

ENGINUITY 2020 COMPETITION

PERFORMANCE REVIEW FOR 'Business as Usual'

MANAGEMENT TEAM

Poonam Naran Cindi Krynauw Munene Manzini Ankush Bhagat Aditya Anand

Deveshnee Moodley

SPONSOR

Hatch

THE CHALLENGE



It is the **beginning of 2020**.

A UK-based **global construction business** that has only been in existence for one year needs a **new management team** to run the company for the foreseeable future.

The company **operates in a number of sectors**, with jobs, clients, rival competitors, and people worldwide.

To grow the business the new management team will need to devise an effective business strategy.

Developing an effective strategy will involve acquiring an understanding of :-

- The economic environment in which the company is operating
- The strengths and weaknesses of the business as it currently stands

To implement the strategy **decisions** will have to be made in a number of key areas :-

- Financial management
- Overhead management
- Procurement
- Job progression



TIMEFRAME

Decisions are made for a **period**, representing 3 months, or a quarter, in the real world.



The new management team were in charge for two different stages.

THE EARLY YEARS (PERIODS 5-12)

During the Early Years the competition for jobs comes from a number of simulated companies. Each one has their own unique profile and bidding history, and a careful assessment of the opposition is required to formulate an effective procurement strategy.

THE LATER YEARS (PERIODS 13-18)

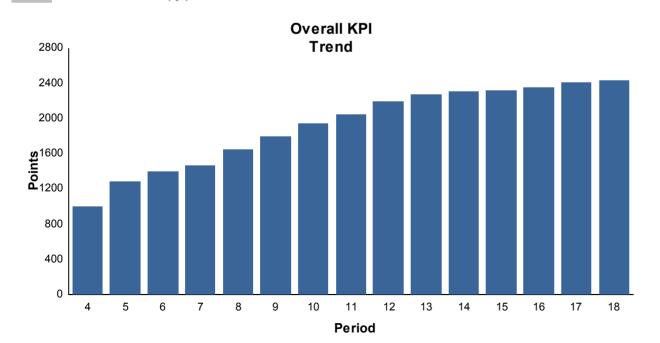
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

OVERALL PERFORMANCE (KPIs)

Performance Indicators were used to measure company progress, weighted at the end of the History to reflect their variability, initially to 1,000 points.

Overall company performance improved from 1,000 to 2,431 points

БТ				Gross	Operating	C	C * 1		F	БТ	C1		
End Deried	States -	V /	T	Profit To	Profit To	Company	Capital	Contract	Forward	Forward	Share	Client	Total Datim
Period	Status	Year/qtr	Turnover	Turnover	Turnover	Value	Employed	Completion	Workload	Margin	Price	Satifaction	Rating
4	History	2019 (Q4)	40	170	120	170	130	80	70	100	70	50	1,000
5	Early Years	2020 (Q1)	59	172	170	177	157	90	122	181	87	76	1,291
6	Early Years	2020 (Q2)	72	174	204	186	170	122	112	163	86	108	1,397
7	Early Years	2020 (Q3)	87	163	197	193	183	144	119	166	80	139	1,471
8	Early Years	2020 (Q4)	95	183	242	211	191	156	131	181	95	170	1,655
9	Early Years	2021 (Q1)	104	188	261	225	199	183	143	185	105	200	1,793
10	Early Years	2021 (Q2)	112	197	283	240	206	200	161	193	121	233	1,946
11	Early Years	2021 (Q3)	122	199	294	257	212	220	161	175	136	268	2,044
12	Early Years	2021 (Q4)	129	202	303	271	216	254	173	184	159	302	2,193
13	Later Years	2022 (Q1)	134	207	307	278	219	266	172	179	173	335	2,270
14	Later Years	2022 (Q2)	140	204	302	282	222	279	178	168	182	355	2,312
15	Later Years	2022 (Q3)	143	210	302	285	221	318	146	124	187	387	2,323
16	Later Years	2022 (Q4)	147	207	291	281	224	318	193	97	176	416	2,350
17	Later Years	2023 (Q1)	154	202	284	285	226	358	177	82	186	455	2,409
18	Later Years	2023 (Q2)	158	194	267	272	229	378	187	99	169	478	2,431



TURNOVER

An indication of how much work the company has done

GROSS PROFIT TO TURNOVER A measure of how profitable the company's jobs have been

OPERATING PROFIT TO TURNOVER A measure of how profitable the company is after considering all operating factors

COMPANY VALUE A measure of the asset value of the company

CAPITAL EMPLOYED A measure of how well the company's infrastructure is being utilised

CONTRACT COMPLETION An indication of how successful the company is in completing contracts

FORWARD WORKLOAD The remaining turnover (value) of jobs still in progress

FORWARD MARGIN The remaining profit of jobs still in progress

SHARE PRICE A measure of the strength of the company's share price

CLIENT SATISFACTION An indication of the strength of the relationship build up with the company's clients

PERFORMANCE SUMMARY

NAVALCEMENTCompany value4.682.2597.505.063Call of timeframeCompany value4.682.2597.505.063Call of timeframeVerage capith bate4.075.8846.051.788Fach perind of timeframeVerage capith bateA 4 % of job costsVerage capith bate <th c<="" th=""><th></th><th>History</th><th>Since</th><th>Change</th><th>Basis</th><th>Additional information</th></th>	<th></th> <th>History</th> <th>Since</th> <th>Change</th> <th>Basis</th> <th>Additional information</th>		History	Since	Change	Basis	Additional information
Company value 4622 $7,505$ (col 60^{48} 100^{48}	Number of periods	4	14				
share price in the second sec	FINANCIAL MANAGEMENT						
Average capital base 4075 84 6.081 , 98 48 8 $8a$ by period of imeframeAverage quital base unitation 6445 9556 Each period of imeframe A s % of job costsAverage quital base unitation 6445 50.96 During whole timeframe A s % of job costs 0 or chead costs 2.75 6.66 During whole timeframe A s % of job costs 0 or chead costs 2.75 6.66 During whole timeframe A s % of job costs 0 bring whole timeframe A s 0.96 of job costs A s 0.96 of job costs A s 0.96 of job costs 0 bring whole timeframe A s 0.96 of job costs A s 0.96 of job costs A s 0.96 of job costs 0 bring whole timeframe A s 0.96 of job costs A s 0.96 of job costs A s 0.96 of job costs 0 bring whole timeframe A s 0.96 of job costs A s 0.96 of job costs A s 0.96 of job costs 0 bring whole timeframe A s 0.96 of job costs A s 0.96 of job costs A s 0.96 of job costs 0 bring whole timeframe 0.96 of interact stata for the UK (N) 0.96 0.96 of interact stata for the UK (N) 0 bring whole timeframe 0.96 of the overall new work in the market identified 0 bring whole timeframe 0.96 of 110 point swhole timeframe 0.96 of 100% 0 bring whole timeframe 0.96 of 120 %During whole timeframe 0.96 of job bid for 0 Dring whole timeframe 0.96 of 100 point swhole timeframe 0.96 of job swon as a 0 of job bid for 0 Dring w	Company value	4,682,259	7,505,063	60 %	End of timeframe		
Average tampial base utilisation64%95%Fach period of timeframe timeframeKath Stath Stat	Share price	1.05	2.54	142 %	End of timeframe		
Average numover8,114,22819,415,5201139139 model imerfameAs a % of job costsOverhead costs2.7 %1.6 %During whole timeframeAs a % of job costsNet operating profit1.2 %2.8 %During whole timeframeAs a % of job costsDrivdend pall2.8 %During whole timeframeAs a % of job costsForward worklood17,285,10046,010,500End of timeframeForward worklood17,285,10046,010,500End of timeframeForward worklood17,285,10030 % Of bot costsAs a % of job costsOVERIEAD MANACEMENT227 %During whole timeframeAtakter share split (UV)0%0%During whole timeframeHadd office strifting level100 %111 %During whole timeframeHadd office strifting level100 %120 %During whole timeframeHouse of jobs hid for12 %During whole timeframeOptimum level is 100%PROCUENTO532During whole timeframeOptimum level is 100%Diving whole timeframe100 %14During whole timeframeJob son as a % of jobs bid forProject manager wighting01During whole timeframeJob son as a % of jobs bid forDiving whole timeframe100 %111 %During whole timeframeOptimum level is 100%Project manager wighting01During whole timeframeJob son as a % of jobs bid forDiving thole timeframe100 %111 %During whole timeframeJob son n	Average capital base	4,075,584	6,051,798	48 %	Each period of timeframe		
Joh print4.3 % b 5.0 %During whole timeframe bridend paidAs a % of job costsNet operating profit1.2 % b 2.8 %During whole timeframe bridend paidAs a % of job costsAs a % of job costsDividend paid2.8 % b 1.9 %During whole timeframe bridend margeAs a % of job costsAs a % of job costsDrividend paid17,285,100 b 1.9 %46,101,590End of timeframe b 2.0 %As a % of job costsDrividend marge forward warkbade17,285,100 b 1.9 %As a % of the overall new work in the market identifiedMarket share split(UK)0 % b 0.0 %During whole timeframe b of the work in the market identifiedMarket share split(UK)0 % b 0.0 %During whole timeframe b of the market share in the UKMarket share split(UK)0 % b 0.0 %During whole timeframe b 0.0 %Market share split(UK)0 % b 0.0 %During whole timeframe b of market share in the UKMarket share split(UK)0 % b 0.0 %During whole timeframe b 0.0 %Market share split(UK)0 % b 0.0 %During whole timeframe b 0.0 %Market share split(UK)0 % b 0.0 %During whole timeframe b 0.0 %Market share split(UK)0 % b 0.0 %During whole timeframe b 0.0 %Market share split(UK)0 % b 0.0 %During whole timeframe b 0.0 %Market share split(UK)0 %0 % b 0.0 %Market share split(UK)0 %0 %Market share split(UK)0 %0 %Market share split(UK)0	Average capital base utilisation	64 %	95 %		Each period of timeframe		
Overhead costs2.7 %1.6 %During whole timeframe During whole timeframe As a % of job costsAs a % of job costsNet openting profit2.8 %1.6 %During whole timeframe As a % of job costsAs a % of job costsForward nagin17.285,10046,101,590End of timeframe As a % of job costsAs a % of job costsForward nagin17.285,10046,101,590End of timeframe Market share split (VK)NoNo of the overall new work in the market identified % of the market share in the UKMarket share split (VK)0 %0 %During whole timeframe % of market share in the UKMarket share split (VK)0 %0 %During whole timeframe % of market share in the UKMarket share split (VK)0 %0 %During whole timeframe % of market share to the UKMarket share split (VK)0 %0 %During whole timeframe % of market share to the UKMarket share split (VK)0 %0 %During whole timeframe % of market share to the UKMarket share split (VK)0 %12 %During whole timeframe % of market share to the UKMarket share split (VK)0 %12 %During whole timeframe boring whole timeframeMarket share split (VK)10 %12 %During whole timeframe boring whole timeframeMarket share split (VK)0 %14 %22 %Measure staffing level0 %14 %During whole timeframe boring whole timeframeNomber of jobs won532During whole timeframe boring whole timeframeNo	Average turnover	8,114,228	19,415,540	139 %	Each period of timeframe		
Net operating profit1.2 %2.8 %During whole timeframe target workshowAs a % of job costs after tax and interestDividend paid2.8 %16,01,590End of timeframe For and unsideAs a % of job costsForward unside17,285,10061,1957End of timeframeAs a % of job costsOVERIFAD MANAGEMENT061,957During whole timeframe% of the overall new work in the market identifiedMarket share split (LK)0 %0 %During whole timeframe% of the overall new work in the market identifiedMarket share split (LK)0 %0 %During whole timeframe% of the overall new work in the market identifiedMarket share split (LK)0 %0 %During whole timeframe% of market share oversease cousside the UK)Head office staffing level100 %111 %During whole timeframe% of market share oversease cousside the UK)Head office staffing level100 %120 %During whole timeframeOptimum level is 100%Number of jobs koid for1472During whole timeframeNot sonPOCURENENT01During whole timeframeOut of 10Under of jobs koid for10During whole timeframeNot son as a % of jobs bid forPOCURENT01During whole timeframeNot son as a % of jobs bid forUnder of jobs koid for10During whole timeframeNot son as a % of jobs bid forDist inshed early01During whole timeframeNot sonJobs finished early <td>Job profit</td> <td>4.3 %</td> <td>5.0 %</td> <td></td> <td>During whole timeframe</td> <td>As a % of job costs</td>	Job profit	4.3 %	5.0 %		During whole timeframe	As a % of job costs	
Dividend David parad kowskload Forward workload Forward workload Forward magin2.8 % 1.6 % 1.7,285,100 1.61,101,590During whole timeframe kan of timeframe 8 of the overall new work in the market identified % of the overall new work in the market identified % of the overall new work in the market identified % of the overall new work in the market identified % of the overall new work in the market identified % of the market share in the UK Market share split (UK)0 % 0 % 0 %0 Puring whole timeframe % of the market share in the UK % of the share of the UK) % of the share of the UK) % of the share of the UK % of the share of the UK) % of the share of the UK % of the share of the UKPROCURENT100 % 120 % <br< td=""><td>Overhead costs</td><td>2.7 %</td><td>1.6 %</td><td></td><td>During whole timeframe</td><td>As a % of job costs</td></br<>	Overhead costs	2.7 %	1.6 %		During whole timeframe	As a % of job costs	
Forward workload17,285,10046,101,590End of timeframeForward margin617,535611,957End of timeframeOVERIEAD MANGEMENT12 %27 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)0 %0 %During whole timeframe% of the market share or serees (outside the UK)Market share split (UV)0 %0 %During whole timeframe% of market share or serees (outside the UK)Head office staffing level100 %111 %During whole timeframeOptimum level is 100%(DISE staffing level100 %120 %During whole timeframeOptimum level is 100%Market share or serees (outside the UK)100 %120 %During whole timeframeOptimum level is 100%PROCEREMENT10 %120 %During whole timeframeOptimum level is 100%100 %Number of jobs hof for1472During whole timeframeDots won as a % of jobs bid forIOB PROCERSION1010During whole timeframeDuring whole timeframeProject manager resignations01During whole timeframeDuring whole timeframeJobs finished early018During whole timeframeDuring whole timeframeJobs finished uarly018During whole timeframeDuring whole timeframeJobs finished active labour on site00During whole timeframeDuring whole timeframeJobs finished active labour on site0 %2%During whole timeframeAs	Net operating profit	1.2 %	2.8 %			As a % of job costs after tax and interest	
Forward margin617,53611,957End of timeframeOVERLEAD NANAGEMENTMarket share split (UK)0%0%During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)0%0%During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)0%0%During whole timeframe% of the market share in the UKMarket share split (UK)0%0%During whole timeframe% of market share overseas (outside the UK)Market share split (UK)0%0%During whole timeframeOptimum level is 100%Measurement staffing level100 %120 %During whole timeframeOptimum level is 100%Measurement staffing level01472During whole timeframeOptimum level is 100%Number of jobs won532During whole timeframeJobs won as a% of jobs bid forSudding success rate36 %44 %During whole timeframeDuring whole timeframeProject manager weighting8.08.8During whole timeframeDue to insufficient bonus levels or being headhuntedNot gain fom bonus payments to project managers29,596677.276During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished late015During whole timeframeAs a % of total labourJobs finished late0%2%During whole timeframeJobs finished late0%0%During whole timeframeJobs finished late0	Dividend paid	2.8 %	1.6 %		During whole timeframe	As a % of job costs	
OVERTIE OVERTIEMarket share12 %27 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UK)0 %0 %During whole timeframe% of the overall new work in the market identifiedMarket share split (UV)0 %0 %During whole timeframe% of the overall new work in the market identifiedHead office staffing level100 %120 %During whole timeframeOptimum level is 100%MSE staffing level100 %120 %During whole timeframeOptimum level is 100%Momber of jobs bid for1472During whole timeframeOptimum level is 100%Number of jobs von532During whole timeframeJobs won as a % of jobs bid forPOPCCRESSION8During whole timeframeJobs won as a % of jobs bid forDist finished late01During whole timeframeOut of 10Dyst finished late00During whole timeframeOut of 10Jobs finished late00During whole timeframeA a % of total labourJobs finished late00During whole timeframeA a % of total labourJobs conspliction efficiencyna0.89During whole timeframeA a % of total labourJobs conspliction efficiencyna0.89During whole timeframeOut of 10Jobs conspliction efficiency0.78During whole timeframeA a % of total labourJobs conspliction efficiencyna0.89During whole timeframe <t< td=""><td>Forward workload</td><td>17,285,100</td><td>46,101,590</td><td></td><td>End of timeframe</td><td></td></t<>	Forward workload	17,285,100	46,101,590		End of timeframe		
Market share12 % %27 % %During whole timeframe % of the overall new work in the market identified % of the market share in the UK % of market share in the UK <b< td=""><td>Forward margin</td><td>617,535</td><td>611,957</td><td></td><td>End of timeframe</td><td></td></b<>	Forward margin	617,535	611,957		End of timeframe		
Market share split (UK)0 %0 %0 Puring whole timeframe% of the market share in the UKMarket share split (UK)0 %0 %0 Puring whole timeframe% of the market share in the UKMarket share split (OV)0 %0 Puring whole timeframe% of market share (uki share Overseas (outside the UK)QHSE staffing level100 %120 %During whole timeframeOptimum level is 100%Measurement staffing level100 %120 %During whole timeframeOptimum level is 100%Number of jobs bid for1472During whole timeframeJobs von as a % of jobs bid forNumber of jobs won532During whole timeframeJobs von as a % of jobs bid forJOB PROCRESSION77During whole timeframeDuring whole timeframeProject manager veighting8.08.8During whole timeframeDuring whole timeframeJobs finished on time01During whole timeframeDuring whole timeframeJobs finished on time018During whole timeframeJobs finished on time00Puring whole timeframe <td< td=""><td>OVERHEAD MANAGEMENT</td><td></td><td></td><td></td><td></td><td></td></td<>	OVERHEAD MANAGEMENT						
Market share split (OV)0 %0 %0 wing whole timeframe% of market share Overseas (outside the UK)Head office staffing level100 %111 %During whole timeframeOptimum level is 100%MCBES staffing level100 %120 %During whole timeframeOptimum level is 100%Measurement staffing level100 %120 %During whole timeframeOptimum level is 100%PROCUREMENT1472During whole timeframeSow on as a % of jobs bid forNumber of jobs won532During whole timeframeJobs won as a % of jobs bid forBidding success rate36 %44 %During whole timeframeJobs won as a % of jobs bid forOut of 10During whole timeframeJobs won as a % of jobs bid forUSE PROCRESSIONVet gain from bonus payments to project managers29,596677,276During whole timeframeDout of 10During whole timeframeJobs tinished early018During whole timeframeJobs finished early015During whole timeframeJob are a s a % of total labourJobs finished artificient bonus levels on site0 %2.5%During whole timeframeJobs finished artificient project managers0.9%During whole timeframeJobs finished artificient project managers0.9%During whole timeframeJobs finished artificient project managers0.%2.5%During whole timeframeJobs finished artificient project managers0.%2.5	Market share	12 %	27 %		During whole timeframe	% of the overall new work in the market identified	
Head office staffing level100 %111 %During whole timeframe During whole timeframe<	Market share split (UK)	0 %	0 %		During whole timeframe	% of the market share in the UK	
QHSE staffing level100 %120 %During whole timeframe During whole timeframeOptimum level is 100%Measurement staffing level100 %120 %During whole timeframe During whole timeframeOptimum level is 100%PROCREMENT1472During whole timeframe Bidding success rateDuring whole timeframeDuring whole timeframeNumber of jobs bid for532During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSION8.8During whole timeframe Project manager resignations01During whole timeframe During whole timeframeOut of 10Not gain from bonus payments to project managers29,596677,276During whole timeframe During whole timeframeDuring whole timeframe During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early018During whole timeframe During whole timeframeDuring whole timeframe During whole timeframeAs a % of total labourJobs finished late00During whole timeframe During whole timeframeAs a % of total labourJob completion efficiencyn/a0.89During whole timeframe During whole timeframeAs a % of total labourFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframe TameFor B&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframe TameKatter of risk cost incurred due to mistigning factors21 %56 %During whole timeframe Tame <tr< td=""><td>Market share split (OV)</td><td>0 %</td><td>0 %</td><td></td><td>During whole timeframe</td><td>% of market share Overseas (outside the UK)</td></tr<>	Market share split (OV)	0 %	0 %		During whole timeframe	% of market share Overseas (outside the UK)	
Measurement staffing level100 %120 %During whole timeframeOptimum level is 100%PROCUREMENTNumber of jobs bid for1472During whole timeframeNumber of jobs won532During whole timeframeBidding success rate36 %44 %During whole timeframeJOB PROCRESSION532During whole timeframeProject manager resignations01During whole timeframeNot gain from bonus payments to project managers29,596677,276Jobs finished early018During whole timeframeJobs finished ater015During whole timeframeIneffective labour on site1%1%During whole timeframeJobs onside carly018During whole timeframeJobs finished late00During whole timeframeIneffective labour on site1%1%During whole timeframeJob constic (sik) due to targeted investments0.0%0.2%During whole timeframeFor D&B joos, change in build cost due to consultant designer-0.7%-0.9%During whole timeframeKaduction in job costs (risk) due to targeted investments0.0%0.2%During whole timeframeKaduction in job costs (risk) due to targeted investments0.0%0.2%During whole timeframeKaduction in job costs (risk) due to targeted investments0.0%0.2%During whole timeframeKaduction in job costs (risk) due to targeted investments0.0%0.2%During whole timeframe	Head office staffing level	100 %	111 %		During whole timeframe	Optimum level is 100%	
Measurement staffing level100 %120 %During whole timeframeOptimum level is 100%PROCUREMENTNumber of jobs bid for1472During whole timeframeNumber of jobs won532During whole timeframeBidding success rate36 %44 %During whole timeframeJOB PROCRESSION36 %48 %During whole timeframeProject manager resignations01During whole timeframeNot gain from bonus payments to project managers29,596677,276Jobs finished early018During whole timeframeJobs finished ater015During whole timeframeIneffective labour on site1%1%During whole timeframeJobo contigencyn/a018As a % of total labourJobo contigency included in bids0.%2.%During whole timeframeJobo contigency included in bids0.%0.1%During whole timeframeKauer of risk contingency included in bids1.00.1During whole timeframeKauer of risk contingency included in bids1.01.0During whole timeframeKauer of risk contingency included i	QHSE staffing level	100 %	120 %		During whole timeframe	Optimum level is 100%	
Number of jobs bid for1472During whole timeframeNumber of jobs won532During whole timeframeBiddin success rate36 %44 %During whole timeframeJOB PROGRESSIONProject manager weighting8.08.8During whole timeframeOut of 10Project manager resignations01During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early018During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished alate00During whole timeframeJobs finished late00During whole timeframeSubcontractor labour used on site0%2%During whole timeframeSubcontractor labour used on site0%0.1%During whole timeframeReduction in job costs (risk) due to targeted investments0.0%0.2%During whole timeframeReductorin in job costs (risk) due to targeted investments0.0%0.2%During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeMeasure of risk cost incurred due to mitigating factors2.1%5.6%During whole timeframeMeasure of risk cost incurred due to mitigating factors2.1%5.6%During whole timeframeMeasure of risk cost incurred weight ing factors2.1%5.6%During whole timeframeMeasure of risk cost incurred w	Measurement staffing level	100 %	120 %		During whole timeframe	Optimum level is 100%	
Number of jobs won532During whole timeframe During whole timeframeJobs won as a % of jobs bid forBidding success rate36 %44 %During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSIONUt of 10Project manager resignations01During whole timeframeOut of 10Not gain from bonus payments to project managers29,596677,276During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early018During whole timeframeDuring whole timeframeJobs finished natime00During whole timeframeJobs finished natime00During whole timeframeJobs finished natime00During whole timeframeJobs finished atery015During whole timeframeJobs finished late00During whole timeframeIneffective labour on site1%1%During whole timeframeJob completion efficiencyna0.89During whole timeframeReduction in job costs (build) due to targeted investments0.0%0.2%During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7%-0.9%During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeMaske cost incurred before mitigating factors21%56 %During whole timeframeKate out in indicating factors21%56 %During whole timeframe <td>PROCUREMENT</td> <td></td> <td></td> <td></td> <td></td> <td></td>	PROCUREMENT						
Bidding success rate36 %44 %During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSIONProject manager weighting8.08.8During whole timeframeOut of 10Project manager resignations01During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers29,596677,276During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished arly018During whole timeframeJobs finished on time015During whole timeframeJobs finished ate00During whole timeframeJobs finished ate00During whole timeframeJobs finished ate00During whole timeframeJobs finished idte00During whole timeframeJobs finished idte00During whole timeframeJobs fourtactor labour used on site1%1%During whole timeframeSubcontractor labour used on site0.0%0.1%During whole timeframeReduction in job costs (risk) due to targeted investments0.0%0.2%During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7%-0.9%During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeMeasure of risk contingency included in bids1.01.0 </td <td>Number of jobs bid for</td> <td>14</td> <td>72</td> <td></td> <td>During whole timeframe</td> <td></td>	Number of jobs bid for	14	72		During whole timeframe		
Bidding success rate36 %44 %During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSIONProject manager weighting8.08.8During whole timeframeOut of 10Project manager resignations01During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers29,596677,276During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished arly018During whole timeframeJobs finished on timeJobs finished ateDuring whole timeframeJobs finished ate00During whole timeframeJobs finished ateODuring whole timeframeJobs finished ate00During whole timeframeAs a % of total labourJobs contractor labour used on site1%1%During whole timeframeSubcontractor labour used on site0.0%0.1%During whole timeframeReduction in job costs (risk) due to targeted investments0.0%0.2%During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7%-0.9%During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeMe	Number of jobs won	5	32		During whole timeframe		
Project manager weighting8.08.8During whole timeframeOut of 10Project manager resignations01During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers29,596677,276During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early018During whole timeframeJobs finished lateDuring whole timeframeJobs finished late00During whole timeframeJobs finished lateDuring whole timeframeSubcontractor labour used on site0%2%During whole timeframeAs a % of total labourJobs finished uni nj ob costs (build) due to targeted investments0.0%0.1%During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7%-0.9%During whole timeframeFor D&B jobs, change in build cost incurred before mitigating factors21%56%During whole timeframeChange in risk cost incurred due to mitigating factors-15.7%-35.0%During whole timeframe	Bidding success rate	36 %	44 %		During whole timeframe	Jobs won as a % of jobs bid for	
Project manager resignations01During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers29,596677,276During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early018During whole timeframeJobs finished on timeDuring whole timeframeJobs finished late00During whole timeframeIneffective labour on site1 %1 %During whole timeframeSubcontractor labour used on site0 %2 %During whole timeframeJob completion efficiencyn/a0.89During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	JOB PROGRESSION						
Project manager resignations01During whole timeframeDue to insufficient bonus levels or being headhuntedNet gain from bonus payments to project managers29,596677,276During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early018During whole timeframeJobs finished on timeDuring whole timeframeJobs finished late00During whole timeframeIneffective labour on site1 %1 %During whole timeframeSubcontractor labour used on site0 %2 %During whole timeframeJob completion efficiencyn/a0.89During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Project manager weighting	8.0	8.8		During whole timeframe	Out of 10	
Net gain from bonus payments to project managers29,596677,276During whole timeframeJobs finished early018During whole timeframeJobs finished on time015During whole timeframeJobs finished late00During whole timeframeIneffective labour on site1 %1 %During whole timeframeSubcontractor labour used on site0 %2 %During whole timeframeJob completion efficiencyn/a0.89During whole timeframeReduction in job costs (build) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe			1			Due to insufficient bonus levels or being headhunted	
Jobs finished early018During whole timeframeJobs finished on time015During whole timeframeJobs finished late00During whole timeframeIneffective labour on site1%1%During whole timeframeSubcontractor labour used on site0%2%During whole timeframeJob completion efficiencyn/a0.89During whole timeframeReduction in job costs (build) due to targeted investments0.0%0.1%During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7%-0.9%During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeRisk cost incurred before mitigating factors21%56%During whole timeframeChange in risk cost incurred due to mitigating factors-15.7%-35.0%During whole timeframe		29,596	677,276		-	C C	
Jobs finished on time015During whole timeframeJobs finished late00During whole timeframeIneffective labour on site1%1%During whole timeframeSubcontractor labour used on site0%2%During whole timeframeJob completion efficiencyn/a0.89During whole timeframeReduction in job costs (build) due to targeted investments0.0%0.1%During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7%-0.9%During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeRisk cost incurred before mitigating factors21%56%During whole timeframeChange in risk cost incurred due to mitigating factors-15.7%-35.0%During whole timeframe					-		
Jobs finished late00During whole timeframeIneffective labour on site1 %1 %During whole timeframeSubcontractor labour used on site0 %2 %During whole timeframeAs a % of total labourJob completion efficiencyn/a0.89During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %0.1 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeRisk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Jobs finished on time	0	15		-		
Ineffective labour on site1 %1 %During whole timeframeSubcontractor labour used on site0 %2 %During whole timeframeAs a % of total labourJob completion efficiencyn/a0.89During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %0.1 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeRisk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Jobs finished late	0					
Subcontractor labour used on site0 %2 %During whole timeframeAs a % of total labourJob completion efficiencyn/a0.89During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %0.1 %During whole timeframeReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeRisk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Ineffective labour on site	1 %	1 %				
Job completion efficiencyn/a0.89During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (build) due to targeted investments0.0 %0.1 %During whole timeframe0 to 1, where 1 is the optimum levelReduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframe-For D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframe-Measure of risk contingency included in bids1.01.0During whole timeframe0=No contingency, 1=sensible level, 2=full risk costRisk cost incurred before mitigating factors21 %56 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Subcontractor labour used on site	0 %	2 %			As a % of total labour	
Reduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeRisk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Job completion efficiency	n/a	0.89			0 to 1, where 1 is the optimum level	
Reduction in job costs (risk) due to targeted investments0.0 %0.2 %During whole timeframeFor D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeRisk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Reduction in job costs (build) due to targeted investments	0.0 %	0.1 %		During whole timeframe		
For D&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframeMeasure of risk contingency included in bids1.01.0During whole timeframeRisk cost incurred before mitigating factors21 %56 %During whole timeframeChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Reduction in job costs (risk) due to targeted investments				During whole timeframe		
Risk cost incurred before mitigating factors21 %56 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	For D&B jobs, change in build cost due to consultant designer	-0.7 %	-0.9 %		-		
Risk cost incurred before mitigating factors21 %56 %During whole timeframeAs a % of the contingency in the bidChange in risk cost incurred due to mitigating factors-15.7 %-35.0 %During whole timeframe	Measure of risk contingency included in bids	1.0	1.0		During whole timeframe	0=No contingency, 1=sensible level, 2=full risk cost	
Change in risk cost incurred due to mitigating factors -15.7 % -35.0 % During whole timeframe	Risk cost incurred before mitigating factors	21 %	56 %		During whole timeframe		
Risk cost incurred after mitigating factors17 %37 %During whole timeframeAs a % of the contingency in the bid	Change in risk cost incurred due to mitigating factors	-15.7 %	-35.0 %		During whole timeframe		
	Risk cost incurred after mitigating factors	17 %	37 %		During whole timeframe	As a % of the contingency in the bid	