (\$000s)	1,400	100	16,000	11,800	9,000	6,500	7,700	7,500	0		7,500	-81.3%
Celebrity Appeal	0	135	160	0	200	0	255	95	0		106	-100.0%
Online Orders (000s)	67	142	291	104	176	76	193	118	0		146	-54.1%
Pairs Sold (000s)	67	142	291	104	176	76	193	118	0		146	-54.1%
Market Share	5.7%	12.2%	24.9%	8.9%	15.1%	6.5%	16.5%	10.1%	0.0%		12.5%	-6.8pts.
WHOLESALE SEGMENT												
Price (\$ per pair at wholesale)	45.05	43.99	42.49	55.50	45.00	42.99	41.29	45.00	0.00		45.16	-0.2%
S/Q Rating (1 to 10 stars)	8★	6★	1★	4★	4★	5★	2★	5★	0★		4.4★	+3.6★
Models Availability	50	490	500	499	350	200	500	155	0		343	-85.4%
Advertising (\$000s)	1,400	100	16,000	11,800	9,000	6,500	7,700	7,500	0		7,500	-81.3%
Rebate Offer (\$ per pair)	5	2	4	4	2	4	3	3	0		3.38	+47.9%
Retail Outlets Utilized	991	100	1,666	1,322	1,336	843	1,526	1,250	0		1,129	-12.2%
Retailer Support (\$ per outlet)	450	200	500	550	400	400	600	600	0		463	-2.8%
Delivery Time (weeks)	3	3	3	3	3	3	3	3	0		3.0	0.0%
Celebrity Appeal	0	135	160	0	200	0	255	95	0		106	-100.0%
Retailer Demand (000s)	889	1,198	2,195	861	1,445	854	1,982	1,039	0		1,308	-32.0%
Gained/Lost (due to stockouts)	-70	+9	+16	+5	+11	+6	+14	+8	0		0	
Pairs Sold (000s)	819	1,207	2,211	866	1,456	860	1,996	1,047	0		1,308	-37.4%
Market Share	7.8%	11.5%	21.1%	8.3%	13.9%	8.2%	19.1%	10.0%	0.0%		12.5%	-4.7pts.
PRIVATE-LABEL SEGMENT											Total Private-Label Pairs (000s)	
Bid Price (max = \$40.16)	0.00	0.00	0.00	0.00	18.30	0.00	0.00	0.00	0.00		Demand = 2,400	
S/Q Rating (min = 4★)	0★	0★	0★	0★	4★	0★	0★	0★	0★		Offered = 2,300	
Pairs Offered (000s)	0	0	0	0	2,300	0	0	0	0		Sold = 2,300	
Pairs Sold (000s)	0	0	0	0	2,300	0	0	0	0			
Market Share	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%			

INTERNET SEGMENT
Strategic Group Map**Company A's
Competitive Strengths**

- S/Q Rating

**Company A's
Competitive Weaknesses**

- Retail Price
- Models Offered
- Free Shipping
- Advertising
- Celebrity Appeal

WHOLESALE SEGMENT
Strategic Group Map**Company A's
Competitive Strengths**

- S/Q Rating
- Rebate Offer

**Company A's
Competitive Weaknesses**

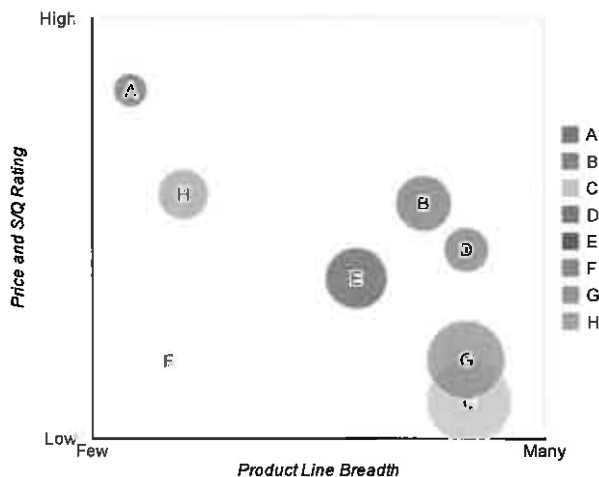
- Model Availability
- Advertising
- Retail Outlets
- Celebrity Appeal

INDUSTRY 1

MARKET SNAPSHOT — LATIN AMERICA

YEAR 15

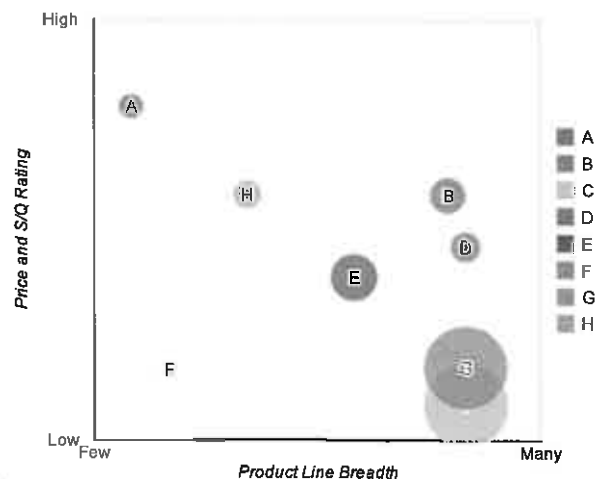
Latin America Year 15	Competitive Efforts by Company										Ind. Avg.	Co. A vs Ind. Avg.
	A	B	C	D	E	F	G	H	I	J	K	L
INTERNET SEGMENT												
Price (\$ per pair at retail)	60.00	53.99	50.49	65.00	55.00	52.99	54.10	56.00	0.00		55.95	+7.2%
S/Q Rating (1 to 10 stars)	8★	6★	1★	4★	4★	2★	2★	6★	0★		4.1★	+3.9★
Models Offered	50	440	500	497	350	100	496	120	0		319	-84.3%
Free Shipping	No	No	No	No	No	No	No	Yes	No		Some	Avg.
Advertising (\$000s)	2,200	300	16,732	12,000	9,000	1,000	14,500	7,500	0		7,904	-72.2%
Celebrity Appeal	0	160	145	0	185	0	305	50	0		106	-100.0%
Online Orders (000s)	67	144	285	104	168	33	249	117	0		146	-54.1%
Pairs Sold (000s)	67	144	285	104	168	33	249	117	0		146	-54.1%
Market Share	5.7%	12.3%	24.4%	8.9%	14.4%	2.8%	21.3%	10.0%	0.0%		12.5%	-6.8pts.
WHOLESALE SEGMENT												
Price (\$ per pair at wholesale)	47.89	46.90	40.49	55.54	46.75	40.10	41.47	47.00	0.00		45.77	+4.6%
S/Q Rating (1 to 10 stars)	8★	6★	1★	4★	4★	2★	2★	6★	0★		4.1★	+3.9★
Models Availability	50	476	500	500	350	100	500	206	0		335	-85.1%
Advertising (\$000s)	2,200	300	16,732	12,000	9,000	1,000	14,500	7,500	0		7,904	-72.2%
Rebate Offer (\$ per pair)	6	2	3	5	2	6	3	4	0		3.88	+54.6%
Retail Outlets Utilized	1,020	200	2,322	1,589	1,086	938	1,790	898	0		1,230	-17.1%
Retailer Support (\$ per outlet)	600	200	300	720	400	400	500	600	0		465	+29.0%
Delivery Time (weeks)	1	3	3	2	3	3	3	3	0		2.6	-61.5%
Celebrity Appeal	0	160	145	0	185	0	305	50	0		106	-100.0%
Retailer Demand (000s)	858	1,024	2,425	929	1,219	720	2,421	866	0		1,308	-34.4%
Gained/Lost (due to stockouts)	-17	+2	+4	+1	+2	+1	+2	+2	0		0	
Pairs Sold (000s)	841	1,026	2,429	930	1,221	721	2,423	868	0		1,307	-35.7%
Market Share	8.0%	9.8%	23.2%	8.9%	11.7%	6.9%	23.2%	8.3%	0.0%		12.5%	-4.5pts.
PRIVATE-LABEL SEGMENT												
Bid Price (max = \$40.77)	0.00	0.00	19.49	0.00	18.30	0.00	0.00	15.00	0.00		Total Private-Label Pairs (000s)	
S/Q Rating (min = 4★)	0★	0★	4★	0★	4★	0★	0★	8★	0★		Demand = 2,400	
Pairs Offered (000s)	0	0	1,198	0	2,200	0	0	177	0		Offered = 3,575	
Pairs Sold (000s)	0	0	0	0	2,200	0	0	177	0		Sold = 2,377	
Market Share	0.0%	0.0%	0.0%	0.0%	92.6%	0.0%	0.0%	7.4%	0.0%			

INTERNET SEGMENT
Strategic Group MapCompany A's
Competitive Strengths

- S/Q Rating

Company A's
Competitive Weaknesses

- Retail Price
- Models Offered
- Free Shipping
- Advertising
- Celebrity Appeal

WHOLESALE SEGMENT
Strategic Group MapCompany A's
Competitive Strengths

- S/Q Rating
- Rebate Offer
- Retailer Support
- Delivery Time

Company A's
Competitive Weaknesses

- Model Availability
- Advertising
- Retail Outlets
- Celebrity Appeal