

### **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)

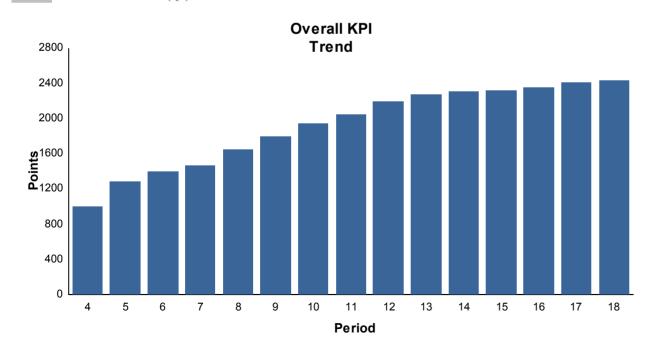
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

### **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       | <b>C</b> * 1 |            | <b>F</b> | БТ      | C1    |             |                |
|---------------|-------------|-----------|----------|-----------|-----------|---------|--------------|------------|----------|---------|-------|-------------|----------------|
| End<br>Deried | States -    | V /       | <b>T</b> | Profit To | Profit To | Company | Capital      | Contract   | Forward  | Forward | Share | Client      | Total<br>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<br>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 %<br>b 5.0 %During whole timeframe<br>bridend paidAs a % of job costsNet operating profit1.2 %<br>b 2.8 %During whole timeframe<br>bridend paidAs a % of job costsAs a % of job costsDividend paid2.8 %<br>b 1.9 %During whole timeframe<br>bridend margeAs a % of job costsAs a % of job costsDrividend paid17,285,100<br>b 1.9 %46,101,590End of timeframe<br>b 2.0 %As a % of job costsDrividend marge<br>forward warkbade17,285,100<br>b 1.9 %As a % of the overall new work in the market identifiedMarket share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b of the work in the market identifiedMarket share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b of the market share in the UKMarket share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b 0.0 %Market share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b of market share in the UKMarket share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b 0.0 %Market share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b 0.0 %Market share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b 0.0 %Market share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b 0.0 %Market share split(UK)0 %<br>b 0.0 %During whole timeframe<br>b 0.0 %Market share split(UK)0 %0 %<br>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<br>During whole timeframe<br>As a % of job costsAs a % of job costsNet openting profit2.8 %1.6 %During whole timeframe<br>As a % of job costsAs a % of job costsForward nagin17.285,10046,101,590End of timeframe<br>As a % of job costsAs a % of job costsForward nagin17.285,10046,101,590End of timeframe<br>Market share split (VK)NoNo of the overall new work in the market identified<br>% of the market share in the UKMarket share split (VK)0 %0 %During whole timeframe<br>% of market share in the UKMarket share split (VK)0 %0 %During whole timeframe<br>% of market share in the UKMarket share split (VK)0 %0 %During whole timeframe<br>% of market share to the UKMarket share split (VK)0 %0 %During whole timeframe<br>% of market share to the UKMarket share split (VK)0 %0 %During whole timeframe<br>% of market share to the UKMarket share split (VK)0 %12 %During whole timeframe<br>% of market share to the UKMarket share split (VK)0 %12 %During whole timeframe<br>boring whole timeframeMarket share split (VK)10 %12 %During whole timeframe<br>boring whole timeframeMarket share split (VK)0 %14 %22 %Measure staffing level0 %14 %During whole timeframe<br>boring whole timeframeNomber of jobs won532During whole timeframe<br>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<br>target workshowAs a % of job costs after tax and interestDividend paid2.8 %16,01,590End of timeframe<br>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<br>David<br>parad<br>kowskload<br>Forward workload<br>Forward workload<br>Forward magin2.8 %<br>1.6 %<br>1.7,285,100<br>1.61,101,590During whole timeframe<br>kan of timeframe<br>8 of the overall new work in the market identified<br>% of the overall new work in the market identified<br>% of the overall new work in the market identified<br>% of the overall new work in the market identified<br>% of the overall new work in the market identified<br>% of the market share in the UK<br>Market share split (UK)0 %<br>0 %<br>0 %0 Puring whole timeframe<br>% of the market share in the UK<br>% of the share of the UK)<br>% of the share of the UK)<br>% of the share of the UK<br>% of the share of the UK)<br>% of the share of the UK<br>% of the share of the UKPROCURENT100 %<br>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 %<br>%27 %<br>%During whole timeframe<br>% of the overall new work in the market identified<br>% of the market share in the UK<br>% 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<br>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<br>During whole timeframeOptimum level is 100%Measurement staffing level100 %120 %During whole timeframe<br>During whole timeframeOptimum level is 100%PROCREMENT1472During whole timeframe<br>Bidding success rateDuring whole timeframeDuring whole timeframeNumber of jobs bid for532During whole timeframeJobs won as a % of jobs bid forJOB PROGRESSION8.8During whole timeframe<br>Project manager resignations01During whole timeframe<br>During whole timeframeOut of 10Not gain from bonus payments to project managers29,596677,276During whole timeframe<br>During whole timeframeDuring whole timeframe<br>During whole timeframeDue to insufficient bonus levels or being headhuntedJobs finished early018During whole timeframe<br>During whole timeframeDuring whole timeframe<br>During whole timeframeAs a % of total labourJobs finished late00During whole timeframe<br>During whole timeframeAs a % of total labourJob completion efficiencyn/a0.89During whole timeframe<br>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<br>TameFor B&B jobs, change in build cost due to consultant designer-0.7 %-0.9 %During whole timeframe<br>TameKatter of risk cost incurred due to mistigning factors21 %56 %During whole timeframe<br>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<br>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                 |                        |