

the results came in, it did not match up with those projections. We had a very high image rating, but with the other measures, like earnings per share and return on equity, we did very poorly.

Ultimately, we ended up near the bottom of the class. We tried to tweak our strategy, but it just wasn't working for us.

After the first few years, we decided to change. We still focus on quality, having one of the highest in the class, but to go along with that we increased prices and increased advertising and offered free shipping in North America so we can have more business and higher profits. We've also focused on doing share buybacks to increase earnings per share and starting dividends to satisfy shareholders. When we implemented these changes, our performance improved drastically, and we intend to continue this strategy for success. The one thing we did carry over from our original plan was to buy the production upgrades early on into the simulation. When we have ending cash available, we have been trying to buy the upgrades to hopefully impact our earning per share later on down the line.

We've learned to be wary of the projections. In year 11 especially, our projections looked really impressive, but we had a terrible year. In the future, we'll be more careful of relying to heavily on the projections.

For year 14, we plan to beat the investor expectations of \$4.00 earnings per share, 24% return on equity, and A- credit rating, but according to our projections we will now have an lower image rating of 72 versus our shareholder expectation of 75.

Currently and moving forward, we as a group have also compared results of other teams/companies. We have compared our various results and parameters with the top teams. We constantly look into the different industry reports to see what we are doing right and wrong. For example, the financial statistics industry report provides us information, such as assets, liabilities,

shareholder equity, profitability measures, dividend data, and credit rating measure of every team/company. We utilize and compare the results to see what we can do to be more competitive and successful. Furthermore, we extensively look into top teams/companies comparative intelligence reports. We try our best to have competitive prices based off of top performers.