

ENGINUITY 2021 COMPETITION

PERFORMANCE REVIEW FOR 'Tycoons KATKAL'

MANAGEMENT TEAM

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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 :-

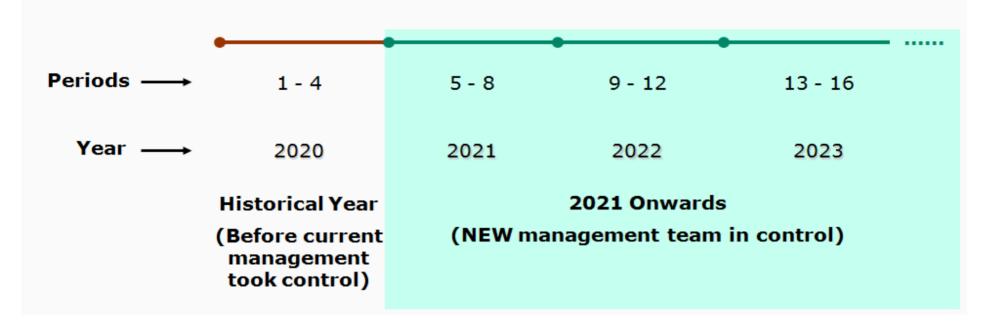
- The economic environment in which the company is operating
- The strengths and weaknesses of the business as it currently stands

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)

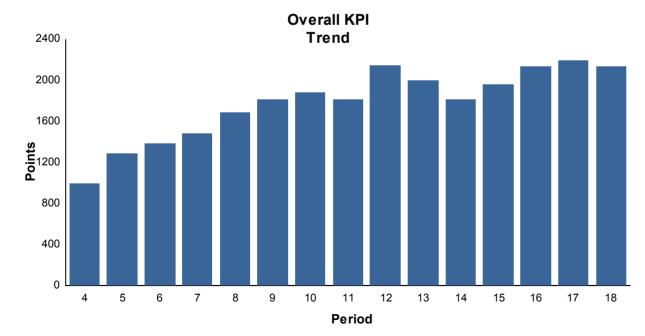
During the Later Years the teams compete 'head to head' against each other for work. This creates an even more uncertain and pressurized environment in which the skills and team dynamics formed in the early years are really put to the test.

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 2,136 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	2020 (Q4)	40	170	120	170	130	80	70	100	70	50	1,000
5	Early Years	2021 (Q1)	49	192	161	182	149	113	117	146	90	87	1,286
6	Early Years	2021 (Q2)	57	190	164	193	164	129	132	159	82	113	1,383
7	Early Years	2021 (Q3)	66	198	180	214	173	142	121	148	84	152	1,478
8	Early Years	2021 (Q4)	74	217	208	240	181	178	134	169	94	192	1,687
9	Early Years	2022 (Q1)	79	222	215	259	187	186	153	182	103	224	1,810
10	Early Years	2022 (Q2)	87	221	217	281	192	223	135	151	113	263	1,883
11	Early Years	2022 (Q3)	92	215	211	291	188	250	78	85	112	292	1,814
12	Early Years	2022 (Q4)	89	214	197	279	192	258	231	244	122	323	2,149
13	Later Years	2023 (Q1)	96	188	167	277	195	289	163	160	102	362	1,999
14	Later Years	2023 (Q2)	101	176	151	280	190	309	66	63	84	394	1,814
15	Later Years	2023 (Q3)	102	173	145	285	188	356	128	69	82	428	1,956
16	Later Years	2023 (Q4)	100	174	140	286	189	356	240	103	80	465	2,133
17	Later Years	2024 (Q1)	103	166	133	292	192	368	226	129	82	503	2,194
18	Later Years	2024 (Q2)	109	148	112	277	194	378	211	117	62	528	2,136



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

Age		History	Since	Change Basis	Additional information
Company value	Number of periods	4	14		
Share price 1.03 0.91 1.25 Find frimeframe 1.05 1.0	FINANCIAL MANAGEMENT				
Acetage capital base withsition 1,73% 80% 1,24	Company value	4,953,073	8,082,241	63 % End of timeframe	
Average capital base utilisation 73% 8.8% Each period of timeframe 14,827,870 18,948,360 0% Each period of timeframe 24,948,260 0% Each period of timeframe 24,948,260 0% Each period of timeframe 24,949,260 costs 24,949,260 costs 24,949,260 costs 24,949,249,249,249,249,249,249,249,249,2	Share price	1.03	0.91	-12 % End of timeframe	
Average turnover 11,827,670 18,948,500 60% Each period of timeframe below profit 4.2 % 3.6 % During whole timeframe below time	Average capital base	4,086,919	6,500,376	59 % Each period of timeframe	
Job profit 4.2 % 3.6 % During whole timeframe As a % of job costs	Average capital base utilisation	73 %	89 %	Each period of timeframe	
Overhead costs 1.8 % 1.5 % During whole timeframe Rott operating profit 1.9 % 1.8 % During whole timeframe Provend workload 1.8 % 0.4 % During whole timeframe Provend workload 1.8 % 0.4 % During whole timeframe Provend workload 1.8 % 0.4 % During whole timeframe Provend workload 1.8 % 0.4 % During whole timeframe Provend margin 0.8 % 0.8 % of job costs after tax and interest 0.8 % of job costs 0.8 % of	Average turnover	11,827,670	18,948,360	60 % Each period of timeframe	
Net operating profit Dividend paid 1.8 % 0.4 % During whole timeframe Forward workload 17,800,340 53,724,110 End of timeframe Forward margin 692,358 811,996 End of timeframe Forward margin Market share split (UK) 0.9% 0.9% 0.9m puring whole timeframe Market share split (UK) 0.9% 0.9m puring whole timeframe Forward margin 190,018E staffing level 100% 119% 0.0m puring whole timeframe Measurement staffing level 100% 129% 0.0m puring whole timeframe Market share in the UK 00fittimum level is 100% 10fittimum l	Job profit	4.2 %	3.6 %	During whole timeframe	As a % of job costs
Dividend paid Forward mary 17,800,340 53,74,110 End timeframe Forward margin 692,358 811,996 End of timeframe Forward from Forward margin 692,358 811,996 End of timeframe Forward from Forward from Forward from Forward Forw	Overhead costs	1.8 %	1.5 %	During whole timeframe	As a % of job costs
Forward margin 6 92,358 811,996 End of timeframe Forward Market share Split (UK) 0 % 0 % During whole timeframe Policy End of the End of timeframe Policy End of the End of th	Net operating profit	1.9 %	1.8 %	During whole timeframe	As a % of job costs after tax and interest
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Market share split (OV) 10 % 119 %	Market share	11 %	33 %	During whole timeframe	% of the overall new work in the market identified
Head office staffing level 100 % 119 % During whole timeframe Optimum level is 100% Opti	Market share split (UK)	0 %	0 %	During whole timeframe	% of the market share in the UK
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QHSE staffing level 100 % 129 % During whole timeframe During whole timeframe PROCUREMENT Number of jobs bid for 11 61 During whole timeframe Number of jobs won 66 36 During whole timeframe Bidding success rate 55 % 59 % During whole timeframe During whole timeframe Bidding success rate 55 % 59 % During whole timeframe During whole timeframe During whole timeframe Project manager weighting Project manager resignations 0 2 During whole timeframe Project manager resignations 0 2 During whole timeframe Dobs finished early 0 13 During whole timeframe Dobs finished early 0 13 During whole timeframe Dobs finished late 10 1 1 Million 11 Million 12 Million 12 Million 13 Million 14	Head office staffing level	100 %	119 %	During whole timeframe	Optimum level is 100%
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Number of jobs bid for Number of jobs won 6 6 36 During whole timeframe Bidding success rate 55 % 59 % During whole timeframe During whol	Measurement staffing level	100 %	129 %		Optimum level is 100%
Number of jobs won Bidding success rate 55 % 59 % During whole timeframe Bidding success rate 55 % 59 % During whole timeframe During whole timeframe Project manager weighting 8.2 8.9 During whole timeframe Project manager resignations 0 2 During whole timeframe Net gain from bonus payments to project managers 43,544 826,713 During whole timeframe Jobs finished early Jobs finished on time Jobs finished on time Jobs finished late 0 0 13 During whole timeframe Jobs finished late 1 1 % 1 % During whole timeframe Subcontractor labour used on site 1 % 1 1 % During whole timeframe Subcontractor labour used on site 8 % 31 % During whole timeframe Job completion efficiency n/a 0.93 During whole timeframe Reduction in job costs (build) due to targeted investments 0.0 % 0.3 % During whole timeframe Reduction in job costs (risk) due to targeted investments 0.0 % 0.3 % During whole timeframe Reasure of risk contingency included in bids 1.0 1.1 During whole timeframe Risk cost incurred before mitigating factors 56 % 45 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe Change in risk cost incurred due to mitigating factors -38.	PROCUREMENT				
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Job completion efficiency Reduction in job costs (build) due to targeted investments O.0 % O.3 % During whole timeframe DeNo contingency, 1=sensible level, 2=full risk cost During whole timeframe	Ineffective labour on site	1 %	1 %	During whole timeframe	
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Reduction in job costs (risk) due to targeted investments 0.0 % 0.3 % During whole timeframe 0=No contingency, 1=sensible level, 2=full risk cost During whole timeframe During whole timeframe As a % of the contingency in the bid During whole timeframe	Job completion efficiency	n/a	0.93	During whole timeframe	0 to 1, where 1 is the optimum level
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Risk cost incurred before mitigating factors 56 % 45 % During whole timeframe As a % of the contingency in the bid During whole timeframe	For D&B jobs, change in build cost due to consultant designer	0.0 %	-0.8 %		
Change in risk cost incurred due to mitigating factors -38.4 % -42.1 % During whole timeframe	Measure of risk contingency included in bids	1.0			
	Risk cost incurred before mitigating factors	56 %			As a % of the contingency in the bid
Risk cost incurred after mitigating factors 35 % 26 % During whole timeframe As a % of the contingency in the bid	Change in risk cost incurred due to mitigating factors	-38.4 %	-42.1 %	During whole timeframe	
	Risk cost incurred after mitigating factors	35 %	26 %	During whole timeframe	As a % of the contingency in the bid