simdustry®
STIMULATE YOUR BUSINESS

Simdustry presents

SIMflex & SIMservice

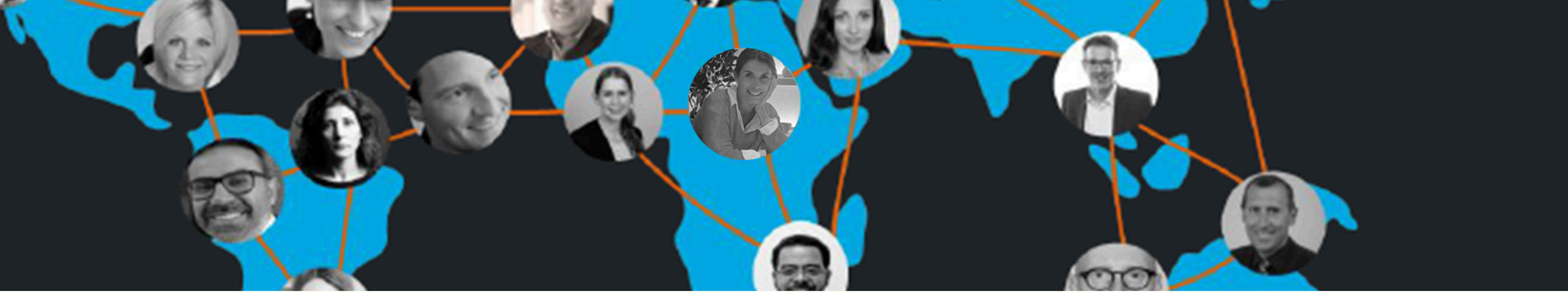
"Transform Strategic Decisions into Results:
Business Strategy Simulation"

Experience entrepreneurial thinking and behaviour “live“

Proven Expert Online Reputation
EXCELLENT
simdustry GmbH
(2 sources)
33 Customer reviews
Authenticity of reviews
7/3/2023

Customer opinions
(last 12 months)
CUSTOMERS' CHOICE 2023
More info
Proven Expert

Made in Germany



WHAT IS SIMDUSTRY?

Founded in 2003 in Germany, SIMDUSTRY® is one of the world's leading providers of business simulations, development programs, and transformational experiences for executives and professionals.
Companies across all industries trust SIMDUSTRY® when it comes to opening new perspectives, enhancing leadership skills, and promoting the implementation of strategic objectives.

www.simdustry.de

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WHY?

Managers have significant experience in their specific areas (sales, logistics, procurement, marketing, human resources, production, etc.), but they often lack a complete understanding of how strategic decisions in different areas impact financial statements at the corporate level (Profit and Loss, Balance Sheet, and Cash Flow). This can make the interpretation of key financial performance indicators (EBITDA, EBIT, ROS, CoGS, ROI, ROE, etc.) challenging. Simulations help develop a comprehensive understanding of the company and improve strategic decision-making.

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HOW?

By combining role-playing, scenario building, gamification, and live simulation, we create an exceptional and exciting training experience. For at least two days, executives work in teams to create and manage their own company, competing with other groups. Through emotional involvement and strategic decision-making in a simulated environment, managers observe the financial consequences both on the simulation board and in the financial statements. This approach provides them with a holistic view of business operations and a deeper understanding of financial statements and key performance indicators (KPIs).

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WHAT?

SIMFlex and SIMService: Customized Solutions for Your Industry

SIMFlex, for industrial companies, and SIMService, for service companies, are 2 of 14 of the ready-to-use simulations offered by the German company SIMDUSTRY. These simulations can be tailored to the specific needs of each client, and we also offer custom-made simulations. Since 2003, these powerful and effective tools have been successfully implemented in numerous multinational companies around the world, both in-person and online.

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Ainhoa Crespán, exclusive representative of SIMDUSTRY® in Spain, with extensive experience as a trainer, successfully applying this methodology in Germany, Spain, United Kingdom and the Middle East.

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crespan@simdustry.de

cell phone: Int+ 34 626.502.084

Testimonial 1

“When you combine Role Playing, Scenario Building, Gamification, and Live Simulation... the result is an outstanding and exciting training experience!"

"The best training I personally received after Harvard Business School executive training."

Yousuf, a participant with extensive experience in executive training.

Testimonial 2

“Thank you very much for the interactive and interesting session last week. The feedback was really good and they recommended to re-do the session again.”

HR L&D, Omantel

Testimonial 3

"Thank you to Sabine Renner and Ainhoa Crespán for delivering such an impactful session."

FranklinCovey Middle East

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Contact us and request a free demo!

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More information below:

THE PRODUCTS

READY TO USE SIMULATIONS

TAILOR MADE SIMULATIONS

READY TO USE SIMULATIONS

READY TO USE SIMULATIONS

TAILOR MADE SIMULATIONS

CONTENT

- SIMFlex in Action and Introductory Videos
- 7 Reasons: Experiential, Real, Sustainable
- Online or In-Person
- 3 Unique Characteristics: Specific, Systemic, Adaptable to Each Client
- Simulation Steps: From Analysis to Evaluation

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Why is business acumen necessary?

1. **Entrepreneurial thinking & acting:** It´s the thinking and acting of each individual that makes or breaks a company´s business success. That´s why it´s crucial for every member to understand business acumen especially value flows, financial statements and KPIs in order to contribute actively to their company´s current and future strategic goals.

2. **Profitable & sustainable business development:** In the hectic pace of everyday business, often too little attention is paid to the issues of profitability and sustainable business development. However, these two areas are vital to every company in order to remain competitive - in short as well as long term. Skills for robust budget planning and cost controlling are core disciplines, unfortunately often overlooked.

3. **Impact of decisions:** On all hierarchy levels, employees and managers take daily decisions on multiple scopes. Therefore it´s crucial to have a holistic view on the own company and to understand, how every decision impacts the company's cash-flow and/or profitability. The very relevant difference between "investments vs. expenses" must be in the DNA of each team member taking a financial decision.

How can you face these challenges with SIM*Flex*?

1. SIM*Flex* fosters **entrepreneurial thinking & acting.** The participants gain a solid overview on their own company, including processes and value flows.
The impact of silo thinking and acting becomes very visible and - based on this change in perspective – success factors for sustainable success are jointly developed.

2. SIM*Flex* explains business acumen - with serious fun. Based on this, participants understand to focus on **profitability and sustainable business development** when it comes to taking decision in their areas of responsibility.

3. SIM*Flex* allows participants to gain a solid understanding on the **impact of their business decisions** on not only the overall business, but also on their company´s KPIs and financial statements. This leads to more thought through and goal-oriented decisions throughout the entire company.

SIM*FLex*

Welcome to a Unique Business Learning Experience!

In our simulation, each team has the opportunity to become the leaders of their own company. Competing against each other, teams embark on an exciting journey through multiple fiscal years over a period of 2 to 3 days, witnessing how their strategic decisions shape the future of their companies.

From year 0, all teams will start with the same company and face crucial decisions. In which product areas should they invest in research and development? Should they buy or rent factories? Should they open new markets or consolidate existing ones? These are just a few of the strategic decisions teams will encounter. Each choice has a direct impact on the Profit and Loss Statement, the Balance Sheet, and the Cash Flow Statement of their company.

Join us and discover how team-based simulation can take your business skills to the next level!

THE TEAMS AND THEIR COMPANIES

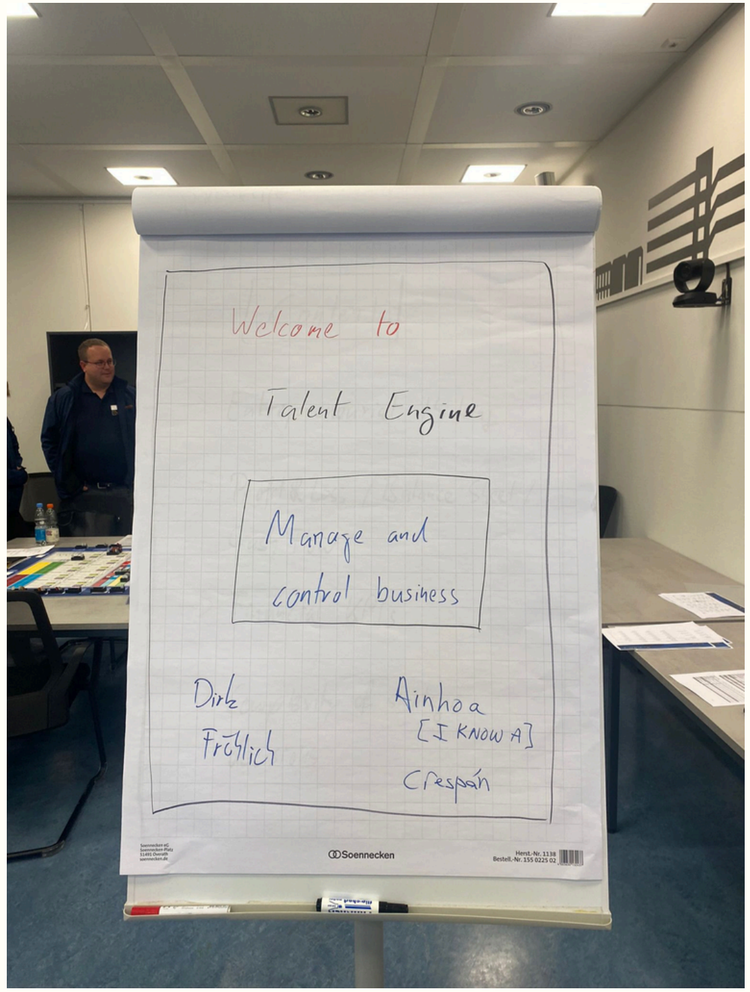
COMPANY 1

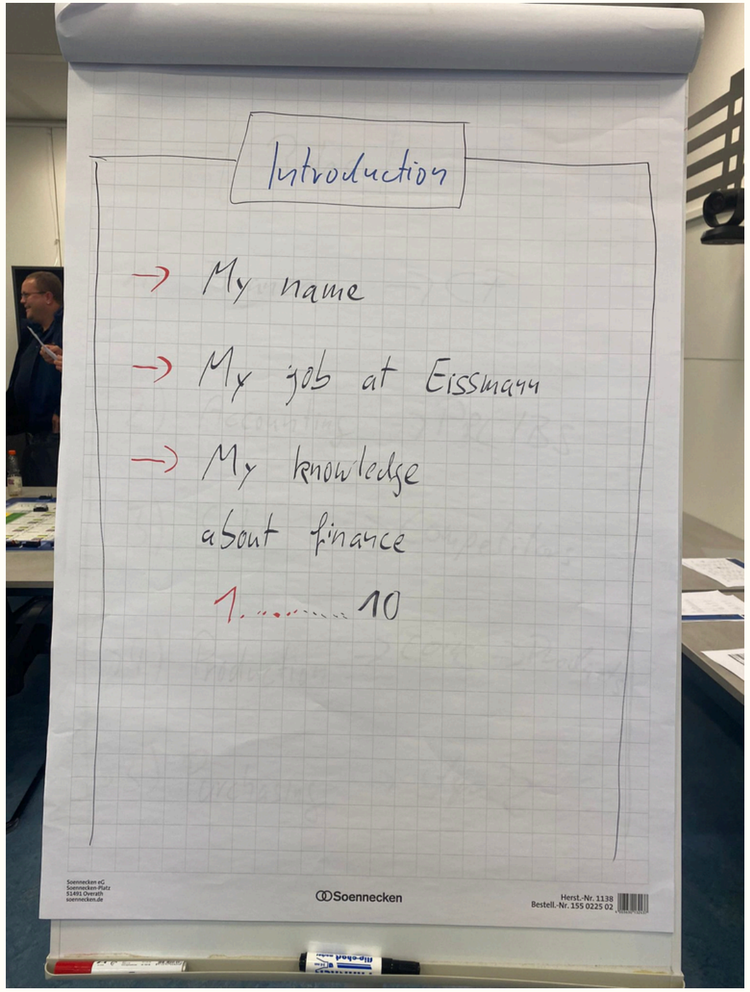
COMPANY 2

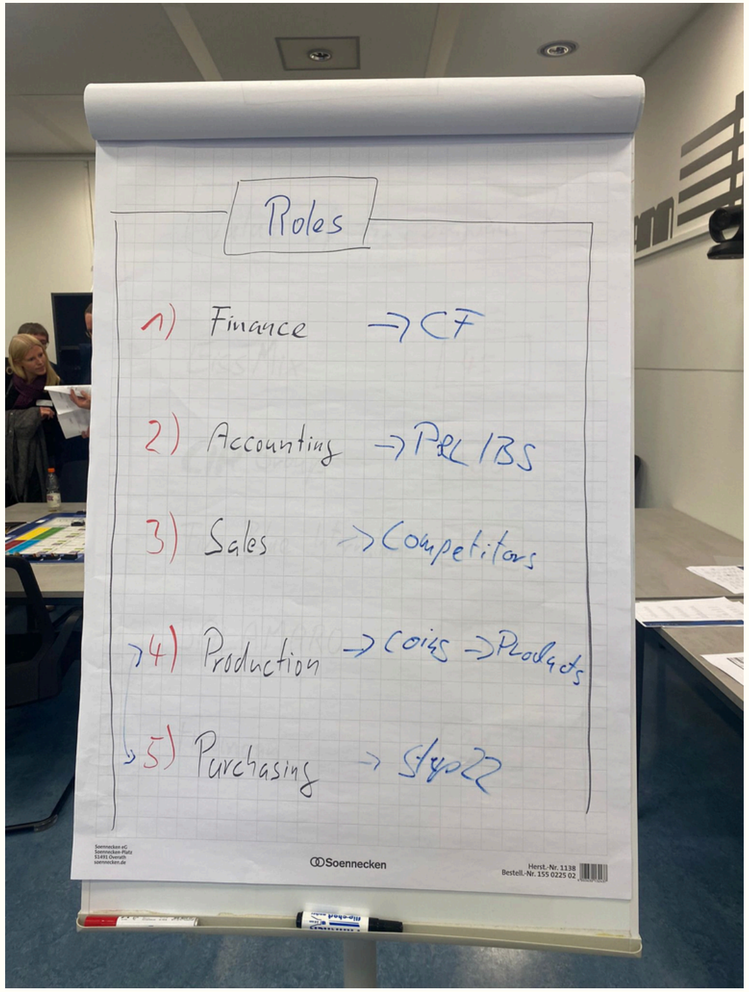
COMPANY 3

The simulation requires a minimum of 3 groups and a maximum of 5, with the ideal setup being 5 members per group. At the start of the workshop, groups are carefully formed to ensure a diversity of financial knowledge among participants. Each group member is assigned a specific role:

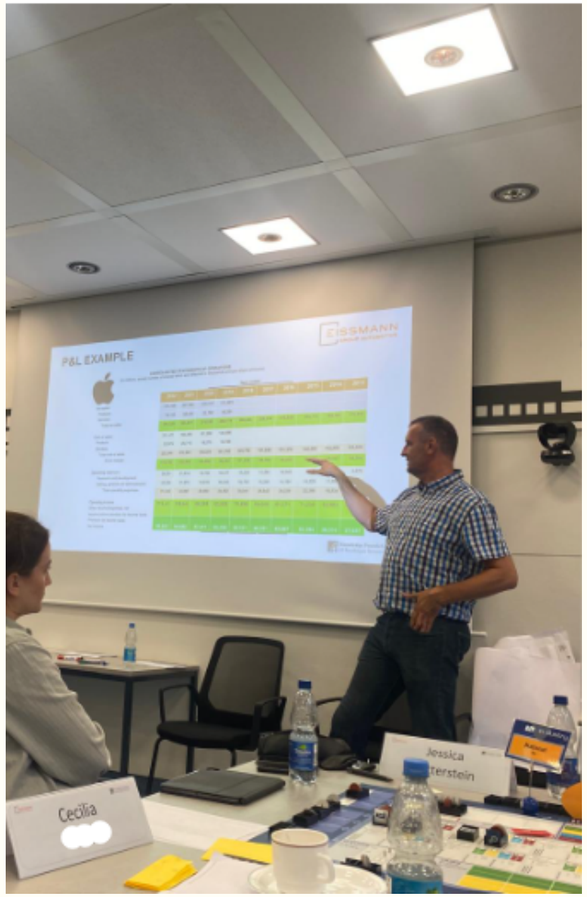
- Chief Financial Officer (Cash Flow)
- Accountant (Balance Sheet and Profit and Loss Statement)
- Sales Director (Competitors)
- Production Director (Currencies, Raw Materials, and Labor Costs)
- Purchasing Director (step #22 of the process).

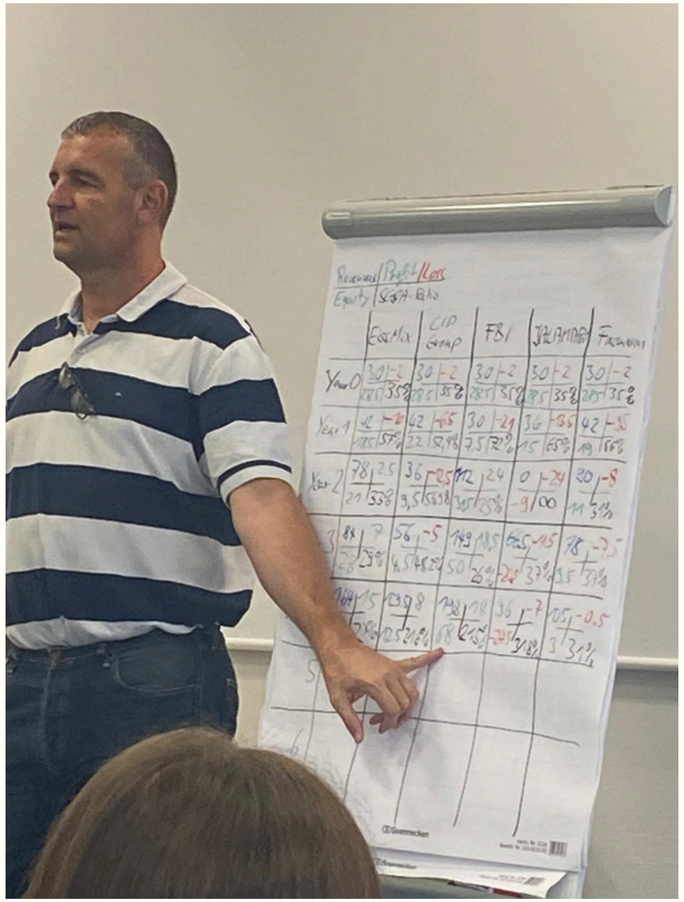

Welcome to
Talent Engine
Manage and control business
Dirk Fröhlich
Ainhoa [I KNOW A] Crespán
Soennecken


Introduction
→ My name
→ My job at Eissmann
→ My knowledge about finance
1 10
Soennecken

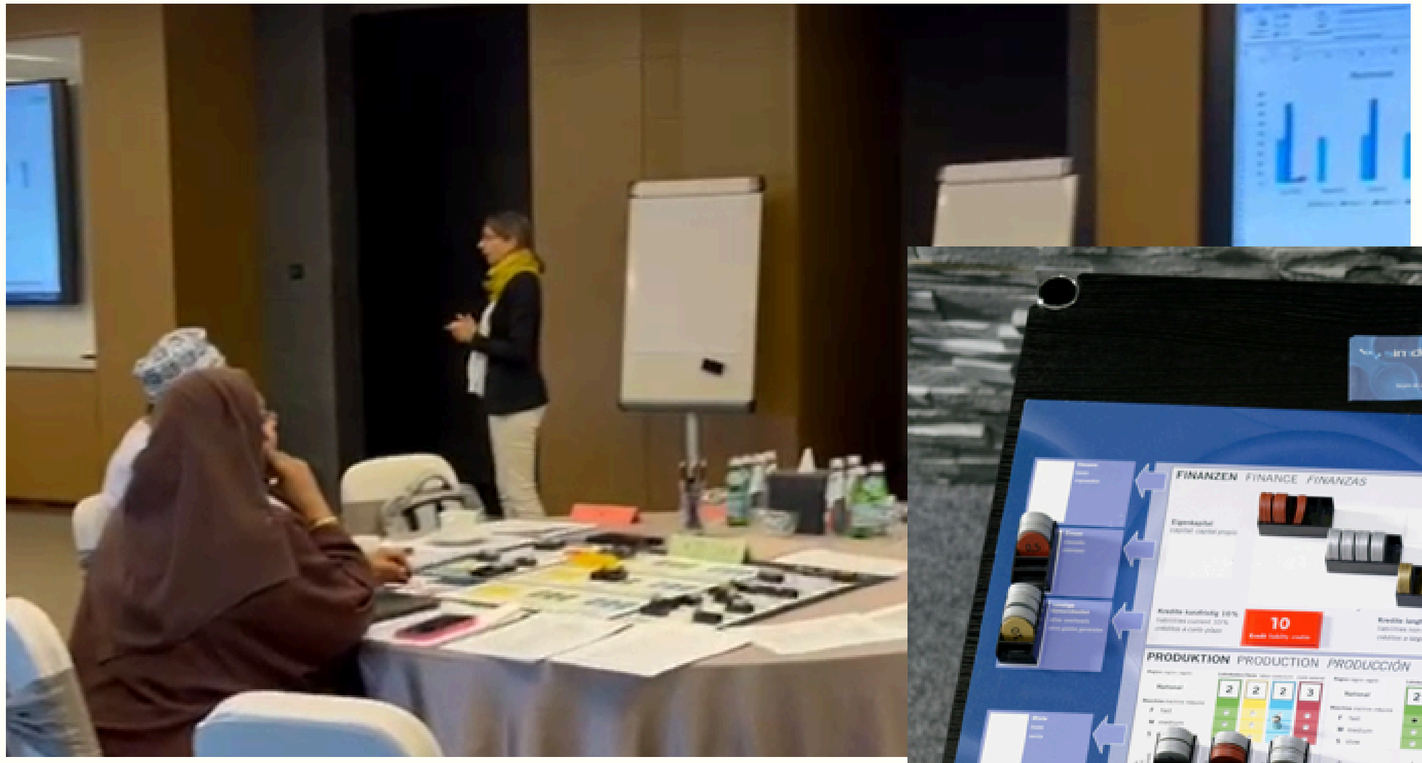

Roles
1) Finance → CF
2) Accounting → P&L / BS
3) Sales → Competitors
4) Production → Costs → Products
5) Purchasing → Stock
Soennecken

EISSMANN STRATEGY 2030
EISSMANN


P&L EXAMPLE
EISSMANN
Cecilia
Jessica



in dustry
International



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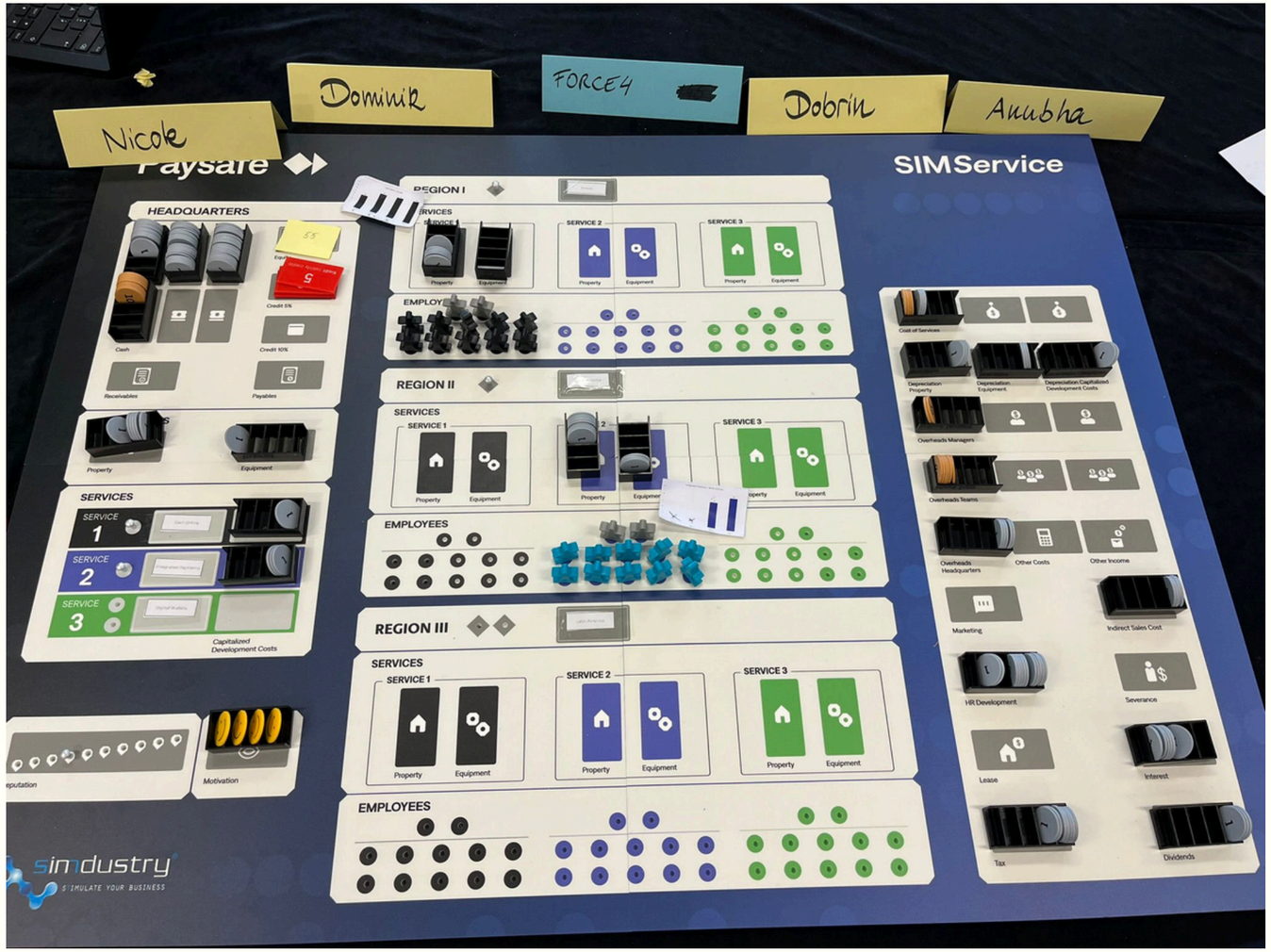
Intercontinental 2
International
FINANZEN FINANCE FINANZAS
F&E R&D I&D
EINKAUF PURCHASING COMPRAS
STANDARD
COMPACT
PLUS
LUXUS
PRODUKTION PRODUCTION PRODUCCIÓN
VERTRIEB
SALES
VENTAS
LAGER
STOCK
ALMACÉN


Nicole
Dominik
FORCE4
Dobrin
Anubha
SIMService
HEADQUARTERS
Cash
Credit 5%
Credit 10%
Receivables
Payables
Property
Equipment
SERVICES
SERVICE 1
SERVICE 2
SERVICE 3
Capitalized Development Costs
Motivation
REGION I
REGION II
REGION III
EMPLOYEES
Cost of Services
Depreciation Property
Depreciation Equipment
Depreciation Capitalized Development Costs
Overheads Managers
Overheads Teams
Overheads Headquarters
Other Costs
Other Income
Marketing
Indirect Sales Cost
HR Development
Severance
Lease
Interest
Tax
Dividends
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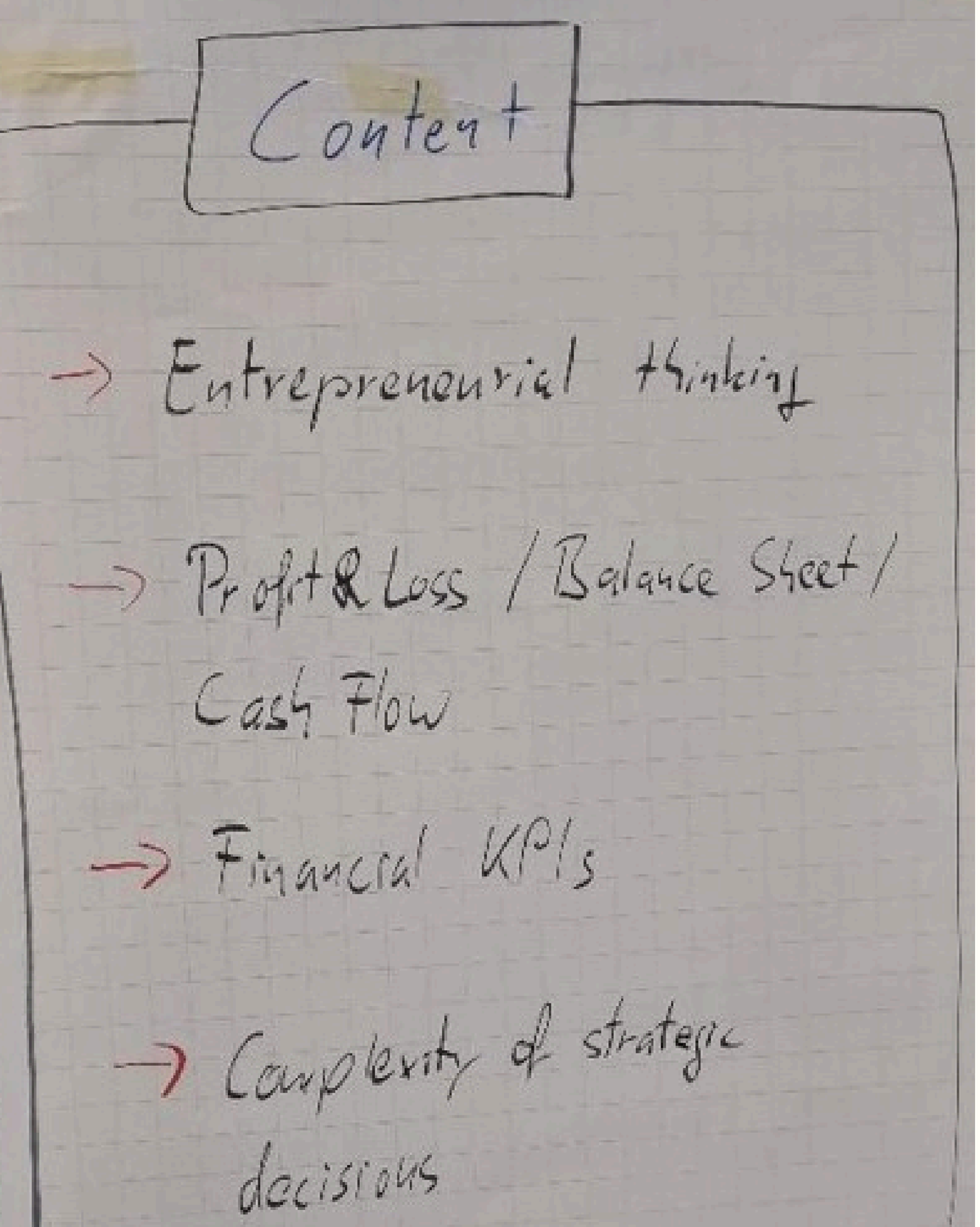
Mohammed Mustafa Al Lawati
SIMService



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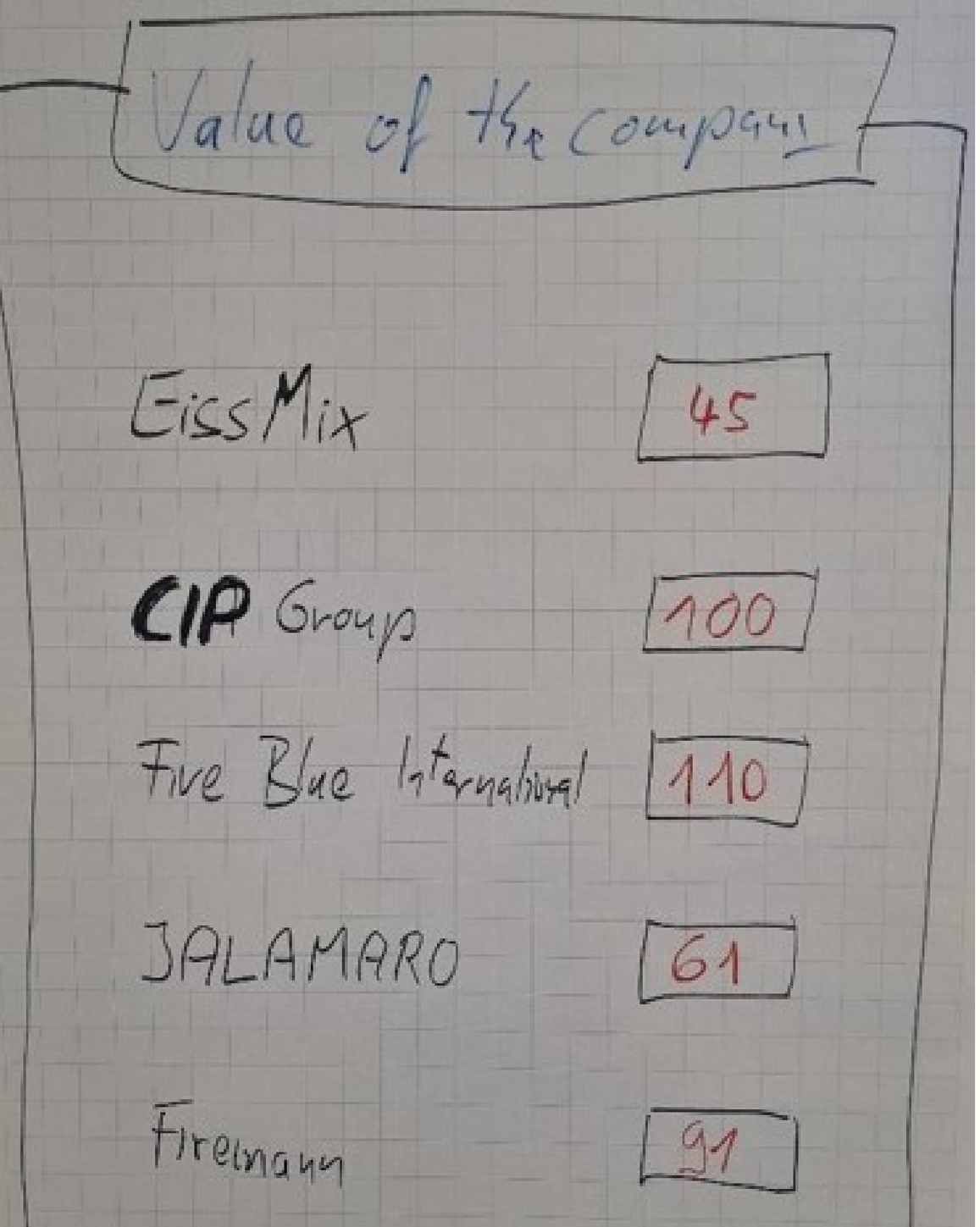
CONTENT

- Entrepreneurial Thinking
- Profit and Loss Statement / Balance Sheet / Cash Flow
- Financial KPIs
- Complexity of Strategic Business Decisions and Their Impact on Financial Statements



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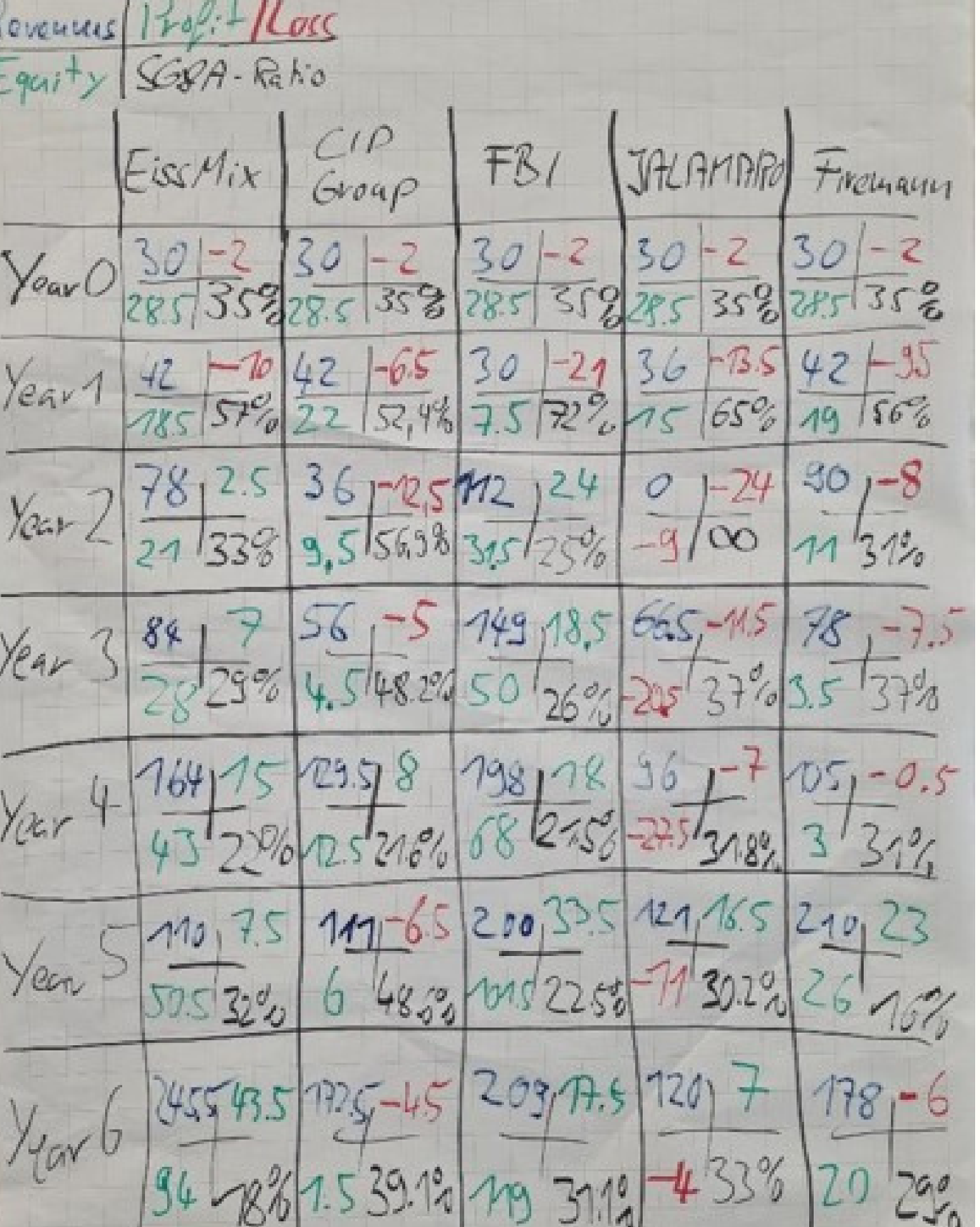
THE VALUE OF THE COMPANY

We begin the simulation by challenging each team to assess the value of the company they have received. Surprisingly, the responses are often very diverse, even though all teams have received the same company with the same initial Balance Sheet.



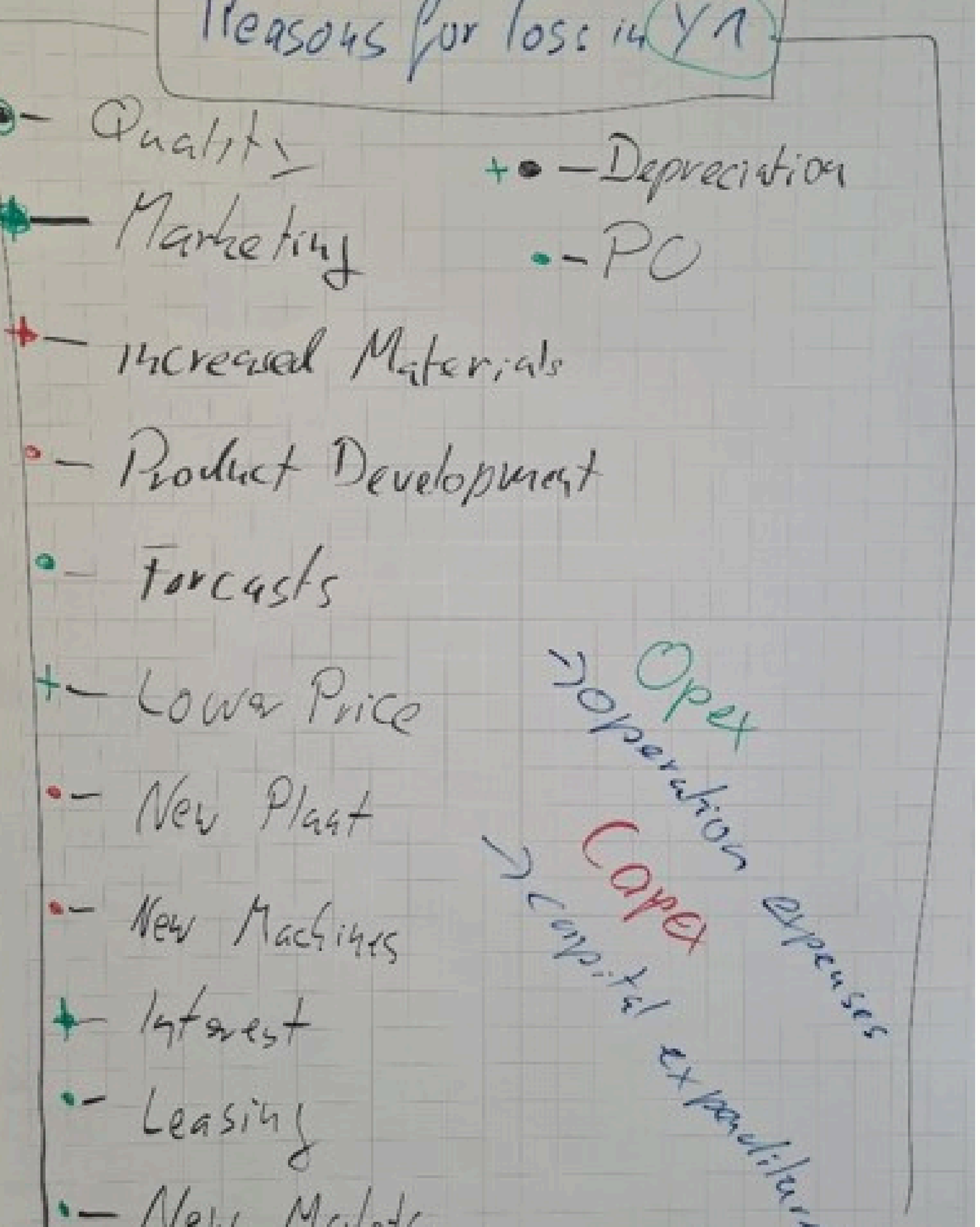
Revenues / Profit / Loss Equity / SG&A - Ratio	EissMix	CIP Group	FBI	JALAMARO	Firemann
Year 0	30 / -2 28.5 / 35%	30 / -2 28.5 / 35%	30 / -2 28.5 / 35%	30 / -2 28.5 / 35%	30 / -2 28.5 / 35%
Year 1	42 / -10 18.5 / 57%	42 / -6.5 22 / 52,4%	30 / -21 7.5 / 72%	36 / -13.5 15 / 65%	42 / -9.5 19 / 56%
Year 2	78 / 2.5 21 / 33%	36 / -12.5 9,5 / 56,9%	112 / 24 31.5 / 25%	0 / -24 -9 / ∞	30 / -8 11 / 31%
Year 3	84 / 7 28 / 29%	56 / -5 4.5 / 48.2%	149 / 18.5 50 / 26%	66.5 / -11.5 -20.5 / 37%	78 / -7.5 3.5 / 37%
Year 4	164 / 15 43 / 22%	129.5 / 8 12.5 / 21.6%	198 / 18 68 / 21.5%	96 / -7 -27.5 / 31.8%	105 / -0.5 3 / 31%
Year 5	110 / 7.5 50.5 / 32%	111 / -6.5 6 / 48.5%	200 / 33.5 101.5 / 22.5%	121 / 16.5 -11 / 30.2%	210 / 23 26 / 16%
Year 6	245.5 / 43.5 94 / 18%	177.5 / -4.5 1.5 / 39.1%	203 / 17.5 119 / 31.1%	120 / 7 -4 / 33%	178 / -6 20 / 29%

THE RESULTS

During each fiscal exercise, the key results of each company are recorded, including:

- **Revenues**
- **Profit and Loss (P&L)**
- **Accumulated Equity (Reserves)**
- **The crucial Selling, General, and Administrative Expenses to Sales ratio (SG&A Ratio)**

This practice allows us to track the evolution of each company over time. In some cases, these metrics reveal significant financial challenges, even leading to situations of **bankruptcy.**



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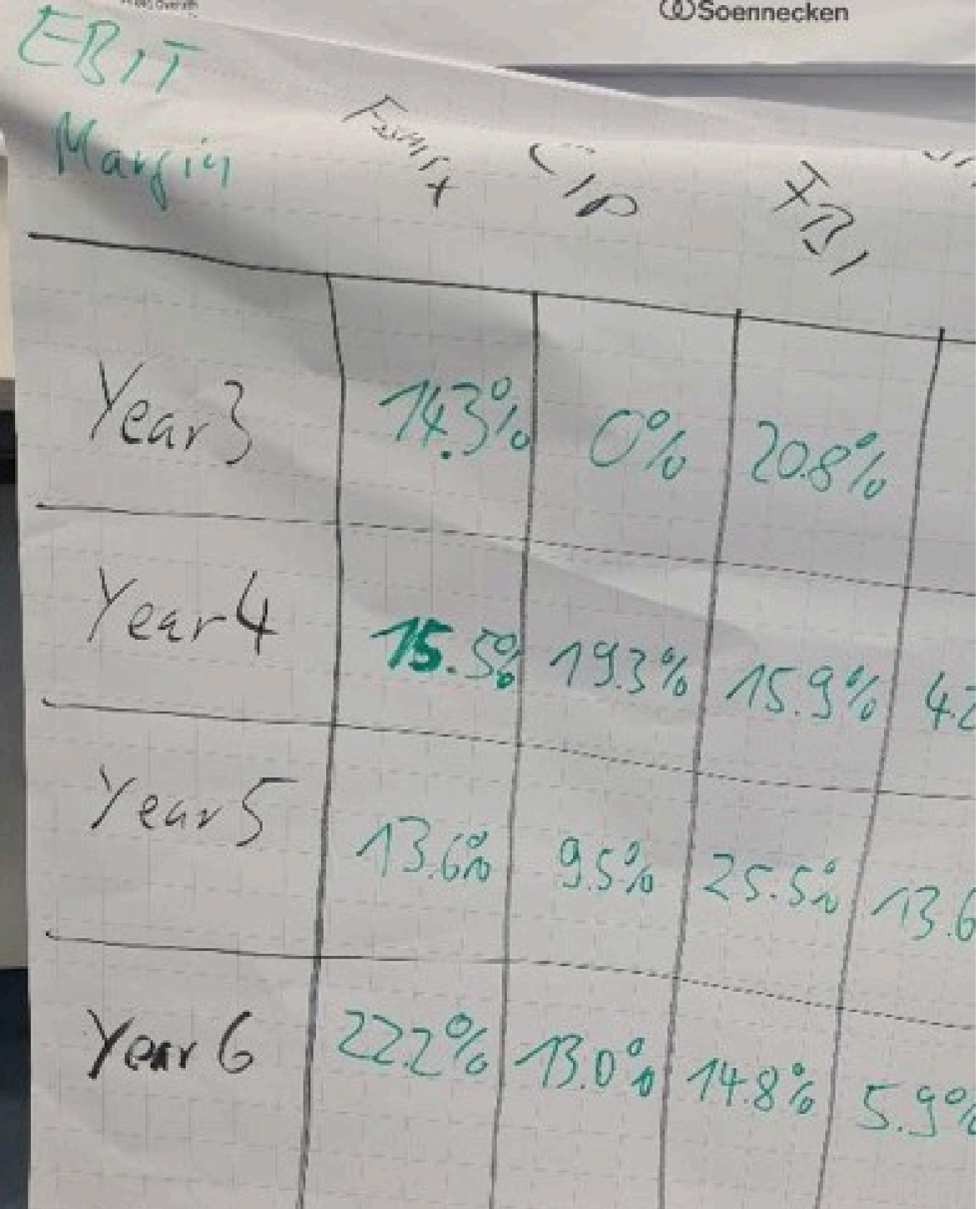
REASONS FOR LOSS IN YEAR 1

Uncover the Mystery of Year 1 Losses

In our Year 1 ratio analysis exercise, we challenge participants to unravel the mystery behind the losses. We gather all their responses and then review them together, identifying which reasons truly explain the losses and which do not—such as those that only impact the Balance Sheet, like purchasing a building. Watching the participants' reactions is fascinating!



EBIT MARGIN

During each fiscal exercise, the EBIT (%) is also recorded to compare the different companies.

THE WINNERS

	EissMix	CIP Group	FBI	JALAMARO	Firemann
Invest	400	100	300	200	400
	400	100	600	100	200
	600	250	400	50	100
	700	500	600	100	350
	400	100	400	600	150
	350	100	200	100	600
	250	200	700	200	200
	400	300	750	50	300
	150	300	200	400	300
	150	150	200	150	150
	300	100	400		500
	600		400		400
	300		600		500
	400		350		400
	400		500		300
	300		500		200
	200		100		500
	500		200		400
	200		300		
	7000	2200	7700	1950	5950

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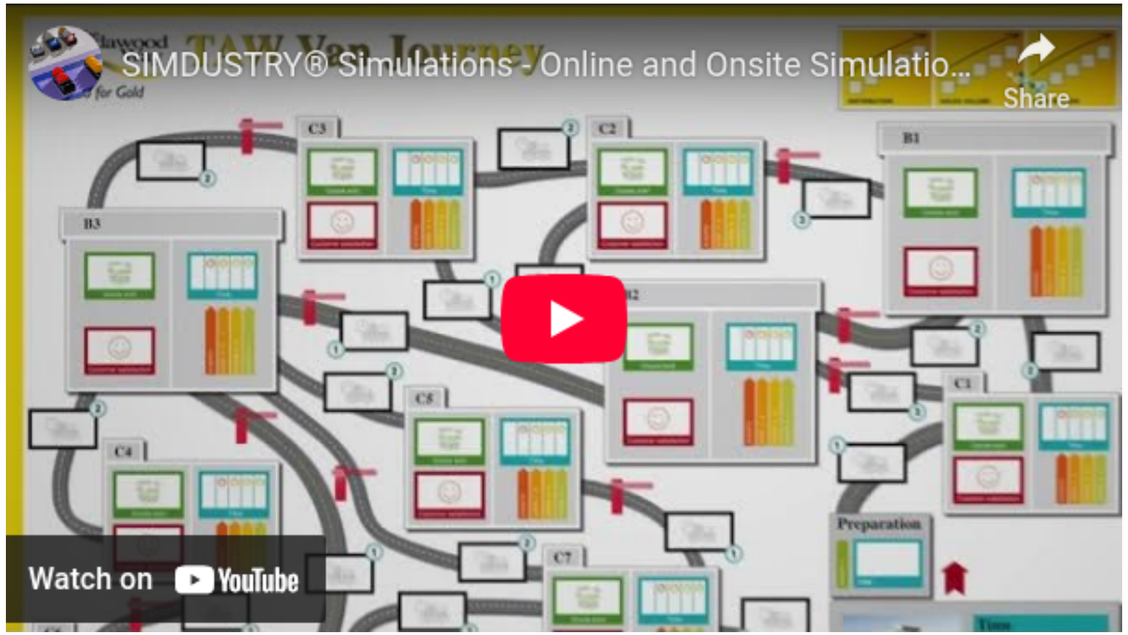
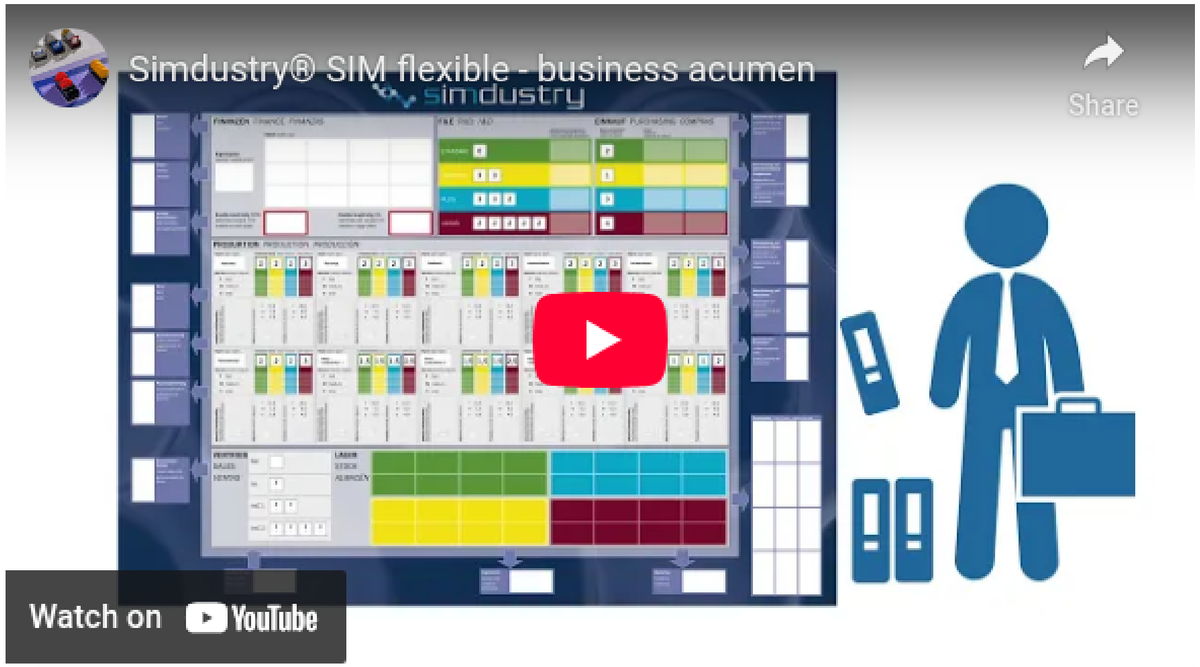
VIDEOS

SIMDUSTRY



SIMFLEX



CONTENT

- SIMFlex in Action and Introductory Videos
- 7 Reasons: Experiential, Real, Sustainable
- Online or In-Person
- 3 Unique Characteristics: Specific, Systemic, Adaptable to Each Client
- Simulation Steps: From Analysis to Evaluation

7 REASONS

- Experimental learning
- Reality base
- Sustainable

01
Feedback in real time

02
Visualization of interactions for success

03
Risk free Learning & culture of error

04
Reproducing individual business situations

05
Learning in competition

06
Team working & interaction

07
Sustainable anchoring of learning.

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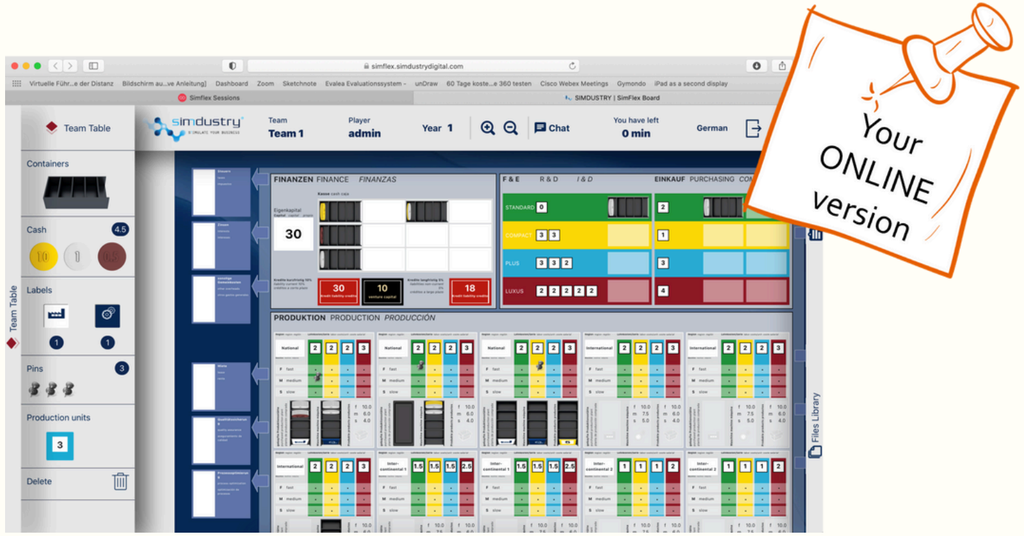
¡TÚ ELIJES!

ONLINE



ONSITE

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3 Unique features – specific, systemic, 100% customizable

Unique feature #1

Integrate your industry & company specifics!

Unique feature #2

Connect + interlink strategy & financial savvy!

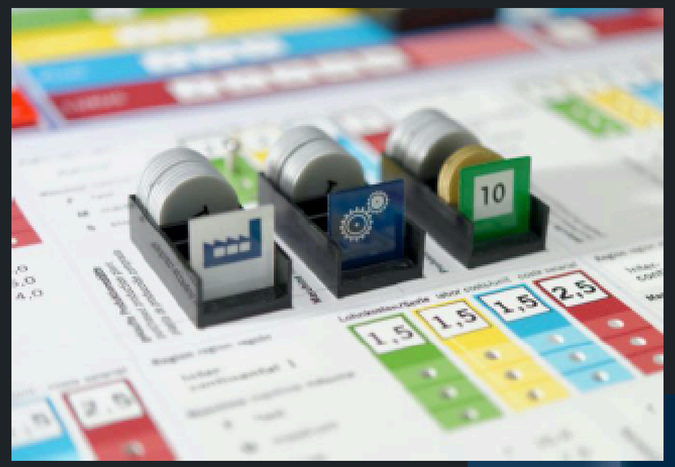
Unique feature #3

Customize topics & contents 100% to your needs!

Unique feature #1- Integrate your industry & company specifics!

Tailor your **SIM*Flex* onsite** simulation very easily to your specifics by adapting your …

- **KPI's:** calculate the KPIs that are important in your company.
- **Product:** simply decide on what products you want to produce during the simulation, as the "product" in the simulation is not specified
- **Business events:** directly extracted from your managers daily leadership challenges as well as your industry and further external events (like economical, environmental, etc.)



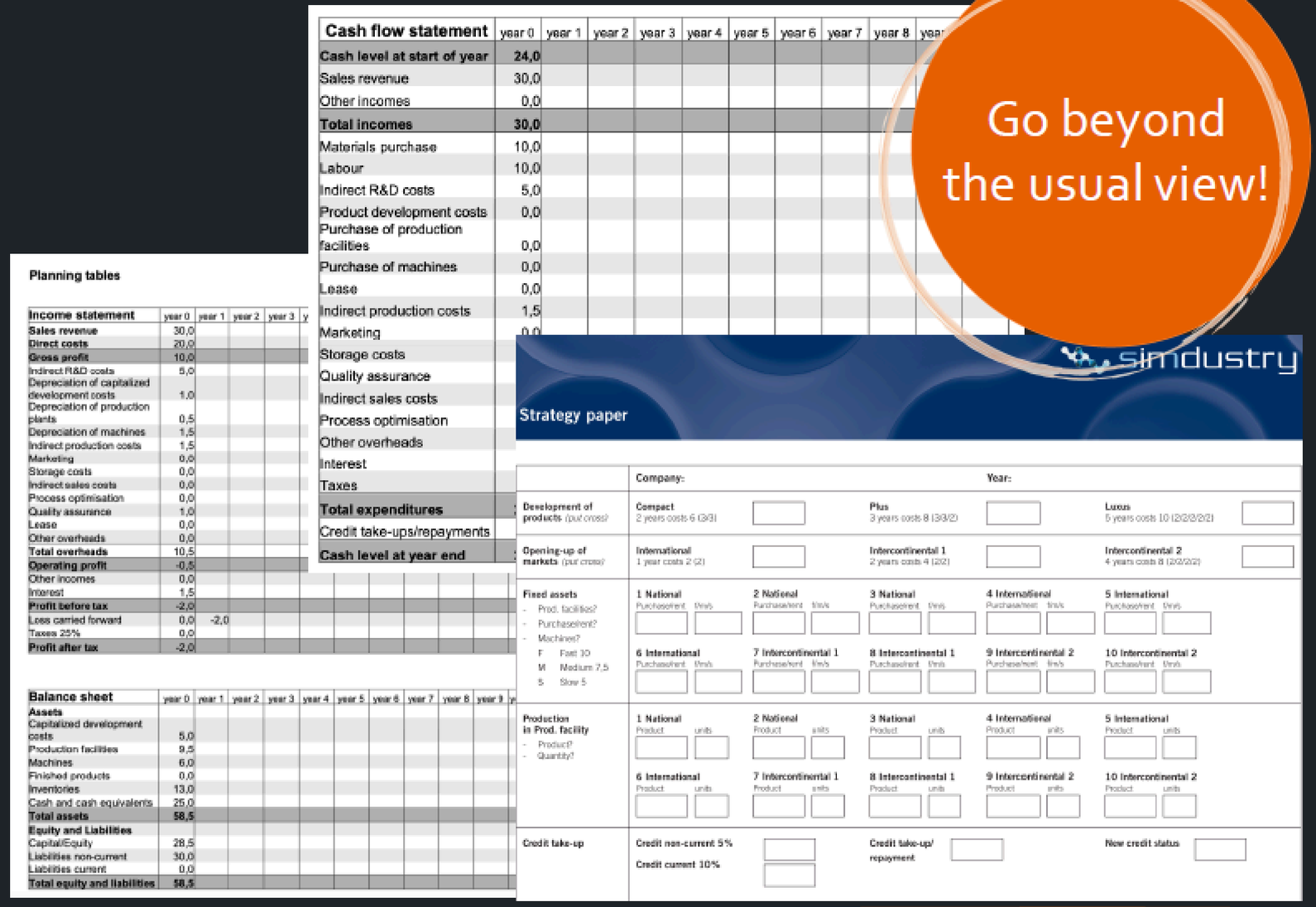
Your industry & company specifics!

Unique feature #2 - Connect + interlink strategy & financial savvy!

Your participants develop a solid understanding of the 2 core areas for successful managers & team leaders :

- Developing a solid + competitive business strategy
- Understanding the company´s financials & annual statements – Balance sheet + Cashflow statement

They experience 1st hand the different impacts of their decisions on those elements.



Planning tables

Income statement	year 0	year 1	year 2	year 3
Sales revenue	30,0			
Direct costs	20,0			
Gross profit	10,0			
Indirect R&D costs	5,0			
Depreciation of capitalized development costs	1,0			
Depreciation of production plants	0,5			
Depreciation of machines	1,5			
Indirect production costs	1,5			
Marketing	0,0			
Storage costs	0,0			
Indirect sales costs	0,0			
Process optimisation	0,0			
Quality assurance	1,0			
Lease	0,0			
Other overheads	0,0			
Total overheads	10,5			
Operating profit	-0,5			
Other incomes	0,0			
Interest	1,5			
Profit before tax	-2,0			
Loss carried forward	0,0	-2,0		
Taxes 25%	0,0			
Profit after tax	-2,0			

Balance sheet	year 0	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9
Assets										
Capitalized development costs	5,0									
Production facilities	9,5									
Machines	6,0									
Finished products	0,0									
Inventories	13,0									
Cash and cash equivalents	25,0									
Total assets	58,5									
Equity and Liabilities										
Capital/Equity	28,5									
Liabilities non-current	30,0									
Liabilities current	0,0									
Total equity and liabilities	58,5									

Cash flow statement	year 0	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8
Cash level at start of year	24,0								
Sales revenue	30,0								
Other incomes	0,0								
Total incomes	30,0								
Materials purchase	10,0								
Labour	10,0								
Indirect R&D costs	5,0								
Product development costs	0,0								
Purchase of production facilities	0,0								
Purchase of machines	0,0								
Lease	0,0								
Indirect production costs	1,5								
Marketing	0,0								
Storage costs									
Quality assurance									
Indirect sales costs									
Process optimisation									
Other overheads									
Interest									
Taxes									
Total expenditures									
Credit take-ups/repayments									
Cash level at year end									

Go beyond the usual view!

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Strategy paper

	Company:			Year:					
Development of products (put cross)	Compact 2 years costs 6 (3/3)			Plus 3 years costs 8 (3/3/2)			Luxus 5 years costs 10 (2/2/2/2/2)		
Opening-up of markets (put cross)	International 1 year costs 2 (2)			Intercontinental 1 2 years costs 4 (2/2)			Intercontinental 2 4 years costs 8 (2/2/2/2)		
Fixed assets - Prod. facilities? - Purchase/rent? - Machines? F Fast 10 M Medium 7,5 S Slow 5	1 National Purchase/rent	Units	2 National Purchase/rent	Units	3 National Purchase/rent	Units	4 International Purchase/rent	Units	5 International Purchase/rent	Units
	6 International Purchase/rent	Units	7 Intercontinental 1 Purchase/rent	Units	8 Intercontinental 1 Purchase/rent	Units	9 Intercontinental 2 Purchase/rent	Units	10 Intercontinental 2 Purchase/rent	Units
Production in Prod. facility - Product? - Quantity?	1 National Product	units	2 National Product	units	3 National Product	units	4 International Product	units	5 International Product	units
	6 International Product	units	7 Intercontinental 1 Product	units	8 Intercontinental 1 Product	units	9 Intercontinental 2 Product	units	10 Intercontinental 2 Product	units
Credit take-up	Credit non-current 5%			Credit take-up/ repayment			New credit status		
	Credit current 10%								

Unique feature #3 - Customize topics + contents 100% to your needs!

This is only a short selection of possible topics – share with us your learning goals and relevant topics!

- Growing the organization: internal vs. external growth paths
- Complexity of strategic decision-making
- Strategy and the Strategic Management Process
- Importance of sound Cash Flow and Liquidity Management
- Understanding finance – working with P&L and Cash-Flow
- Interlinkages between corporate divisions and processes
- … and much more

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The simulation process - from analyzing to doing to evaluating

Your participants follow a comprehensive 4-step process!

+ individual ***reflection & application*** on own business!

4. Evaluate business effects & effectiveness

Review the success of your strategy, your operations and decisions taken on unexpected events.

Evaluate - in comparison to the competition - the development of your financial results and your market position!

3. Handle + decide on unexpected business events

Handle - like in reality - unexpected business challenges .

Decide on your reaction or experience the impact of unavoidable events on your strategy + business .

2. Run the business - develop the business + lead your company

Operate your strategy by investing, producing, marketing and selling. Everything while handling risks linked with your decisions.

1. Create your "competitive business strategy"

Develop your short and mid-term strategy!

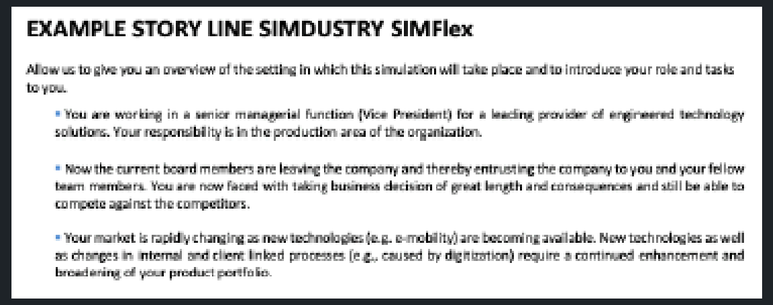
Take strategic decisions on financials, product development, production, fixed assets and operating markets.

1. Process step #1 – Create your "competitive business strategy" (1)

Decide on the strategic way forward entering the industry and its markets in competition with others.

Develop a mid-term strategy based on the analysis of …

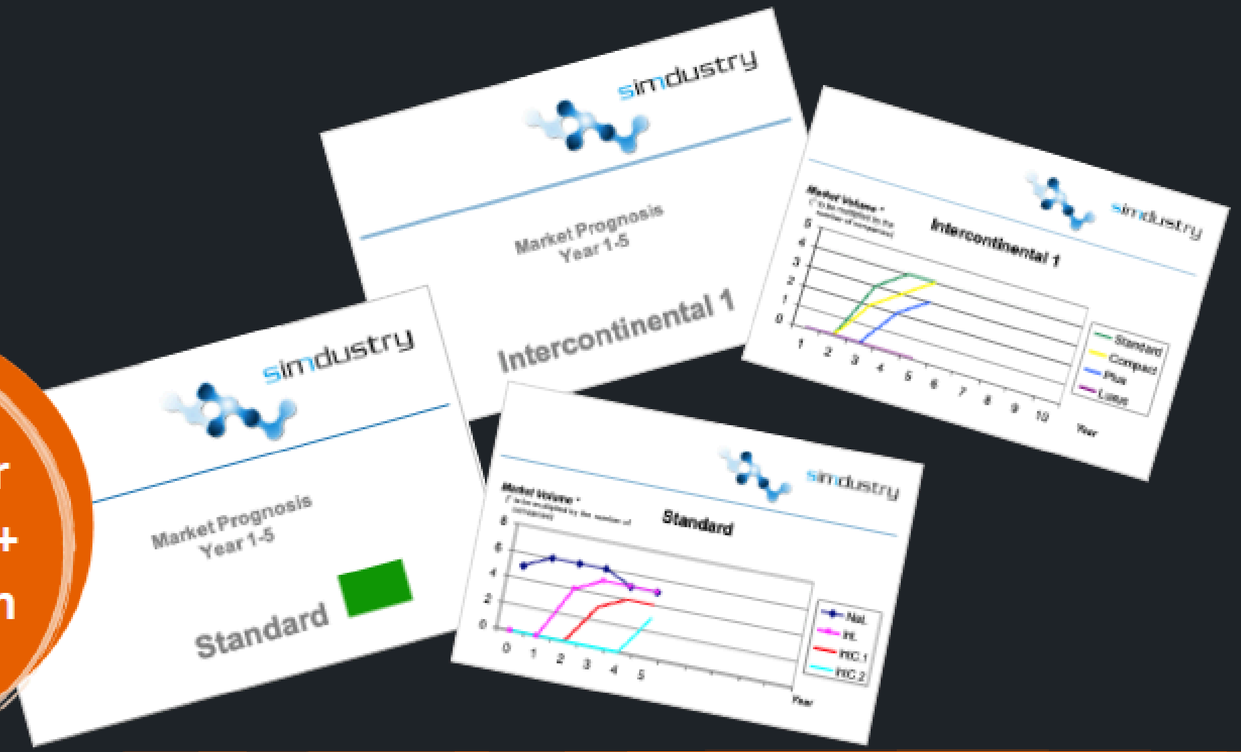
- … the industry and your starting position based on the story-line
- … the perspective of future investment areas (product development, production, markets, etc.) based on forecasts available for purchase



EXAMPLE STORY LINE SIMDUSTRY SIMFlex

Allow us to give you an overview of the setting in which this simulation will take place and to introduce your role and tasks to you.

- You are working in a senior managerial function (Vice President) for a leading provider of engineered technology solutions. Your responsibility is in the production area of the organization.
- Now the current board members are leaving the company and thereby entrusting the company to you and your fellow team members. You are now faced with taking business decision of great length and consequences and still be able to compete against the competitors.
- Your market is rapidly changing as new technologies (e.g. e-mobility) are becoming available. New technologies as well as changes in internal and client linked processes (e.g., caused by digitization) require a continued enhancement and broadening of your product portfolio.



#1
Build your mid-term + short-term strategy

1. Process step #1 – Create your "competitive business strategy" (2)

With your team you set up a solid strategic planning before the start of every year.

The basis is the analysis of your cashflow and the expected competitor activities.

Using a strategy planning sheet decide on …

- … capital + liability needs
- … regions/markets to enter
- … product development
- … fixed assets
- … production sites

#1
Build your mid-term + short-term strategy

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Strategy paper

	Company:			Year:	
Development of products *(put cross)*	**Compact** 2 years costs 6 (3/3)	**Plus** 3 years costs 8 (3/3/2)		**Luxus** 5 years costs 10 (2/2/2/2/2)	
Opening-up of markets *(put cross)*	**International** 1 year costs 2 (2)	**Intercontinental 1** 2 years costs 4 (2/2)		**Intercontinental 2** 4 years costs 8 (2/2/2/2)	
Fixed assets - Prod. facilities? - Purchase/rent? - Machines? F Fast 10 M Medium 7,5 S Slow 5	**1 National** Purchase/rent f/m/s	**2 National** Purchase/rent f/m/s	**3 National** Purchase/rent f/m/s	**4 International** Purchase/rent f/m/s	**5 International** Purchase/rent f/m/s
	6 International Purchase/rent f/m/s	**7 Intercontinental 1** Purchase/rent f/m/s	**8 Intercontinental 1** Purchase/rent f/m/s	**9 Intercontinental 2** Purchase/rent f/m/s	**10 Intercontinental 2** Purchase/rent f/m/s
Production in Prod. facility - Product? - Quantity?	**1 National** Product units	**2 National** Product units	**3 National** Product units	**4 International** Product units	**5 International** Product units
	6 International Product units	**7 Intercontinental 1** Product units	**8 Intercontinental 1** Product units	**9 Intercontinental 2** Product units	**10 Intercontinental 2** Product units
Credit take-up	**Credit non-current 5 %** **Credit current 10 %**	**Credit take-up/ repayment**		**New credit status**	

2. Process step #2 – Run the business: develop business + lead company (1)

Run the business by following a 25-steps checklist covering the areas:

- implementing your strategy
- achieving good financial results

4.	Develop new products	Depending on product	(for stopped projects costs")
5.	Open up new markets	2 per market and year	- Pay from cash to "in projects 0.5 each to - If a market is develo following year
6.	Purchase or rent production facilities	Two years at 5 per production facility	- On purchase pay fro (per production faci you rent to "lease"
7.	Purchase machines	Fast 10 Medium 7,5 Slow 5	- Pay from cash to "r Fast – ten times 1/ 0.5/Slow – five tim
Product manufacture			
8.	Produce	Depending on direct costs	- Transfer the assets - Depending on mac - Pay wages from ca
9.	Quality assurance	1 per production facility	- Pay from cash to
Product sales			
10.	Prepare for sales		- Transfer the assets from production to "s - Complete the decision sheet
▲	Phase 1		
▼	Phase 2		
11.	Pay marketing	As per decision sheet	- Pay "marketing" from cash assets
12.	Sell		- Transfer the assets from stock to "direct - Get your sales revenue from the trainer them in cash assets

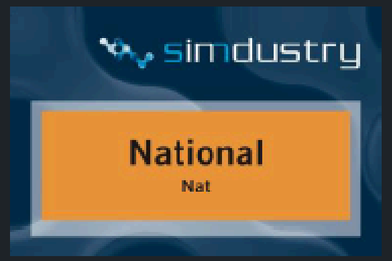
#2 Strategy + Finance!

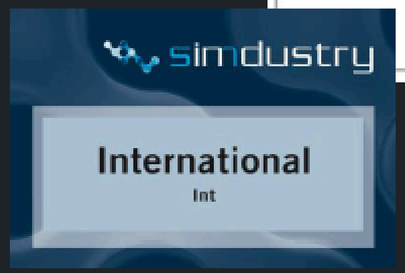
2. Process step #2 – Run the business: develop business + lead company (2)

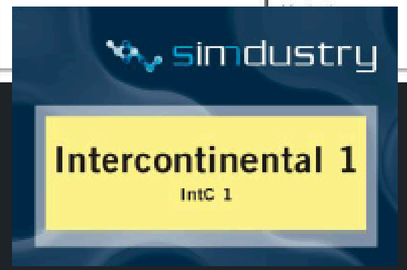
Cont.

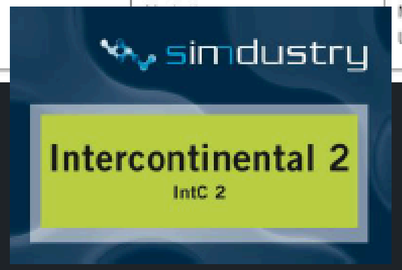
- developing your sales strategy by deciding on offering
  - the right products to
  - the right markets with
  - the right quality and price supported by
  - the right marketing

	Company:		Year:	
Products / Markets	Standard Price 4 - 7 *(in 0.5 steps)*	Compact Price 3 - 5 *(in 0.5 steps)*	Plus Price 5 - 8 *(in 0.5 steps)*	Luxus Price 7 - 11 *(in 0.5 steps)*
National	Price: Marketing: Units:	Price: Marketing: Units:	Price: Marketing: Units:	Price: Marketing: Units:
International	Price: Marketing: Units:	Price: Marketing: Units:	Price: Marketing: Units:	Price:
Intercontinental 1	Price: Marketing: Units:	Price: Marketing: Units:	Price: Marketing: Units:	
Intercontinental 2	Price:	Price:	Price: Marketing: Units:	









#2 Sales, marketing + delivery!

3. Process step #3 – Handle + decide on unexpected business events

Face - like in the business reality – unexpected business events.

Decide on your reaction or experience the impact of unavoidable events on your strategy + business .

#3
Experience + handle events

4. Process step #4 – Evaluate business effects & effectiveness

Review the success of your strategy, your operations and decisions taken on unexpected events.

Evaluate - in comparison to the competition - the development of …

… your financial results by setting up your annual reports

… your KPIs in comparison to your competitors

… your reputation and market position

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Balance sheet	year 0	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10
Assets											
Capitalized development costs	5,0										
Production facilities	9,5										
Machines	6,0										
Finished products	0,0										
Inventories	13,0										
Cash and cash equivalents	25,0										
Total assets	**58,5**										
Equity and Liabilities											
Capital/Equity	28,5										
Liabilities non-current	30,0										
Liabilities current	0,0										
Total equity and liabilities	**58,5**										

Cash flow statement	year 0	year 1	year 2	year 3	year 4
Cash level at start of year	**24,0**				
Sales revenue	30,0				
Other incomes	0,0				
Total incomes	**30,0**				
Materials purchase	10,0				
Labour	10,0				
Indirect R&D costs	5,0				
Product development costs	0,0				
Purchase of production facilities	0,0				
Purchase of machines	0,0				
Lease	0,0				
Indirect production costs	1,5				
Marketing	0,0				
Storage costs	0,0				
Quality assurance	1,0				
Indirect sales costs	0,0				
Process optimisation	0,0				
Other overheads	0,0				
Interest	1,5				
Taxes	0,0				
Total expenditures	**29.0**				
Credit take-ups/repayments	0,0				
Cash level at year end	**25,0**				

Planning tables

Income statement	year 0	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10
Sales revenue	30,0										
Direct costs	20,0										
Gross profit	10,0										
Indirect R&D costs	5,0										
Depreciation of capitalized development costs	1,0										
Depreciation of production plants	0,5										
Depreciation of machines	1,5										
Indirect production costs	1,5										
Marketing	0,0										
Storage costs	0,0										
Indirect sales costs	0,0										
Process optimisation	0,0										
Quality assurance	1,0										
Lease	0,0										
Other overheads	0,0										
Total overheads	10,5										
Operating profit	-0,5										
Other incomes	0,0										
Interest	1,5										
Profit before tax	-2,0										
Loss carried forward	0,0	-2,0									
Taxes 25%	0,0										
Profit after tax	-2,0										

#4
Evaluate effects

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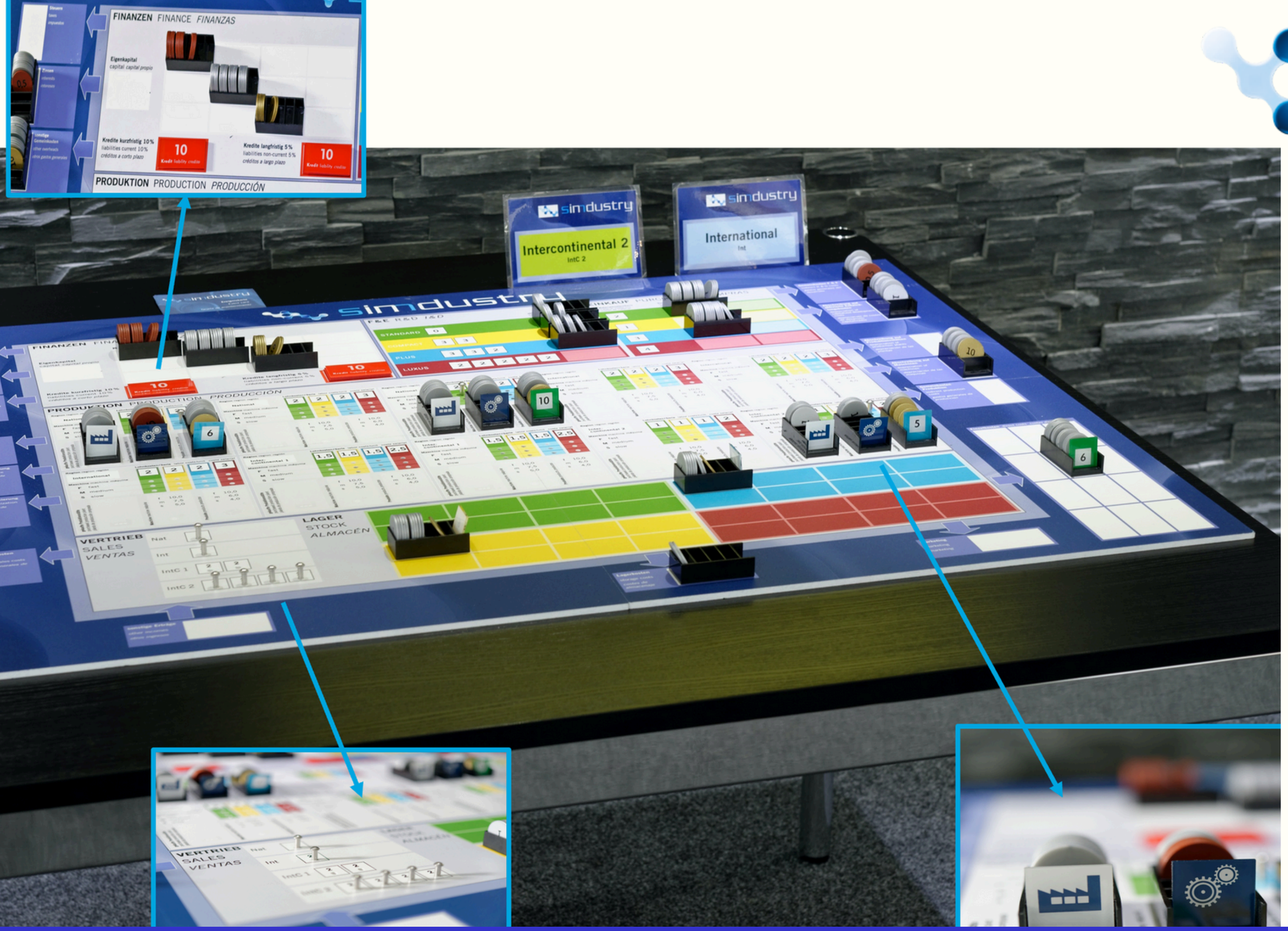
STIMULATE YOUR BUSINESS



THE MATERIALS

In the in-person version, you simulate with:

- Board
- Containers
- Coins
- Labels
- Pins
- Credit Tokens

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Thank You!

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