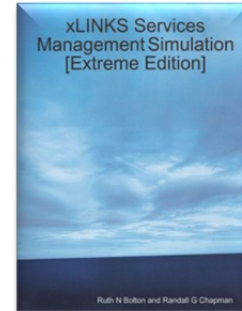


*"I hear and I forget; I see and I remember; I do and I understand." - Confucius*

The xLINKS Services Management Simulation [Extreme Edition] is a sophisticated, team-based, competitive services management simulation for services management and integrative business strategy course applications where the whole course is built around the simulation. At least ten simulation rounds are recommended with xLINKS SMx. Participant teams typically create business plans at the mid-point of the simulation event, for subsequent implementation in the rest of the event.



LINKS firms market and deliver "support services" (e.g., computing/IT support, financial management, health care, repair, or maintenance services) to households (consumers) and major accounts (businesses) in multiple market regions. Each simulation round is approximately equivalent to a large Harvard-style case

study in terms of analysis, individual preparation, team meeting and discussion, and student-time requirements. LINKS industries may have as many as eight teams (four to six firms per industry are typical), with simultaneous parallel industries accommodating larger class sizes. Within-simulation performance is evaluated with a balanced scorecard of financial, operational, and customer-facing metrics.

LINKS engages participants in all the challenges of integrative business management in a services industry context.	<b>Human Resources:</b> hiring, firing, retaining, deploying, and compensating service personnel
	<b>Financial Engineering:</b> prudent financial management including capital structure and working capital management
Many research studies resources are available to LINKS firms in xLINKS SMx.	
<b>Marketing:</b> segmentation, market selection, differential advantage, marketing mix decisions, service design, and portfolio management	<b>Service Operations:</b> technology, productivity, capacity management, forecasting, and service quality management

Learning Emphases	<ul style="list-style-type: none"> <li>• Developing and executing a value-creating strategy for customers</li> <li>• Crafting an effective marketing program to communicate value to customers</li> <li>• Matching demand and supply (capacity) in a competitive environment</li> <li>• Managing service quality and technology</li> <li>• Managing service personnel (staffing, deployment, and compensation)</li> <li>• Interpreting business performance metrics (e.g., employee job satisfaction and customer satisfaction survey data)</li> <li>• Prudent financial management</li> <li>• Enhancing and encouraging fact-based analysis and decision making</li> <li>• Experiencing competitive dynamics in an evolving marketplace</li> </ul>
Target Courses	Services management and integrative business strategy courses and executive education seminars where the whole course is built around the simulation experience. Industry-specific courses (e.g., financial services and health care management) will find xLINKS SMx to be a useful course component.
Simulation Administration	LINKS Simulations provides web-based remote administration of LINKS. There's no software to download/install. Participants use their favorite web browser to access the LINKS Simulation Database to input decisions and retrieve results (a Word doc file) after simulation rounds.
Instructor Support	Ruth Bolton and Randy Chapman (Chapman@LINKS-simulations.com), the LINKS authors, support instructors throughout LINKS events, including pre-course counseling and course design.

LINKS resources, including the participant's manual and extensive instructor resources, are conveniently accessible via the LINKS website (<http://www.LINKS-simulations.com>).

Please contact Randy Chapman (Chapman@LINKS-simulations.com) with any questions about the xLINKS Services Management Simulation [Extreme Edition] and, specifically, with regard to questions about which LINKS services simulation(s) might be most appropriate in your application context.