ENGINUITY 2020 COMPETITION

PERFORMANCE REVIEW FOR 'Sac the Competition'

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)

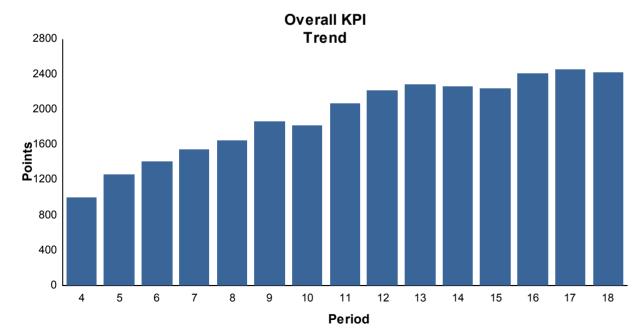
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,418 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)	59	174	170	178	157	90	124	160	80	75	1,267
6	Early Years	2020 (Q2)	73	183	200	191	173	122	123	158	74	116	1,413
7	Early Years	2020 (Q3)	92	185	224	210	187	162	116	147	71	154	1,548
8	Early Years	2020 (Q4)	100	198	252	230	192	170	111	141	69	190	1,653
9	Early Years	2021 (Q1)	106	208	273	250	200	186	158	191	71	220	1,863
10	Early Years	2021 (Q2)	114	206	276	267	201	196	114	134	61	256	1,825
11	Early Years	2021 (Q3)	121	207	283	287	207	241	176	185	67	292	2,066
12	Early Years	2021 (Q4)	126	212	293	303	212	253	200	205	80	332	2,216
13	Later Years	2022 (Q1)	133	216	297	320	217	273	194	169	90	375	2,284
14	Later Years	2022 (Q2)	141	206	276	318	220	310	192	100	88	408	2,259
15	Later Years	2022 (Q3)	148	203	271	330	219	337	134	70	92	440	2,244
16	Later Years	2022 (Q4)	150	201	261	330	219	365	181	119	105	480	2,411
17	Later Years	2023 (Q1)	154	191	236	318	220	377	215	132	97	516	2,456
18	Later Years	2023 (Q2)	158	179	213	303	221	392	208	121	85	538	2,418



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

Number of periods		History	Since	Change Basis	Additional information
Sempany value	Number of periods	4	14		
Sarce price 10	FINANCIAL MANAGEMENT				
Average capital base utilisation 40% 91% 524 kept or of timeframe 40% 70% 524 kept or of timeframe 40% 70% 524 kept or of timeframe 42% 524 kept or of timeframe 42% 524 kept or of timeframe 42% 52	Company value	4,682,259	8,355,664	78 % End of timeframe	
Average turnious Septim	Share price	1.05	1.27	21 % End of timeframe	
Average turnover 1,14,228 1,14,284 1,14,384 1,14,284 1	Average capital base	4,075,584	6,458,809	58 % Each period of timeframe	
John profit 4.3 % 4.5 % During whole timeframe As a % of job costs Net operating profit 2.8 % 2.7 % During whole timeframe As a % of job costs Net operating profit 2.8 % 0.7 % During whole timeframe As a % of job costs Net operating profit 2.8 % 0.7 % During whole timeframe As a % of job costs after tax and interest Networkload 17,285,100 51,292,180 Hod fitmeframe As a % of job costs after tax and interest Networkload 17,285,100 15,292,180 Hod fitmeframe As a % of job costs Networkload 17,285,100 15,292,180 Hod fitmeframe As a % of job costs Networkload 17,285,100 15,292,180 Hod fitmeframe As a % of job costs Networkload 17,285,100 15,292,180 Hod fitmeframe As a % of job costs Networkload 17,285,100 15,292,180 Hod fitmeframe As a % of job costs Networkload 17,285,100 15,292,180 Hod fitmeframe As a % of job costs Networkload 17,285,100 15,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmeframe As a % of job costs Networkload 18,292,180 Hod fitmefram	Average capital base utilisation	64 %	91 %	Each period of timeframe	
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Net operating profit	Job profit	4.3 %	4.5 %	During whole timeframe	As a % of job costs
Dividend paid 1,285,10 1,225,180 1,285,180 1	Overhead costs	2.7 %	1.9 %	During whole timeframe	As a % of job costs
Forward workload Forward margin 617,285, 100 617,535 747,686 748,687 748,688	Net operating profit	1.2 %	2.2 %	During whole timeframe	As a % of job costs after tax and interest
Forward margin 617,355 747,686 End of timeframe OVERHEAD MANAGEMENT Market share split (UK) 0% 0% 0% During whole timeframe Market share split (UK) 0% 0% 0% During whole timeframe Market share split (UV) 0% 0% 0% During whole timeframe Market share split (UV) 0% 0% 0% 0% During whole timeframe Market share split (OV) 0% 0% 0% 0% During whole timeframe UK add office staffing level 0.00% 142% 0 During whole timeframe UK astaffing level 0.00% 0.00	Dividend paid	2.8 %	0.7 %	During whole timeframe	As a % of job costs
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