

Olivia Lorentz
Ryan Van Wormer
Brendan Busch
Gabe Valenzuela
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Baldwin Corporation 4th Report

Strategic Goals for Baldwin

*Look at the **bold fonts** for changes compared to round 3

Our goal for Baldwin is to stand out strong in the competitive 8 rounds, ideally to capture at least 20% of the market share for all segments combined while operating under a healthy contribution margin which is ideally above **40 percent by taking advantage of Total Quality Management**. We are working to ensure increased awareness and accessibility for our customers as we offer a wide variety of products in all respective segments, which include traditional, low-end, high-end, performance-oriented, and size-oriented. **As for round 5, we're continuing to ramp up investments into accessibility as we were lagging behind in accessibility compared to our competitors. We realize the insurmountable weight of accessibility impact on sales.**

We aim to maintain an offering of 6 products from all segments. Based on the environment of the competition and rapid R&D demand for high-end products, we decided to introduce other products for the high-end category with R&D optimization in mind in accordance with the industry and capstone courier report. With R&D optimization for high-end products, customers can get the exact specifications they need. We intend to be in the business in providing reliable products in all categories with one highlighted focus in which is the high-end products.

With the optimization and highlighted focus on high-end products for later rounds, we intend to dominate this high-end category while projecting moderate competition in all other categories. We intend to thrive throughout the "weeding" process in which few companies are expected to survive. We will survive by operating lean and mean by tightening our belts and be willing to be decisive to gain many advantages and outmaneuver our competitors.

We also seek to maintain the highest stock price per share out of all competitors.

Assessment of Round 4 Decisions

Research & Development (R&D) - Meets our expectations as usual, positioned in accordance with the Industry Conditions report. This round, we utilized Total Quality Management Internally (TQM) to speed up R&D to place Bead 1 year ahead in order to preserve its age perception as it's 24% of the customer criteria. It was done by investing \$4 million in Concurrent Engineering and Quality Function Deployment Effort (\$2 million dollars each). We felt that it's the best way to preserve our market share in the low-end as higher age perception requires fewer revisions over the years. It is a challenge since Bead has a high automation rating, thus making a "leap" in R&D shorter.

Ideal Spot determined (Round 4)

	Traditional		Low-End		High-End		Performance		Size	
	Pfmn	Size	Pfmn	Size	Pfmn	Size	Pfmn	Size	Pfmn	Size
Round 4 Center	7.8	12.2	4.5	15.5	11.1	8.9	12.0	14.2	5.8	8.0
Offset	0.0	0.0	-0.8	+0.8	+1.4	-1.4	+1.4	-1.0	+1.0	-1.4
Ideal	7.8	12.2	3.7	16.3	12.5	7.5	13.4	13.2	6.8	6.6
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	Baker		Bead		Bid		Bold		Buddy	
Actual	7.8	12.2	4.2	15.9	12.3	7.7	13.4	13.2	6.8	6.6
						Biddin				
						12.9	7.1			

We are generally satisfied within the positioning of each product. For Baker, Bold, and Buddy, they were positioned in accordance to the ideal spot. However, for Bead, Bid, and Biddin, the approach is different. We are doing the best we can to keep the age perception near to 7 years old while safeguarding its Ideal Position criteria. For Bid and Biddin, they are a bit different in the exact positioning, however the only real difference between Bid and Biddin is the perceived age. Biddin will see stronger demand due to its perceived age of near zero.

Marketing - We are becoming more concerned with our accessibility level on all segments except for low-end and high-end. Therefore, we're doing our best to boost the Sales Budget at a reasonable level in hopes to boost accessibility level and make more sales. Each round, we routinely boost the Sales Budget after finding out that it leads to more accessibility and better sales. On the other hand, we are happy with how our Awareness level is trending towards 100% for all of our products.

Product	Baker	Bead	Bid	Bold	Buddy	Biddin
Round 3 Accessibility	59%	57%	47%	35%	40%	0%
Round 4 Accessibility	62%	64%	61%	38%	44%	61%
Accessibility gain	3%	7%	14%	3%	4%	61%
Sales Budget	\$2100	\$2250	\$1950 *\$3700* combined	\$1700	\$1800	\$1750 *\$3700* combined

We have gained a sizable amount of accessibility, but it's not significant as awareness in most segments. We are happy with the huge leap of awareness level in the high-end level. The boost of awareness in the high-end is due to having 2 products in this segment. With 2 products in the segment, the B2B customers can associate our products with our brand within that segment, which naturally boosts awareness.

Product	Baker	Bead	Bid	Bold	Buddy	Biddin
Round 3 Awareness	100%	100%	100%	77%	79%	0%
Round 4 Awareness	100%	100%	100%	92%	91%	61%
Awareness gain	0%	0%	0%	15%	12%	61%
Promo Budget	\$1600	\$1600	\$1750	\$1700	\$1600	\$1500

Baker - Under Forecasted but Production properly measured. We stocked out and finally have 0 units left in the inventory, which reduced our carrying costs. Despite having 11 products competing in the traditional segment, we managed to sell the most units out of all products, capturing 14% of the market share. We also have the highest Customer Survey Score at 46 points. Baker was near the ideal position in Pfmn, Size, and MTBF in which propelled us to have a higher customer satisfaction rating. Baker has the top ranking in Customer Survey Scores. We stocked out because we picked up a few sales from the result of under-forecasting by either Andrews or Chester.

Forecasted	Actual	Difference	Est. Potential Market Share	Est. Actual Market Share
1435	1511	5.30%	14%	14%

Bead - Over-forecasted. We have 264 units in the inventory. Our Customer Survey Score for Round 3 is 34. The Customer Survey Score for Bead at the end of the year is 24. It's a 10 point decline which significantly impacts our sales. It was due to the fact that we're taking an aggressive approach in regards to R&D for Beads to ensure its viability in later rounds. It's an expectation that we'll start losing market share in the low-end segment due to Eat and Fast being well positioned for Round 6, 7 and 8. Further explanation is offered on page 7 of this report.

Forecasted	Actual	Difference	Est. Potential Market Share	Est. Actual Market Share
2850	2792	-2.03%	20%	20%

Bid - Greatly Under-forecasted. However, we have ordered more productions than usual to safeguard against expected potential surge in demand due to expected sudden hop in accessibility level and Chester not putting enough effort in Ideal Positioning. As of the result, We only have 9 units left in the inventory for Bid. As Biddin was introduced to this segment in October 2024, it's our expectation that we'll eventually capture more market share. Nevertheless, we are happy with our decision to expand production and avoid stock out.

Forecasted	Actual	Difference	Est. Potential Market Share	Est. Actual Market Share
961	1056	9.89%	29%	27%

Bold - Severe Under-Forecasted. That means the potential demand has exceeded the “safety net” productions we have set aside in case that the demand exceeds our forecast. The potential reason why we under-forecasted was that we did not anticipate that increasing MTBF to 27,000 would lead to more sales and that Andrews would withdraw the Performance Segment completely in round 4. We did not expect Andrews to shift 4 of its products to the traditional segment completely. We were anticipating that Andrews would try to sit in the “sweet spot” between 2 segments in hope to capture market shares for both segments.

Forecasted	Actual	Difference	Est. Potential Market Share	Est. Actual Market Share
667	738	10.64%	20%	18%

Buddy - Under-Forecasted. We did not anticipate any significant charges in variables that influence the outcome in the size segment. However, the outcome was that Andrews is already transiting out of the size segment, thus yielding its market share to the existing competitors in the segment. It’s also important to note that Ferris, in a sense, lost its market share by simply not investing enough in its Promo and Sales budget at \$1300 and \$1278 respectively.

Forecasted	Actual	Difference	Est. Potential Market Share	Est. Actual Market Share
964	1035	7.37%	29%	26%

Biddin - Perfectly Forecasted. Biddin was introduced on October 11, 2024 which means it only produces and sells roughly 2 months out of the year. Due to its age perception of 0, Biddin had no issues picking up sales.

Forecasted	Actual	Difference	Est. Potential Market Share	Est. Actual Market Share
208	208	0.0%	29%	27%

Production - As a general precaution, we often have set aside some additional productions above our forecast level to ensure that products are available if we under-forecast. For Round 4, we generally did not meet our expectations because we stocked out on most of our products which included Baker, Bold, Buddy, and Biddin.

Baker - We stocked out and sold 1,511 units.

Bead - We did not stock out because we only sold 2,792 units and currently have 264 units left to sell next year.

Bid - We barely did not stock out because we only sold 1,056 units and currently have 9 units left to sell next year.

Bold - We stocked out and sold 738 units.

Buddy - We stocked out and sold 1,035 units.

Biddin - We stocked out and sold 208 units.

Finance - We managed to meet our expectations financially. Our goals were to not have any emergency loans and to make sure that we had some cash leftover based on having a positive net profit. There were no emergency loans taken out and we were left with about \$15,405,000 in cash. We did not take out any long-term loans nor that we plan to raise money by issuing stocks. We intend to use retained earnings to cover Plants, R&D, and TQM expenses as we believe it's in the best interest of both management and investors.

Forecasted Cash Positions		
December 21, 2022	\$15,405	
December 31, 2023	\$17,543	Difference in total sum
Actual Cash Positions		\$8,353
December 21, 2022	\$15,405	Difference in %
December 31, 2023	\$25,896	47.61%

Round 5 Decisions

Research & Development

Name	Pfmn	Size	MTBF	Revision Date	Age at Revision	R & D Cost
Baker	8.5	11.5	17,500	May 31, 2025	1.0	\$418
Bead	4.2	15.9	14,000			
Bid	13.4	6.6	24,500	July 21, 2025	0.9	\$563
Bold	14.4	12.5	27,000	June 5, 2025	0.9	\$431
Buddy	7.5	5.6	19,000	June 5, 2025	0.9	\$431
Biddin	13.7	6.3	24,500	May 18, 2025	0.3	\$383

* yellow highlight indicates what changed from prior round

Ideal Spot determined (Round 5)

	Traditional		Low-End		High-End		Performance		Size	
	Pfmn	Size	Pfmn	Size	Pfmn	Size	Pfmn	Size	Pfmn	Size
Round 5 Center	8.5	11.5	5.0	15.0	12.0	8.0	13.0	13.5	6.5	7.0
Offset	0.0	0.0	-0.8	+0.8	+1.4	-1.4	+1.4	-1.0	+1.0	-1.4
Ideal	8.5	11.5	4.2	15.8	13.4	6.6	14.4	12.5	7.5	5.6
This space is intentionally left blank										
	Baker		Bead		Bid		Bold		Buddy	
Actual	8.5	11.5	4.2	15.9	13.4	6.6	14.4	12.5	7.5	5.6
					Biddin					
					13.7	6.3				

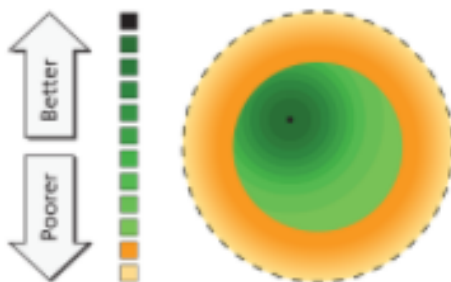
Baker - According to industry conditions report, the ideal performance and size and end of round 5 will be 8.5 Pfmn and 11.5 Size. By doing our best to keep Baker's ideal age close to 2.0 throughout the year, we believe that we'll continue to possess a high customer satisfaction rating. We aim to push our score for Baker above 46.

Bead - We have strategically determined that no R&D is needed to be conducted for Bead since Bead already had a huge leap in R&D to ensure that its Performance and Size remains viable to meet customer criteria. However we are seeing big changes in the low-end segment that influences our R&D decision. Let us explain:

Explanation Starts →

For Round 4, only 3 companies (Digby, Erie, and Ferris) have not made any adjustment to low-end products, thus raising the perceived age to 8.6 at the end of the year. Sooner or later, Ebb, Dell, Cedar, and Feat will have to undergo R&D to retain the viability of Ideal Position criteria, which is 16% Importance of the criteria. Theoretically, 16% of the criteria (Ideal Position) can be sacrificed in order to maintain age perception, thus retaining most of the market share. In the table below:

Ebb		Dell		Cedar		Feat	
Pfmn	Size	Pfmn	Size	Pfmn	Size	Pfmn	Size
3.0	17.0	3.0	17.0	3.0	17.0	3.0	17.0
Age:	8.6	Age:	8.6	Age:	2.81	Age:	8.6



The Ideal Position for round 5: 4.2 Pfmn and 15.2 Size

The offset for the ideal position of low-end products is -0.8 Pfmn and +0.8 Size. While the exact measure of the radius of the perceptual circle is unknown, it's certain that Ebb, Dell, Cedar, and Feat will be outside of the green zone in the perceptual map in round 5 if

they don't do any R&D. Again, any R&D will change the age perception, this making a product appear younger. It's in our opinion that Chester, Digby, and Ferris will have to make tough decisions in regards to Ebb, Dell, Cedar, and Feat.

Looking at the Ideal Position for Round 8 and information about Eat and Fast:

	Traditional		Low-End		This space is intentionally left blank	Round 4 Info			
	Pfmn	Size	Pfmn	Size		Eat		Fast	
Round 8 Center	10.6	9.4	6.5	13.5		Pfmn	Size	Pfmn	Size
Offset	0.0	0.0	-0.8	+0.8		5.5	14.5	5.5	14.5
Ideal	10.6	9.4	5.7	14.3		Age:	4.09	Age:	4.08

Using the table, we can clearly see that Eat and Fast is well positioned for round 8. Erie and Ferris absolutely do not need to do any R&D for Eat and Fast, thus allowing its age to increase overtime in each round. It's our expectation that Erie and Ferris will capture greater low-end market share in Round 6, 7, and 8.

Explanation Ends ←

Using the information from the explanation, we are doing our best to put our existing market share on a defensive mode. We're going it by optimizing its position even though it's not favorable for all rounds.

Bid - We are pushing R&D as much as we can for Bid. Thanks to TQM Initiatives such as Concurrent Engineering and Quality Function Deployment Effort, we were able to speed up R&D for Bid to comfortably position its revision date at the middle of the year. The ideal position for Bid at the end of round 5 will be 13.4 Pfmn and 6.6 Size, We are exactly where we want to be with Pfmn and Size. The Ideal Performance and Size position is so critical to the success of sales that we have decided to introduce another high-end product.

Bold - We have realized that reliability is an important factor for customer's criteria of buying, so we increased MTBF to 27,000. We believe that increasing the MTBF to the maximum end of the criteria range will lead us to more sales as we have noticed that products with higher MTBF have been performing better in sales. Other than that, we are placing Bold exactly at the ideal position in accordance with the Industry Conditions Report.

Buddy - Buddy was perfectly positioned with regards to Pfmn and Size from last round. It'll be perfectly positioned this round and we're expecting to capture a modest gain of market share due to TQM Initiatives that boosts demand. Digby and Fume has made no use of TQM Initiatives, therefore we believe that it'll be in our advantage as we make another round of investments to boost demands.

Biddin - It is our solution to lagging high-end Bid products in terms of size and performance. With lower automation rating, we can ensure quicker R&D for future rounds. The introduction of Biddin also allows us to capture wider accessibility in the high-end segment for both Bid and Biddin. With its age close to 0 which is 29% of importance, we expect Biddin to be the number 1 product of the high-end segment due to the fact that no other products are perceived to be younger than Biddin.

Marketing

Name	Price	Promo Budget	Sales Budget	Benchmark Prediction	Your Forecast	Gross Revenue	Variable Costs	Contrib Margin	Less Promo/ Sales
Baker	\$27.65	\$1,400	\$2,250	2,874	1,627	\$44,987	\$25,810	\$19,177	\$15,377
Bead	\$19.55	\$1,400	\$2,250	3,839	2,806	\$54,857	\$28,570	\$26,288	\$22,488
Bid	\$37.55	\$1,400	\$2,150	1,484	1,028	\$38,601	\$25,072	\$13,529	\$9,829
Bold	\$32.75	\$1,900	\$2,400	1,831	924	\$30,261	\$22,235	\$8,026	\$3,726
Buddy	\$32.75	\$1,900	\$2,400	1,782	1,260	\$41,265	\$27,820	\$13,445	\$9,145
Biddin	\$37.90	\$2,000	\$2,150	1,223	1,136	\$43,054	\$30,139	\$12,916	\$8,766
Total	---	\$10,450	\$13,600	13,033	8,781	\$253,026	\$159,645	\$93,380	\$69,330
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A/R Lag (days):	40		A/P Lag (days):	20					

* yellow highlight indicates what changed from prior round

We have scaled back prices of products for all segments in order to comfortably fit into customer's buying criteria. We also have decided to decrease our prices for all segments because we noticed our competitors are decreasing their prices too. We set the Promo Budget

at \$1400 for Baker, Bead, and Bid since they already have reached 100% awareness. \$1400 is what it takes to replace the loss of Customer Awareness. Ferris continues to be a tough competitor for high-end and we need to have better awareness and accessibility. We continued our method of projecting sales as for the most part and it has worked very well for us. We also made adjustments for the markets that we stocked out in or over projected in the earlier rounds which left us with lots of unsold products.

To illustrate price comparison:

Traditional Segment Top 5 Product Prices (Round 4) - Criteria: \$18 - \$28				
Baker	Echo	Cake	Daze	Egg
\$28.15	\$26.00	\$28.00	\$28.50	\$26.00

Size Segment Top 5 Product Prices (Round 4) - Criteria: \$23 - \$33				
Buddy	Dune	Cure	Fume	Agape
\$33.75	\$33.50	\$33.20	\$33.00	\$28.30

In addition, we have decided to increase Account Receivable (AR) from 37 days to 40 days. We also decreased Account Payable (AP) from 23 days to 20 days in order to boost sales. Increasing AR means more demand for our products as customers would appreciate our “flexibility” and lowering Account Payable would also lead to more sales and it reduces sales holdups for our products.

Production

Production								
Schedule	Baker	Bead	Bid	Bold	Buddy	Biddin		Total
Unit Sales Forecast	1,627	2,806	1,028	924	1,260	1,136		8,781
Inventory On Hand	0	264	9	0	0	0		273
Production Schedule	1,690	2,700	1,110	1,030	1,360	1,220		9,110

Production After Adju.	1,685	2,692	1,107	1,027	1,356	1,217		9,084
Physical Plant								Total
1st Shift Capacity	1,600	1,800	1,000	700	850	900		6,850
Buy/Sell Capacity	0	50	50	100	100	50		350
Automation Rating	5.7	7.7	3.1	3.8	3.8	2.4		---
New Autom. Rating	6.2	8.1	3.5	4.3	4.3	2.9		---
Investment (\$000)	\$3,200	\$4,800	\$2,600	\$3,720	\$4,020	\$2,680		\$21,020
Workforce	Last Year	Needed	This Year %	This Year	1st Shift	2nd Shift	Max Invest	\$76,261
Complement	952	1,197	100%	1,197	908	289	A/P Lag	20

* yellow highlight indicates what changed from prior round

We are increasing capacity as our finance allows for Biddin, Buddy, and Bid productions. It is because we intend to decrease the 2nd shift cost for the next round. This means there will be less labor expenses. Utilizing less of the plant in the 2nd shift can lead to a lower turnover rate and labor costs. We're not going to get rid of the 2nd Shift due to costs, but it's our objective to generally keep the 2nd shift below 50% since higher utilization of 2nd shift is more costly and has an impact on turnover rate in a negative manner.

Citing the projected Scorecard:

Internal Business Process	
Plant Utilization	5 / 5

We're happy with the prospect that we're keeping the utilization at an ideal level, which is between 100% to 180%.

Human Resources

Staffing		
	Last Year	This Year
Needed Complement	952	1,197
Complement %	100%	100%
Complement	952	1,197
1st Shift Complement	722	908
2nd Shift Complement	230	289
Overtime %	0.0%	0.0%
Turnover Rate	9.0%	7.4%
New Employees	171	334
Separated Employees	0	0
Recruiting Spend	\$420	\$1250
Training Hours	25	67
Productivity Index	100.0%	103.3%
Recruiting Cost		\$752
Separation Cost		\$0
Training Cost		\$1,604
Total HR Admin Costs		\$2,356

* yellow highlight indicates what changed

For human resources, we decided to increase our recruiting spend from \$420 to \$1,250 and the training hours from 25 to 67. The reasons for these changes are for a couple of reasons. We see that the complement % is great at 100% but we are able to decrease the turnover rate from 9.0% to 7.4%. The changes of recruiting spend and training hours allows for a lower turnover rate which means that less people are leaving the company and are content working. Our goal going into this round was to get the productivity index over 100% and we managed to get 103.3%. From the previous rounds we have seen our competition achieve a productivity index over 100% and due to that they were able to achieve more success in this area so we wish to do the same for this round.

Finance

Finances	
Plant Improvements	
Total Investments (\$000)	\$21,020
Sales of Plant & Equipment	\$0
Common Stock	
Shares Outstanding (000)	2,530
Price Per Share	\$64.23
Earnings Per Share	\$7.38
Max Stock Issue (\$000)	\$32,500
Issue Stock (\$000)	\$0
Max Stock Retire (\$000)	\$8,125
Retire Stock (\$000)	\$0
Dividend Per Share	\$0.00
Current Debt	
Interest Rate	9.8%
Due This Year	\$0
Borrow (\$000)	\$0
Cash Positions	
December 21, 2022	\$25,896
December 31, 2023	\$20,146
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Long Term Debt	
Retire Long Term Debt (\$000)	\$3,000
Issue Long Term Debt (\$000)	\$0
Long Term Interest Rate	11.2%

Maximum Issue This Year	\$46,624
(days) A/R Lag	40
(days) A/R Lag	20

* yellow highlight indicates what changed from prior round

For this round, we have decided not to make much use of finance options. There are only two changes that we'll see in round 5. The first change is that we're shifting A/R and A/P Lag in hopes that it'll lead to more sales as B2B customers tend to favor a longer flexibility period in paying for our products. Also we are paying our vendors earlier than usual in order to minimize sales disruptions. The second change is that we are retiring 3 million dollars of long term debt in order to reduce interest rate. We feel that going under-leveraged would benefit us more in the long-term as it'll allow us to accumulate more profits for the recap score. We're in the business to maximize profit in the last 4 rounds until round 8. Any considerations after round 8 doesn't matter much to us.

TQM Initiatives

Process Management Initiatives	
	Budget (\$000)
CPI Systems	\$1,600
Vendor/JIT	\$1,600
Quality Initiative Training	\$1,600
Channel Support Systems	\$1,600
Concurrent Engineering	\$1,250
UNEP Green Programs	\$1,600
Benchmarking	\$1,600
Quality Function Deployment Effort	\$1,250
CCE/6 Sigma Training	\$1,600
GEMI TQEM Sustainability Initiatives	\$1,600

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Projected Impact

Total Current Expenditures (\$000) : \$ 15,300

Projected Cumulative Impacts	Worst Case	Best Case
Material Cost Reduction	6.8%	8.8%
Labor Cost Reduction	10.2%	13.0%
Reduction R&D Cycle Time	35.2%	44.8%
Reduction in Admin Costs	45.2%	61.0%
Demand increase	11.2%	15.1%

For TQM Initiatives, this will provide us a big advantage for Baldwin. It will offer us benefits such as lower cost for materials, lower cost for labor, faster R&D improvements, less SG&A expenses, and increased demand for our products. To avoid diminishing returns, we had to continue to make sure we did not go over \$2,000 for each of the process management initiatives. As a result of that, we are expecting very little to no diminishing returns for next year.

We also made some changes from last year to this year in CPI systems, vendor/JIT, benchmarking, CCE/6 sigma training and GEMI TQEM sustainability initiatives. We increased them to reduce material, administration, labor costs.

Expected Balanced Scorecard

Financials	
Stock Price	8.0 / 8
Profits	9 / 9
Leverage	0.9 / 8
Sub Total	17.9 / 25

Internal Business Process	
Contribution Margin	5 / 5
Plant Utilization	5 / 5
Days of Working Capital	5 / 5
Stock-out Costs	5 / 5
Inventory Carrying Costs	5 / 5
Sub Total	25 / 25

Customer	
Customer Buying Criteria	5 / 5
Customer Awareness	5 / 5
Customer Accessibility	1.7 / 5
Product Count	3.6 / 5
SG&A Expense	5 / 5
Sub Total	20.3 / 25

Learning and Growth	
Employee Turnover Rate	4 / 6
Employee Productivity	2.3 / 7
TQM Material Reduction	3 / 3
TQM R&D Reduction	3 / 3
TQM Admin Cost Reduction	2.8 / 3
TQM Demand Increase	3 / 3
Sub Total	18.1 / 25

For the Balanced Scorecard, we're expecting to do well financially and do great with the internal business process as it was scored 25/25. For the customer section, we will need to continue to improve our customer accessibility by having two or more products in a segment's fine cut. The

reasoning is because the sales budgets for both sensor's contribute together under the segment's accessibility percentage.

In addition, for later rounds, we will need to improve slightly on our product count by giving a better forecast prediction and calculating the production schedule. For learning and growth, Baldwin has improved significantly from the last round. However, we will need to continue to improve on the employee productivity by investing in our Human Resources department. We currently have 108.8% on the productivity index which is an improvement from last year. We are very happy with it and want to continue to improve on this. The previous round we saw our competitors have 100% plus on the productivity index and now that we have that we have seen improvements in the human resources area. Our employee turnover rate has remained the same from last year on the balance score sheet, which is still rated as 4 out of 6. If we are able to increase that we will be in a great spot for the future. Lastly, we will want to continue working on employee productivity so that we can raise our lowest score and this will make a huge impact in the future.