ENGINUITY 2020 COMPETITION

PERFORMANCE REVIEW FOR 'Ministry of Wopus'

MANAGEMENT TEAM

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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)

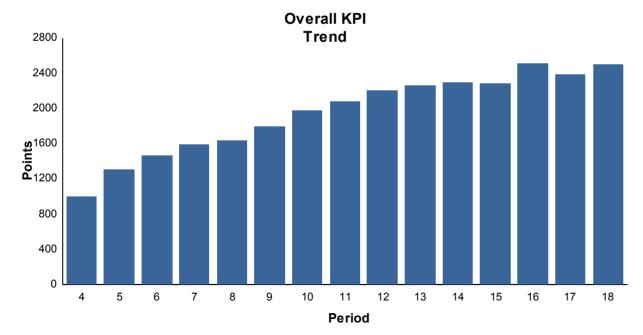
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,500 points

				Gross	Operating								
End				Profit To	Profit To	Company	Capital	Contract	Forward	Forward	Share	Client	Total
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)	57	180	185	182	155	90	123	184	77	77	1,310
6	Early Years	2020 (Q2)	72	191	232	198	172	122	120	170	75	115	1,467
7	Early Years	2020 (Q3)	85	193	250	216	186	132	135	182	71	142	1,592
8	Early Years	2020 (Q4)	95	205	282	239	190	156	103	135	67	172	1,644
9	Early Years	2021 (Q1)	102	211	295	260	196	176	138	154	65	200	1,797
10	Early Years	2021 (Q2)	109	218	316	286	203	201	169	178	66	236	1,982
11	Early Years	2021 (Q3)	115	220	325	310	209	209	181	184	64	268	2,085
12	Early Years	2021 (Q4)	123	221	332	339	214	249	182	176	64	304	2,204
13	Later Years	2022 (Q1)	132	225	345	375	218	257	183	126	68	331	2,260
14	Later Years	2022 (Q2)	139	218	335	394	220	301	175	92	65	363	2,302
15	Later Years	2022 (Q3)	146	214	328	419	218	336	117	50	61	397	2,286
16	Later Years	2022 (Q4)	144	216	317	424	221	349	274	77	63	423	2,508
17	Later Years	2023 (Q1)	154	197	281	427	224	361	198	47	51	449	2,389
18	Later Years	2023 (Q2)	161	192	274	448	225	400	188	73	58	481	2,500



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

A		History	Since	Change Basis	Additional information
tompany value have price 1.05 0.87 0.175 1.087 1.095 1.095 0.877 1.795 1.095 1.095 1.097 1.095 1.097 1.095 1.095 1.097 1.095 1	Number of periods	4	14		
Autor price 1.05	FINANCIAL MANAGEMENT				
werage capital base utilisation 64% 93% 1984 2014 88% Each period of timeframe lead to timeframe le	Company value	4,682,259	12,337,020	163 % End of timeframe	
werage capital base utilisation 1	Share price	1.05	0.87	-17 % End of timeframe	
werage captial base utilisation \$\frac{8}{4} \ \text{9} \ \text{9} \ \text{8} \ \text{2-period of timeframe ob profit \$\frac{4}{3} \ \text{9} \ \text{9} \ \text{9} \ \text{9} \ \text{9} \ \text{1-period of timeframe ob profit \$\frac{4}{3} \ \text{9} \ \text{9} \ \text{1.5 \text{8}} \ \text{0-pring whole timeframe and \$\text{8} \ \text{9} \ \text{0-pring whole timeframe and \$\text{9} \ \text{0-pring whole timeframe and \$\text{8} \ 0-pring whole timeframe and \$\text{0-pring whole timeframe and \$\t	Average capital base	4,075,584	6,442,704	58 % Each period of timeframe	
wenge tumover by profit of the	Average capital base utilisation	64 %	93 %		
Northead costs 2.7 % 1.5 % During whole timeframe As a % of job costs after tax and interest	Average turnover	8,114,228	19,871,290	145 % Each period of timeframe	
let operating profit invidend paid 2, 8 % 0,0 % During whole timeframe roward margin 617,285,100 46,307,220 End of timeframe roward margin Fire the share spit (UK) 10 % 0 % 0 W During whole timeframe raffacte share spit (UK) 10 % 0 % During whole timeframe raffacte share spit (UK) 10 % 118 % During whole timeframe responsible saffing level 100 % 118 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 123 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % During whole timeframe responsible saffing level 100 % 120 % Durin	Job profit	4.3 %	4.9 %	During whole timeframe	As a % of job costs
Noveled paid or overward workload paid or overward workload paid or overward workload proving whole timeframe or overward margin (17,285,100 46,307,220 End of timeframe or overward margin (17,285,100 46,307,220 End of timeframe or ward margin (17,285,100 46,307,220 End of timeframe farket share split (UK) 0% 0% During whole timeframe and office staffing level (100% 1818 During whole timeframe or ward margin (17,285,100 1818 During whole timeframe or ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward margin (17,285,100 1818 During whole timeframe or you ward timefram	Overhead costs	2.7 %	1.5 %	During whole timeframe	As a % of job costs
Nowled paid or overward workload paid or overward workload paid or overward workload proving workload proving workload proving whole timeframe or overward margin of 17,285, 100 and 18,285	Net operating profit	1.2 %	2.9 %	During whole timeframe	As a % of job costs after tax and interest
DVERHEAD MANAGEMENT Arket share split (UK) 10% 10% 118%	Dividend paid	2.8 %	0.0 %	During whole timeframe	As a % of job costs
Note	Forward workload	17,285,100	46,307,220	End of timeframe	
Aarket share Aarket share Aarket share Aarket share split (UK)	Forward margin	617,535	448,589	End of timeframe	
Aarket share split (UK) 10 % 0 % 0 Uring whole timeframe tander different share split (UV) 10 % 12 % 0 Uring whole timeframe the dead office staffing level 100 % 123 % 0 During whole timeframe the dead staffing level 100 % 123 % 0 During whole timeframe the dead staffing level 100 % 123 % 0 During whole timeframe the dead staffing level 100 % 123 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level 100 % 123 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the dead staffing level is 100 % 0 During whole timeframe the fame to be finished on time to be finished to time to time the dead time time to be finished to time to time to time time to be finished on time to be finished to time time time to be finished to time time to be finished to time time time to be finished to time time to be finished to time time time to be finished to time time time to be finished to time time time time to be finished to time time time to be finished to time time time to be time time tim	OVERHEAD MANAGEMENT				
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OB PROGRESSION Troject manager weighting Troject manager resignations Troj	Number of jobs won	5	35	During whole timeframe	
reject manager weighting reject manager resignations 0 0 0 During whole timeframe region from bonus payments to project managers 29,596 716,470 During whole timeframe obs finished early obs finished on time obs finished late obs finished late 0 0 12 During whole timeframe obs finished late 0 0 12 During whole timeframe obs finished late 0 0 0 During whole timeframe obs finished late 0 0 0 During whole timeframe obs finished late 0 0 During whole timeframe obs finished late 0 0 During whole timeframe obs completion efficiency 0 During whole timeframe obs const (pish) due to targeted investments 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Bidding success rate	36 %	74 %	During whole timeframe	Jobs won as a % of jobs bid for
roject manager resignations let gain from bonus payments to project managers let gain from bonus payments to project managers let gain from bonus payments to project managers lobs finished early lobs finished on time lobs finished late limeframe lobs finished late limefra	JOB PROGRESSION				
reject manager resignations let gain from bonus payments to project managers let gain from bonus levels or being headhunted let gain let gain from bonus payments to project managers let gain from bonus payments to puring whole timeframe lob gain for time from lob let imeframe let gain gain gain gain gain gain gain gain	Project manager weighting	8.0	8.8	During whole timeframe	Out of 10
obs finished early obs finished early obs finished on time obs finished on time obs finished late obs finished early obs finished eitienframe obs finished eitienframe obs finished early obs finished early obs finished eitienframe obs finished eitienframe obs finished early obs finished early obs finished late in eitienframe obs of total labour obs 1, where 1 is the optimum level obs	Project manager resignations	0	0	During whole timeframe	Due to insufficient bonus levels or being headhunted
obs finished on time obs finished late observed whele timeframe obs finished late in site obstituting whole timeframe obsorbed in site obstituting factors observed late on site of total labour obsorbed late obstituting whole timeframe obsorbed la	Net gain from bonus payments to project managers	29,596	716,470	During whole timeframe	
bos finished late one effective labour on site one effective labour on site one effective labour on site one offective labour used on site one of completion efficiency one of completion efficienc	Jobs finished early	0	22	During whole timeframe	
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subcontractor labour used on site 0 % 9 % During whole timeframe be completion efficiency 10 m/a 0.91 10 During whole timeframe 10 to 1, where 1 is the optimum level 10 to 1, where 1 is the optimum level 10 to 1, where 1 is the optimum level 10 to 1, where 1 is the optimum level 10 to 1, where 1 is the optimum level 10 to 1, where 1 is the optimum level 10 to 1, where 1 is the optimum level 10 to 1, where 1 is the optimum level 11 to 10 During whole timeframe 12 to 10 During whole timeframe 13 to 10 During whole timeframe 14 to 2 During whole timeframe 15 to 3 a % of the contingency, 1=sensible level, 2=full risk cost 16 to 4 to 44.1 % During whole timeframe 16 to 10 During whole timeframe 17 to 2 During whole timeframe 18 to 3 a % of the contingency in the bid 19 to 10 During whole timeframe 10	Jobs finished late	0	0	During whole timeframe	
be completion efficiency be deduction in job costs (build) due to targeted investments control be deduction in job costs (build) due to targeted investments control be deduction in job costs (risk) due to targeted investments control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build cost due to consultant designer control be jobs, change in build c	Ineffective labour on site	1 %	1 %	During whole timeframe	
be completion efficiency ob contingency in the bid	Subcontractor labour used on site	0 %	9 %		As a % of total labour
teduction in job costs (build) due to targeted investments 0.0 % 0.3 % During whole timeframe	Job completion efficiency	n/a	0.91		0 to 1, where 1 is the optimum level
teduction in job costs (risk) due to targeted investments 0.0 % 0.3 % During whole timeframe 1.0 % During whole timeframe 1.0 During whole timeframe	Reduction in job costs (build) due to targeted investments	0.0 %	0.7 %		-
for D&B jobs, change in build cost due to consultant designer -0.7 % -1.0 % During whole timeframe 0=No contingency, 1=sensible level, 2=full risk cost tisk cost incurred before mitigating factors 21 % 69 % During whole timeframe During whole timeframe As a % of the contingency in the bid During whole timeframe As a % of the contingency in the bid	Reduction in job costs (risk) due to targeted investments		0.3 %		
Measure of risk contingency included in bids 1.0 During whole timeframe 0=No contingency, 1=sensible level, 2=full risk cost During whole timeframe 0=No contingency, 1=sensible level, 2=full risk cost During whole timeframe 0=No contingency, 1=sensible level, 2=full risk cost As a % of the contingency in the bid During whole timeframe	For D&B jobs, change in build cost due to consultant designer	-0.7 %	-1.0 %		
Lisk cost incurred before mitigating factors 21 % 69 % During whole timeframe As a % of the contingency in the bid 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 -16.4 % -44.1 % During whole timeframe	Risk cost incurred before mitigating factors				
	Change in risk cost incurred due to mitigating factors	-16.4 %	-44.1 %	During whole timeframe	
	Risk cost incurred after mitigating factors	17 %	39 %	During whole timeframe	As a % of the contingency in the bid