

Guidelines for the use of the EVALUATION Tool





03. Guidelines for the use of the evaluation tool

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Short Description:

The aim of the output is to provide a short guideline for trainers and stakeholders on how the tool can be used by students/participants for self evaluation, and external evaluation by various institutions such as guidance centres, employment centers, SMEs, companies and universities in evaluating participants' skills and guiding them through training and skill-building.

List of Recipients:





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1. The P4G tool of self-evaluation and evaluation for guidance

1.1 Objectives addressed by the P4G tool of self-evaluation and evaluation for guidance

The tool of self-evaluation and evaluation for guidance is one of the core elements of PLAY4GUIDANCE Business Game and it aims to provide users with simple and clear feedback they can use to self-evaluate their skills and competences by being engaged in the game. The self-evaluation tool may also be used as a tool for evaluation and guidance by P4G indirect target groups and stakeholders (centers for guidance, employment centers, SMEs and personnel of companies, etc). The self-evaluation tool provides feedback on:

- (1) how the users (teams and/or single players) have managed their company,
- (2) several types of managing such as managing investments, managing workers and training, managing production, managing sales, managing supplies, etc.,
- (3) skills and/or competences that users should strengthen

The tool was designed and implemented on the basis of:

- **the results of the “02. Initial assessment”** intellectual output and in particular on the “Greatest Common Denominator Skills Matrix”. The tool will in fact assess participants’ level of the key skills and competences highlighted in the matrix.
- **the results of the “03. Pedagogical framework of the Business Game”**. Participants’ evaluation and skills assessment will be carried out on the learning objectives highlighted by the pedagogical framework



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1.2 Design and structure of the tool of self-evaluation and evaluation for guidance

The tool of self-evaluation and evaluation for guidance is designed and structured on two levels: (1) **the evaluation tool operating internally and automatically** as an implemented function of the P4G Business Game (internal evaluation tool) and (2) **the evaluation tool** operating externally in the form of worksheets (external evaluation tool) (See the Supporting Evaluation Worksheets document in the P4G Platform- <http://play4guidance.eu/p4g-resources>). This way all competences identified in the Greatest Common Denominator Matrix can be addressed and evaluated while users are engaged in the P4G BG.

(For more information go through the 'Tool of self-evaluation and evaluation for guidance' document in the Educational Resources section of the P4G Platform - <http://play4guidance.eu/p4g-resources>).





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2. Guidelines for the use of the P4G internal evaluation tool

2.1 Tools implemented in the P4G internal evaluation tool

A key element of the P4G internal evaluation tool is its structure in accommodating several **functionalities-tools** that enable players' self-evaluation both regarding formative and summative assessment. The former type of assessment is facilitated by the game's function to register users' decisions and intervention on the values of the parameters implemented in the game; enabling players to make a comparative analysis regarding their decisions and results and keep a track on their pace of progress. Summative assessment is implemented in the game in the form of an assessment report that appears at the end of the game sessions. This assessment report identifies and informs users on their performance on all key business competences, providing them with explicit feedback on their strengths and areas that need improvement.

In addition, the P4G Business Game functionalities-tools facilitate players' support and feedback on the development of their entrepreneurial skills and competences throughout their engagement with the game, at all stages of the game. By stages of the game, we refer to (1) the initial stage (1st round) of the game in which players are presented with the initial value of their company and a set of "input" variables and control parameters, addressing the operational and strategic management of the company; players engaged in this market simulation game are encouraged through the support of data and visual graphs to consider and reflect upon them in order to make informed decisions, (2) the intermediary stages (2nd-12th rounds) in which players are guided through the "**General view**" and '**Decision History**' tools to make informed decisions on control parameters by displaying data from all the rounds already played in the current session and (3) the last stage (12th round) in which players are provided with a holistic and analytical assessment report on the level of their competences development.

In particular, throughout the stages the players are guided in the development of competences with the help of provided by the following tools:





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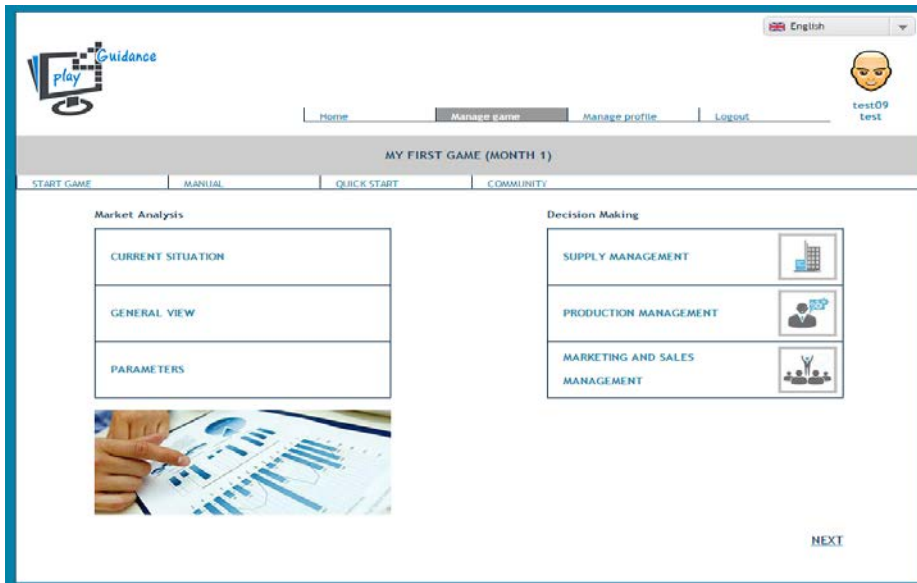


Fig. 1 Display of Market analysis submenus

- **Market Analysis** (fig 1.) submenus from which players can access current information data on the market and on their business

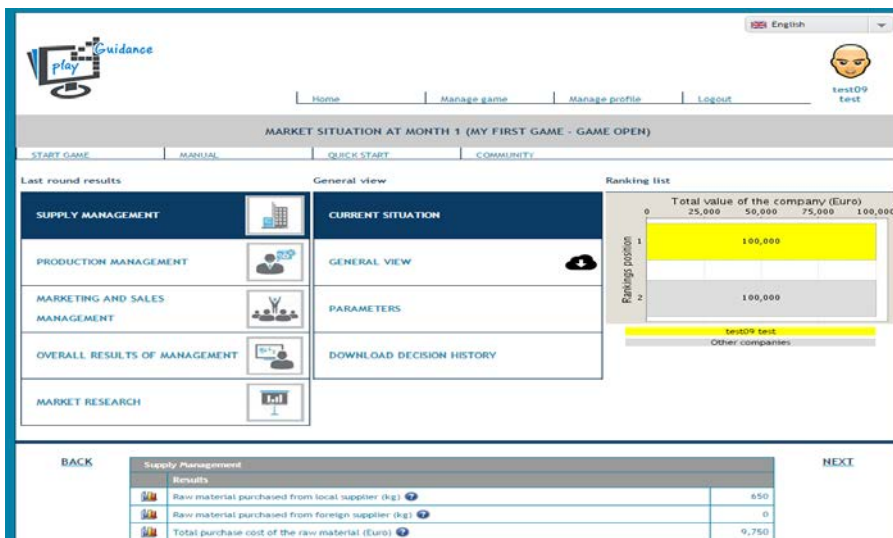


Fig. 2 Display of the 'Last round results' section

- **Last round results** section (fig 2) which displays in the bottom part of the screen the data (organized in groups: Supply Management, Production Management, Marketing and Sales Management, Overall Results of Management, Market





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Research) linked to the previous round in the current session.

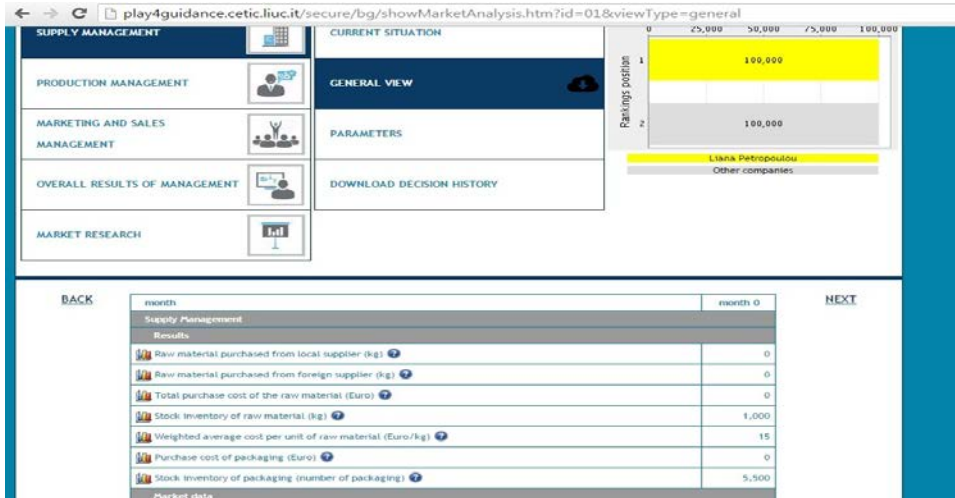


Fig. 3 Display of the General view and 'Decision History' tools

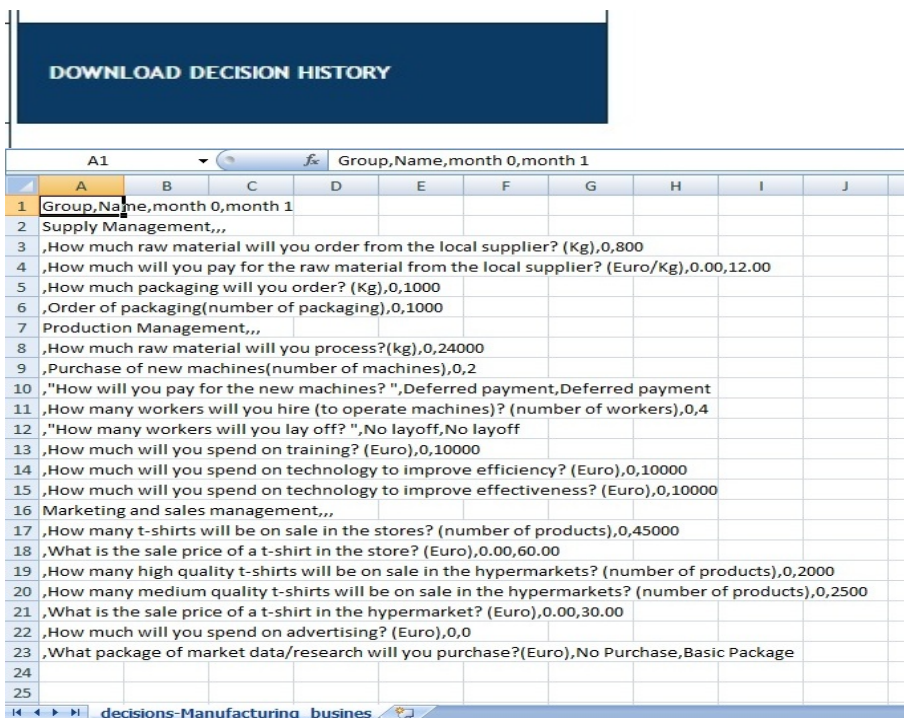


Fig. 4 Display of the Decision History data in a .csv format

- "General view" (fig 3) and 'Decision History' tools, have a display of the data (general view, parameters, and decision history) from all the rounds already played in the current session. This way the players are enabled to reflect on their



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decisions and engage themselves in applying analytical and critical skills to identify their right or wrong strategic planning and take informed next steps. Furthermore, users are facilitated in this reflective process by the functionality of the game to enable them to download the General View and the Decision History (fig. 4) data in a .csv format which is imported in an Excel File.

- “**Ranking List**”, shows the ranking of the “**Value of the company**” at the current round. In yellow the player’s position is displayed.

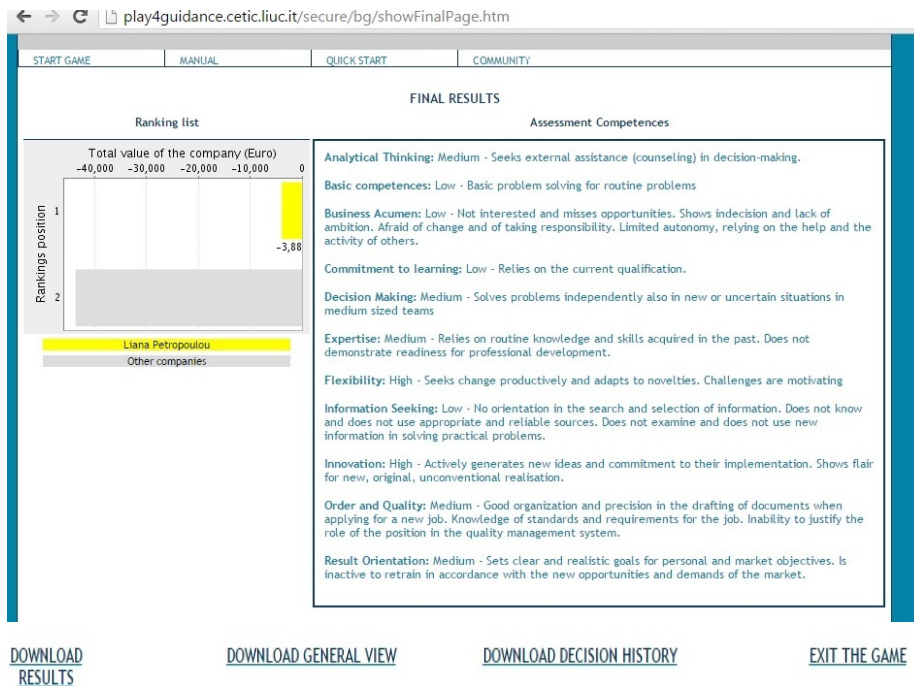


Fig. 5 Display of the Final Results-Assessment Competences

- **Assessment report** (fig 5) at the end of the game (12th round) which identifies and informs users on their performance on all key business competences, providing them with explicit feedback on their strengths and areas that need improvement (For more details see section 3.2).

These pages have a list of variables with their values. Selecting the *icon* to the left of the name of each variable, a **histogram** is displayed with the history of the values for that variable. Selecting the *question mark* (?), a **text explanation** of the variable is displayed.



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2.2 Competences assessed automatically from the game

The P4G BG seeks to develop entrepreneurial competences in learners through their engagement in the game. These competences include:

- Analytical Thinking
- Business Acumen
- Commitment to Learning
- Order and Quality
- Expertise
- Flexibility
- Information Seeking
- Innovation
- Results Orientation
- Decision making

Having thoroughly analysed the competences definition in relationship with the Business Game and especially with the different actions needed to play the game in a successful way, a strong interrelationship among certain competences was found; in the sense of a sort of dependence of one competent with another.

The following table illustrates the existing interrelationship among certain competences as identified and analysed in the context of the P4G BG.

Table 1. Interrelationship among competences





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Category of competences and their relationship	
Competence	Related competences
Analytical Thinking	Information seeking
	Order and Quality
Expertise	Order and Quality
	Result Orientation
Flexibility	Innovation
Decision Making	Result Orientation
	Analytical Thinking
	Flexibility

2.3 Assessment Parameters

2.3.1 Overall Consideration

In all assessments we use the results from different game variables that, for better balancing, are always normalized in the form of [0:1]

After normalization, a general rule is that given "X" the score of a given competence, the evaluation will be:

LOW: $X < 0.25$

MEDIUM: $0.25 < X < 0.60$

HIGH: $X \geq 0.60$

(Every competence can have different values. E.g.: Basic Competences

Low<0,25; High>0.60)





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The reason for the explained assessment balance follows general game development rules in which oversensitivity in obtaining a non-medium score will influence the player in trying to maximize the assessment by reverse engineering the more sensitive variables.

The “dependence” of a competence in the assessment of another, that can be found in some of the below calculations, is to be understood as the full assessment value [0:1] added to the equation of values that will be then normalized in a new [0:1] value range for the assessment of the “depending” competence.

E.g. Flexibility = Mix of suppliers index*0.5 + Innovation assessment*0.5

Given Mix of suppliers index = 0.1,

Innovation assessment = 0.9 [Innovation assessed as HIGH]

Flexibility = $0.1 \cdot 0.5 + 0.9 \cdot 0.5 = 0.5$ [MEDIUM]

Furthermore, a set of questions addressing specific competences are implemented into the game which the players will have to answer. The rationale for the use of direct questions to the players is to have a complete understanding of the reasons why the players have made certain strategic decisions; this way the evaluation tool manages to identify casual moves that bear no related strategy. In addition, by answering the questions the players will be prompted to apply strategic competences and skills in next rounds.



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2.3.2 Applied Methodology in the Assessment of Competences

The following table illustrates the parameters considered for the assessment of competences.

Table 2. Assessment of Competences

Competences	Description of Competences	Assessment Parameters for each competence
		The Competence is calculated monitoring ...
Information Seeking	The ability to find and capture information to increase knowledge or find solutions	<ul style="list-style-type: none"> purchase frequency of Market Data during the game
		<ul style="list-style-type: none"> 9 related assessment questions**
Commitment to learning	The ability to actively pursue learning and develop competitiveness	<ul style="list-style-type: none"> Commitment in workers training versus needed training expenditure [33.3%]
		<ul style="list-style-type: none"> Assessment questions [33.3%]
		<ul style="list-style-type: none"> Information Seeking dependence [33.3%]
		<ul style="list-style-type: none"> 2 related assessment questions**
Business Acumen	The ability to discover opportunities and transform resources into performance	<ul style="list-style-type: none"> Suppliers usage [20%] (Do players use correctly the foreign supplier?)
		<ul style="list-style-type: none"> Advertising usage [20%] (Do players buy advertising when necessary?)
		<ul style="list-style-type: none"> Sales Management [20%] (Do players sell the whole production?)
		<ul style="list-style-type: none"> Assessment questions [20%]
		<ul style="list-style-type: none"> Result Orientation dependence [20%] (Do players increase company's value?)
		<ul style="list-style-type: none"> 2 related assessment questions**
Order and Quality	The ability to reduce uncertainty	<ul style="list-style-type: none"> Correct usage of production capacity [25%] (Do players use the entire production capacity to maximize the number of final products?)
		<ul style="list-style-type: none"> Number of stock-outs [25%] (Does the supply meet the demand?)



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	and to control quality.	<ul style="list-style-type: none"> • Correct leveraging of Stocks [25%] (<i>Do players use a lean production to minimize stocks?</i>) • Correct leveraging of production efficiency [25%] (<i>Do players increase the available production capacity?</i>)
Result Orientation	The ability to set performance objectives, resulting targets and measures.	<ul style="list-style-type: none"> • Growth of company value [25%] (<i>Do players increase company's value?</i>) • Player's company value versus System's company value [25%] • Strategy [50%] (<i>If the player hire new workers, does he invest the correct budget in training?; Do players invest constantly?</i>)
Innovation	The ability to make something new and to improve performance.	<ul style="list-style-type: none"> • New technology expenditure [50%] • Player's actions that favour company's innovation [50%]
Flexibility	The ability to effectively adapt to a variety of situations.	<ul style="list-style-type: none"> • Mix of suppliers chosen [50%] (<i>Do players use correctly the foreign supplier?</i>) • <u>Innovation</u> dependence [50%]
Decision Making	The ability to create new problem solutions also in highly complex situations and in large teams / organizations	<ul style="list-style-type: none"> • <u>Result Orientation</u> dependence [33.3%] • <u>Analytical Thinking</u> dependence [33.3%] • <u>Flexibility</u> dependence [33.3%]
Analytical Thinking	The ability to analyze problems systematically.	<ul style="list-style-type: none"> • <u>Order and Quality</u> dependence [50%] • <u>Information Seeking</u> dependence [50%]
Expertise	The ability to perform professional jobs.	<ul style="list-style-type: none"> • <u>Order and Quality</u> dependence [50%] • <u>Result Orientation</u> dependence [50%]





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Explanation of parameter dependence variable

Depends on questions answered correctly

Depends on a mix of questions answered and choices taken in the decision making

Depends on choices taken in the decision making

Depends on other competencies

Depends on all of the Assessment questions

Depends on a mix of everything

* Questions have the same weight, and the final assessment gives an evaluation based on the number of correct answers.

Low – 0 or 1 correct answers

Medium - 2 or 3 correct answers

High – 4 correct answers

** Weight is divided equally between game behaviour and assessment questions





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2.4 Final Results-Assessment Competences Report

The **Final Results-Assessment Competences** Report appears at the end of the game sessions, in the 12th round. It is configured on the basis of the assessment parameters that were illustrated in 'Table 3 - Assessment of Competences' of the previous section. This assessment report identifies and informs users on their performance on all key business competences, providing them with explicit feedback on their strengths and areas that need improvement. The table below illustrates the ranking categories as assessed by the game and demonstrates the explicit report on the description of the level of competence mastery.

Table 3. Final Assessment report on level of competence mastery





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ACHIEVEMENT CHART				
Category of competence	Description of the competence	Description of level of mastery		
		Weak	Average	Good
The players at this level:				
Analytical Thinking	<p>The ability to analyze problems systematically.</p> <p>Objectively assess the situation, including facts and events related to the business. Analyze alternatives and make choices for the development of qualifications and focusing on perspective areas.</p>	At peace with the situation. Unable to make effective conclusions based on the situation of the company. Unable to analyse and understand the connections between variables. Waiting passively without seeking information in order to find solutions and improve the current situation of the company	Consider several variables but not all. Understand the role of some variables and breaks down some of them into their component parts. Analyze the situation of the company but misses some points and as a result some of the decisions are wrong.	Analyze the situation; assess their capabilities, qualities and potential. Taking decisions to improve in line with the needs and perspectives of the market. Evaluate different alternatives, trends and patterns.
Business Acumen	<p>The ability to discover opportunities and transform resources into performance</p> <p>Take matters into their own hands. Search, find and exploit new profitable opportunities for business development.</p>	Not fully committed and misses opportunities. Shows indecision and lack of ambition. Afraid of change and taking responsibility. Limited autonomy, relying on the help and the activity of others.	Use resources to achieve moderate results. Relying on traditional methods and approach. Skeptical of novelty and innovation. Not willing to risk in situations of uncertainty.	Not satisfied with the achievements. Drafts projects, assesses risks, plans and effective using of resources, predicts results. Shows resourcefulness, courage, innovation, proactivity and entrepreneurship.
Commitment to Learning	<p>The ability to actively pursue learning and develop competitiveness</p> <p>Proactive search and utilizing opportunities for further training, retraining and development of new skills that are needed to improve the organization and its workforce.</p>	Relies on the current qualification, showing no willingness for personal development. Does not believe that competitiveness is a crucial factor in order to be successful.	Participates in different forms of training with the aim to refresh their own knowledge. Seeks in a regular basis new ways to deal with problematic situations.	Identify and exploit opportunities to learn, receive feedback and develop by knowing well their own strengths and areas for improvement.
Order and Quality	<p>The ability to reduce uncertainty and to control quality.</p>	Making errors, omissions and inaccuracies in the preparation of application	Good organization and precision in the drafting of documents when applying	Proactively contributing to quality in everyday situations. Demonstrating





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	Demonstrating good organization and knowledge of business etiquette. Demonstration of readiness to reduce uncertainty, knowing and observing specific standards, rules and requirements to ensure quality.	documents. Low culture in the implementation of business etiquette. Inability to demonstrate organization and knowledge about specific rules, standards and requirements. Inability to prepare for challenging situations in the future.	for a new job. Knowledge of standards and requirements for the job. Inability to justify the role of the position in the quality management system.	good organization, precision and personal effectiveness. Readiness to provide quality, for conscious and responsible fulfillment of the commitments taken by respecting the contractual agreements, standards, rules, terms and conditions.
Expertise	The ability to perform professional jobs. Expertise describes Professional competency in terms of domain knowledge and skills.	Low competence, inability to learn from the experience of others, low motivation to improve own knowledge and skills. Basic knowledge in the domain.	Rely on routine knowledge and skills acquired in the past. Shows some adaptability in new challenges based in his professional skill. Does not demonstrate readiness for professional development.	High professional competency, strive for permanent improvement. High knowledge to solve complex situations in the domain.
Flexibility	The ability to effectively adapt to a variety of situations. Ability to effectively adapt to new situations, environments and requirements. Striving to learn new skills and requalification. Tolerance to change and vagueness.	Rigidity and resistance to change. Inability to adapt to new conditions. Losing self-control in unforeseen states. No workplace environment ever stays the same. Not able to multi-task and perform several tasks at once.	Reacting quickly and changing attitudes and behaviors under external pressure. Dealing with changing circumstances. Feeling more comfortable in familiar situations.	Seeking change productively and adapting to novelties. Challenges are motivating
Information Seeking	The ability to find and capture information to increase knowledge or find solutions. Ability to use information and communication technologies. Finding and selecting the information necessary to solve problems. Ability to select appropriate sources to collate and assess the information, and to apply it in practical terms.	No orientation in the search and selection of information. Does not know or use appropriate and reliable sources. There is no assessment of quality, variety, and reliability of information sought. Does not examine or use new information in solving practical problems.	Actively seek and select information. The link between information, knowledge, and action is problematic and not well understood. Not able to select and retrieve basic information or exploit it to appropriately solve a problem.	Ability to use ICT in the daily work. Correct selection of sources of information. Ability to get oriented, to select information and retrieve data that are important for solving practical problems.
Innovation	The ability to make something new and to improve performance.	Lack of creative ideas and entrepreneurial spirit. Inability to shake off routine and to	Generate innovative ideas but lacks determination and autonomy and is	Actively generate new ideas and commitment to their





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	Ability to create something new on the basis of which to launch a proper business project towards market maturity. Ability to show ingenuity, creativity, to generate and implement new ideas.	think unconventionally and in an innovative way. Creative ideas and innovative approaches can come from almost anywhere- from partners, customers, target groups, employees. It is important an open exchange of ideas to be supported and encouraged by the company.	afraid of risk with their integration. Stimulating creativity and exploring completely new and unknown subjects leads to an increase to the business's productivity.	implementation. Showing flair for new, original, unconventional realisation.
Results Orientation	The ability to set performance objectives, resulting targets and measures. Setting realistic goals and taking adequate measures in the process of business and personal development.	Inability to set clear and realistic goals for personal and business development. Do not know how to focus or what to focus on.	Setting clear and realistic goals for personal and market objectives. Analyzes productivity based on the number of tasks that are completed in a specified period and the quality of products. Being inactive to retrain in accordance with the new opportunities and demands of the market.	Setting clear and realistic goals considering the personal professional qualities and the situation on the market. Actively seek and exploit opportunities with realistic goals. Willing to develop skills that are demanded by the labor market.
Decision making	Ability to make decisions. Ability to apply decision making models in different situations. Ability to find decision alternatives and information to support the decision process.	Basic application of decision making process in small teams for simple problems. In a management setting, decision cannot be taken abruptly. Defining the problem, gathering information and weighing the options are some of the steps that should be followed.	Solves problems independently also in new / uncertain situations in medium sized teams. Decision making process can be regarded as check and balance system that keeps the business growing. Spending time in such a process is a wise decision.	Creates new problem solutions also in highly complex situations and in large teams / organizations





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3. Exemplary P4G Business Game Strategic Planning

3.1 Key Management Parameters

In this section, you will find a brief description of the key parameters that learners should consider while engaged in the P4G Business Game.

Regarding players' options:

- **The Management of Supply:** In this tab, the player can manage the suppliers from whom s/he will buy the raw materials for his company. There are two available options: the foreign and local supplier.

The foreign supplier may provide larger quantity orders and offer lower and fixed price per unit of raw material. However, the delivery of the raw material takes two months after the order.

The local supplier directly delivers raw materials but accepts orders in limited quantities and is more expensive compared to the foreign supplier.

In addition, the player must take care to have the appropriate amount of packaging required to sell his products in the market.

- **Production Management:** In this section the user makes decisions on the production part of the business. He can manage the quantities of raw materials to be processed and has to decide whether to buy machines, and whether to hire or lay off employees. S/He can also decide on the payment of the supplied machines and the investments to be made in order to improve production and reduce the final cost. The potential investments have an effect not only on production but also the type and ratio of product he produces.
- **Management of Marketing and Sales:** In this section, the player can choose the kind of products s/he wants to sell, the market (stores or hypermarkets) and the products' sale price. Additionally, he can decide on the amount to be invested in advertising and his need for purchasing the market data packet in order to obtain data regarding the competition in the market.

Regarding the decision making process:

For the player to reach the right decisions s/he should consult some data tabs on a monthly basis.





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- Regarding **supplies**, all data related to the specific area are identified in the 'current situation of the company' tab. This tab provides information concerning both the stock of raw materials and packaging as well as the quantity of raw material gained during the current month.
- **In terms of production**, all necessary information is located in the 'current situation' tab. In this table, the user can see the number of products he has produced in the current month for each category (high, medium quality) and the stock of finished products available in the warehouse. S/He can also see the number of available machines and workers. In addition in the same tab there is data regarding both the quantity of raw materials that can be processed in the given month and the cost of production.
- Regarding **advertising and sales**, the user in the advertising and sales tab can find data on the number of products sold in various stores and the sales revenue.
- The **overall results of management tab** provide data regarding the overall business image. Specifically, the user can see the total value of the company (game score) and its liquidity. Additionally, there is data on labor cost, investment cost and their efficiency.

3.2 Exemplary Strategic Planning

In this section we provide you with a generic guide on players' applying a strategic planning while engaged in the P4G Business Game.

Supply Management

- The main objective is to keep **the raw materials and packaging supplies** at a level which will allow your company to operate in a functional and profitable way.
- Regarding the supply of raw materials we recommend that the player give priority to the **foreign supplier**, because he can deliver a greater quantity of raw material than the local supplier (8,000 kg is the maximum quantity provided by foreign supplier against 1,200 kg provided by the local supplier) and in a significantly lower price (10 €/kg against 14 €/kg provided by the local supplier).





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However, regarding the foreign supplier there are two main drawbacks: 1) the foreign supplier can deliver materials with a two month delay after the order is given (until then the adequacy of our company must be managed) and 2) you are given the opportunity to order from the foreign supplier only twice during the whole game (12 rounds/months).

- Therefore, it is significant that the players make use of the **local supplier** since he is capable of directly delivering raw materials and thus a smooth production flow is ensured until raw materials from the foreign supplier are delivered. In addition, the local supplier is the only one who can provide packaging materials, which are necessary for the disposal of our final products to the market (stores & Hypermarkets).
- To make informed decisions regarding the supply management, it is necessary on a monthly basis and before you register your decisions, to consult the data listed in the '**Current situation**' tab of the '**General View**' section. In this tab you are provided with information regarding the availability of raw materials and packaging in your company warehouses and data that will help you plan and decide your future actions. Finally, the '**General View**' tab displays the data (general view, parameters, and decision history) from all the rounds already played in the current session.

Production management.

- In production management you must manage in an efficient way the available resources (machines, workers) and realize efficient investments regarding the production of an adequate amount of products, both medium and high quality. Your aim is to increase the company's revenue with the lowest possible cost.
- The exploitation of available resources (purchase of new machines, number of workers employed in manufacturing) and realization of investments (expenditure on formation, technology expenditures to improve energy, technology expenditures to improve the effectiveness) not only improve your company's production capacity but also directly affect the final status (score) of your company. This is why it is highly recommended to players to constantly make investments and machinery purchases.
- For the user to set the right foundations, s/he should hire workers, buy machinery and make investments, from the very beginning of the game. The amount and rate of these actions, on a monthly basis, depend on the players' strategic



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planning since different combinations can lead to efficient results. For example, if the player hires a fixed number of workers (eg. 2) each month, buys one machine and makes certain investments, s/he manages to set conditions which in combination with other options will allow him/her to win. The same applies if a player chooses the first months to buy several machines, hire workers and make several investments that will ensure higher productivity rate in a shorter time (in this case a good score is usually attained). Generally the user has a variety of options that can lead him/her to win the game.

- Very significant is the number of finished products that can be supplied on a monthly basis to the stores and hypermarkets. For stores the number of products is 2,000 while for hypermarkets it is 8,000. Therefore, regarding the high quality products, your monthly output should be close to 2,000 per month. If you produce more than 2,000, you can dispose them in hypermarkets, but at the same price as medium quality products and therefore it will not be a profitable sale, considering their production cost. For medium quality products, your monthly production should be approximately 8,000 products per month. The user must be careful so that production will not exceed the limits of markets otherwise products will accumulate in the warehouse.
- There must be a balance between the number of machines and the number of workers. Two workers are required to operate a machine. Therefore the number of workers must be at least twice that number of machines. Otherwise you will not have enough workers to operate the machines and as a result some machines will be redundant. Regarding the purchase of machines it is recommended that they should be bought in cash as it costs less.
- Regarding investments, as previously mentioned, it is advisable to be made in every round starting from the very first one in order to: a) start the production of high-quality products faster, b) increase productivity and c) reduce the cost of production. The user should always check the indicator of expenditure on technology for efficiency and indicator of expenditure on technology for effectiveness variables. These values are indicators for investment efficiency and have a maximum value of 1. The player's main objective is to invest enough money so that this ratio is maintained at 1 or close to 1 (this happens with investments with a value of 25,000). If the index is equal to 1, the user does not need to invest more money as it will not make any difference.



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Marketing and Sales Management

- Your goal is to supply the maximum amount of both high and medium quality products to the local stores and Hypermarkets (only Hypermarkets accept medium quality products).
- Given the fact that you can sell high-quality products to both local stores and hypermarkets, you should prefer the local stores since they have a higher selling price than Hypermarkets.
- To maximize the profit of your company you must find the optimal relation ratio for the product's selling price and advertising expenses for each case.
- To have a clear picture of the competition in the market, you are given the opportunity to purchase market analysis packages, which can provide you with a comparative advantage over your competitors (you may obtain info to adjust the selling price of the products and advertising based on competition). This feature is particularly important in the online version of the game in which you compete against other players and not so much in the case in which you have to compete only against the computer.

