

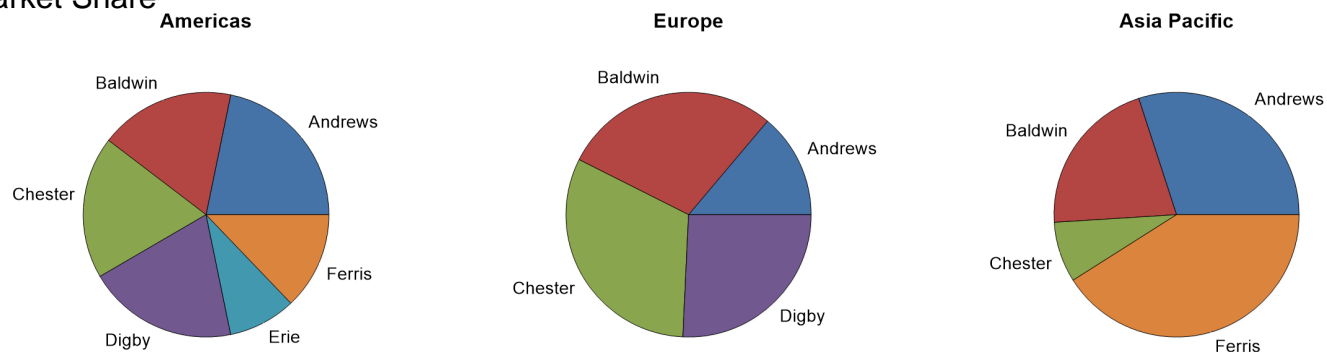
## Summary Report

The summary report serves as a snapshot of the industry, your company and your competitors. You can quickly review how your company is performing against the competition, scan ratios for areas of threat, and analyze high-level market share breakdowns.

Financials (\$000)	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Industry Avg.
Sales	\$125,579	\$126,866	\$138,775	\$123,718	\$41,155	\$70,491	\$104,431
EBIT	\$15,122	\$13,978	\$23,117	\$20,970	\$313	\$5,255	\$13,126
Profits	\$7,419	\$4,069	\$10,198	\$9,297	(\$1,865)	\$662	\$4,963
Cumulative Profit	\$17,164	\$8,403	\$24,559	\$12,753	\$12,610	\$8,335	\$13,971
SG&A: Sales	13.4%	19.7%	17.0%	14.7%	28.3%	20.1%	18.9%
Contribution Margin	28.2%	35.0%	37.7%	35.2%	39.9%	36.0%	35.3%
Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Ratios	Andrews	Baldwin	Chester	Digby	Erie	Ferris	Industry Avg.
ROA	10.9%	4.3%	10.5%	12.1%	-3.7%	0.8%	5.8%
ROE	17.8%	8.4%	17.7%	22.8%	-8.0%	1.7%	10.1%
ROS	5.9%	3.2%	7.3%	7.5%	-4.5%	0.9%	3.4%
Asset Turnover	1.84	1.35	1.42	1.62	0.82	0.88	1.32
Leverage	1.63	1.93	1.69	1.88	2.15	2.01	1.88

## Market Share



Market Share	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Americas	21.6%	18.0%	19.2%	19.5%	8.9%	12.8%
Europe	13.5%	29.0%	31.8%	25.6%	0%	0%
Asia Pacific	29.7%	21.2%	8.5%	0%	0%	40.6%
Total	20.5%	21.2%	21.2%	18.7%	5.5%	12.9%

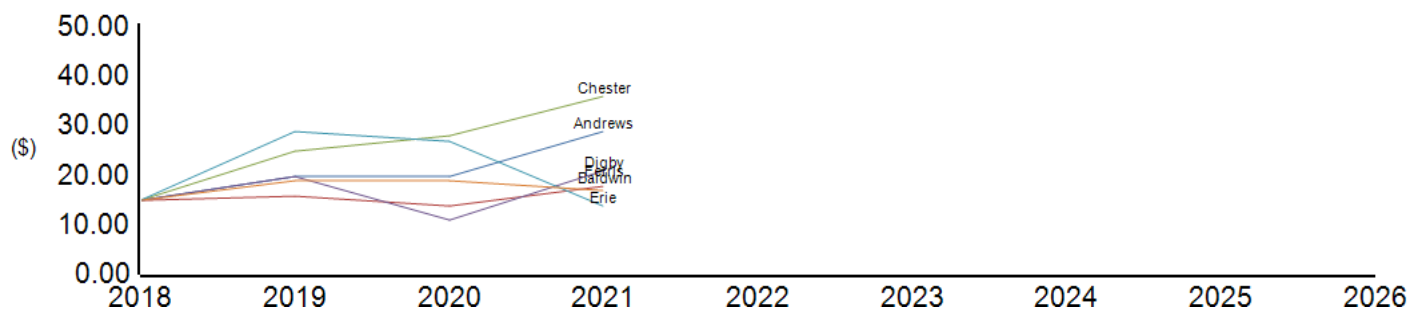
## Market Report

The Market Report breaks down the publicly held debt and equity for each company. Although not the only indicator, tracking the trends can give good insight into how a company is managing its growth and what the relative strength and size of each company is.

### Stock Market Summary

Company	Close	Change	Shares	Market Cap	Book Value	EPS	Dividend	Yield	P/E
Andrews	\$29.33	\$9.52	2,473,318	\$73	\$16.84	\$3.00	\$0.00	0%	9.78
Baldwin	\$17.94	\$3.79	3,455,811	\$62	\$14.04	\$1.18	\$0.00	0%	15.24
Chester	\$35.96	\$7.74	2,752,527	\$99	\$20.92	\$3.71	\$0.00	0%	9.71
Digby	\$21.33	\$10.73	2,910,665	\$62	\$14.02	\$3.19	\$0.00	0%	6.68
Erie	\$13.59	(\$13.71)	2,246,658	\$31	\$10.33	(\$0.83)	\$0.00	0%	-16.38
Ferris	\$17.33	(\$2.04)	2,696,469	\$47	\$14.80	\$0.25	\$0.00	0%	70.59

### Stock Price



### Bond Market Summary

Company	Series	Face	Yield	Close	S&P
Andrews	12.5S2022	4,400,000	12.4%	100.90	BB
	14.0S2024	6,600,000	13.2%	106.10	BB
	11.3S2031	8,392,000	11.4%	98.85	BB
Baldwin	12.5S2022	4,400,000	12.5%	99.91	CCC
	14.0S2024	6,600,000	13.5%	103.30	CCC
	10.4S2029	6,000,000	11.6%	89.30	CCC
	11.7S2030	8,800,000	12.3%	95.31	CCC
	11.8S2031	866,000	12.3%	95.59	CCC
Chester	12.5S2022	4,400,000	12.4%	100.60	BB
	14.0S2024	6,600,000	13.3%	105.30	BB
	10.4S2029	6,000,000	11.2%	93.00	BB
	10.9S2030	5,924,000	11.5%	95.17	BB
	11.2S2031	10,818,000	11.6%	96.58	BB
Digby	12.5S2022	4,400,000	12.5%	100.10	CCC
	14.0S2024	6,600,000	13.5%	103.80	CCC
	10.4S2029	6,000,000	11.5%	90.20	CCC
	11.8S2030	2,072,000	12.2%	96.85	CCC
	12.8S2031	5,642,000	12.5%	102.20	CCC
Erie	12.5S2022	2,875,069	12.6%	99.47	CC
	14.0S2024	6,600,000	13.7%	102.10	CC
	12.8S2031	6,946,986	13.0%	98.38	CC
Ferris	12.5S2022	4,400,000	12.5%	99.73	CCC
	14.0S2024	6,600,000	13.6%	102.80	CCC
	10.4S2029	2,218,641	11.8%	88.40	CCC
	11.9S2030	5,561,998	12.5%	95.35	CCC
	12.5S2031	7,342,857	12.7%	98.36	CCC

## Financial Summary

Financial statements provide insight into the company's activities for the year from the financial perspective, presented according to accounting rules.

<b>Cash Flow Statement Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
<b>Cash Flows From Operating Activities</b>						
Net Income (Loss)	\$7,419	\$4,069	\$10,198	\$9,297	(\$1,865)	\$662
Adjustment For Non Cash Items						
Depreciation	\$3,067	\$4,907	\$4,986	\$3,883	\$3,803	\$5,267
Extraordinary Gains/Losses/Writeoff	\$0	\$0	\$0	\$0	\$0	\$0
Changes in current assets and liabilities						
Accounts Payable	(\$1,319)	\$3,610	(\$239)	(\$627)	(\$2,122)	(\$1,185)
Inventory	\$1,353	(\$2,955)	\$11,794	(\$2,217)	\$5,344	(\$5,790)
Accounts Receivable	(\$1,277)	(\$5,182)	(\$1,996)	(\$500)	\$1,124	\$752
Net Cash From Operations	\$9,244	\$4,448	\$24,743	\$9,836	\$6,284	(\$295)
<b>Cash Flows From Investing Activities</b>						
Plant Improvements (Net)	(\$4,600)	(\$21,600)	(\$13,632)	(\$9,548)	(\$17,440)	(\$19,000)
<b>Cash Flows From Financing Activities</b>						
Dividends Paid	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Common Stock	\$0	\$8,150	\$2,006	\$5,141	\$6,734	\$5,512
Purchase of Common Stock	\$0	\$0	\$0	\$0	\$0	\$0
Cash from Long Term Debt Issued	\$8,392	\$866	\$10,818	\$5,642	\$6,947	\$7,343
Early Retirement of Long Term Debt	\$0	\$0	\$0	\$0	\$0	\$0
Retirement of Current Debt	(\$5,200)	(\$2,200)	(\$2,200)	(\$7,293)	(\$9,341)	(\$13,736)
Cash From Current Debt Borrowing	\$0	\$11,610	\$0	\$4,500	\$8,851	\$10,340
Cash From Emergency Loan	\$0	\$0	\$0	\$0	\$0	\$0
Net Cash From Financing Activities	\$3,192	\$18,426	\$10,624	\$7,990	\$13,191	\$9,458
Effect of Exchange Rate	(\$443)	(\$615)	(\$595)	(\$431)	\$0	(\$274)
<b>Net Change In Cash Position</b>	<b>\$7,392</b>	<b>\$659</b>	<b>\$21,140</b>	<b>\$7,847</b>	<b>\$2,034</b>	<b>(\$10,111)</b>

<b>Balance Sheet Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Cash	\$7,392	\$21,418	\$33,339	\$7,847	\$2,910	\$4,812
Accounts Receivable	\$10,322	\$10,427	\$10,646	\$10,169	\$3,383	\$5,794
Inventory	\$24,622	\$11,821	\$2,620	\$22,008	\$7,518	\$15,275
Total Current Assets	\$42,336	\$43,666	\$46,604	\$40,024	\$13,810	\$25,881
Plant and Equipment	\$46,000	\$73,600	\$74,792	\$58,248	\$57,040	\$79,000
Accumulated Depreciation	(\$20,227)	(\$23,573)	(\$23,967)	(\$21,690)	(\$20,843)	(\$24,467)
Total Fixed Assets	\$25,773	\$50,027	\$50,825	\$36,558	\$36,197	\$54,533
<b>Total Assets</b>	<b>\$68,109</b>	<b>\$93,693</b>	<b>\$97,429</b>	<b>\$76,582</b>	<b>\$50,008</b>	<b>\$80,414</b>
Account Payable	\$7,055	\$6,908	\$6,110	\$6,551	\$1,518	\$4,035
Current Debt	\$0	\$11,610	\$0	\$4,500	\$8,851	\$10,340
Long Term Debt	\$19,392	\$26,666	\$33,742	\$24,714	\$16,422	\$26,123
Total Liabilities	\$26,447	\$45,184	\$39,852	\$35,765	\$26,791	\$40,498
Common Stock	\$14,308	\$27,807	\$20,945	\$18,949	\$12,542	\$18,973
Retained Earnings	\$27,354	\$20,702	\$36,632	\$21,868	\$10,675	\$20,943
Total Equity	\$41,662	\$48,509	\$57,577	\$40,817	\$23,216	\$39,916
<b>Total Liabilities Owners Equity</b>	<b>\$68,109</b>	<b>\$93,693</b>	<b>\$97,429</b>	<b>\$76,582</b>	<b>\$50,008</b>	<b>\$80,414</b>

<b>Income Statement Survey</b>	<b>Andrews</b>	<b>Baldwin</b>	<b>Chester</b>	<b>Digby</b>	<b>Erie</b>	<b>Ferris</b>
Sales	\$125,579	\$126,866	\$138,775	\$123,718	\$41,155	\$70,491
Variable Costs(Labor,Material,Carry,Shipping)	\$90,143	\$82,516	\$86,442	\$80,126	\$24,719	\$45,135
Depreciation	\$3,067	\$4,907	\$4,986	\$3,883	\$3,803	\$5,267
SG&A (R&D/Promo/Sales/Admin)	\$16,828	\$25,015	\$23,588	\$18,200	\$11,636	\$14,191
Other (Fees/Writeoffs)	\$420	\$451	\$641	\$539	\$684	\$643
EBIT	\$15,122	\$13,978	\$23,117	\$20,970	\$313	\$5,255
Interest (Short Term / Long Term)	\$2,422	\$4,437	\$3,955	\$3,578	\$3,182	\$4,432
Taxes	\$5,129	\$5,377	\$8,755	\$7,905	(\$1,004)	\$139
Profit Sharing	\$151	\$95	\$208	\$190	\$0	\$22
Net Profit	\$7,419	\$4,069	\$10,198	\$9,297	(\$1,865)	\$662

## Regional Income Statement

The Regional Income Statements outline the previous year's earnings across each of the three regions. They reflect the companies' performances in terms of revenues and expenses for the previous 12 months.

### Americas

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>Sales</b>	\$81,261,936	\$65,330,097	\$79,320,560	\$80,643,778	\$41,155,088	\$43,047,712
<b>Variable Costs</b>	\$54,408,856	\$37,677,883	\$45,823,277	\$49,943,225	\$24,719,108	\$25,931,536
<b>Depreciation</b>	\$3,066,667	\$4,906,667	\$4,986,133	\$3,883,200	\$3,802,667	\$5,266,667
<b>SG&amp;A: Sales</b>	\$13,158,528	\$10,526,157	\$14,314,941	\$9,314,748	\$11,636,370	\$7,445,755
<b>Other</b>	\$419,600	\$450,800	\$641,200	\$539,150	\$684,040	\$642,740
<b>EBIT</b>	\$10,208,285	\$11,768,591	\$13,555,009	\$16,963,455	\$312,903	\$3,761,014
<b>Interest</b>	\$2,422,296	\$4,437,228	\$3,955,332	\$3,577,672	\$3,181,599	\$4,432,178
<b>Taxes</b>	\$2,725,096	\$2,565,977	\$3,359,887	\$4,685,024	(\$1,004,043)	(\$234,907)
<b>Profit Sharing</b>	\$101,218	\$95,308	\$124,796	\$174,015	\$0	\$0
<b>Net Profit</b>	\$4,959,675	\$4,670,078	\$6,114,994	\$8,526,744	(\$1,864,652)	(\$436,257)

### Europe

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>Sales</b>	\$23,471,718	\$45,975,215	\$53,426,091	\$43,074,350	\$0	\$0
<b>Variable Costs</b>	\$18,420,797	\$32,913,068	\$36,232,301	\$30,183,005	\$0	\$0
<b>Depreciation</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>SG&amp;A: Sales</b>	\$3,343,990	\$10,350,673	\$8,612,579	\$8,884,819	\$0	\$0
<b>Other</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>EBIT</b>	\$1,706,931	\$2,711,474	\$8,581,211	\$4,006,526	\$0	\$0
<b>Interest</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Taxes</b>	\$1,602,445	\$2,936,556	\$5,150,162	\$3,220,434	\$0	\$0
<b>Profit Sharing</b>	\$2,090	\$0	\$68,621	\$15,722	\$0	\$0
<b>Net Profit</b>	\$102,396	(\$225,082)	\$3,362,429	\$770,370	\$0	\$0

### Asia Pacific

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
<b>Sales</b>	\$20,845,659	\$15,560,753	\$6,028,096	\$0	\$0	\$27,443,354
<b>Variable Costs</b>	\$17,312,959	\$11,924,958	\$4,386,620	\$0	\$0	\$19,203,588
<b>Depreciation</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>SG&amp;A: Sales</b>	\$325,607	\$4,137,772	\$660,793	\$0	\$0	\$6,745,709
<b>Other</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>EBIT</b>	\$3,207,093	(\$501,977)	\$980,683	(\$0)	\$0	\$1,494,057
<b>Interest</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Taxes</b>	\$801,773	(\$125,494)	\$245,171	(\$0)	\$0	\$373,514
<b>Profit Sharing</b>	\$48,106	\$0	\$14,710	\$0	\$0	\$22,411
<b>Net Profit</b>	\$2,357,213	(\$376,483)	\$720,802	(\$0)	\$0	\$1,098,132

## Production Analysis

The Production Analysis page has key data concerning the capacity and automation levels of competitors' plants, plus a range of other critical information for competitive analysis.

### Plant Details

	Andrews	Baldwin	Chester	Digby	Erie	Ferris
Capacity	2,300	2,400	3,520	2,774	3,000	3,000
Automation	3.5	6.0	3.7	3.7	3.2	5.0

Name	Units Sold	Production	Outsource	Inventory Americas	Inventory Europe	Inventory Asia-Pacific	Average Price	Average Material Costs	Average Labor Costs	Average Shipping
Able	2816	1683	900	3	341	56	\$30.40	\$11.62	\$9.60	\$1.09
Alex	553	594	0	289	195	0	\$39.00	\$12.87	\$9.36	\$0.00
Arty	472	0	600	64	63	0	\$42.00	\$13.74	\$10.42	\$1.34
Baker	3182	2277	1300	0	89	306	\$30.49	\$10.76	\$7.43	\$1.43
Bloop	800	99	400	15	97	0	\$39.00	\$14.00	\$8.21	\$1.13
Cake	2772	2891	0	100	18	0	\$31.44	\$10.67	\$8.98	\$1.36
cool	1191	594	0	0	8	0	\$42.20	\$13.29	\$8.99	\$1.13
Candy	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Daze	2030	1712	885	526	297	0	\$30.74	\$10.76	\$9.45	\$1.10
DIP	723	174	0	87	0	0	\$40.79	\$12.64	\$8.94	\$1.04
DAD	748	859	0	111	0	0	\$41.97	\$13.95	\$8.98	\$1.00
Eat	1029	792	0	324	0	0	\$40.00	\$13.64	\$9.51	\$0.00
Enter	0	0	0	0	0	0	\$0.00	\$0.00	\$0.00	\$0.00
Fast	1479	1584	0	303	0	269	\$29.00	\$10.75	\$7.48	\$1.00
Fierce	941	1188	0	171	0	93	\$29.25	\$7.46	\$7.39	\$0.94

## Product Analysis

Allows you to identify the relative strength of your products compared with the competition - where they are superior and where they need improvement.

### Top Products In Budget

Region	Name	Units Sold	Price	Customer Satisfaction	Accy	Speed	Service Life	Age	Region Kit	Material Costs	Labor Costs	Contrib. Margin
Americas	Able	1,529	\$29.00	20	7.0	7.0	20,000	3.8	Yes	\$11.56	\$9.23	28.26%
	Baker	1,454	\$28.99	25	6.4	6.3	20,000	3.9	Yes	\$10.99	\$6.15	40.90%
	Cake	1,339	\$31.99	16	6.3	6.3	20,000	4.3	Yes	\$10.67	\$8.98	38.07%
	Daze	1,114	\$29.99	20	6.7	6.7	18,000	2.5	Yes	\$10.75	\$9.74	28.35%
	Fast	842	\$29.00	12	6.4	6.4	18,500	6.1	Yes	\$10.84	\$7.46	34.30%
	Fierce	538	\$29.50	8	6.5	6.5	14,000	1.2	No	\$7.46	\$7.38	47.90%
	Bloop	70	\$39.00	2	8.1	8.1	21,000	1.1	Yes	\$14.22	\$6.87	45.71%
	Alex	55	\$39.00	1	8.5	8.5	22,000	1.0	Yes	\$12.87	\$9.36	39.43%
	Eat	9	\$40.00	0	9.4	9.4	22,000	0.8	Yes	\$13.64	\$9.51	39.94%
	cool	3	\$42.99	0	9.0	9.0	23,000	1.0	No	\$13.27	\$8.90	48.43%
Europe	Baker	1,035	€32.54	15	6.4	6.3	20,000	3.9	Yes	\$10.99	\$7.94	28.57%
	Cake	1,024	€33.49	16	6.3	6.3	20,000	4.3	Yes	\$10.67	\$8.98	28.85%
	Daze	650	€33.08	13	6.7	6.7	18,000	2.5	Yes	\$10.78	\$8.96	24.35%
	Able	504	€36.44	8	7.0	7.0	20,000	3.8	Yes	\$11.90	\$10.13	22.68%
	Bloop	44	€40.95	1	8.1	8.1	21,000	1.1	Yes	\$13.63	\$10.42	27.95%
	DIP	20	€39.98	1	8.5	8.5	20,000	1.5	No	\$12.26	\$8.96	36.39%
Asia Pacific	Fast	480	S\$31.90	8	6.4	6.4	18,500	6.1	Yes	\$10.60	\$7.50	25.06%
	Able	391	S\$30.25	7	7.0	7.0	20,000	3.8	Yes	\$11.52	\$10.22	10.76%
	Baker	345	S\$34.65	5	6.4	6.3	20,000	3.9	No	\$9.55	\$10.42	23.37%
	Fierce	251	S\$31.90	4	6.5	6.5	14,000	1.2	No	\$7.46	\$7.40	38.27%
	Cake	148	S\$33.48	5	6.3	6.3	20,000	4.3	Yes	\$10.67	\$8.98	27.23%

## Product Analysis

Allows you to identify the relative strength of your products compared with the competition - where they are superior and where they need improvement.

### Top Products In Performance

Region	Name	Units Sold	Price	Customer Satisfaction	Accy	Speed	Service Life	Age	Region Kit	Material Costs	Labor Costs	Contrib. Margin
Americas	Eat	1,020	\$40.00	80	9.4	9.4	22,000	0.8	Yes	\$13.64	\$9.51	39.94%
	cool	738	\$42.99	55	9.0	9.0	23,000	1.0	No	\$13.27	\$8.90	48.43%
	DAD	499	\$42.99	52	9.5	9.5	23,000	0.7	No	\$13.95	\$8.98	45.24%
	Alex	498	\$39.00	36	8.5	8.5	22,000	1.0	Yes	\$12.87	\$9.36	39.43%
	DIP	473	\$43.50	22	8.5	8.5	20,000	1.5	No	\$12.84	\$8.92	48.85%
	Bloop	427	\$39.00	22	8.1	8.1	21,000	1.1	Yes	\$14.22	\$6.87	45.71%
	Arty	236	\$43.50	41	9.9	9.9	21,000	0.6	No	\$13.74	\$10.42	42.66%
	Able	175	\$29.00	10	7.0	7.0	20,000	3.8	Yes	\$11.56	\$9.23	28.26%
	Daze	174	\$29.99	11	6.7	6.7	18,000	2.5	Yes	\$10.75	\$9.74	28.35%
	Cake	144	\$31.99	9	6.3	6.3	20,000	4.3	Yes	\$10.67	\$8.98	38.07%
	Baker	130	\$28.99	10	6.4	6.3	20,000	3.9	Yes	\$10.99	\$6.15	40.90%
	Fierce	48	\$29.50	4	6.5	6.5	14,000	1.2	No	\$7.46	\$7.38	47.90%
	Fast	47	\$29.00	3	6.4	6.4	18,500	6.1	Yes	\$10.84	\$7.46	34.30%
Europe	cool	450	€43.49	45	9.0	9.0	23,000	1.0	No	\$13.32	\$9.14	38.40%
	Bloop	258	€40.95	18	8.1	8.1	21,000	1.1	Yes	\$13.63	\$10.42	27.95%
	DAD	250	€42.99	46	9.5	9.5	23,000	0.7	No	\$13.95	\$8.98	36.67%
	DIP	230	€39.98	18	8.5	8.5	20,000	1.5	No	\$12.26	\$8.96	36.39%
	Daze	91	€33.08	8	6.7	6.7	18,000	2.5	Yes	\$10.78	\$8.96	24.35%
	Arty	86	€45.15	20	9.9	9.9	21,000	0.6	No	\$13.74	\$10.42	31.28%
	Baker	69	€32.54	6	6.4	6.3	20,000	3.9	Yes	\$10.99	\$7.94	28.57%
	Cake	67	€33.49	6	6.3	6.3	20,000	4.3	Yes	\$10.67	\$8.98	28.85%
	Able	66	€36.44	5	7.0	7.0	20,000	3.8	Yes	\$11.90	\$10.13	22.68%
Asia Pacific	Able	152	S\$30.25	3	7.0	7.0	20,000	3.8	Yes	\$11.52	\$10.22	10.76%
	Arty	150	S\$43.45	18	9.9	9.9	21,000	0.6	No	\$13.74	\$10.42	32.52%
	Baker	149	S\$34.65	3	6.4	6.3	20,000	3.9	No	\$9.55	\$10.42	23.37%
	Fast	110	S\$31.90	3	6.4	6.4	18,500	6.1	Yes	\$10.60	\$7.50	25.06%
	Fierce	105	S\$31.90	3	6.5	6.5	14,000	1.2	No	\$7.46	\$7.40	38.27%
	Cake	50	S\$33.48	3	6.3	6.3	20,000	4.3	Yes	\$10.67	\$8.98	27.23%

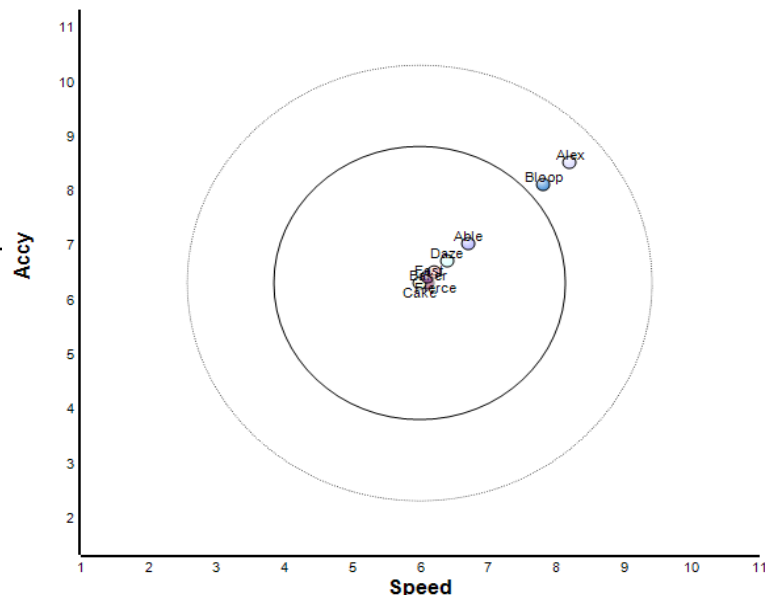
## Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

### Americas - Budget

Seg %: Region	60%	Growth Rate	6.0%
Seg %: Industry	47%	FX Rate	\$1.00
Total Demand	6,953		
Total Sales(Seg)	6,953		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Local Price	\$13.50-\$33.50	55%
Age	3.0	19%
Positioning	(Speed 6.3, Accuracy 6.3)	17%
Service Life	14,000-20,000	9%



### Top Products In Americas

	Name	Able	Baker	Cake	Daze	Fast	Fierce	Bloop	Alex
Sales	Actual Sales	1,529	1,454	1,339	1,114	842	538	70	55
	Ptnl. Sales	1,409	1,841	1,293	1,024	770	491	65	50
	Stock Out	No	Yes	No	No	No	No	No	No
	Market Share	22.0%	20.9%	19.3%	16.0%	12.1%	7.7%	1.0%	0.8%
	Local Price	\$29.00	\$28.99	\$31.99	\$29.99	\$29.00	\$29.50	\$39.00	\$39.00
	Satisfaction	20	25	16	20	12	8	2	1
Marketing Investments	Prod Promo	\$1,600	\$1,500	\$2,180	\$1,250	\$1,000	\$1,000	\$2,000	\$1,500
	Reg Promo	\$1,500	\$1,500	\$2,000	\$500	\$1,000	\$1,000	\$1,500	\$1,500
	Awareness	78%	93%	100%	77%	62%	45%	61%	74%
	Prod Sales	\$1,500	\$1,500	\$2,100	\$1,000	\$1,000	\$1,000	\$1,500	\$1,500
	Reg Sales	\$1,500	\$2,000	\$2,000	\$1,000	\$1,500	\$1,500	\$2,000	\$1,500
	Accessibility	55%	58%	60%	50%	56%	56%	58%	55%
Specs	Speed	7.0	6.4	6.3	6.7	6.4	6.5	8.1	8.5
	Accuracy	7.0	6.3	6.3	6.7	6.4	6.5	8.1	8.5
	Service Life	20,000	20,000	20,000	18,000	18,500	14,000	21,000	22,000
	Revision Date	Apr-21	Jan-21	Apr-21	Feb-21	Feb-20	Aug-21	Nov-20	Jul-21
	Age Dec. 31	3.8	3.9	4.3	2.5	6.1	1.2	1.1	1.0
	Region Kit	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes



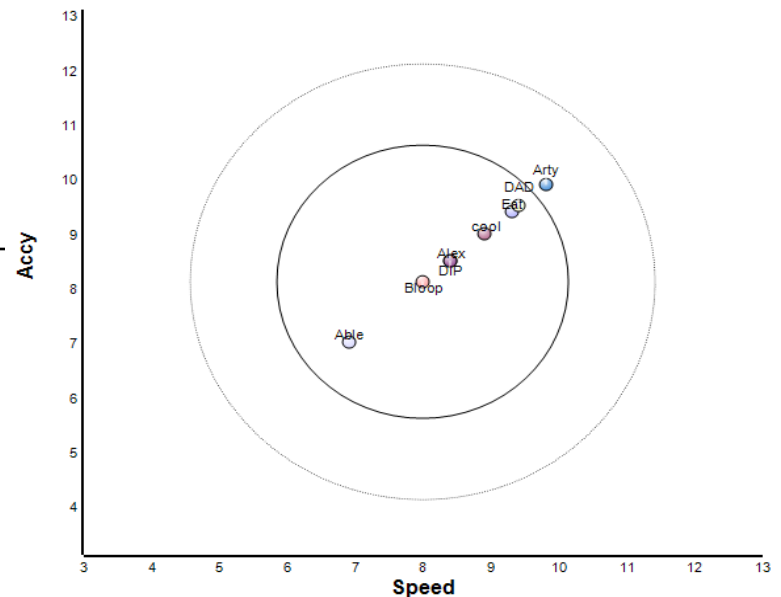
## Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

### Americas - Performance

Seg %: Region	40%	Growth Rate	13.0%
Seg %: Industry	26%	FX Rate	\$1.00
Total Demand	4,610		
Total Sales(Seg)	4,610		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Positioning	(Speed 9.5, Accuracy 9.5)	39%
Age	0.0	32%
Service Life	17,000-23,000	19%
Local Price	\$23.50-\$43.50	10%



### Top Products In Americas

	Name	Eat	cool	DAD	Alex	DIP	Bloop	Arty	Able
Sales	Actual Sales	1,020	738	499	498	473	427	236	175
	Ptnl. Sales	1,007	747	493	492	467	422	233	173
	Stock Out	No	Yes	No	No	No	No	No	No
	Market Share	22.1%	16.0%	10.8%	10.8%	10.3%	9.3%	5.1%	3.8%
	Local Price	\$40.00	\$42.99	\$42.99	\$39.00	\$43.50	\$39.00	\$43.50	\$29.00
	Satisfaction	80	55	52	36	22	22	41	10
Marketing Investments	Prod Promo	\$1,500	\$2,480	\$2,000	\$1,500	\$1,450	\$2,000	\$2,000	\$1,600
	Reg Promo	\$1,500	\$2,000	\$500	\$1,500	\$500	\$1,500	\$1,500	\$1,500
	Awareness	100%	95%	62%	74%	75%	61%	68%	78%
	Prod Sales	\$3,000	\$1,080	\$0	\$1,500	\$1,000	\$1,500	\$0	\$1,500
	Reg Sales	\$2,500	\$2,000	\$1,000	\$1,500	\$1,000	\$2,000	\$1,500	\$1,500
	Accessibility	75%	75%	71%	73%	71%	70%	73%	73%
Specs	Speed	9.4	9.0	9.5	8.5	8.5	8.1	9.9	7.0
	Accuracy	9.4	9.0	9.5	8.5	8.5	8.1	9.9	7.0
	Service Life	22,000	23,000	23,000	22,000	20,000	21,000	21,000	20,000
	Revision Date	Sep-21	Jul-21	Apr-21	Jul-21	Jun-20	Nov-20	Jun-21	Apr-21
	Age Dec. 31	0.8	1.0	0.7	1.0	1.5	1.1	0.6	3.8
	Region Kit	Yes	No	No	Yes	No	Yes	No	Yes

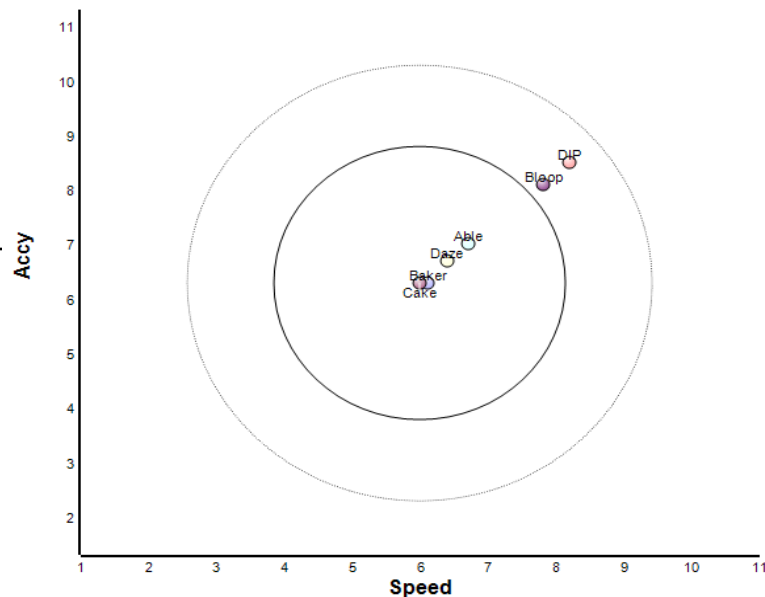
## Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

### Europe - Budget

Seg %: Region	68%	Growth Rate	18.0%
Seg %: Industry	16%	FX Rate	\$1.05
Total Demand	3,276		
Total Sales(Seg)	3,276		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Local Price	€13.50-€33.50	50%
Positioning	(Speed 6.3, Accuracy 6.3)	21%
Age	3.0	15%
Service Life	14,000-20,000	14%



### Top Products In Europe

	Name	Baker	Cake	Daze	Able	Bloop	DIP	-	-
Sales	Actual Sales	1,035	1,024	650	504	44	20	-	-
	Ptnl. Sales	1,005	1,084	632	488	43	24	-	-
	Stock Out	No	No	No	No	No	Yes	-	-
	Market Share	31.6%	31.2%	19.8%	15.4%	1.3%	0.6%	-	-
	Local Price	€32.54	€33.49	€33.08	€36.44	€40.95	€39.98	-	-
	Satisfaction	15	16	13	8	1	1	-	-
Marketing Investments	Prod Promo	\$1,500	\$1,400	\$1,500	\$1,500	\$2,500	\$1,500	-	-
	Reg Promo	\$1,000	\$1,400	\$500	\$0	\$1,000	\$500	-	-
	Awareness	62%	80%	58%	65%	63%	49%	-	-
	Prod Sales	\$1,500	\$2,300	\$1,500	\$1,500	\$2,000	\$500	-	-
	Reg Sales	\$1,500	\$1,400	\$1,500	\$0	\$1,500	\$1,500	-	-
	Accessibility	29%	46%	33%	20%	29%	33%	-	-
Specs	Speed	6.4	6.3	6.7	7.0	8.1	8.5	-	-
	Accuracy	6.3	6.3	6.7	7.0	8.1	8.5	-	-
	Service Life	20,000	20,000	18,000	20,000	21,000	20,000	-	-
	Revision Date	Jan-21	Apr-21	Feb-21	Apr-21	Nov-20	Jun-20	-	-
	Age Dec. 31	3.9	4.3	2.5	3.8	1.1	1.5	-	-
	Region Kit	Yes	Yes	Yes	Yes	Yes	No	-	-

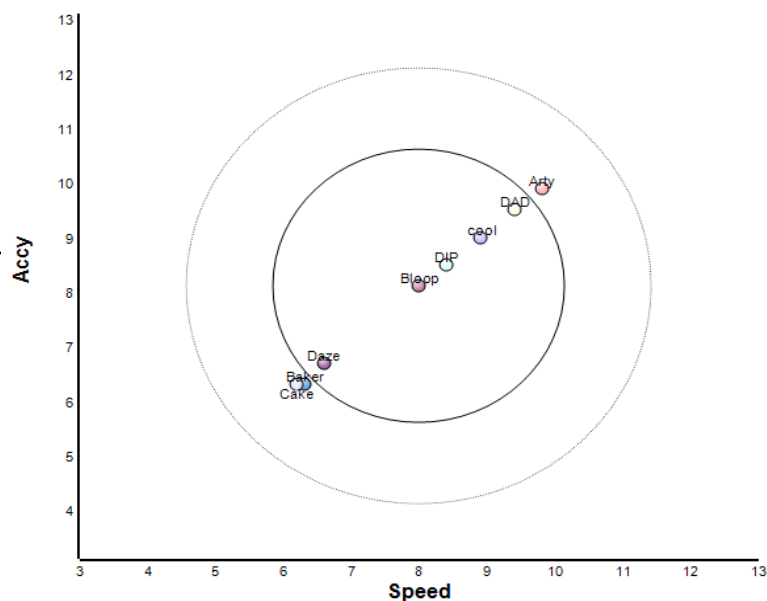
## Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

### Europe - Performance

Seg %: Region	32%	Growth Rate	31.0%
Seg %: Industry	6%	FX Rate	\$1.05
Total Demand	1,566		
Total Sales(Seg)	1,566		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Positioning	(Speed 9.5, Accuracy 9.5)	43%
Age	0.0	33%
Service Life	17,000-23,000	16%
Local Price	€23.50-€43.50	8%



### Top Products In Europe

	Name	cool	Bloop	DAD	DIP	Daze	Arty	Baker	Cake
Sales	Actual Sales	450	258	250	230	91	86	69	67
	Ptnl. Sales	418	241	291	259	85	78	64	69
	Stock Out	No	No	Yes	Yes	No	No	No	No
	Market Share	28.7%	16.5%	15.9%	14.7%	5.8%	5.5%	4.4%	4.3%
	Local Price	€43.49	€40.95	€42.99	€39.98	€33.08	€45.15	€32.54	€33.49
	Satisfaction	45	18	46	18	8	20	6	6
Marketing Investments	Prod Promo	\$1,400	\$2,500	\$1,500	\$1,500	\$1,500	\$0	\$1,500	\$1,400
	Reg Promo	\$1,400	\$1,000	\$500	\$500	\$500	\$0	\$1,000	\$1,400
	Awareness	80%	63%	53%	49%	58%	25%	62%	80%
	Prod Sales	\$200	\$2,000	\$0	\$500	\$1,500	\$0	\$1,500	\$2,300
	Reg Sales	\$1,400	\$1,500	\$1,500	\$1,500	\$1,500	\$0	\$1,500	\$1,400
	Accessibility	59%	42%	53%	53%	53%	29%	42%	59%
Specs	Speed	9.0	8.1	9.5	8.5	6.7	9.9	6.4	6.3
	Accuracy	9.0	8.1	9.5	8.5	6.7	9.9	6.3	6.3
	Service Life	23,000	21,000	23,000	20,000	18,000	21,000	20,000	20,000
	Revision Date	Jul-21	Nov-20	Apr-21	Jun-20	Feb-21	Jun-21	Jan-21	Apr-21
	Age Dec. 31	1.0	1.1	0.7	1.5	2.5	0.6	3.9	4.3
	Region Kit	No	Yes	No	No	Yes	No	Yes	Yes

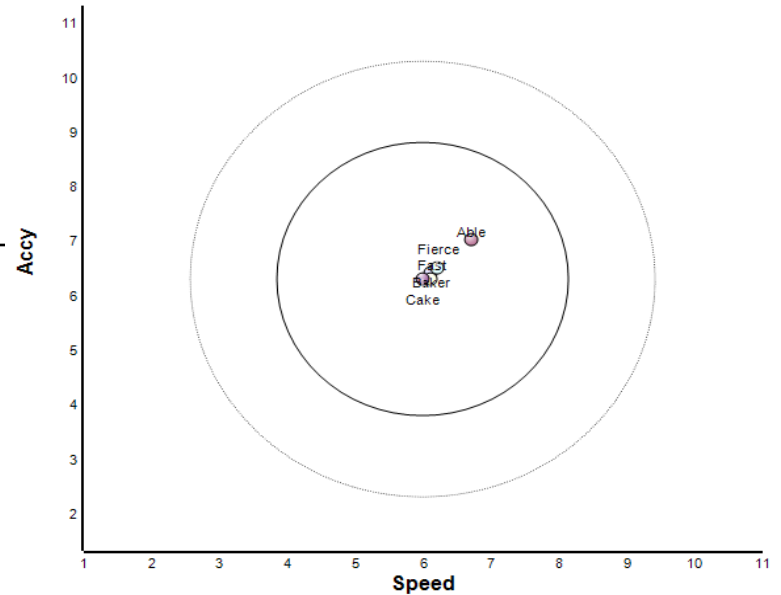
## Marketing Analysis

The Marketing Analysis pages present a comprehensive overview of market demand by segment and region, plus your sales and marketing performance compared with your competitors.

### Asia Pacific - Budget

Seg %: Region	69%	Growth Rate	43.0%
Seg %: Industry	4%	FX Rate	\$1.10
Total Demand	1,616		
Total Sales(Seg)	1,616		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Local Price	S\$13.50-S\$33.50	60%
Positioning	(Speed 6.3, Accuracy 6.3)	14%
Service Life	14,000-20,000	14%
Age	3.0	12%



### Top Products In Asia Pacific

	Name	Fast	Able	Baker	Fierce	Cake	-	-	-
<b>Sales</b>	Actual Sales	480	391	345	251	148	-	-	-
	Ptnl. Sales	432	352	311	225	295	-	-	-
	Stock Out	No	No	No	No	Yes	-	-	-
	Market Share	29.7%	24.2%	21.4%	15.5%	9.2%	-	-	-
	Local Price	S\$31.90	S\$30.25	S\$34.65	S\$31.90	S\$33.48	-	-	-
	Satisfaction	8	7	5	4	5	-	-	-
<b>Marketing Investments</b>	Prod Promo	\$1,000	\$0	\$0	\$1,000	\$100	-	-	-
	Reg Promo	\$1,000	\$0	\$1,500	\$1,000	\$0	-	-	-
	Awareness	55%	11%	30%	48%	25%	-	-	-
	Prod Sales	\$1,500	\$0	\$1,000	\$1,000	\$380	-	-	-
	Reg Sales	\$1,000	\$0	\$1,500	\$1,000	\$0	-	-	-
	Accessibility	48%	0%	8%	48%	1%	-	-	-
<b>Specs</b>	Speed	6.4	7.0	6.4	6.5	6.3	-	-	-
	Accuracy	6.4	7.0	6.3	6.5	6.3	-	-	-
	Service Life	18,500	20,000	20,000	14,000	20,000	-	-	-
	Revision Date	Feb-20	Apr-21	Jan-21	Aug-21	Apr-21	-	-	-
	Age Dec. 31	6.1	3.8	3.9	1.2	4.3	-	-	-
	Region Kit	Yes	Yes	No	No	Yes	-	-	-

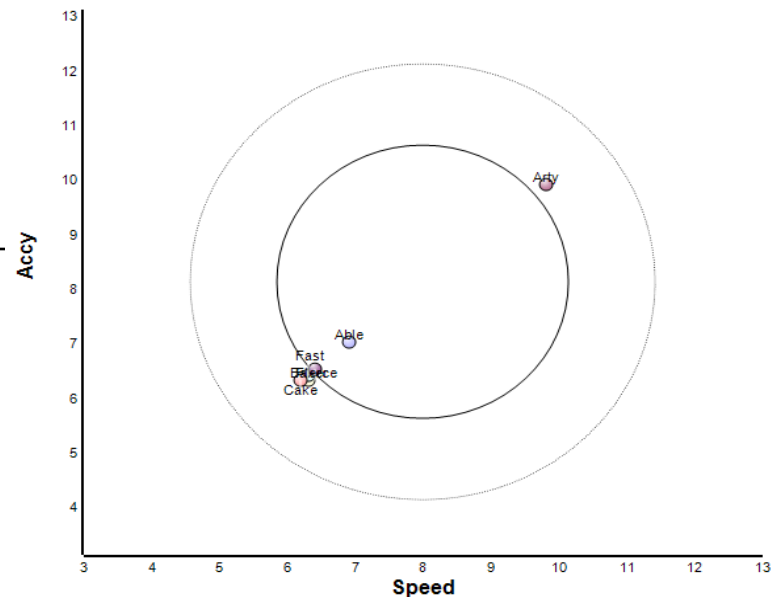
## Marketing Analysis

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### Asia Pacific - Performance

Seg %: Region	31%	Growth Rate	49.0%
Seg %: Industry	2%	FX Rate	\$1.10
Total Demand	715		
Total Sales(Seg)	715		
Unmet Demand	0		

Buying Criteria	Expectations	Importance
Positioning	(Speed 9.5, Accuracy 9.5)	41%
Age	0.0	28%
Service Life	17,000-23,000	20%
Local Price	S\$23.50-S\$43.50	11%

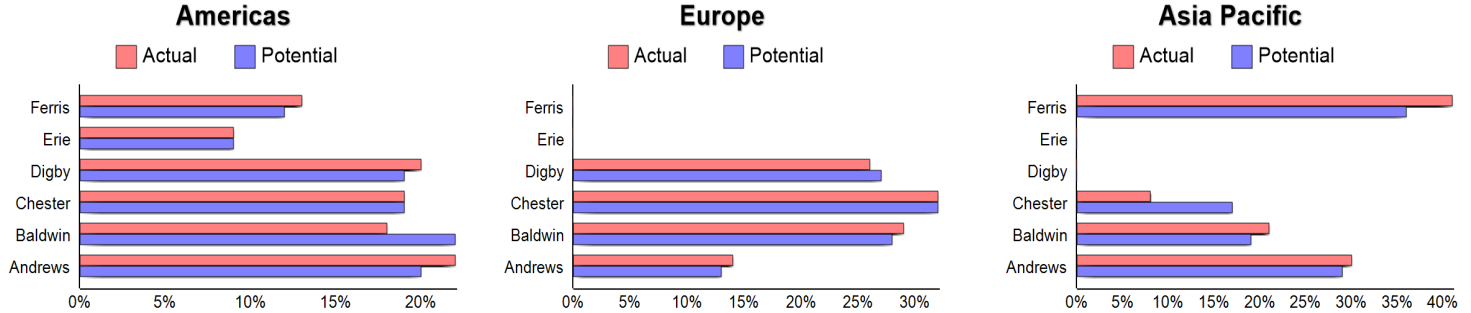


### Top Products In Asia Pacific

	Name	Able	Arty	Baker	Fast	Fierce	Cake	-	-
Sales	Actual Sales	152	150	149	110	105	50	-	-
	Ptnl. Sales	126	188	123	91	86	102	-	-
	Stock Out	No	Yes	No	No	No	Yes	-	-
	Market Share	21.2%	21.0%	20.8%	15.4%	14.7%	6.9%	-	-
	Local Price	S\$30.25	S\$43.45	S\$34.65	S\$31.90	S\$31.90	S\$33.48	-	-
	Satisfaction	3	18	3	3	3	3	-	-
Marketing	Prod Promo	\$0	\$0	\$0	\$1,000	\$1,000	\$100	-	-
Investments	Reg Promo	\$0	\$0	\$1,500	\$1,000	\$1,000	\$0	-	-
	Awareness	11%	25%	30%	55%	48%	25%	-	-
	Prod Sales	\$0	\$0	\$1,000	\$1,500	\$1,000	\$380	-	-
	Reg Sales	\$0	\$0	\$1,500	\$1,000	\$1,000	\$0	-	-
	Accessibility	3%	3%	10%	35%	35%	1%	-	-
Specs	Speed	7.0	9.9	6.4	6.4	6.5	6.3	-	-
	Accuracy	7.0	9.9	6.3	6.4	6.5	6.3	-	-
	Service Life	20,000	21,000	20,000	18,500	14,000	20,000	-	-
	Revision Date	Apr-21	Jun-21	Jan-21	Feb-20	Aug-21	Apr-21	-	-
	Age Dec. 31	3.8	0.6	3.9	6.1	1.2	4.3	-	-
	Region Kit	Yes	No	No	Yes	No	Yes	-	-

## Market Share Report

The Market Share Report is a snapshot of how well your products sold compared with potential sales. If a product undersold its potential, it stocked out. Remember products can stock out mid-year if demand is high.



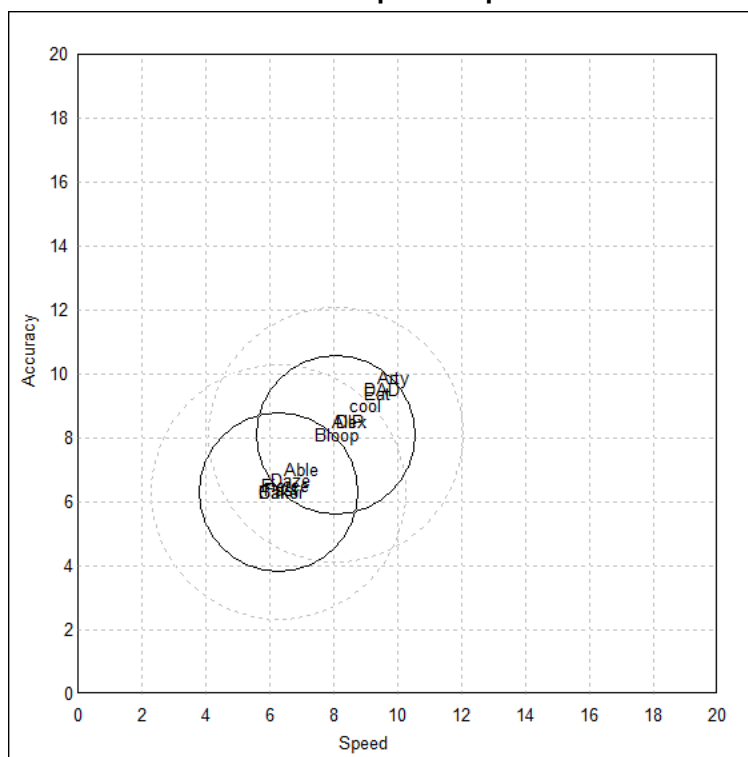
	Americas		Europe		Asia Pacific		Total	
Budget	Actual	Potential	Actual	Potential	Actual	Potential	Actual	Potential
Able	22%	20%	15%	15%	24%	22%	20%	19%
Alex	1%	1%	0%	0%	0%	0%	0%	0%
Baker	21%	26%	32%	31%	21%	19%	24%	27%
Bloop	1%	1%	1%	1%	0%	0%	1%	1%
Cake	19%	19%	31%	33%	9%	18%	21%	23%
cool	0%	0%	0%	0%	0%	0%	0%	0%
Daze	16%	15%	20%	19%	0%	0%	15%	14%
DIP	0%	0%	1%	1%	0%	0%	0%	0%
Eat	0%	0%	0%	0%	0%	0%	0%	0%
Fast	12%	11%	0%	0%	30%	27%	11%	10%
Fierce	8%	7%	0%	0%	16%	14%	7%	6%

Performance	Actual	Potential	Actual	Potential	Actual	Potential	Actual	Potential
Able	4%	4%	4%	4%	21%	18%	6%	5%
Alex	11%	11%	0%	0%	0%	0%	7%	7%
Arty	5%	5%	6%	5%	21%	26%	7%	7%
Baker	3%	4%	4%	4%	21%	17%	5%	5%
Bloop	9%	9%	16%	15%	0%	0%	10%	10%
Cake	3%	3%	4%	4%	7%	14%	4%	5%
cool	16%	16%	29%	27%	0%	0%	17%	17%
Daze	4%	4%	6%	5%	0%	0%	4%	4%
DIP	10%	10%	15%	17%	0%	0%	10%	11%
DAD	11%	11%	16%	19%	0%	0%	11%	11%
Eat	22%	22%	0%	0%	0%	0%	15%	15%
Fast	1%	1%	0%	0%	15%	13%	2%	2%
Fierce	1%	1%	0%	0%	15%	12%	2%	2%

## Perceptual Map Summary

The Perceptual Map is a key component to understanding the product landscape in your industry. It shows all current products (with specs). The table below shows when new products will enter the market, but not where.

**Perceptual Map**



Team	Product Name	Speed	Accy	Service Life	Revised	Region Kit	Sold In
Andrews	Able	7.0	7.0	20,000	15-Apr-21	A, E, AP	A, E, AP
	Alex	8.5	8.5	22,000	30-Jul-21	A	A
	Arty	9.9	9.9	21,000	06-Jun-21	-	A, E, AP
Baldwin	Baker	6.4	6.3	20,000	15-Jan-21	A, E	A, E, AP
	Bloop	8.1	8.1	21,000	20-Nov-20	A, E	A, E
Chester	Cake	6.3	6.3	20,000	01-Apr-21	A, E, AP	A, E, AP
	cool	9.0	9.0	23,000	11-Jul-21	-	A, E
	Candy	-	-	-	25-May-22	-	-
Digby	Daze	6.7	6.7	18,000	28-Feb-21	A, E	A, E
	DIP	8.5	8.5	20,000	24-Jun-20	-	A, E
	DAD	9.5	9.5	23,000	20-Apr-21	-	A, E
Erie	Eat	9.4	9.4	22,000	12-Sep-21	A	A
	Enter	-	-	-	30-May-22	-	-
Ferris	Fast	6.4	6.4	18,500	06-Feb-20	A, AP	A, AP
	Fierce	6.5	6.5	14,000	01-Aug-21	-	A, AP