

ENGINUITY 2020 COMPETITION

PERFORMANCE REVIEW FOR 'Parsons Pentagon View'

MANAGEMENT TEAM

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SPONSOR

Parsons

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)

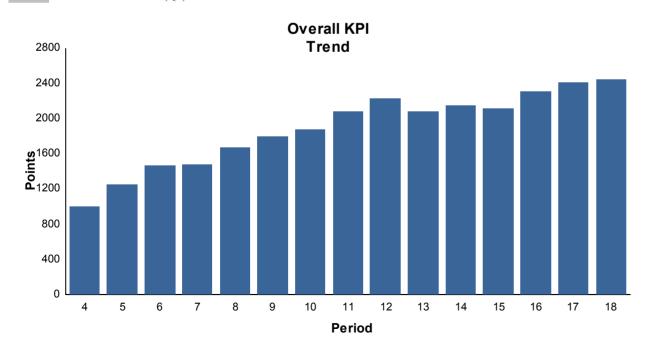
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,449 points

End				Gross Profit To	Operating 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)	54	186	189	178	149	90	106	149	80	68	1,249
6	Early Years	2020 (Q2)	68	194	228	189	168	122	131	188	85	99	1,472
7	Early Years	2020 (Q3)	80	180	215	195	179	139	120	169	75	126	1,478
8	Early Years	2020 (Q4)	88	199	263	214	188	159	138	189	88	145	1,671
9	Early Years	2021 (Q1)	97	210	292	235	196	164	143	186	95	174	1,792
10	Early Years	2021 (Q2)	104	221	320	257	198	194	125	157	100	205	1,881
11	Early Years	2021 (Q3)	108	231	339	276	202	217	175	192	112	232	2,084
12	Early Years	2021 (Q4)	111	238	355	283	208	217	211	210	139	262	2,234
13	Later Years	2022 (Q1)	120	230	344	305	208	232	118	113	135	276	2,081
14	Later Years	2022 (Q2)	127	217	319	316	210	267	166	86	125	315	2,148
15	Later Years	2022 (Q3)	130	218	320	335	206	290	101	43	123	350	2,116
16	Later Years	2022 (Q4)	132	218	315	343	208	298	205	73	142	371	2,305
17	Later Years	2023 (Q1)	137	214	308	353	211	330	216	77	151	410	2,407
18	Later Years	2023 (Q2)	140	206	293	345	214	342	251	80	145	433	2,449



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

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