



**** THE DENTAL PRACTICE: Strategic Challenge ****

Player #: 7
Slogan for Player #: 7

Quarter #: 3
Practice #: 7

*** PRODUCTION INFORMATION ***

Pvt (FFS & Ins) Production	72,910
Medicaid Production	1,070
PPO Production	40,686
Cap Production	0
Gross Production	114,666
- Adjustments	6,624
Net Production	108,042

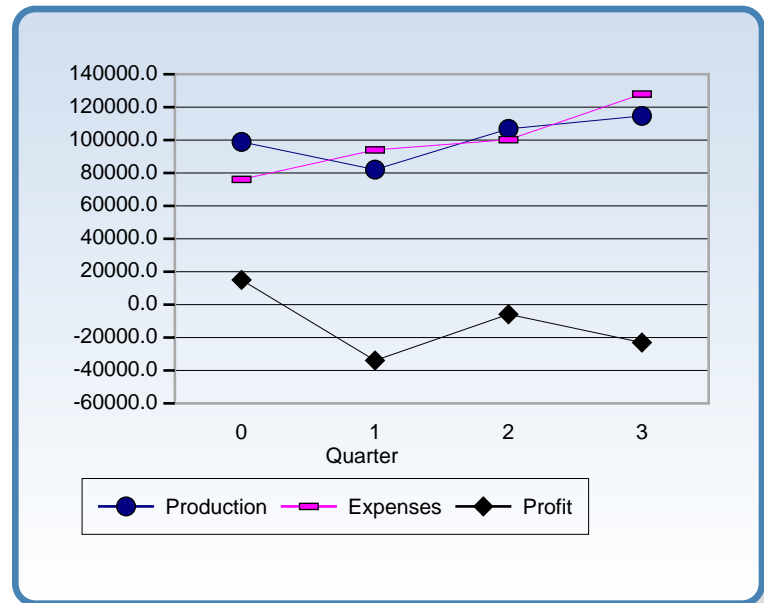
*** INCOME AND EXPENSE STATEMENT ***

INCOME	
Net Production	108,042
+ Pmts on Prev. A/R	20,649
+ Capitation Payments	0
- Billed to Accts Rec.	23,873
Collections	104,818

EXPENSES

Variable Costs	
Dental Lab	5,055
Clinical Supplies	10,149
Office Supplies	2,918
	18,122
Fixed Costs	
Staff Costs	
Wages	56,316
Employee Benefits	1,000
Employee Pension	2,816
Payroll Taxes / Ins	7,321
Hiring & Training	4,000
	71,453
Office Space Costs	
Office Rent	6,900
Utilities	2,465
Repairs / Upkeep	591
Depreciation	5,425
	15,381
Taxes / Insurance	
Business Taxes	1,300
Business Insurance	415
	1,715
Advertising	5,000
	5,000
Professional Services	
Legal / Accounting	350
Market Research	0
	350
Banking	
Loan Interest	12,210
Bank Charges	0
	12,210
Other Expenses	
Office Expenses	135
Dues & Cont. Ed.	1,603
Auto Expense	1,750
Miscellaneous	243
	3,731
Total Costs	127,962
PROFIT / LOSS THIS QUARTER	(23,044)

*** QUARTERLY COMPARISONS ***



*** BALANCE SHEET ***

ASSETS

Current	
Cash	60,227
CD's	8,000
A/R (80%)	19,098
Long Term	
Practice (FMV)	77,500
Retirement Plan	0
	164,825

LIABILITIES

Current	
Cash Due	0
Long Term	
Practice Loan	450,154
	450,154

NET WORTH (285,329)

*** CASH (Checkbook) MANAGEMENT ***

Ending Cash Last Quarter	82,634
+ Overdrawn Checks Paid	0
+ Collections	104,818
+ Loan Addition / Extra Pmt	15,000
+ Depreciation Expense	5,425
+ CD's Redeemed	5,000
+ Interest Earned	100
- Estimated Tax Payment	0
- Loan Principal Payment	11,788
- Personal Ret. Plan Contribution	0
- Draw This Quarter	5,000
- Total Expenses	127,962
- CD's Purchased	8,000
Income Tax (Paid) or Refund	0
ENDING CASH THIS QUARTER	60,227



**** FINANCIAL INFORMATION ****

Business Index This Qtr:	104	Accounts Receivable:	23,873
Business Index Est. Next Qtr:	103	Accounts Receivable 60+ Days Old:	6,442
Prime Rate This Qtr (% / Year):	7.0	Uncollectibles:	1,588
Inflation Rate Last Qtr (% / Year):	6.0	Loan Balance:	450,154
Investment Rate last Qtr (% / Year):	10.0	Individual Demand Value:	1.28
Adjustments: Pvt Pay: 168 Med: 353 PPO: 6,103 Cap: 0			

**** PATIENT VISITS AND PRODUCTION ****

Total Patient Visits:	953	Days Open This Qtr:	58
Doctor Visits:	442	Office Hours This Qtr:	486
Hygiene Visits:	511	Total Number Operatories:	4
New Patients:	87	Total Capacity (Visits):	1,501
Recall Patient Visits:	424	Doctor Capacity:	442
Recall Patients Due:	369	Hygienist Capacity:	1,059
Hygienist Production:	43,946	Capacity Utilized (%):	63
Managed Care Patient Visits:	347	Non lab-Related Production:	44,960
Managed Care Production:	41,756	Lab-Related Production:	25,760

**** STAFF INFORMATION ****

Number Receptionists:	1.0	Receptionists (\$\$/hr):	\$22.00
Number Chairside Assistants:	1.0	Assistants (\$\$/hr)	\$16.00
Number Hygienists:	2.0	Hygienists (\$\$/hr):	\$38.00
Incident Next Quarter:	4	Staff Turnover:	0

**** RESULTS OF INCIDENT NUMBER 3 ****

A nearby practitioner bought the equipment. He has raved about the excellent deal he got ever since.

**** MESSAGES TO PLAYERS ****

Your note to Administrator: Make us Money!!

You did not have a profit this quarter, so you cannot contribute to your retirement plan.

**** MARKET RESEARCH ****

You did not order any Marketing Research Reports this quarter.



**** RECAP OF DECISIONS FOR QUARTER # 3 ****

1. Hours of Operation:	3	7. Hygienist (+/-):	1.0	16. Investment in CD's:	8,000
2. Operatories Added:	1	8. Staff Comp (+/- %):	0	17. Retirement Plan (%):	5.0
3. Credit / Collection Policy:	2	9. Benefits (per Employee):	250	18. Market Research::	
4. Managed Care Participation:		10. Cont Educ (Days):	1	18a. Operational Pkg:	No
4a. Medicaid:	Hold	11. Practice Style:	1	18b. Staff Pkg:	No
4b. PPO:	Full	12. Fee Indicator:	1,000	18c. Type / Fee Pkg:	No
4c. Cap Plan:	None	13. Advertising:	5,000	18d. Marketing Pkg:	No
5 Receptionist (+/-):	0.0	14. Draw Projected:	5,000	18e. Financial Analysis Pkg:	No
6. Chairside Ass't (+/-):	0.0	15. Loan Addition / Pmt:	15,000	19. Incident Response:	2