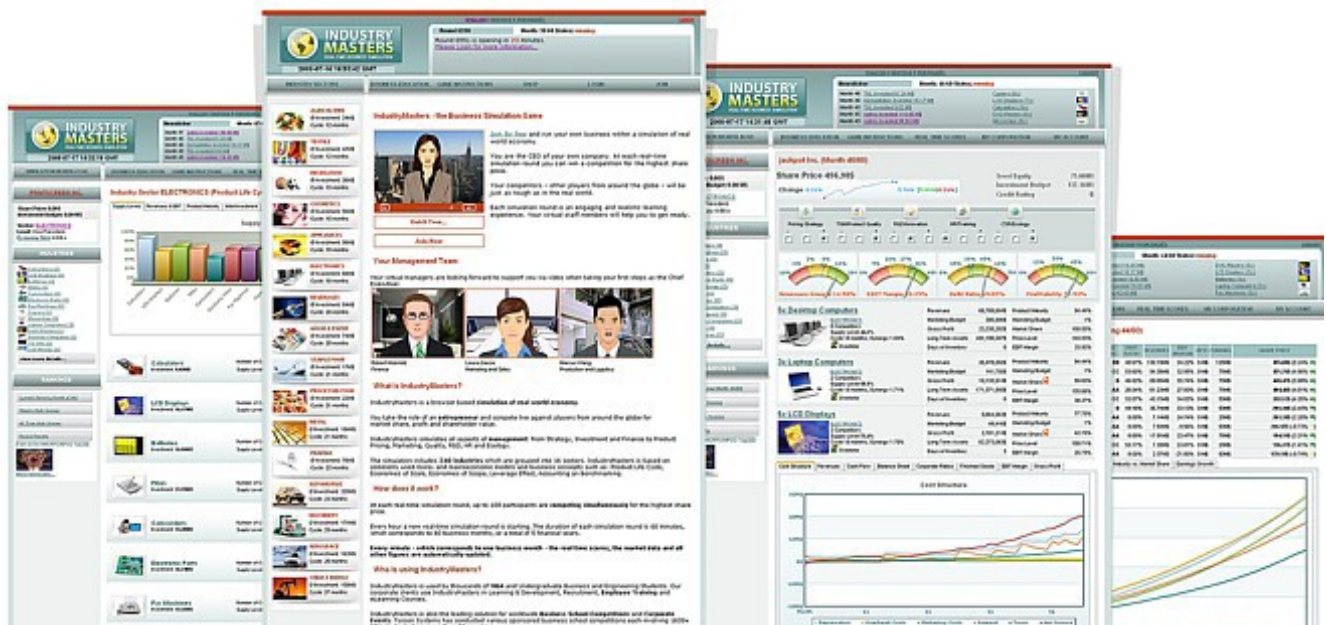




The Entrepreneurial Business Simulation

IndustryMasters™ is a powerful developmental experience for next-generation executives. The simulation develops entrepreneurial and strategic management skills through an exciting and challenging blended learning experience.



We offer a number of solutions for corporate and executive education programs – covering leadership, business acumen, marketing & business strategy, entrepreneurial development, and finance for executives. Various options are available :

- **Development Seminars in Business Strategy, Finance and Leadership**
Lecture-based seminars, which blend our dynamic and competitive simulations with supporting lectures and discussions from our lecturers and specialists
- **Self Study Packages**
based around our unique “Single User” or “Single Issue” simulations – these can be extensively customised to your own specific business issues
- **Distance learning / e-learning programs**
with or without remote facilitation by our instructors, or in self study using our Single User simulations. Integrates with specially written e-learning materials or interactive exercises.
- **Special one-off events**
eg as a support or motivational activity during a management conference
- **Motivational, company-wide competitions and tournaments**
With an educational or motivational theme – suitable for an almost unlimited number of participants from anywhere in the world

Customisation : All our simulations can be customised to closely match our clients’ specific requirements – we can accurately reproduce market size, dynamics, structure, competitor activity and financials for any business environment.



Value and Performance

Our offer to our clients :

- **Outstanding Value for Money**

Our simulations are webserver based – which means there are no installation, maintenance, upgrade or other “hidden” costs typically found with other providers. The lifetime cost of ownership is impressively low, and the training cost per user becomes very attractive

- **Impressive Scalability**

Our webserver are capable of handling thousands of users simultaneously – we can configure individual client simulation experiences to match any learning program requirement, on a 24/7 operating basis

- **Continuous Innovation**

We are constantly improving and evolving our service and simulation products – we move quickly to implement all new ideas that add value to our customers’ experience

- **Self-Paced Learning Focus**

Our simulations are equally valuable supporting individuals who schedule their own learning program, as well as for instructor-led, classroom-based group training environments

- **Extreme Flexibility in Customisations - with Value Pricing**

We recognise that our customers specific needs may vary – and can quickly design and implement special custom-made simulations with case study scenarios to suit any business situation. All at prices that are realistic and value-based.

How our simulations work

All our simulations are webserver-based and run over the internet – all that is required to join in is a computer with a standard web browser, and an internet connection.

Multi-User competitions

Each participant takes the role of an entrepreneur, and then builds and manages a simulated multi-product company over a number of simulated financial years. They then compete with colleagues for market share and profit. Players will see their competitors’ moves in real-time, and can adjust their own strategies accordingly.

A simulation plays out dynamically - at any moment the competitive situation of each player depends upon the decisions of the other participants. The participant who achieves the highest overall profitability throughout their product portfolio will generate the highest Economic Profit. This will be reflected in their share price.

Single User simulations

We offer a range of scenario-based simulations from different industries, with special challenges for individual users to understand and overcome. We can also design and supply special business case studies on request.

Players compete against specially programmed “intelligent competitors”. Individual log-ons from anywhere in the world at any time; users can make an immediate start on self-paced learning, using advanced simulation technology. Almost unlimited capacity to deal with many thousands of users who may wish to study and play at the same time



Learning Objectives

Program participants:

- Develop an understanding of the total business picture
- Experience the outcomes of their entrepreneurial decisions
- Learn to anticipate the dynamics of industry competition
- Get hands-on experience in competitive strategy, corporate finance and accounting
- Develop managerial leadership and decision-making competencies



By participating in multiple simulation rounds, users experience the management of a company in changing competitive environments. And with each simulation round, the learning experience gets more intense – and more fun.

MBA & Executive Education

A customized IndustryMasters simulation integrates seamlessly into high potential development programs. Leading, recognisable strategy and economic concepts are built into in the underlying simulation model, including:

- Corporate and Business Unit Strategy
- Porter's 5 Forces & Generic Strategies
- Supply & Demand, Price Mechanism and Perfect Market modelling
- Product Life Cycle, Economies of Scale and Economies of Scope
- Industry Competition, Market Crowding and Real Life Business Dynamics
- Benchmarking concepts and many more

Additionally many valuable accounting and corporate finance issues are dealt with in the simulation, such as real time reporting on Economic Value created, Return on Equity and Return on Capital Employed.

This means that training programs and lecture courses can easily be developed to highlight some of these important concepts. The simulation can then be used as a highly experiential learning tool, where participants actually live these concepts as they build and manage their own virtual company, in a highly competitive, real time environment.

Follow this up with an extensive, in-depth debriefing around potent business issues, and you have one of the most powerful learning experiences you can offer your executives and students – *“Serious Learning that's Fun”*



IndustryMasters Workshops and Seminars

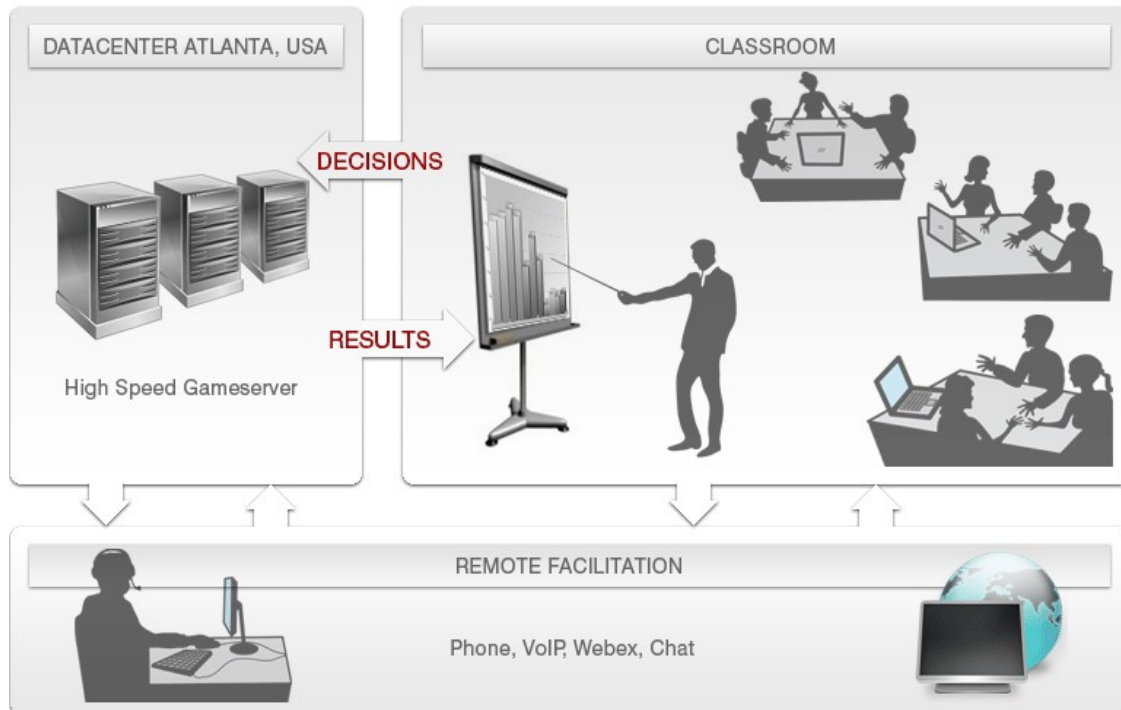


Figure : Low Cost / High Impact Remote Facilitation of Business Acumen Seminars with IndustryMasters

We offer two main formats for using our simulations:

- **Simulation Workshops** : A single seminar class, lasting 1 – 2 hours, with one simulation game running throughout. Normally organised for between 10 - 50 users. Minor customisation offered –corporate logos, suitable industry and economic scenario chosen.

The seminar can be repeated several times on later occasions in the same format, or with a more customised, revised set-up. This format is ideal for educational institutions who wish to add simulation as an event to support a particular learning theme in an individual seminar, without a lengthy commitment to continued use of our systems.

- **Simulation Seminars** A more traditional format of training and development days where specific training themes are delivered via lecture, and the simulation is used to enhance and embed elements of an educational program.

Typically these are run over 1 - 5 days, and we can offer a variety of formats for use of our` simulations – different scenarios, industries, economic environments, operational speed etc. Normally we would suggest 1-3 simulation workshops during each day in this format.

Full online support via our specialists is offered to create a fully “blended” learning setting.



Program Example

This sample program demonstrates **IndustryMasters** supporting a two-day **Finance & Business Awareness** course, suitable for business managers at all levels, or for business school students as a part of early stage strategy and finance programs. A basic familiarity with – or an interest in - business and financial concepts is assumed for participants in this program.

Two - Day Entrepreneurial Business Simulation Program

	Day 1	Day 2
08:30	Introduction & Welcome	Review of Day 1
08:45	Introduction to Business Finance Stock markets, value, business & financial risk, corporate structures, financial accounts	Ratio Analysis & Financial Performance The pyramid of ratios, Du Pont chain, other measures of performance
09:30	Financial Accounting Systems Recording Financial Transactions, Financial Reporting & Accounts, P&L Statement	IndustryMasters™ Simulation Round 3 Maturity - the final 2 years
10:15	Break	Break
10:30	The Importance of Cash & the Cash Cycle Understanding the Cash Cycle, Working Capital Management, Control of Cash, Receivables, Payables & Inventories	Analysis of Round 3 – Competitor Evaluation, Cash Flow Management
11:30	IndustryMasters™ Business Simulation Introductory briefing – strategic options, analysing markets, investment choices	Economic Profit and Value Creation – Applying EP to business outcomes; the source of sustainable competitive advantage
12:15	Lunch	Lunch
13:30	IndustryMasters™ Simulation Round 1 Start-up - the 1 st 12 months	Workshop : exercise in traditional & economic value accounting
14:15	Analysis of Round 1 – Financial Accounting review, Balance Sheets, Cash Flow Statements; competitive & strategic positions	IndustryMasters™ Simulation Round 4 Re-start for a full 5 year investment cycle
15:15	Break	Break
15:30	Balance Sheet Analysis & Control	Analysis of Round 4 – Comparison of competitor performance, analysis of results.
16:15	IndustryMasters™ Simulation Round 2 Growth - the next 2 years	Discussion of final performance and team results
17:30	Analysis of Round 2 – Profitability, Debt Capacity and Growth prospects	17:00 End of Program
18:00	End of Day 1	



Single user simulations

Individual Business Simulations, each designed around specific major issues confronting business managers today. Teach yourself major Business Strategy and Corporate Finance concepts.

- **Self-paced Study** : Logon and use these simulation games whenever you want, to fit your own schedule. The websites are open for business 24/7
- **Major Business and Finance Concepts** - Learn how to apply these business ideas in a realistic simulated corporation – explanatory study notes included with every simulation
- **Unique business learning experience** - players can log on to an **immediate-start** website and compete over 24 minutes in a simulation reflecting a current financial/political issue. Player performance is stored in a user account, so improvement over several games can be tracked.
- **The Virtual Competitor** - players compete against an intelligent "virtual competitor", who reacts according to decisions that the player makes, depending on current market conditions and opportunities. *Can you beat the machine ?*



Rescue Detroit ! – Players take over and manage a major automobile manufacturer, which has obsolete models, excess inventories and is financially weak, just at the time a major credit squeeze puts pressure on its customers. Can the company be saved and avoid bankruptcy ?

<http://rescue-detroit.industrymasters.com>



Feed the World ! – As the world economy expands, this large food manufacturer is under intense pressure from commodity prices, at the same time that the Government is insisting industry confronts environmental issues. The company must compete hard against an aggressive competitor, develop a sustainable management policy and meet financial targets for shareholders.

<http://sustainability.industrymasters.com>



Manufacturing in Crisis ! – As credit availability disappears in the world's financial markets, and consumer markets turn down, this old established machinery manufacture (B2B market) is finding it difficult to reposition its business for the new economic realities. Take over and redefine the corporation's objectives

<http://credit-crisis.industrymasters.com>

- **Distance Learning** Ideal for distance learning programs, pre-work and post work assignments, individual assignments or personal learning plans.
- **10 different case-study based simulations** – 3 are released and available now : a further 7 are in beta-test phase and will be released shortly

Simulation Study Notes are available : these include background to the real world case and student notes on financial or business concepts used.



Customization Possibilities

Three Dimensions/Levels of Customization:

- Simulation either of a client's own activities, or of specific other industries
- Replication of the client's own products and markets – based on the client's financial statements and real industry data, its product life cycles and other industry specific market characteristics: the “corporate flight simulator”
- Integration of additional business processes and program specific learning objectives (supported by video tutorials, briefings, additional scoring parameters).

In the three cases, customization of the simulation interface includes integration of the clients corporate identity (design). We have several examples of tailor-made, Corporate Simulations based on IndustryMasters is already in use for developing next generation executives at the some of the largest corporations in the world.

Some examples of customised applications are:

Entrepreneurial Start-Up Classes for all Levels of Management

The simulation focuses on the complexity of investment decisions in multi-industry environments, building a portfolio of diverse businesses, choosing and developing suitable high growth markets, and understanding competitor strategies in a dynamic and changing environment. This makes it ideal as an integral part of entrepreneurial corporate education programs which seek to encourage more entrepreneurial behaviour in managers

High Complexity Leadership Exercise for High Potentials

Develop a fast moving, competitive strategy exercise to use within coaching and leadership seminars. The program can be customised to run on a small scale, with a variety of output options; you can use it to focus on senior management teamwork issues, which require quick and accurate decision-making, and a need to understand and interpret a rapidly changing economic landscape.

Results are reported in “real-time” to all teams and competitors, so as teams work and make their decisions, their economic environment changes and these changes are reported to them almost immediately, presenting new economic and strategic challenges that they have to deal with.

Competitive / Corporate Strategy Seminars

Which incorporate some of the theories and concepts mentioned above. A wide range of optional performance metrics are also available as customisations, to suit individual corporate standards

Business Acumen, and Finance for Non-Financial Managers Programs

This dynamic business simulation is an ideal vehicle to teach Business Acumen, Business Awareness or Finance for Non-Financial Executives programs.

The simulation lends it self to easy explanations of fundamental accounting issues such as P&L statements, Balance Sheets and Cash Flow, Depreciation methods, recording transactions, Debt vs Equity financing, leverage, Ratio Analyses, WACC, EVA and EP etc.

And all in a dynamic, competitive game environment, where learning becomes fun at the same time as being productive.



Competition Events

We design and operate your competition event or tournament for you !

- **An exciting “real-time” business competition**, between players in many different locations
- **Suitable for participation from 50 to many thousands** of players in the same competition
- **Compete over several days** if required, with several rounds, in knock-out league format
- **Competitive teams** from business schools, corporate office locations, chambers of commerce
- **Ideal for employee team-building programs**, product marketing, and other promotional uses



IndustryMasters (www.IndustryMasters.com) is one of the world’s largest operators of sponsored competitions, corporate and media events, for business schools or major business magazines and journals. We have two common formats :

- **Inter-University (or inter-location corporate) competitions**

Designed to boost employee or student involvement and awareness. For example, for the last 3 years we have organised the inter-business school competition run by The Indian Institute of Management, Ahmedabad (IIMA). This event ("Mousetrap" - part of Confluence 2008 - go to www.iima-confluence.com/mousetrap.php for details) last ran in November 2008 and involved 600 teams, of 3 students each, from business schools around the world - with 100 teams playing the business challenge on-line at any one time.

- **Media Partner Promotion**

A sequenced competition – normally in a “knock-out” league format over several days or weeks – for Business related journals. This often forms part of a product-awareness promotion, or circulation / loyalty drive. Our most successful promotions have been in partnership with major product or service manufacturers, who cooperate with Tycoon Systems as the competition operator, and with the media partner as the distributor and advertising conduit.

Please ask us for more details and a fully customised quotation as any final arrangement often depends to a large extent on the involvement of suitable sponsors.



Next Generation Technology

IndustryMasters simulations are web-based

They reside on dedicated servers in Chicago and Austin, and operate via the internet. No local installation is required; participants open their IE, log on to a dedicated simulation URL and start making their investments and other business decisions

Participants can join any simulation from any part of the world - simultaneously

They do not have to be in the same location at the same time. All that is required is a computer and an internet connection (preferably ADSL standard). This feature offers huge cost savings in travel and accommodation costs, as well as being well suited to global organisations operating in many locations. A virtually unlimited number of participants is possible; from 20 to 2,000 players - or teams - at the same time.

The simulation operates in “real-time”

As participants make their business decisions and implement them, the economic environment is recalculated and updated for all players – and the latest situation is sent to each player’s screen immediately. No waiting for calculated or printed results. As a result, players see their competitors’ actual moves as they make decisions on a minute-by-minute basis. This allows them to react and adjust their business strategies and tactics in real time – just as in real life.

Decision variables can be customized according to each organisation's needs

Depending on your organisation’s goals and objectives, simulation metrics can be changed to a wide range of measures, such as Share Price, Economic Profit, Return on Equity, Return on Capital, etc. Further, the look and feel of the simulation can be customized to a particular organisation or event, including the addition of corporate identity and specific learning outcomes, or embedding the simulation in the corporate website. This includes being able to integrate your company’s own data in the simulation – e.g. your own markets, products and competitors replicated in a simulation.

The speed and duration of the simulation can be adjusted to suit circumstances

The speed of the decision cycle - one month’s or one quarter’s trading - can be adjusted individually, from 1 minute to 5 minutes, or set to change manually. This allows for display and discussion of specific actions or periods. Simulation duration can be adjusted according to the needs or dynamics of a particular program. And to facilitate immediate learning, the simulation can be “paused” at any time to allow for discussion and debriefing of players’ decisions, strategies and results.



About Us

We are a provider of business simulation games which are used to train next generation executives both in university and college courses and in corporate learning programs.

Focusing on the development of entrepreneurial thinking and strategic management skills, our simulations help people to understand the fundamentals of corporate business.

Our mission is to provide the most realistic business simulations

Both IndustryPlayer and IndustryMasters are based on an interactive real-time multi-player technology. Like in the real economy, the participants are competing against each other in industries which evolve dynamically, depending on the decisions of all players. In real-time, the participants see the impact of their decisions to the bottom line.

Our approach is simple

Based on real world economic models, our simulations offer the participants an opportunity to experience competition in markets. By playing multiple simulation rounds, they experience the management of a company in changing competitive environments.

Our simulations are intuitive to use

To make learning fun, our simulations uniquely combine the experience-based learning approach of educational games with a multiplayer online game technology.

Tycoon Systems is a software company focusing on the development and marketing of business education technology. 15 years ago, our founder Thomas Lehnert has developed his first business simulation CABS, with the vision of providing an experience-based learning environment for business education.

From this vision, Thomas and his team have created IndustryPlayer and IndustryMasters, used by many thousands of business students across the globe.



If you would like further information on using the IndustryMasters Business Simulation for corporate events or for seminars, please contact us:

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Bryan Rimmer MBA BSc

Director of MBA & Executive Education, Tycoon Systems Ltd

Bryan is a lecturer and consultant in Finance, Strategy and Marketing, with special emphasis on teaching financial concepts to "non-financial" managers, using computerised business simulations as a facilitating process. He specialises in explaining complex financial concepts in a simple and down-to-earth manner to executives of all levels.

As a member of the External Faculty of the London Business School, he taught financial programs to mid- and senior-level managers from all sizes of corporations. Bryan has delivered Finance, Marketing and Strategy programs to several major corporations. These include Hewlett-Packard, Schlumberger Inc, Exxon Corporation, Dow Chemical, General Electric Corp, Eli Lilly Inc, Avon Products, Siemens-Nixdorf, Baxter International, Inc, Arthur Andersen Consulting, EMAP, Barclays Bank, ICI, and BT.

