

## **ENGINUITY 2021 COMPETITION**

## PERFORMANCE REVIEW FOR 'Bangalore BULLZ'

## MANAGEMENT TEAM

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## **SPONSOR**

**Atkins India** 

## THE CHALLENGE



It is the **beginning of 2021**.

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 :-

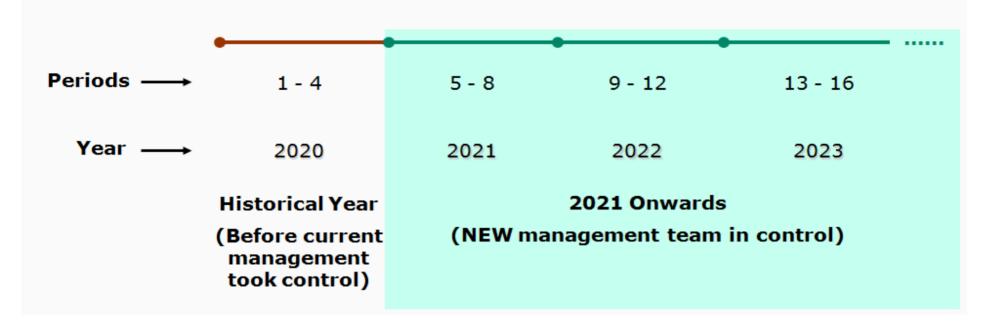
- The economic environment in which the company is operating
- The strengths and weaknesses of the business as it currently stands

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)

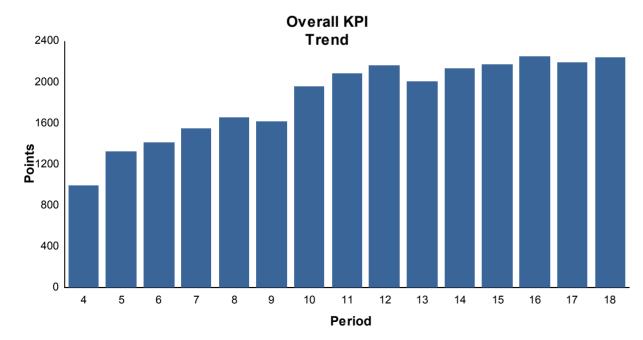
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

## **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 2,243 points

			Gross	Operating								
End			<b>Profit To</b>	<b>Profit To</b>	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	2020 (Q4)	40	170	120	170	130	80	70	100	70	50	1,000
5 Early Years	2021 (Q1)	49	191	154	181	151	113	127	184	95	77	1,322
6 Early Years	2021 (Q2)	55	201	169	190	163	129	126	185	97	100	1,415
7 Early Years	2021 (Q3)	62	220	197	208	174	129	139	192	109	119	1,549
8 Early Years	2021 (Q4)	70	233	221	232	181	164	128	168	120	143	1,660
9 Early Years	2022 (Q1)	76	238	232	253	178	181	72	90	124	170	1,614
10 Early Years	2022 (Q2)	80	249	243	273	183	213	166	191	161	200	1,959
11 Early Years	2022 (Q3)	82	251	246	285	188	218	192	221	175	225	2,083
12 Early Years	2022 (Q4)	83	251	249	296	193	230	206	235	182	238	2,163
13 Later Years	2023 (Q1)	89	239	233	303	193	230	147	149	176	250	2,009
14 Later Years	2023 (Q2)	93	237	228	317	197	261	205	126	188	286	2,138
15 Later Years	2023 (Q3)	96	232	219	328	197	292	188	117	188	317	2,174
16 Later Years	2023 (Q4)	97	230	211	336	199	292	247	133	177	332	2,254
17 Later Years	2024 (Q1)	99	231	212	359	199	300	173	91	180	350	2,194
18 Later Years	2024 (Q2)	101	228	208	364	198	330	183	86	181	364	2,243



#### 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

Sumber of periods		History	Since	Change Basis	Additional information
Company value   4,95,073   10,069   14 %   End to dimeframe   10 %   14 %   End period of timeframe   10 %   14 %   End period of timeframe   11 %   15 %   15 %   End period of timeframe   11 %   15 %   15 %   End period of timeframe   11 %   15 %   15 %   End period of timeframe   11 %   15 %   15 %   End period of timeframe   15 %   15 %   End period timeframe   15 %   15 %	Number of periods	4	14		
State price 1,03 2,67 1,98 2,610 c finesframe werage capital base werage capital base utilisation 1,735 1,75,060 1,75,06	FINANCIAL MANAGEMENT				
Neeringe capital base Auguste quality and well seatons of the state of	Company value	4,953,073	10,609,000	114 % End of timeframe	
Nerrage capital base utilisation	Share price	1.03	2.67	159 % End of timeframe	
Norsign turnover   11,827,670   17,89,690   48%   Each period of timeframe ob porting the property of the pr	Average capital base	4,086,919	6,517,768	59 % Each period of timeframe	
During whole timeframe   As a % of job costs   As % of job costs   As % of job costs   As a % of job costs	Average capital base utilisation	73 %	91 %	Each period of timeframe	
Norman docsts   1.8 %   1.7 %	Average turnover	11,827,670	17,450,660	48 % Each period of timeframe	
Net operating profit Dividend paid  18 % 10 % 10 % 10 mine whole timeframe own workload  17 800,340 46,559,790 End of timeframe own workload  18 80 3,940 46,559,790 End of timeframe own workload  18 80 3,940 46,559,790 End of timeframe own workload  18 80 3,940 46,559,790 End of timeframe own workload  18 80 3,940 40,559,790 End of timeframe own workload  18 80 3,940 50 End of timeframe own workload  18 80 3,940 50 End of timeframe own workload  18 80 80 5 Jobe costs after tax and interest own workload  8 8 8 0 5 Jobe costs  8 0 5 the overall new work in the market identified own of the market share in the UK  8 of the overall new work in the market identified own workload timeframe own workload timefra	Job profit	4.2 %	5.8 %	During whole timeframe	As a % of job costs
Divided paid 1,8% 1,0% End of timeframe 50 forward workload 17,800,340 46,559,970 End of timeframe 50 forward margin 692,358 593,963 End of timeframe 50 find find forward forw	Overhead costs	1.8 %	1.7 %	During whole timeframe	As a % of job costs
FORMAR WORKBOM 17,800,340 46,559,970 End of timeframe Forward margin 692,58 8 593,963 End of timeframe Market Share split (UK) 90% 90% During whole timeframe Politic Staffing level 110% 110% 110% During whole timeframe Politic Staffing level 100% 125% During whole timeframe Politic Staffing level 110% 125% During whole timeframe Politic Staffing level 111 63	Net operating profit	1.9 %	3.5 %	During whole timeframe	As a % of job costs after tax and interest
Seward margin   692,38   593,963   End of timeframe	Dividend paid	1.8 %	1.0 %	During whole timeframe	As a % of job costs
DVERHEAD MANAGEMENT  Market share  Affect share  Affect share  Affect share split (UK)  0 % 0 % 0 During whole timeframe Affacts share split (UK)  0 % 0 % 0 During whole timeframe Proceed office staffing level  10 % 11 % During whole timeframe Proceed office staffing level  10 % 125 % During whole timeframe Proceed office staffing level  10 % 125 % During whole timeframe Proceed office staffing level  10 % 125 % During whole timeframe Proceed office staffing level  10 % 125 % During whole timeframe Proceed office staffing level  10 % 125 % During whole timeframe Proceed office staffing level  10 % 125 % During whole timeframe Proceed office staffing level  10 % 125 % During whole timeframe Proceed office staffing level  10 % 121 % During whole timeframe Proceed office staffing level  10 % 121 % During whole timeframe Proceed office staffing level  10 % 121 % During whole timeframe Proceed office staffing level  10 % 10 % During whole timeframe Proceed office staffing level  10 % 11 % During whole timeframe Proceed office staffing level  10 % 11 % During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 % 01 for During whole timeframe Proceed office staffing level  10 %	Forward workload	17,800,340	46,559,970	End of timeframe	
Market share Market share Market share split (UK)  0 % 0 % 0 % 0 % 0 % 0 wing whole timeframe Market share split (UK)  0 % 0 % 0 % 0 wing whole timeframe Market share split (UK)  0 % 0 % 0 % 0 wing whole timeframe Measure split (UK) 0 % 0 % 0 wing whole timeframe 0 potimum level is 100% 0 ptimum l	Forward margin	692,358	593,963	End of timeframe	
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Market share split (OV) 10 % 10 % 10 ming whole timeframe optiming whol	Market share split (UK)	0 %	0 %	During whole timeframe	% of the market share in the UK
Head office staffing level 100 % 110 % 110 % During whole timeframe optimum level is 100% Optimum level is 100	Market share split (OV)	0 %	0 %	During whole timeframe	% of market share Overseas (outside the UK)
DHSE staffing level 100 % 125 % During whole timeframe between tstaffing level 100 % 121 % During whole timeframe between tstaffing level 100 % 121 % During whole timeframe between tstaffing level 100 % 121 % During whole timeframe between tstaffing level 100 % 121 % During whole timeframe between tstaffing level 100 % 121 % During whole timeframe between the property of the prop	Head office staffing level	100 %	110 %		
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Number of jobs bid for Number of jobs won 1 1 63 During whole timeframe Bidding success rate 55 % 38 % During whole timeframe Bidding success rate 55 % 38 % During whole timeframe Bidding success rate 55 % 38 % During whole timeframe Bidding success rate 55 % 38 % During whole timeframe Bidding success rate 55 % 38 % During whole timeframe Bidding success rate 55 % Buring whole timeframe Bidding success success rate 55 % Buring whole timeframe Bidding success rate 55 % Bidding succ	Measurement staffing level	100 %	121 %		Optimum level is 100%
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Bidding success rate 55 % 38 % During whole timeframe Jobs won as a % of jobs bid for SOB PROGRESSION  Project manager weighting 8.2 8.0 During whole timeframe Project manager resignations 0 0 0 During whole timeframe obstinished early 0 17 During whole timeframe lobs finished on time 0 18 During whole timeframe lobs finished late 0 0 0 0 During whole timeframe lobs finished late 0 0 0 0 During whole timeframe lobs finished late 0 0 0 0 During whole timeframe lobs finished late 0 0 0 0 During whole timeframe lobs finished late 0 0 0 0 During whole timeframe lobs consiste 1 % 1 % During whole timeframe lob completion efficiency	Number of jobs won	6	24		
Project manager weighting Project manager resignations Project manager resignations Project manager resignations Project managers Project manager resignations  ### 154	Bidding success rate	55 %	38 %		Jobs won as a % of jobs bid for
Project manager resignations Porting whole timeframe Net gain from bonus payments to project managers  43,544  357,200  During whole timeframe lobs finished early  50 bs finished early  50 bs finished on time  50 bs finished late  50 completion efficiency  50 completion efficiency  50 completion in job costs (build) due to targeted investments  50 completion in job costs (risk) due to targeted investments  50 completion in job costs (risk) due to targeted investments  50 completion efficiency  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (risk) due to targeted investments  50 completion in job costs (risk) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 completion in job costs (unid) due to targeted investments  50 contingency, 1=sensible level, 2=full risk cost	JOB PROGRESSION				
Project manager resignations Pote gain from bonus payments to project managers  43,544  357,200  During whole timeframe Hobs finished early Hobs finished on time Hobs finished late Hob	Project manager weighting	8.2	8.0	During whole timeframe	Out of 10
Net gain from bonus payments to project managers  43,544  357,200  During whole timeframe lobs finished early  During whole timeframe lobs finished on time  During whole timeframe lobs finished late  During whole timeframe lobs costs (build) due to targeted investments  During whole timeframe lobs finished early  During whole timeframe lob	Project manager resignations	0	0		Due to insufficient bonus levels or being headhunted
Tobs finished early on time of the finished on time of the finished late of the finished late on time of the finished late of the finished lat	Net gain from bonus payments to project managers	43,544	357,200	During whole timeframe	
Tobs finished on time  Tobs finished late  Tobs finished late late finished  Tobs finished late finished  Tobs finished late late finished  Tobs finished late finishe	Jobs finished early	0	17	During whole timeframe	
Tobs finished late  In one of the contractor labour on site  In one of the completion of of the complet	Jobs finished on time	0	8		
In effective labour on site 1 % 1 % During whole timeframe Subcontractor labour used on site 8 % 5 % During whole timeframe As a % of total labour 0 to 1, where 1 is the optimum level 0 to 1, wher	Jobs finished late	0	0		
Subcontractor labour used on site  8 % 5 % During whole timeframe Ob completion efficiency Reduction in job costs (build) due to targeted investments Ob completion in job costs (risk) due to targeted investments Ob costs (risk) due to consultant designer Ob contingency included in bids Oburing whole timeframe Obligation Obligat	Ineffective labour on site	1 %	1 %		
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Reduction in job costs (build) due to targeted investments  0.0 %  0.5 %  During whole timeframe	Job completion efficiency	n/a	0.96		0 to 1, where 1 is the optimum level
Reduction in job costs (risk) due to targeted investments  0.0 % 0.4 %  During whole timeframe  0=No contingency, 1=sensible level, 2=full risk cost	Reduction in job costs (build) due to targeted investments	0.0 %	0.5 %		•
For D&B jobs, change in build cost due to consultant designer  0.0 %  -0.8 %  During whole timeframe  0=No contingency, 1=sensible level, 2=full risk cost	Reduction in job costs (risk) due to targeted investments	0.0 %	0.4 %		
Measure of risk contingency included in bids  1.0  During whole timeframe  0=No contingency, 1=sensible level, 2=full risk cost	For D&B jobs, change in build cost due to consultant designer				
	Measure of risk contingency included in bids			_	0=No contingency, 1=sensible level, 2=full risk cost
tisk cost incurred before finingating factors 30.70 burney in the ordinactine 113 a.70 or the contingency in the ordinactine 115 a.70 or the ordinactine 115	Risk cost incurred before mitigating factors	56 %	66 %	During whole timeframe	As a % of the contingency in the bid
	Change in risk cost incurred due to mitigating factors				
	Risk cost incurred after mitigating factors				As a % of the contingency in the bid