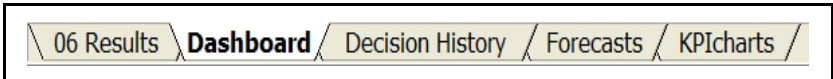


Excel Spreadsheet Results File

The standard reporting of LINKS financial, operations, and research results is via a single Word doc results file. A LINKS team may wish to create their own Excel spreadsheets for additional results tracking, monitoring, and analysis. For example, elements in the financial and operating reports might be tracked/charted/graphed over time.

An Excel spreadsheet results file supplements the standard Word doc results file. After each LINKS round, you'll routinely access a printed copy of your firm's Word doc results file for review and analysis. The Excel spreadsheet results file doesn't replace the Word doc results file. Rather, the Excel spreadsheet results file is a supplementary reporting mechanism for your firm's financial and operating results.

The Excel supplementary results spreadsheet consists



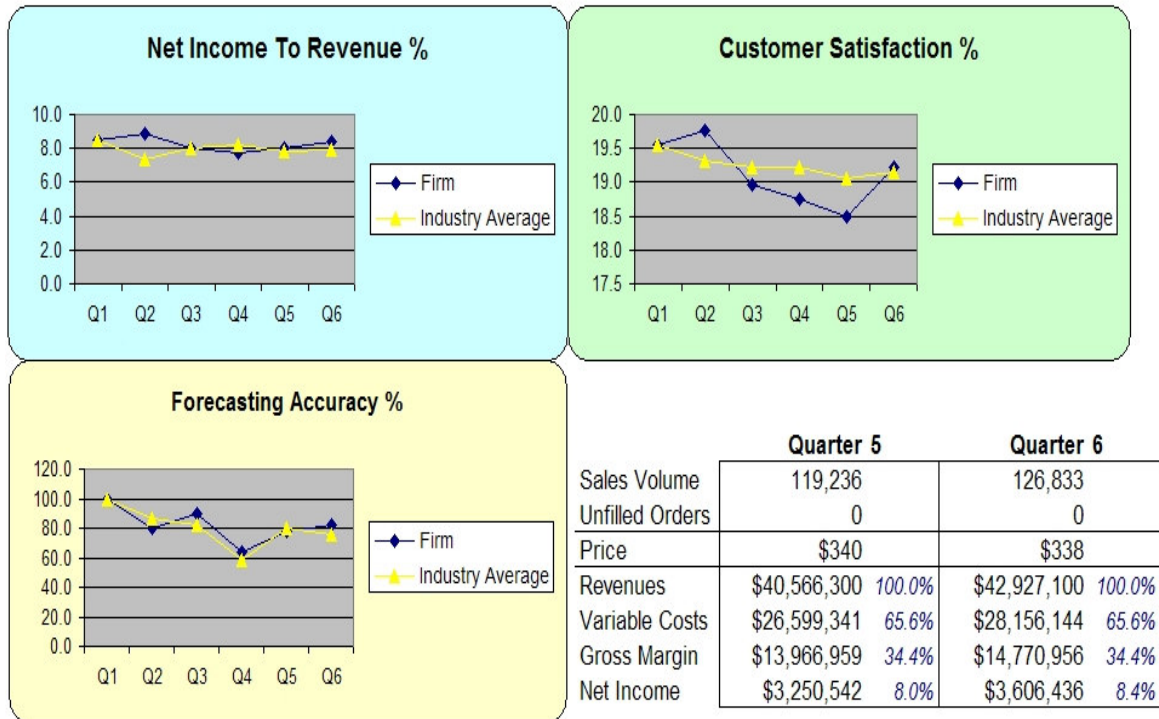
of five worksheets with supplementary data beyond that provided in each round's Word doc results file. Details about these five worksheets follow.

Worksheet	Contents
“nn Results” (for round “nn”)	This worksheet contains most of the financial and operating results reported in your firm's Word doc results file., so you don't have to manually re-input data from the Word doc results file into an Excel spreadsheet. This worksheet isn't formatted to be particularly “pretty.” It's designed strictly with functional considerations in mind. You'll need to reformat this Excel spreadsheet as you see fit by, for example, cutting-and-pasting rows and columns of data into an Excel spreadsheet of your own design.
“Dashboard”	This worksheet contains a single-screen top-line summary of your firm's key results for the most-recent LINKS round.
“Decision History”	This worksheet documents the last six rounds of inputs for each LINKS decision variable for your LINKS firm, providing a convenient archival resource to access historical LINKS decision inputs.
“Forecasts”	This worksheet contains two extrapolative quantitative forecasts of the next round's sales volume. Be sure to review the details and background assumptions of these forecasts, as reported in this worksheet.
“KPIcharts”	This worksheet contains charts of each LINKS KPI vs. the corresponding industry KPI best, industry KPI average, and industry KPI worst for each of the last six LINKS rounds. These KPI charts provide an appealing graphic rendition of the LINKS performance evaluation dimensions displayed in tabular form on the first page of each firm's Word doc financial and operating reports results file.

When you access the Excel supplementary results spreadsheet, it opens to the “Dashboard” worksheet. A sample LINKS Dashboard follows for a LINKS marketing simulation variant:

LINKS Dashboard: Firm PFS6

Quarter 6



The LINKS Dashboard is a convenient place to begin to review your LINKS results for the most-recent LINKS round, since it provides a one-screen, top-line summary of your firm’s financial and operating results. All other worksheets in the Excel supplementary results spreadsheet, and in the Word doc results file, may then be viewed as providing the “drill-down” detail about these top-line results.

To access your firm’s Excel supplementary results spreadsheet, click on the appropriate link on your firm’s webpage on the LINKS Simulation Database.

- You’ll presumably wish to save this Excel spreadsheet with a suitable name on your PC. Note that each round’s Excel spreadsheet for your firm will have to same name, so you’ll need to rename successive rounds’ spreadsheets appropriately on your PC to distinguish the spreadsheets for various LINKS rounds.
- You may wish to change the font used throughout the Excel spreadsheet to either “8514oem” (if available) or “Courier New”, 10-point size in both cases, to permit more convenient on-screen viewing.
- You may need to widen the column widths to conveniently view all of the spreadsheet values and the row and column labels/titles.