Birmingham City University / CPE Competition 2018

COMPARATIVE ASSESSMENT OF TEAMS REPORT

| | | FINANCE | | OVERHEADS | | | | | | PROCUREMENT | | | | JOB PROGRESSION | | | THE FUTURE | |
| | | | | | Marketing Department | | | | | | | | | Profitability (% of Job Costs) | | | | |
| | | | | % Market Share | % Market Share (By Sector) | | | | | No. Jobs Bid For | No. Jobs Won | No. Jobs Lost | % Bid Sucess Rate | | | | | |
No.	Name	No. of periods in charge	% chg in Comp Value	% chg in Share Price	% Market Share	IND	B&C	TRA	ENE	W&S	No. Jobs Bid For	No. Jobs Won	No. Jobs Lost	% Bid Sucess Rate	Job Profit	O/Head Costs	Oper Profit	F/wd W/load	F/wd Margin
1	Alpha	5	-7	-25	25	9	50	41	1	1	20	9	11	45	2.2	1.8	0.3	24.8m	3.2%
2	Onederful	5	13	31	29	13	53	19	7	8	23	14	9	61	4.2	1.5	2.2	26.3m	3.2%
3	Victoria Construction	5	14	32	23	5	41	35	19	0	13	11	2	85	3.9	1.3	2.1	27.6m	3.2%
4	Ideal	5	33	71	23	2	37	29	6	26	11	11	0	100	5.2	1.1	3.3	32.5m	3.1%
5	Enginuity Men United	5	28	6	17	17	46	10	4	22	25	12	13	48	4.3	1.2	2.5	28.5m	3.4%
6	i5 Core	5	-2	-17	14	13	38	33	11	5	25	12	13	48	2.6	1.5	0.8	36.7m	3.0%

COMPANY VALUE
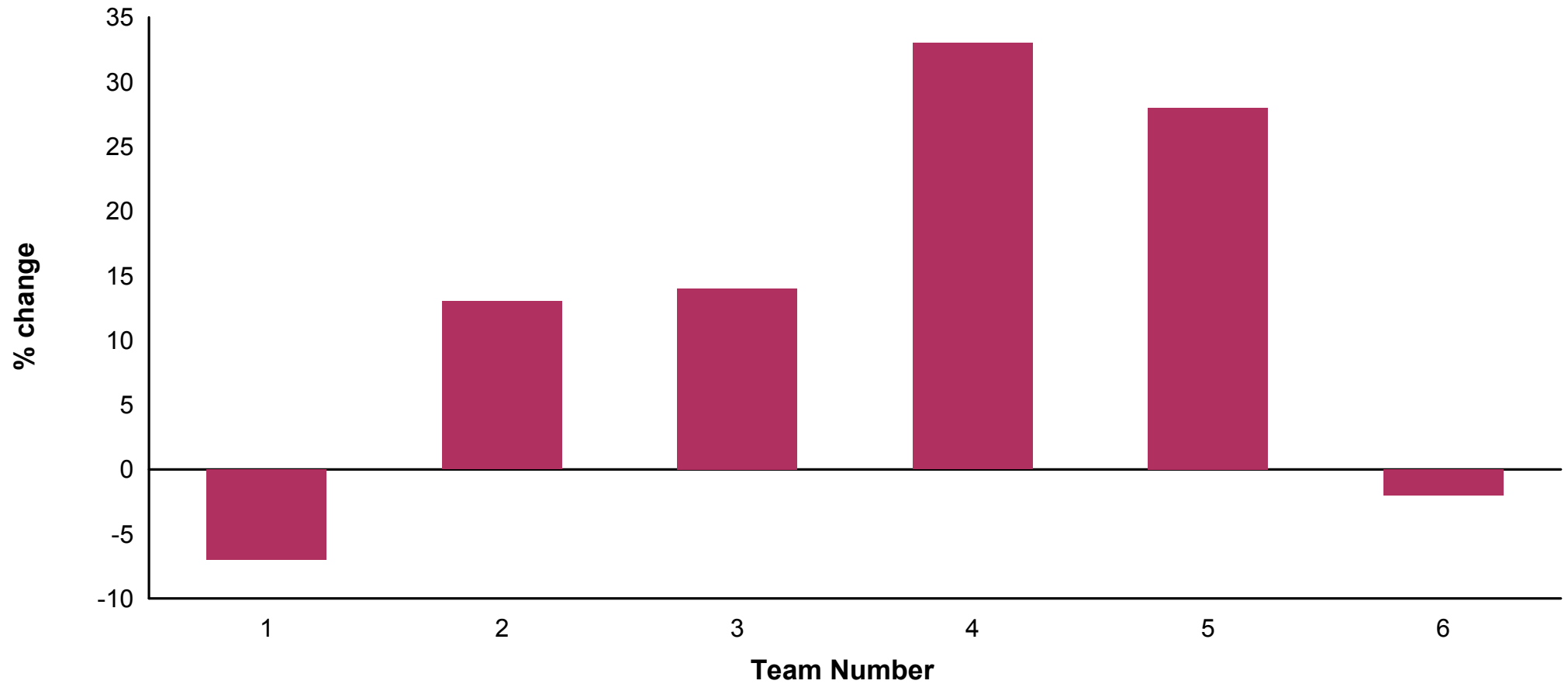
Increasing the value of the business is the prime objective of the management team.

TURNOVER
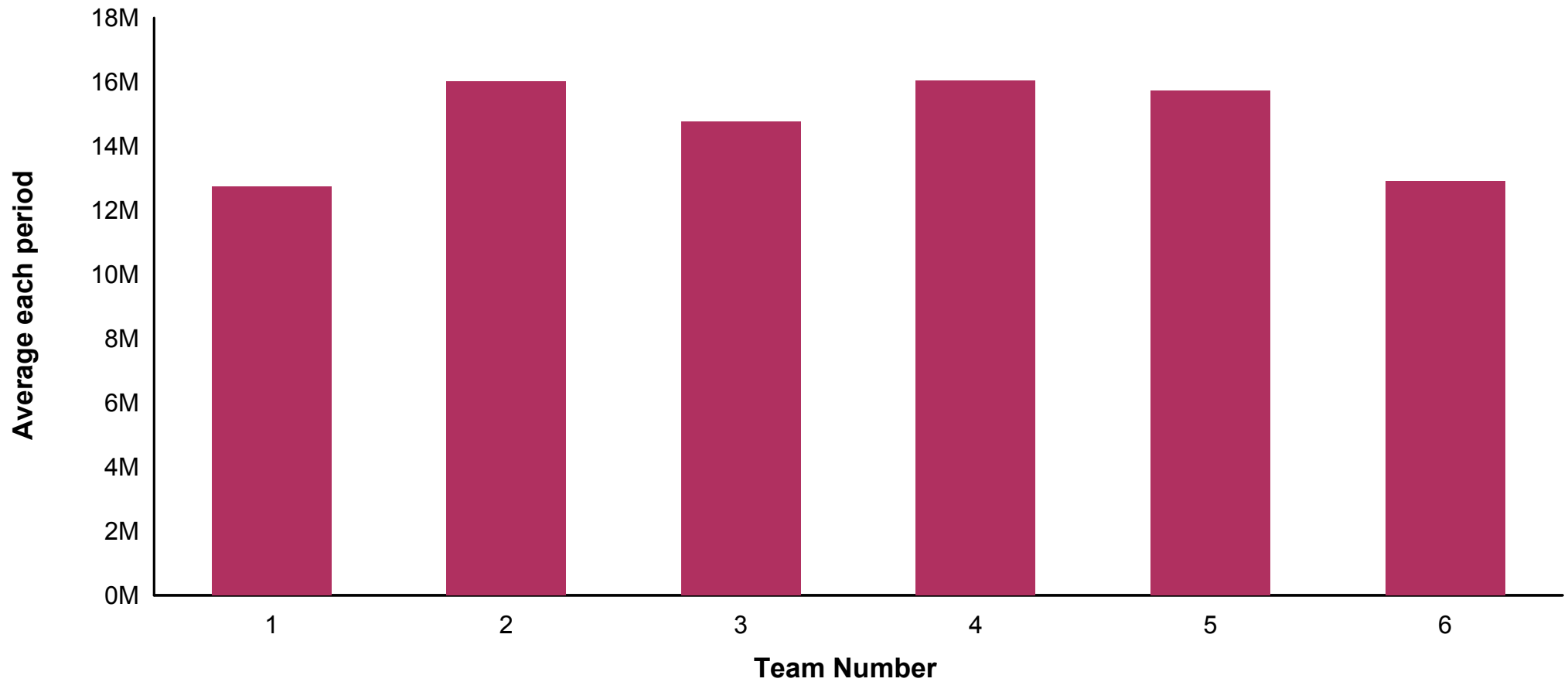
Identifying and securing new work ensures that the turnover (monies earned) across all jobs progressed is healthy.
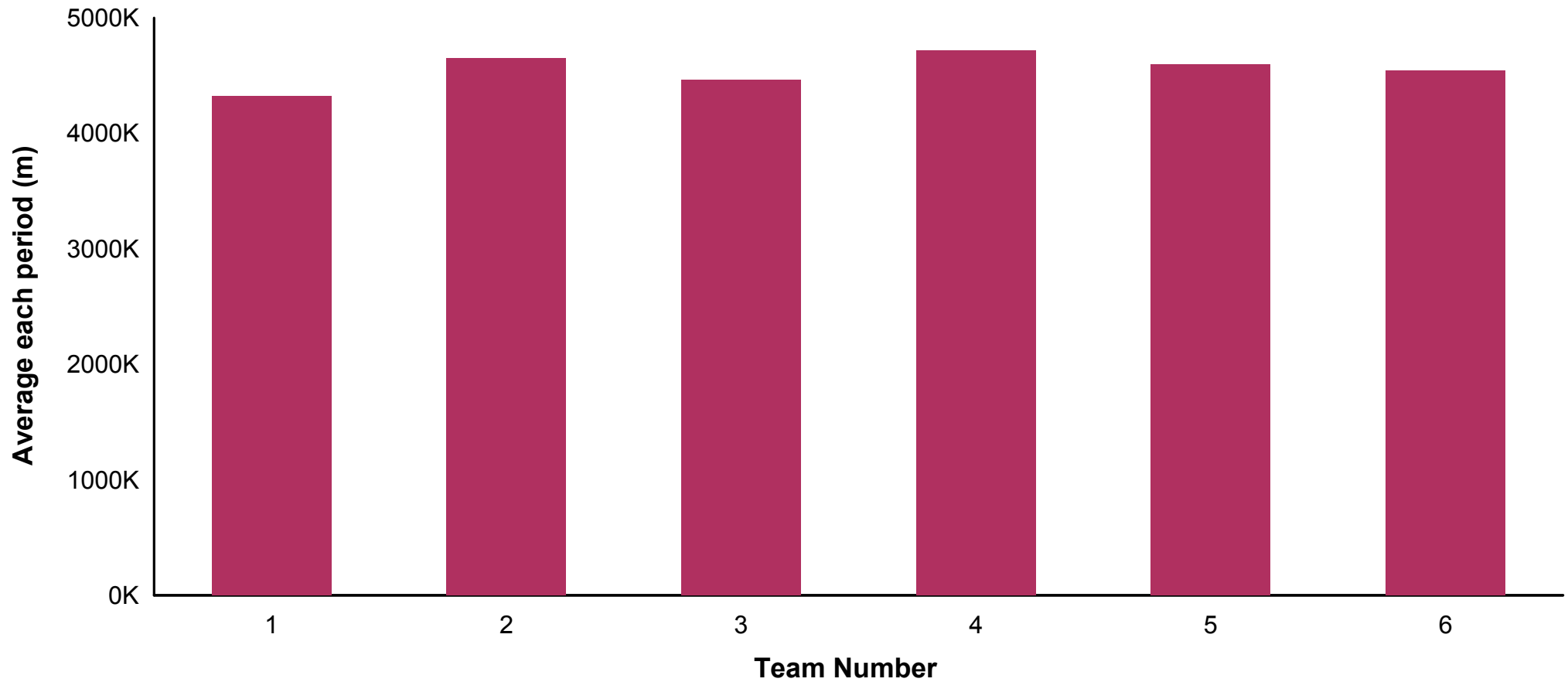
PROFITABILITY
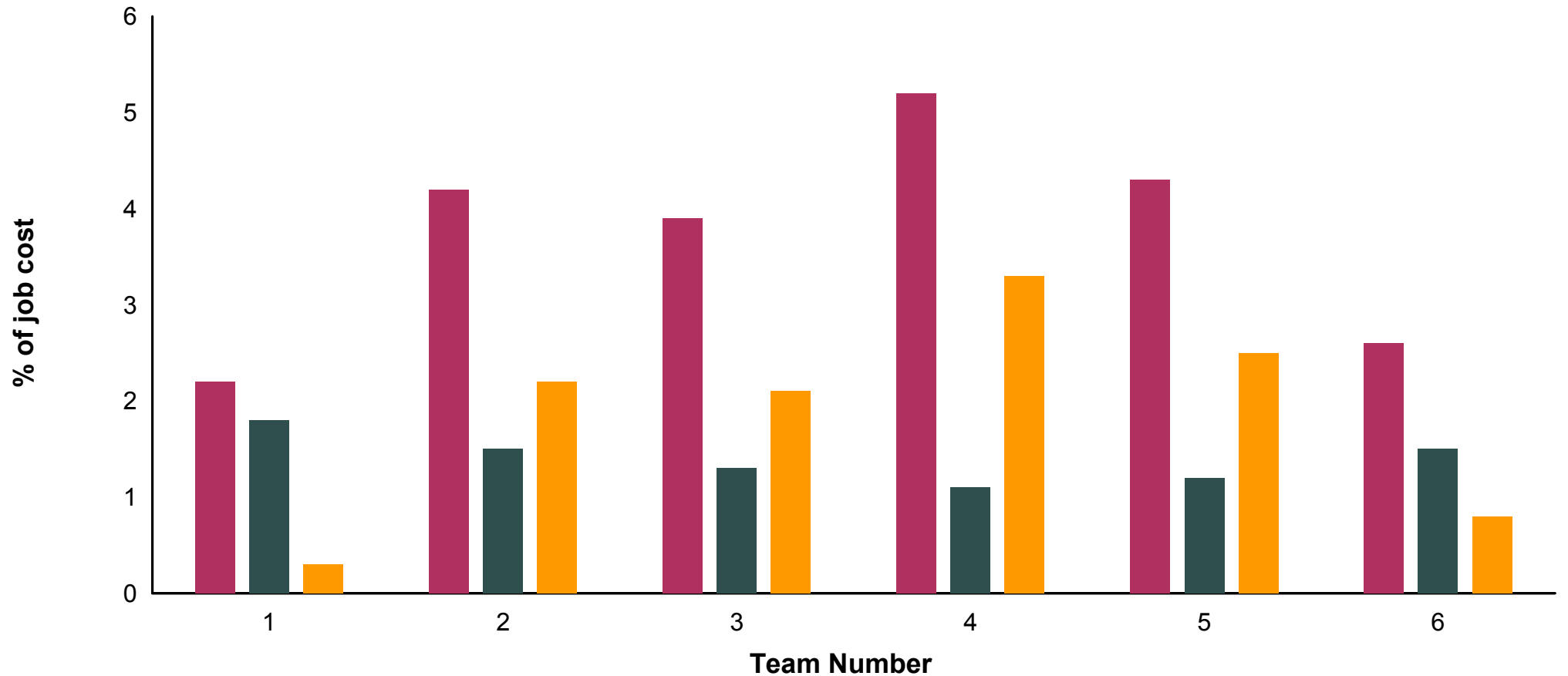
Managing jobs as profitably as possible, and keeping overhead costs under control, are both key drivers in ensuring that the company's operating profit is as healthy as possible. This ultimately feeds into the cash account, and affects company value.
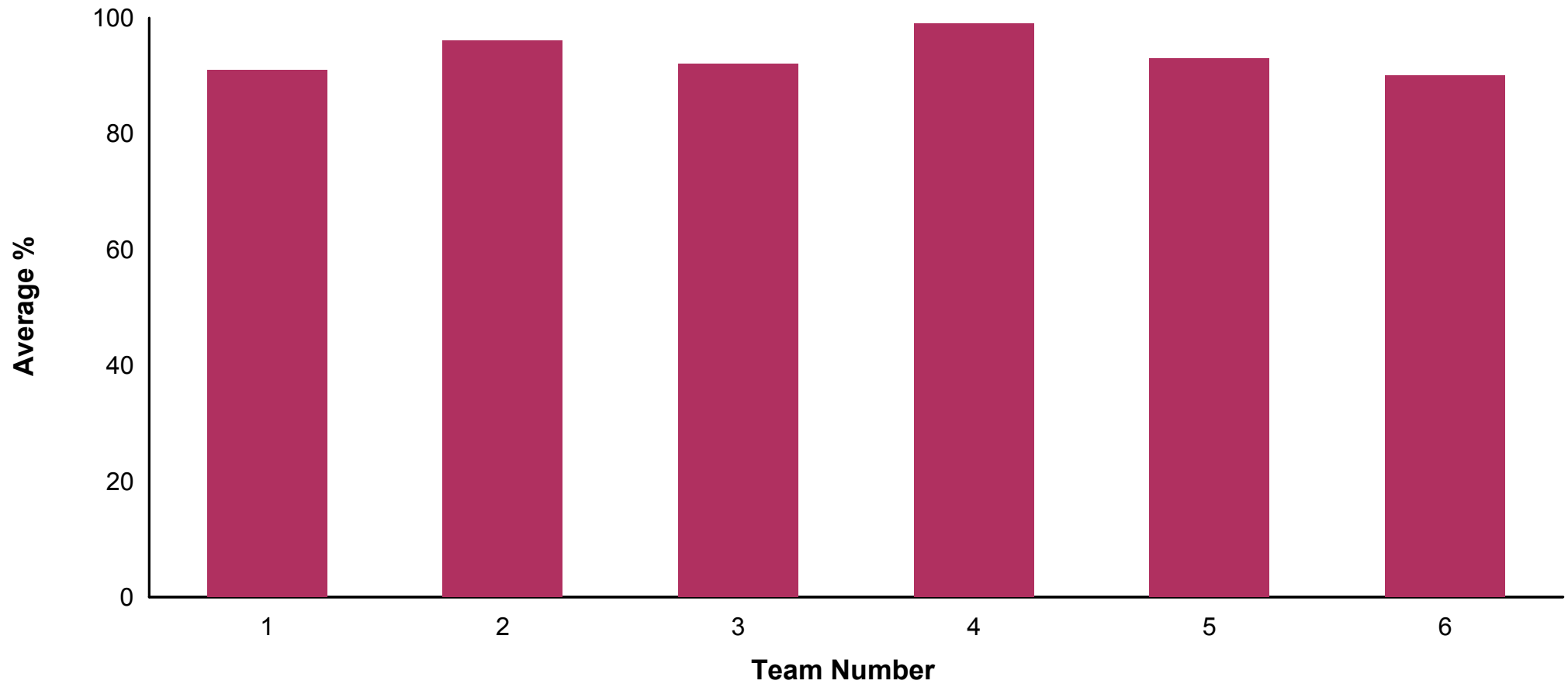
Job profit
Overhead costs
Operating profit

CAPITAL BASE

Expanding the company's capital base (infrastructure) enables more work to be underaken, and potentially more growth.

CAPITAL EMPLOYED

The Capital Employed measures how much of the company's capital base (infrastructure) is being utilised through winning and progressing work.

SHARE PRICE
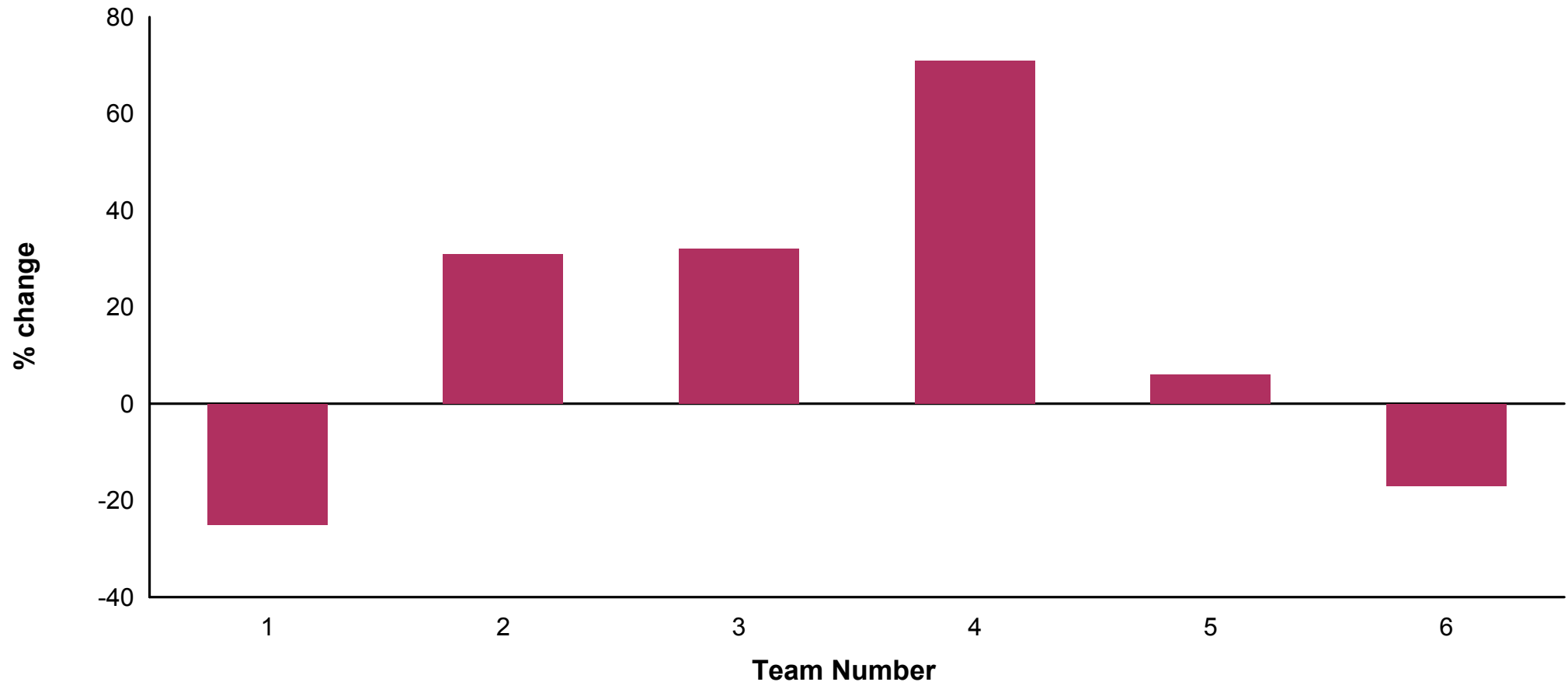
The company's share price is one of the key performance indicators in measuring the success or failure of the company, with a rising share price signifying increasing industry confidence in the fortunes of the company.

The share price is influenced by the level of dividend paid to the shareholders, the value of the company, the future profitability of the company and the debt burden (gearing ratio) of the company.

DIVIDEND PAID
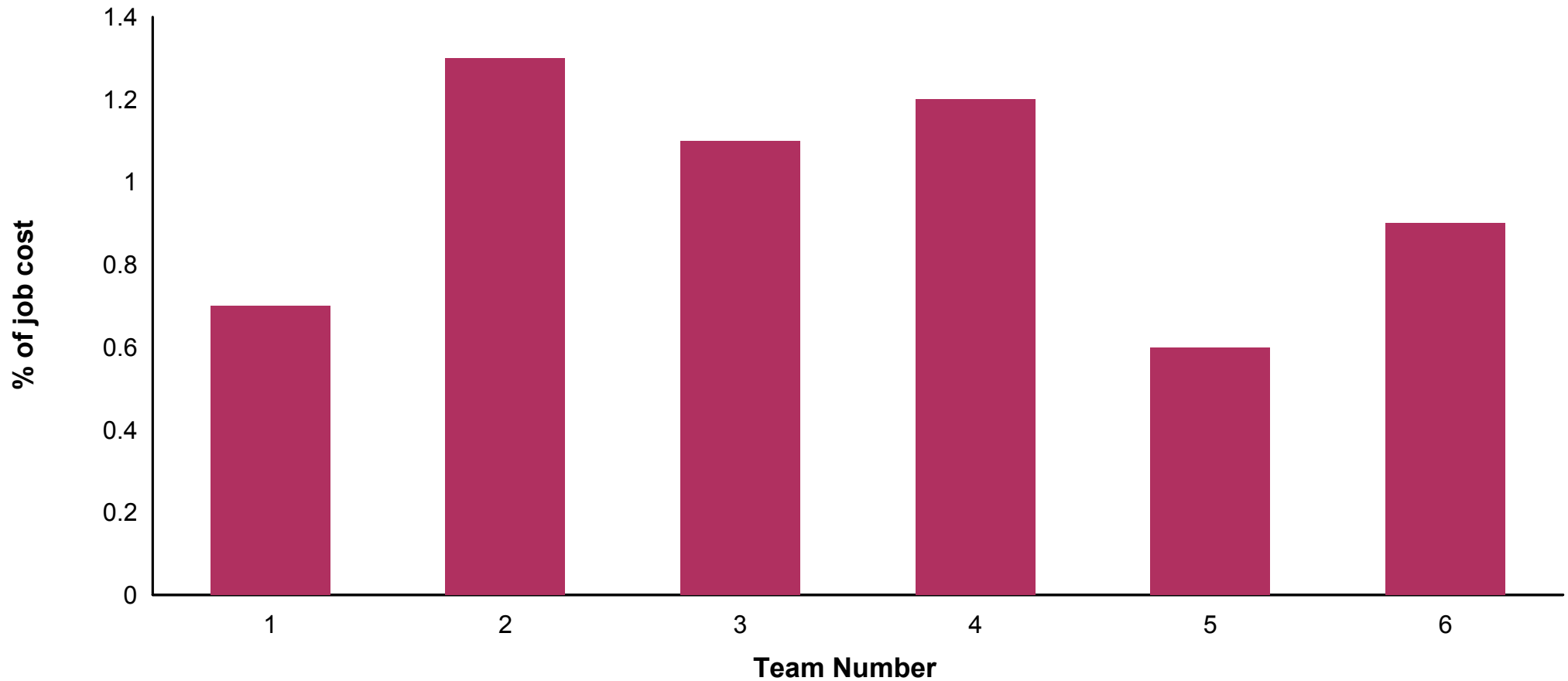
The level of dividend paid to shareholders should be in line with what the company can afford, and not exceed the operating profits of the business.
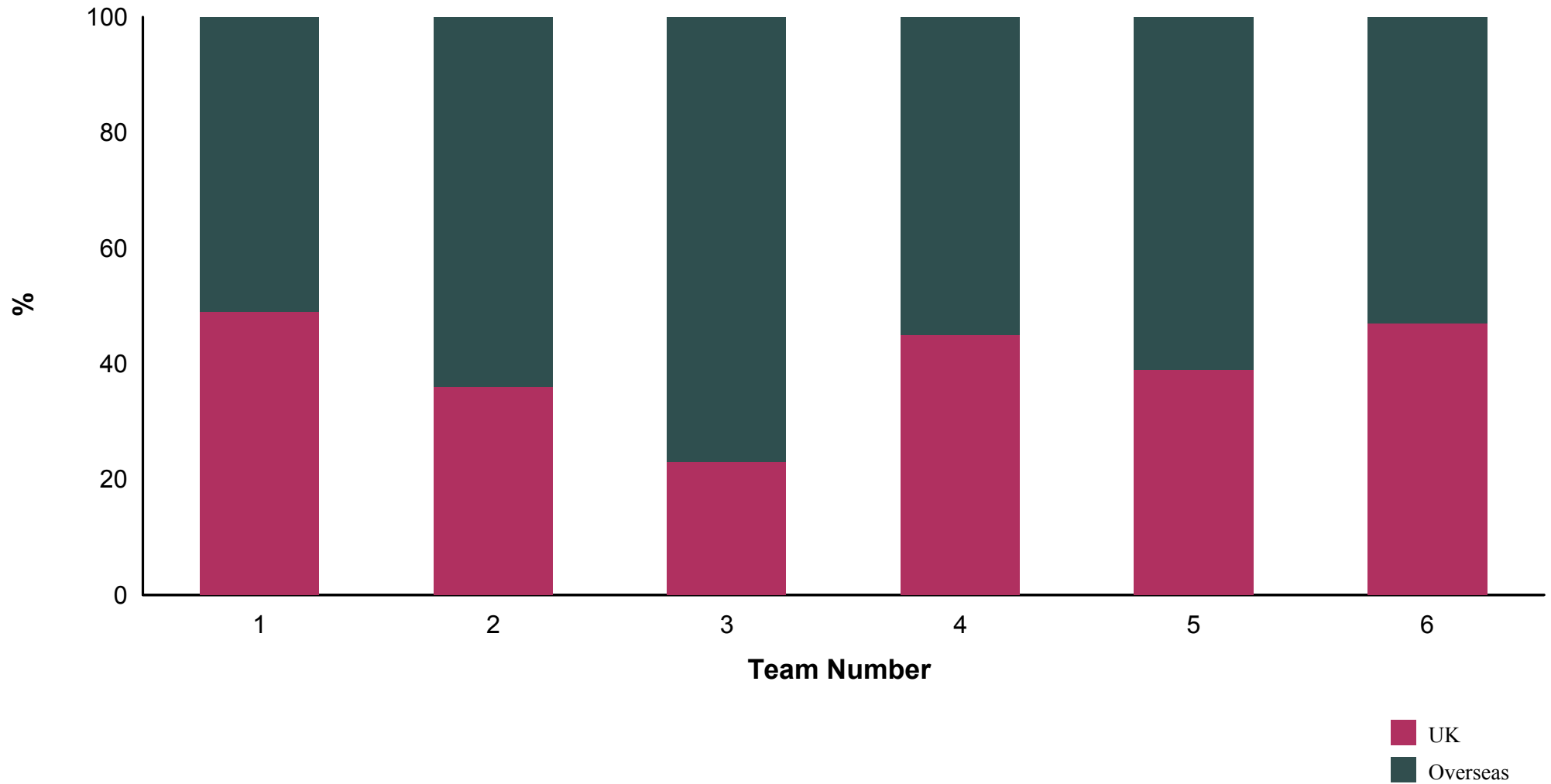
MARKET SHARE (OVERALL)
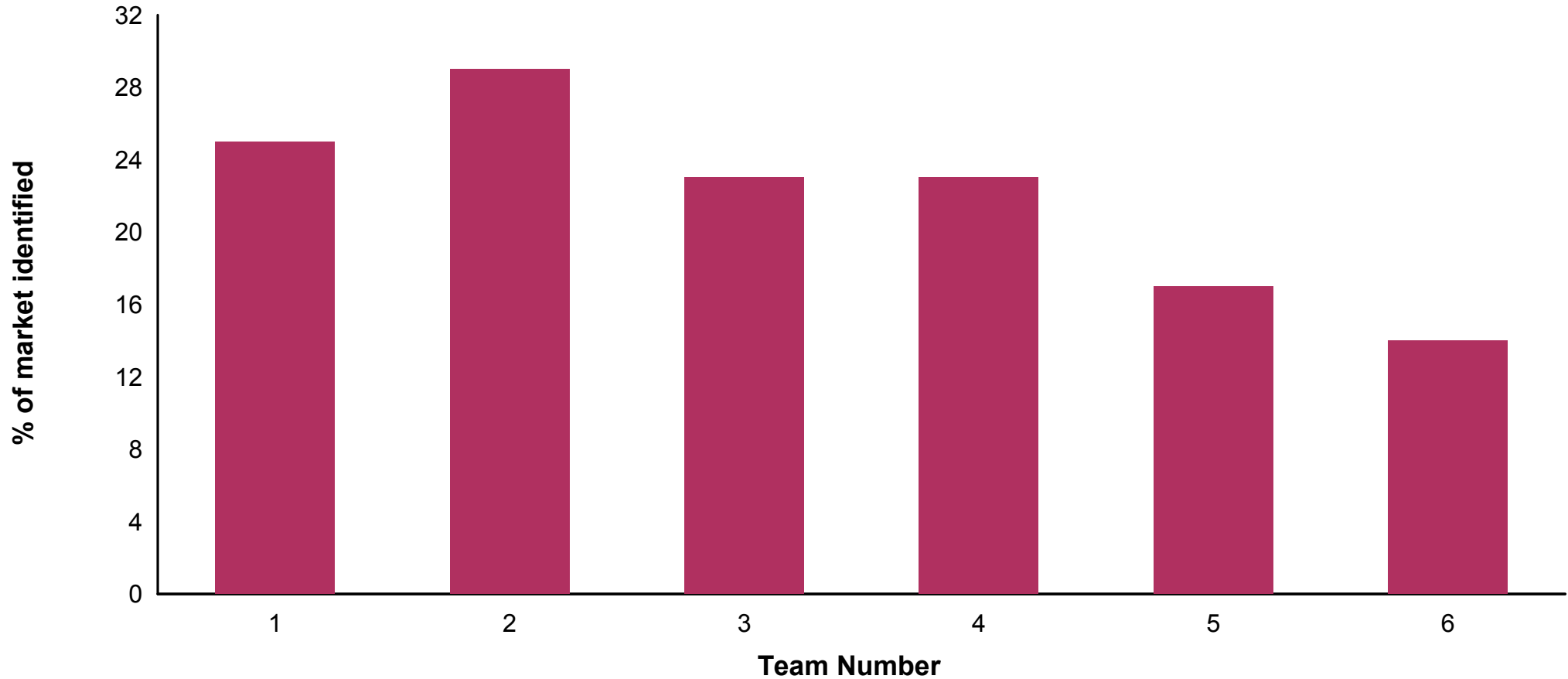
Developing an effective marketing strategy, and identifying new work in different sectors and locations (UK/Overseas) is critical to enable the business to grow by securing jobs through competitive bidding.
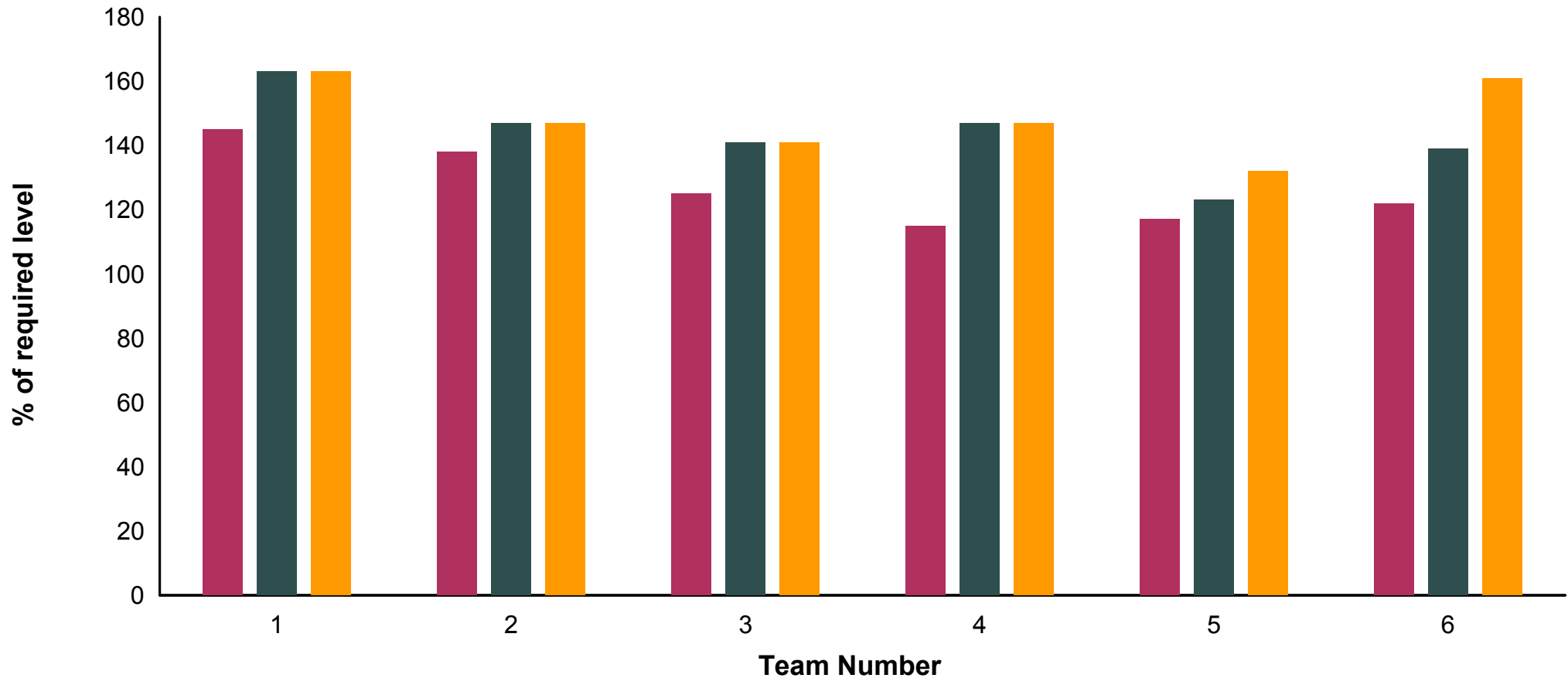
MARKET SHARE SPLIT (BY SECTOR)
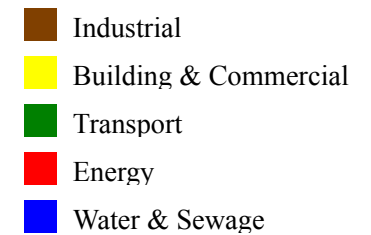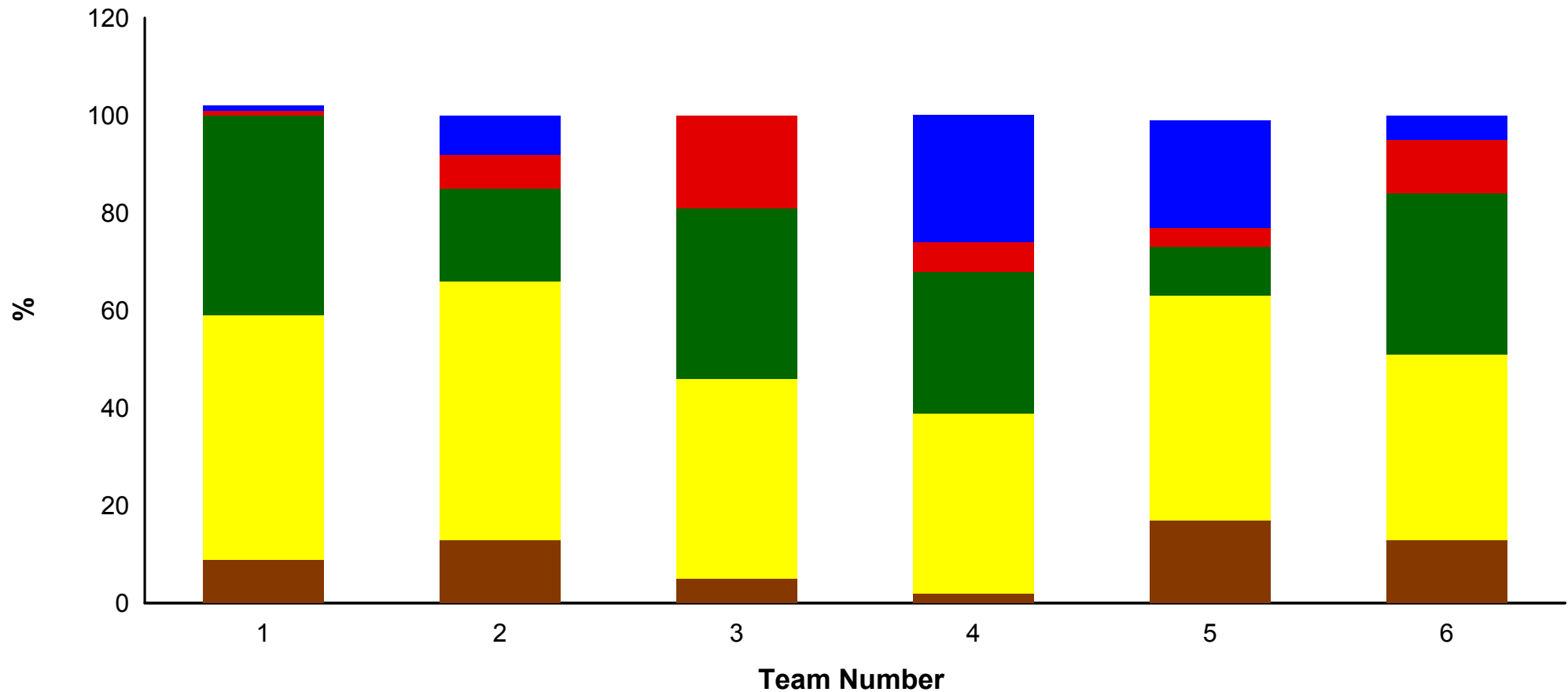
# MARKET SHARE SPLIT (BY LOCATION)

OVERHEAD STAFFING

Efficient overhead management has a significant impact on operating profitability.
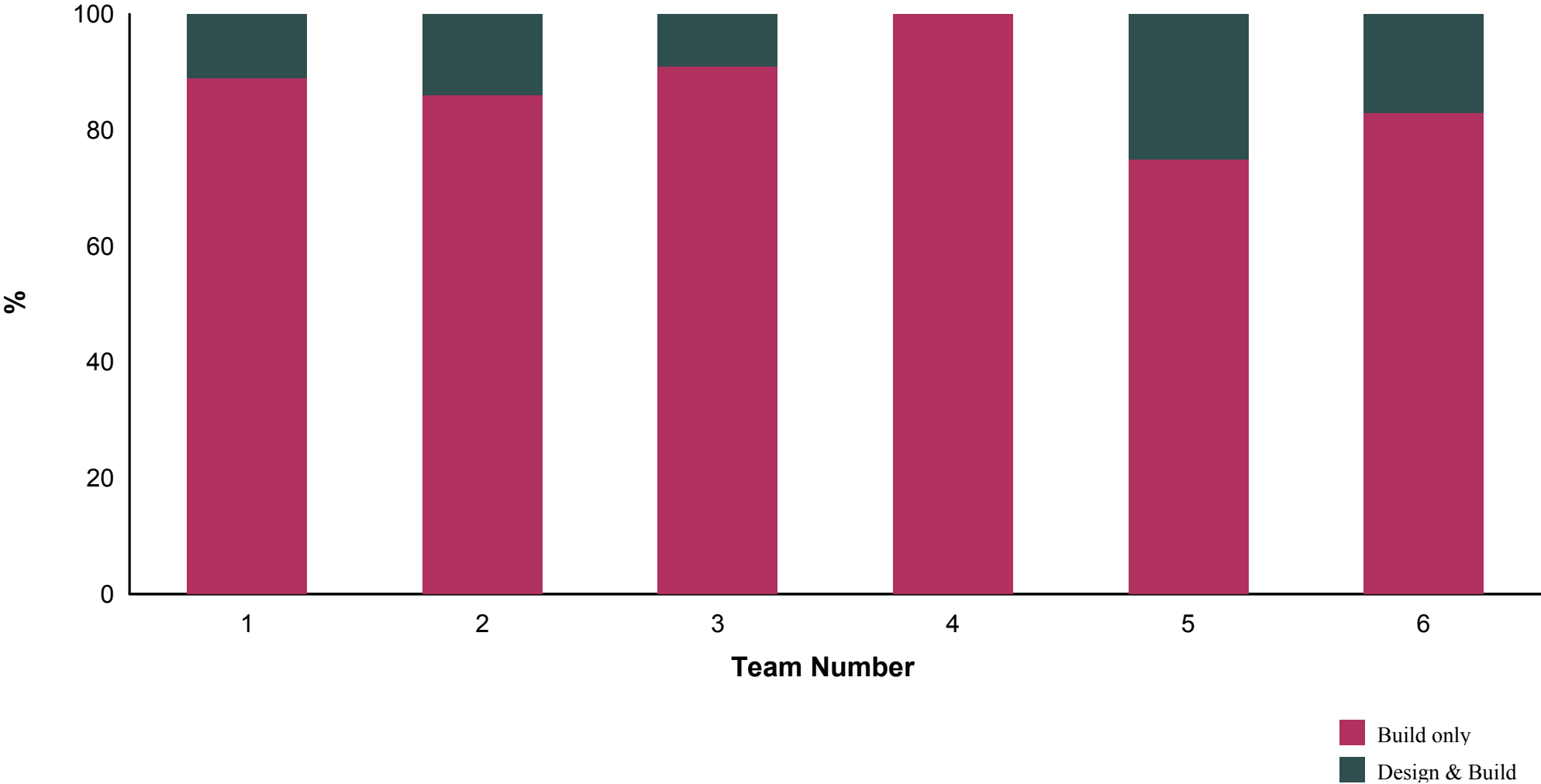
100% is the required level. Anything lower indicates understaffing, with an adverse affect on costs (Head Office and QHSE) or value (Measurement).
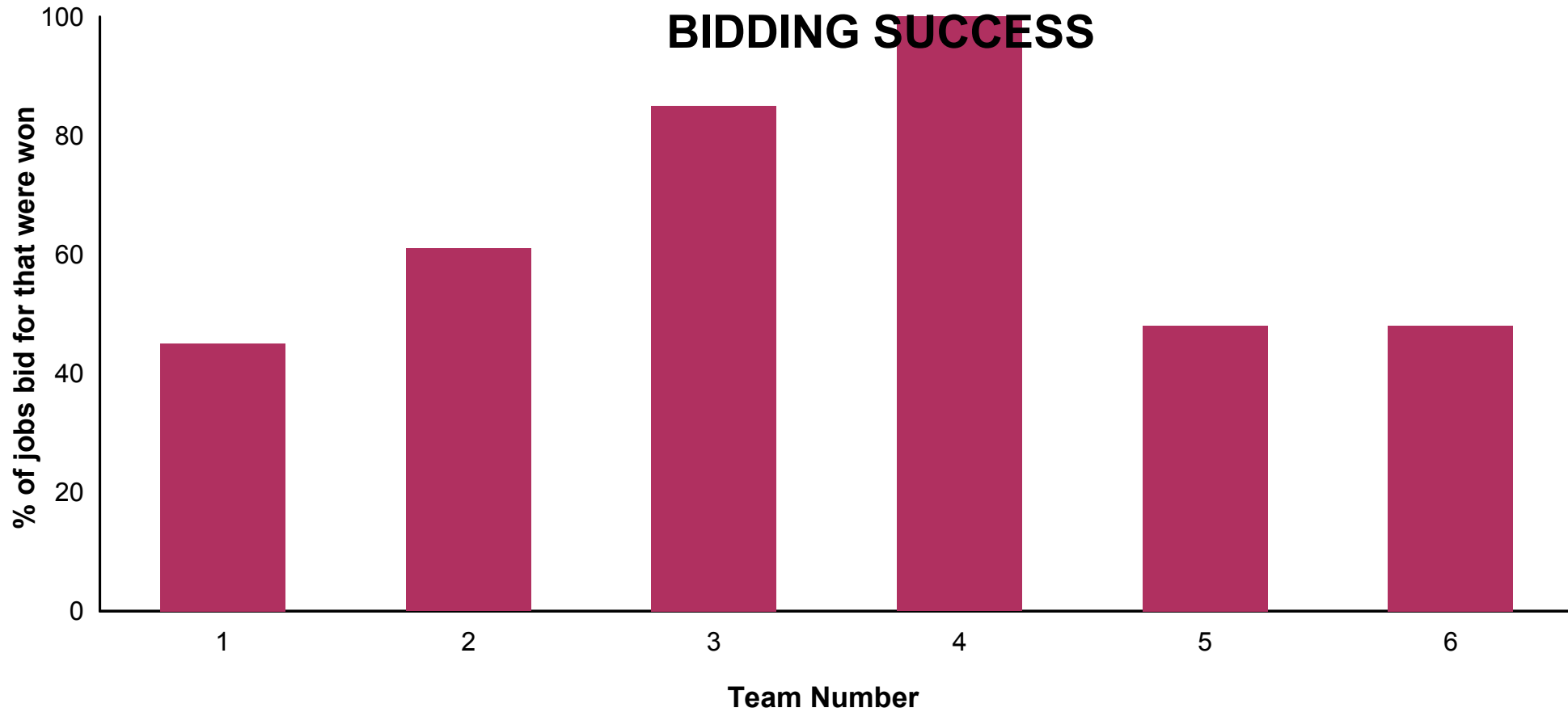
JOBS WON AND LOST

TYPE OF JOBS WON

BIDDING SUCCESS

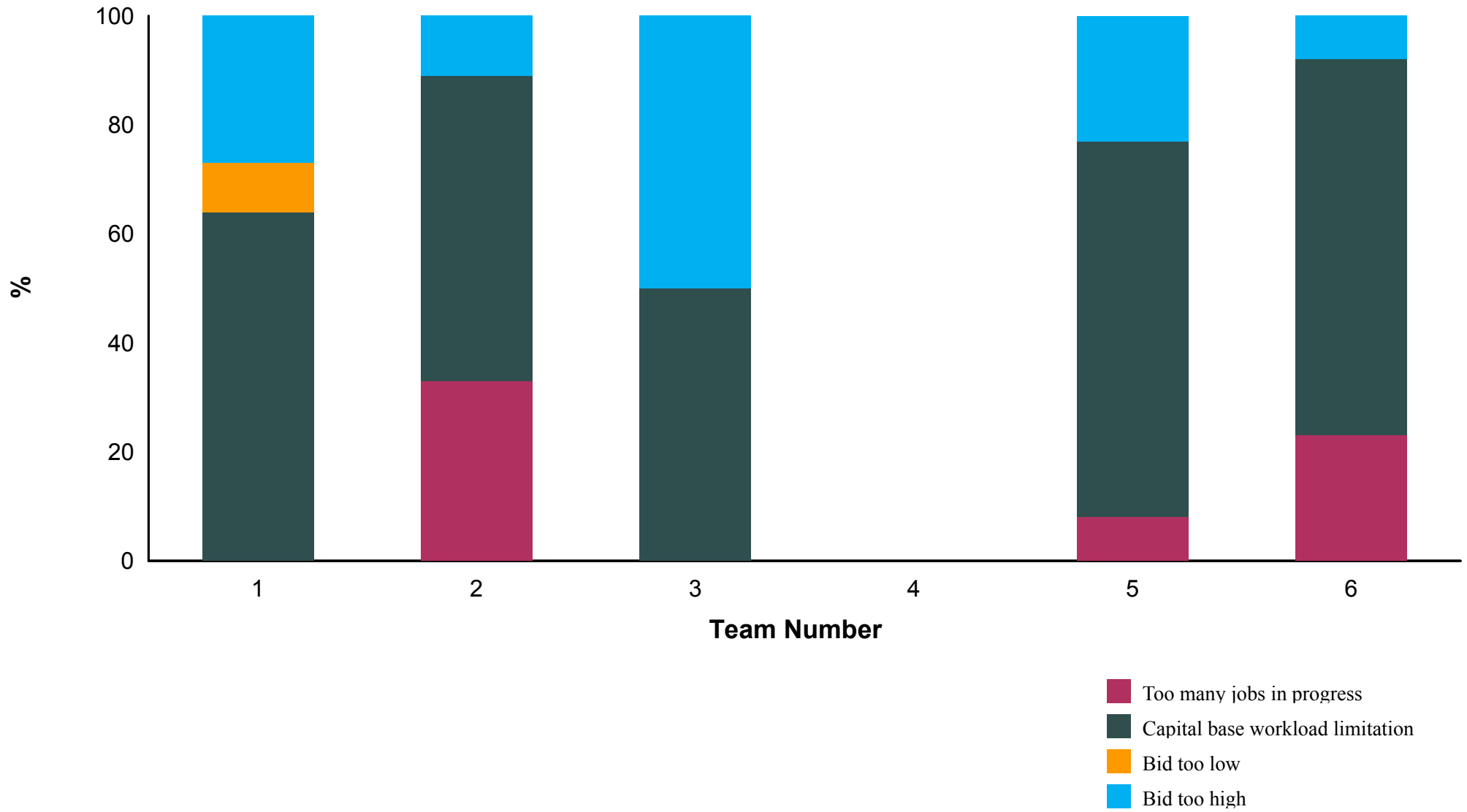*% of jobs bid for that were won*

Team Number
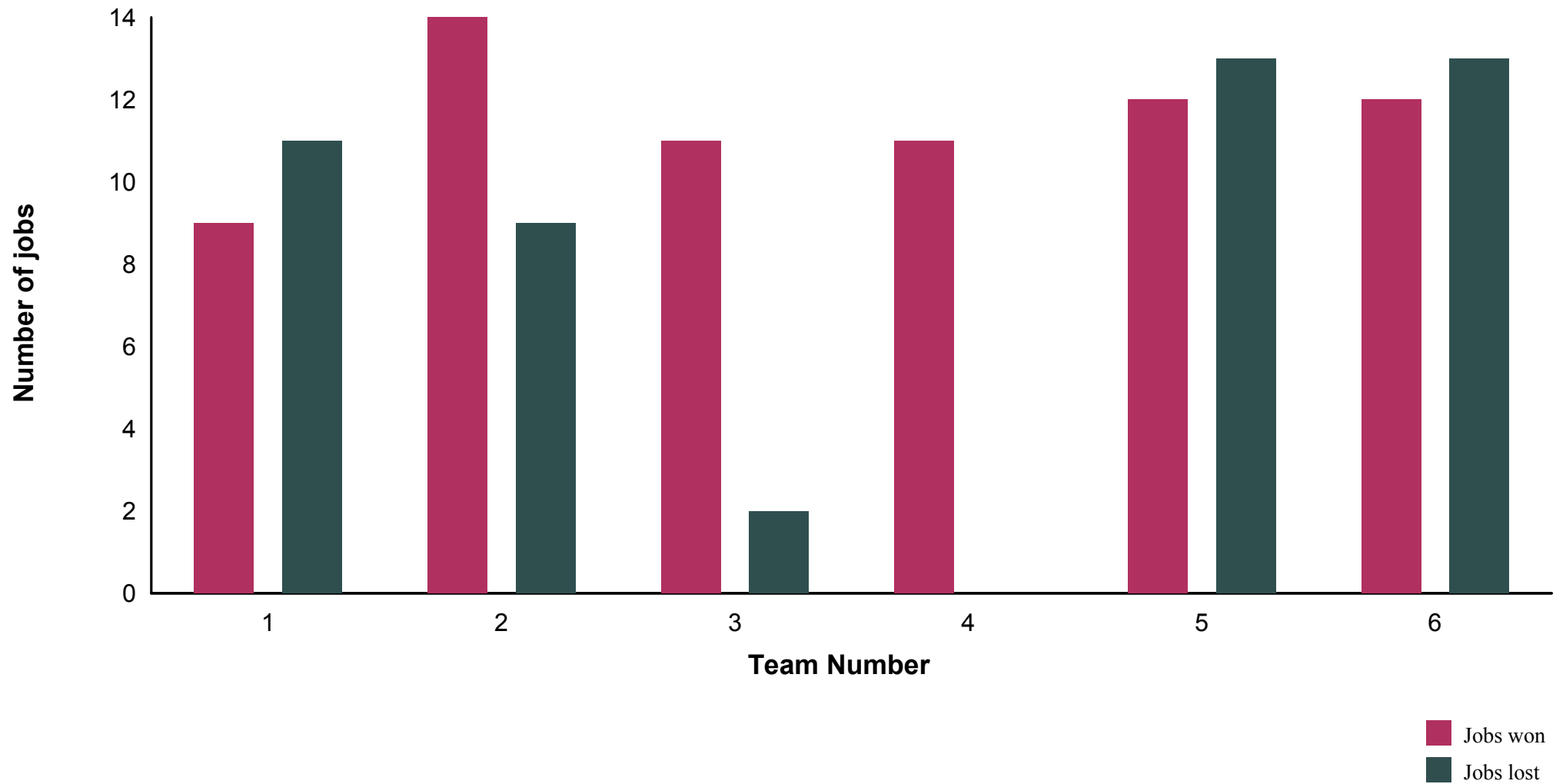
Every job that is bid for incurs a bidding cost putting the tender together, which increases overhead costs.

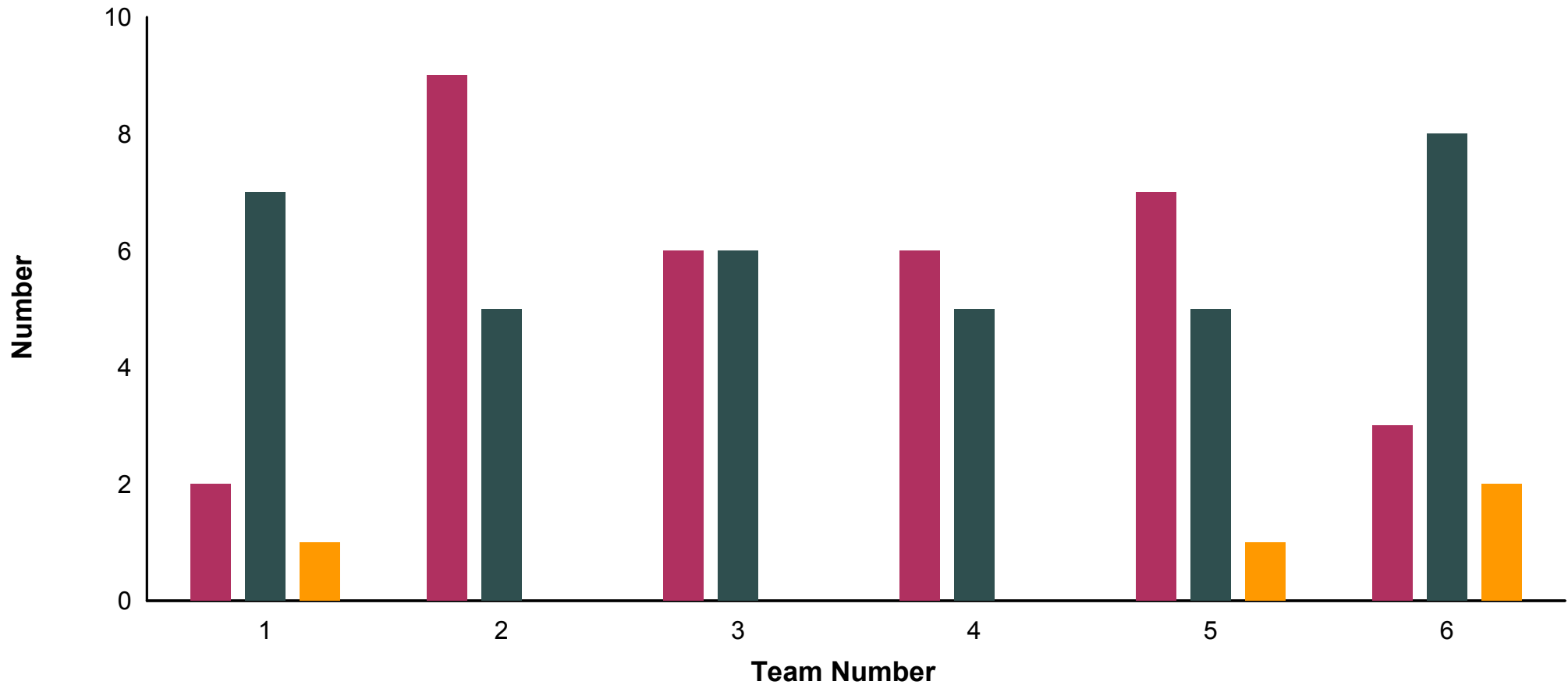High bidding success keeps bidding costs to a minimum.
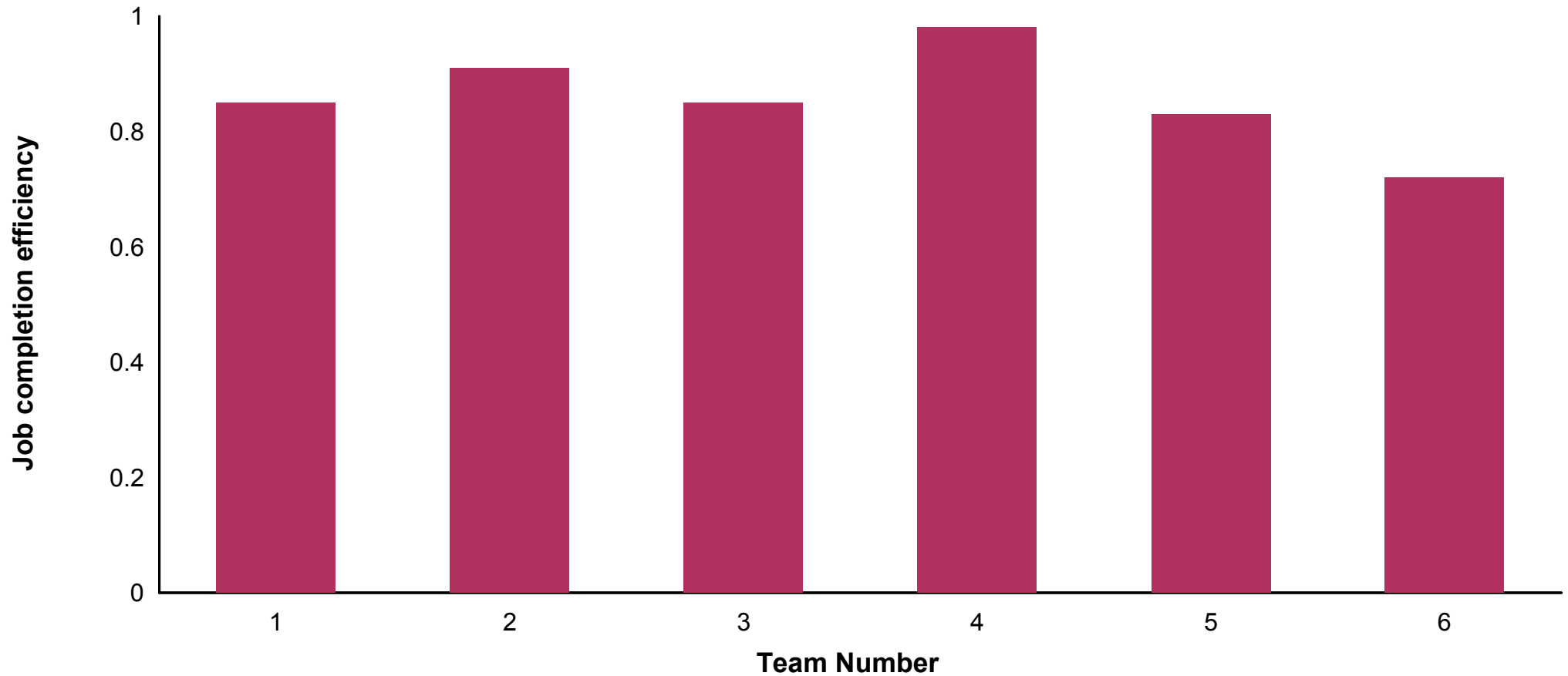
REASON FOR JOB LOSS

MARGINS

JOB COMPLETION

Early job completion earns a bonus from the client, frees off resources, and improves client relationship. Conversely, late completion incurs a penalty charge, and can significantly damage client relationship.

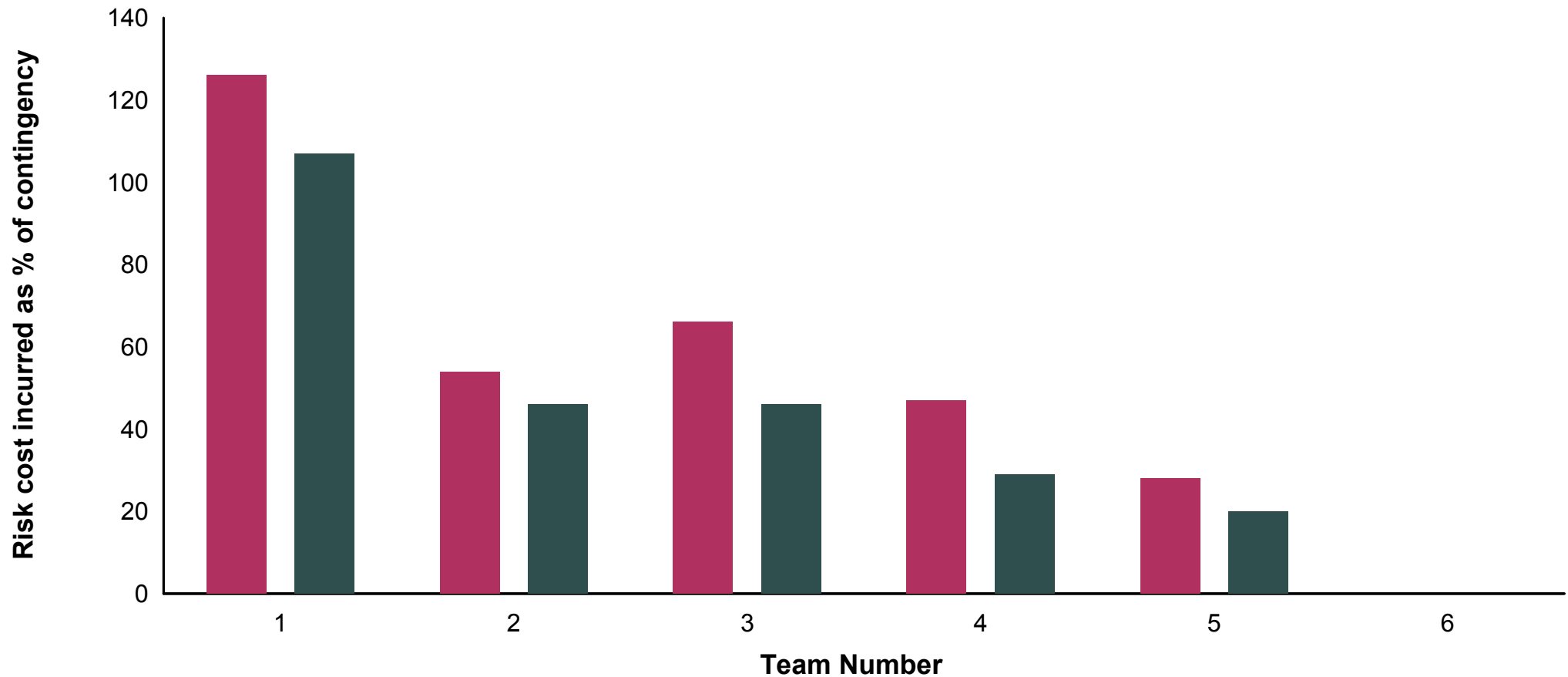- Early
- On Time
- Late

LABOUR MANAGEMENT

Completing jobs as efficiently as possible in terms of labour resourcing is key to maximising job profits.

The efficiency rating is from 0 to 1, where 1 is the optimum level.
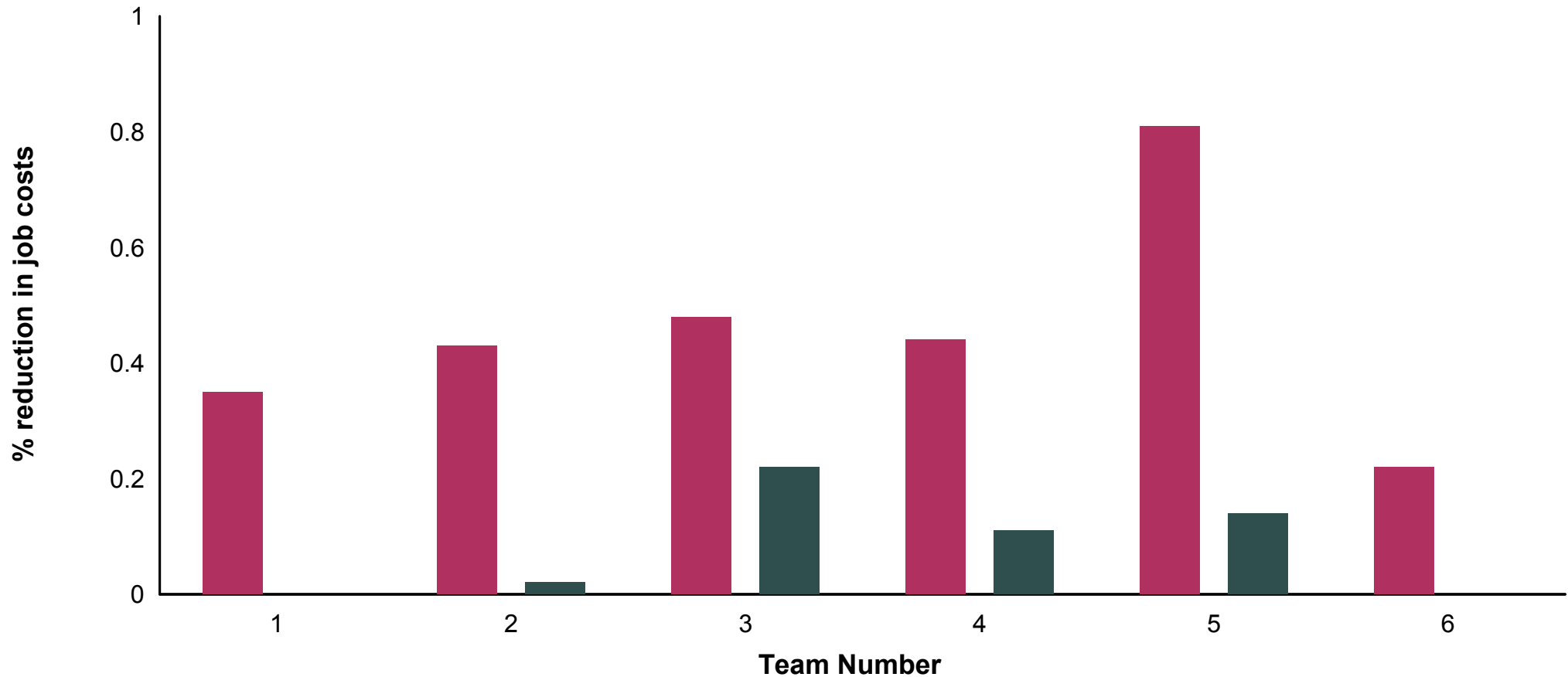
RISK MANAGEMENT

An effective risk management policy is crucial to keeping projects as profitable as possible.

■ Before mitigating actions
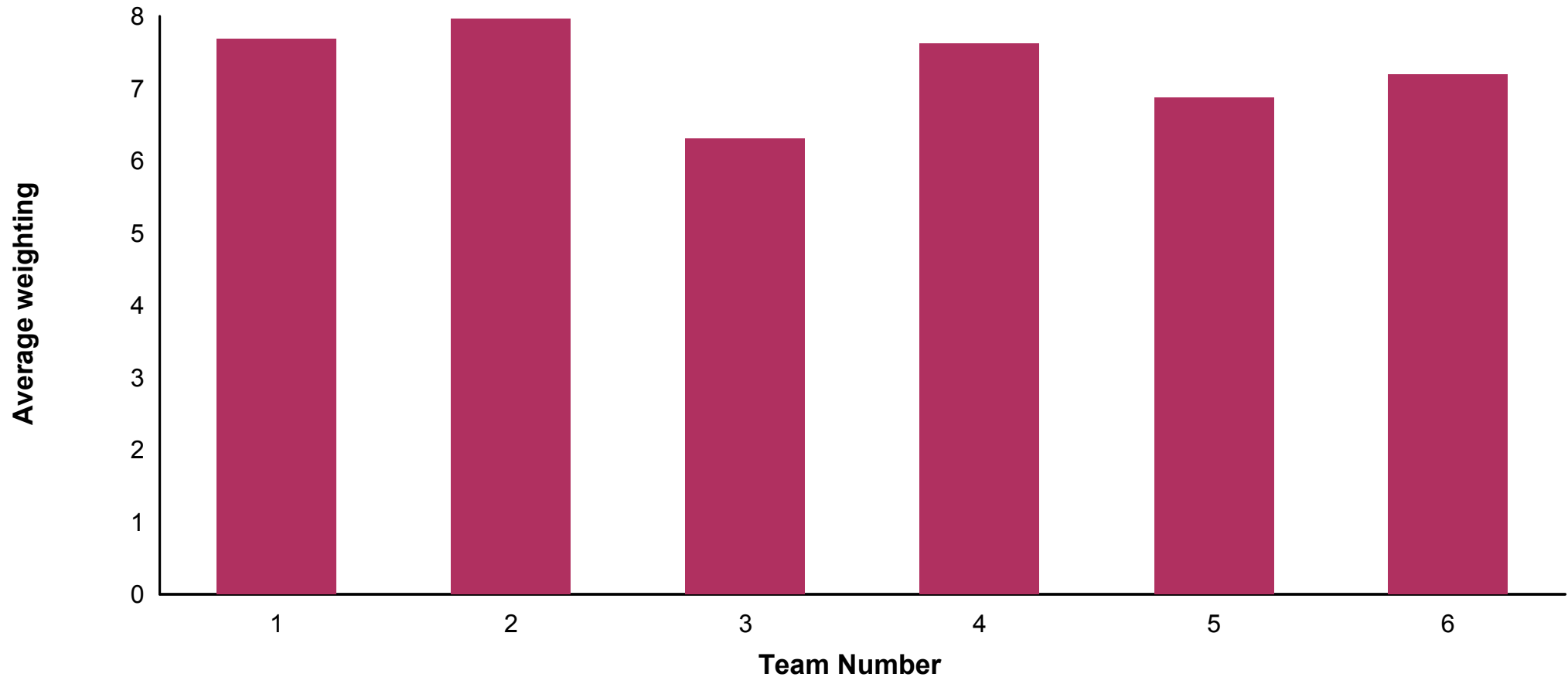■ After mitigating actions

TARGETED INVESTMENTS

Targeted investments can reduce job costs, such as build and risk costs, significantly.

■ Reduction in build costs
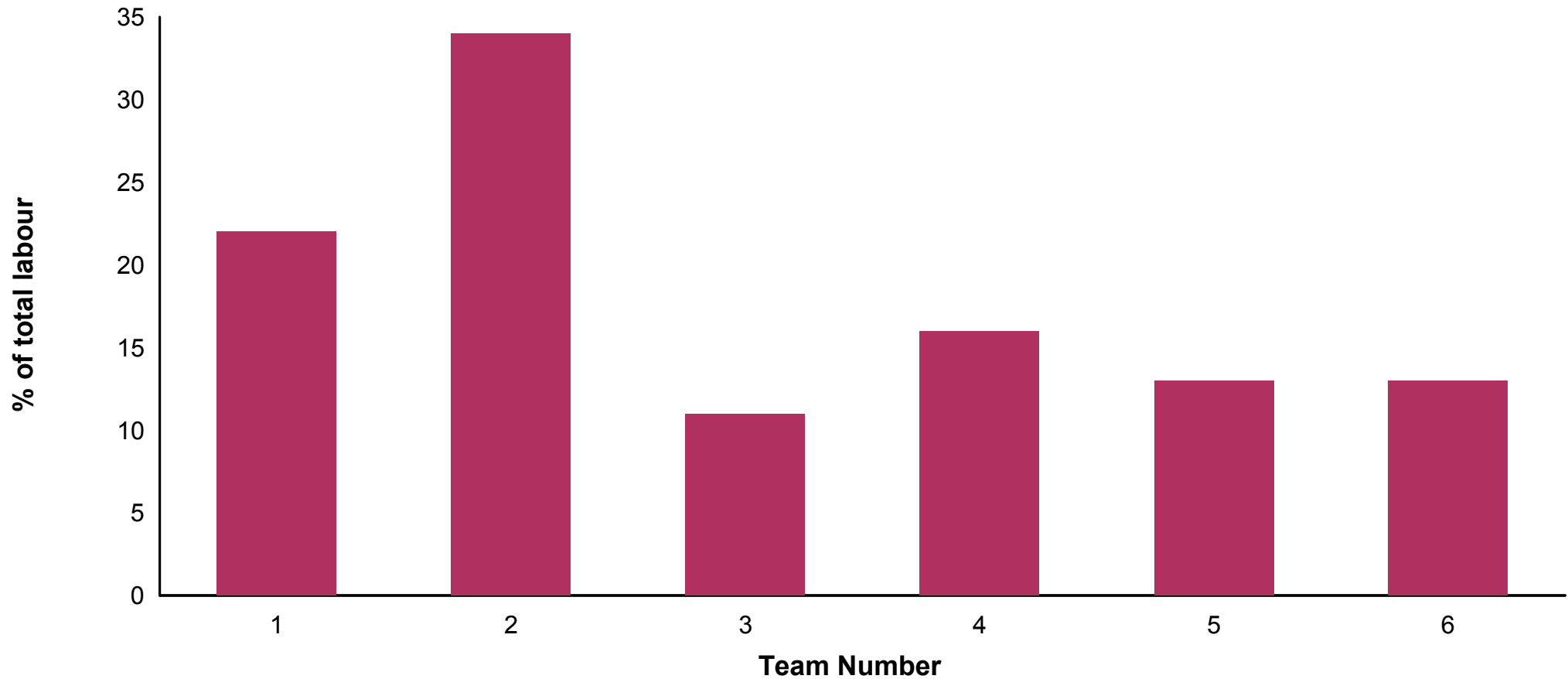■ Reduction in risk costs

PROJECT MANAGER (PERFORMANCE)

A project manager with well-matched experience for a particular type of job will handle available resources more efficiently, whilst a project manager with inappropriate experience will impair contract efficiency.

Project managers are weighted from 1 (Poor) to 10 (The best possble).
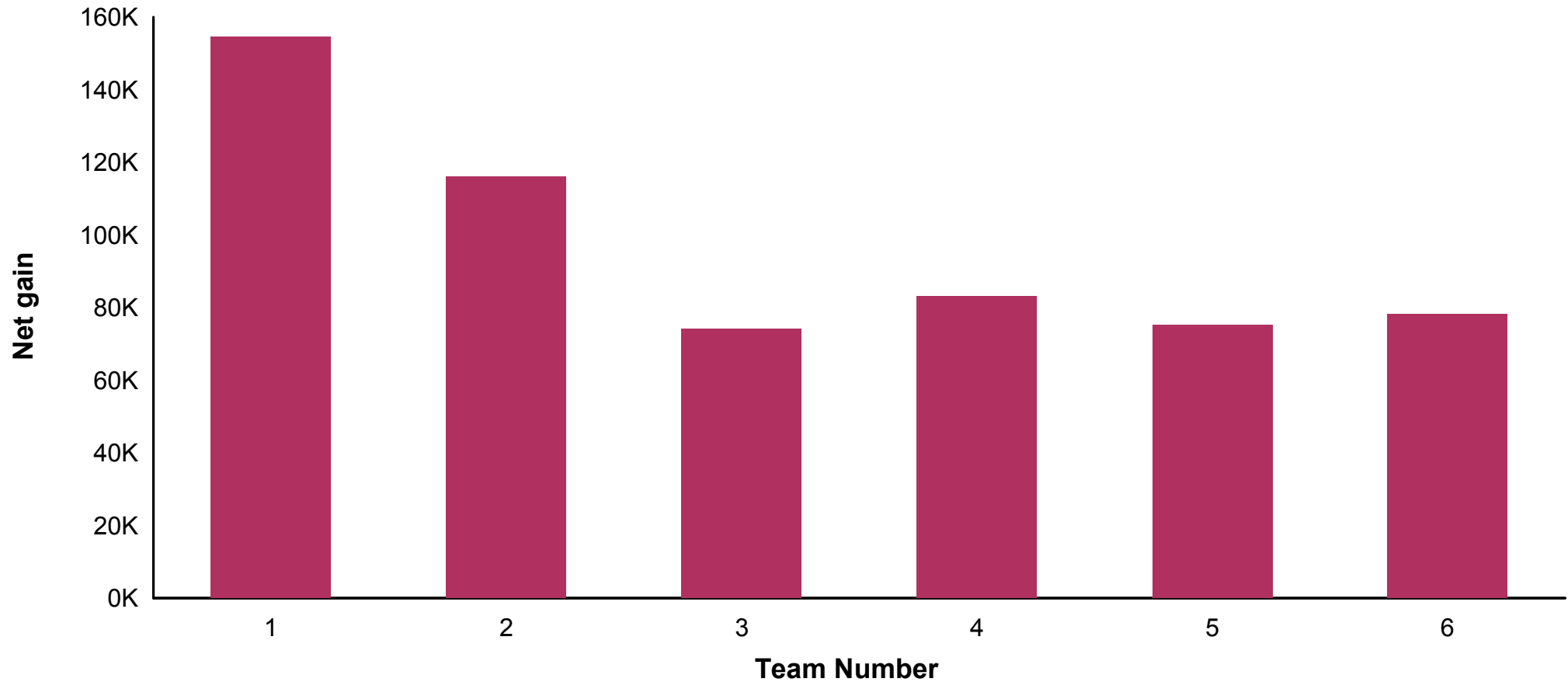
SUBCONTRACTOR USAGE

Subcontractor costs vary from country to country.
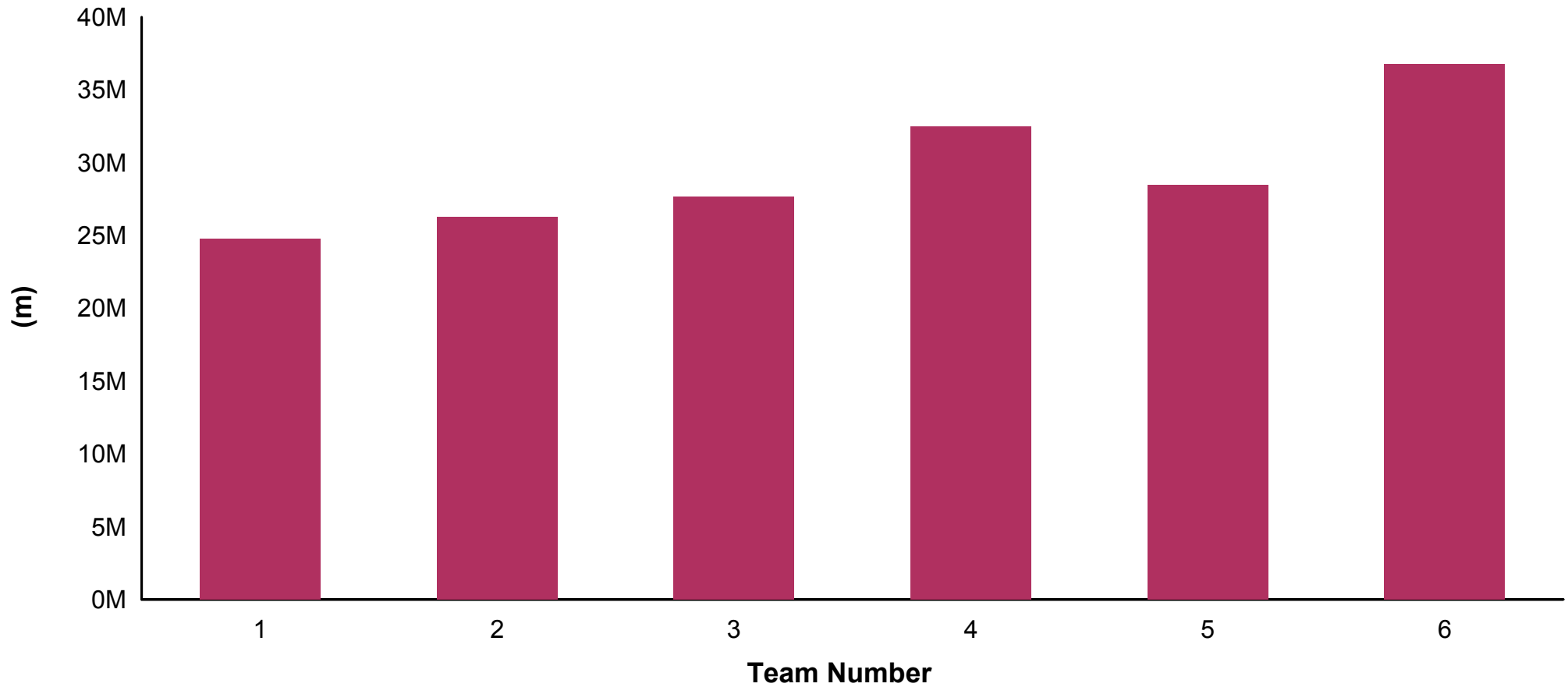
Excessive use of subcontractors can have an adverse affect on the morale of the company's own labour.
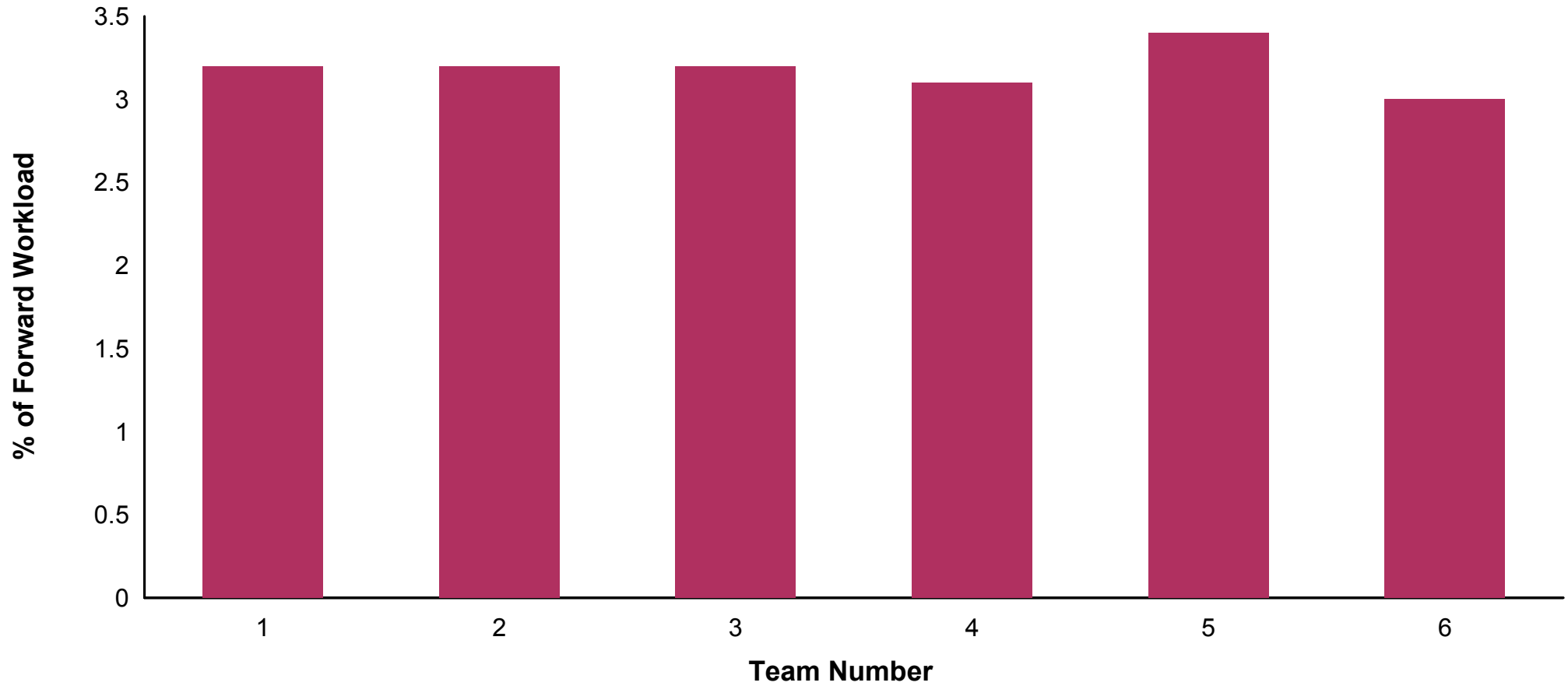
PROJECT MANAGER (BONUS AFFECT)

Paying a bonus to project managers not only prevents them from resigning, but can improve their productivity, with a potential net monetary gain (job profit).
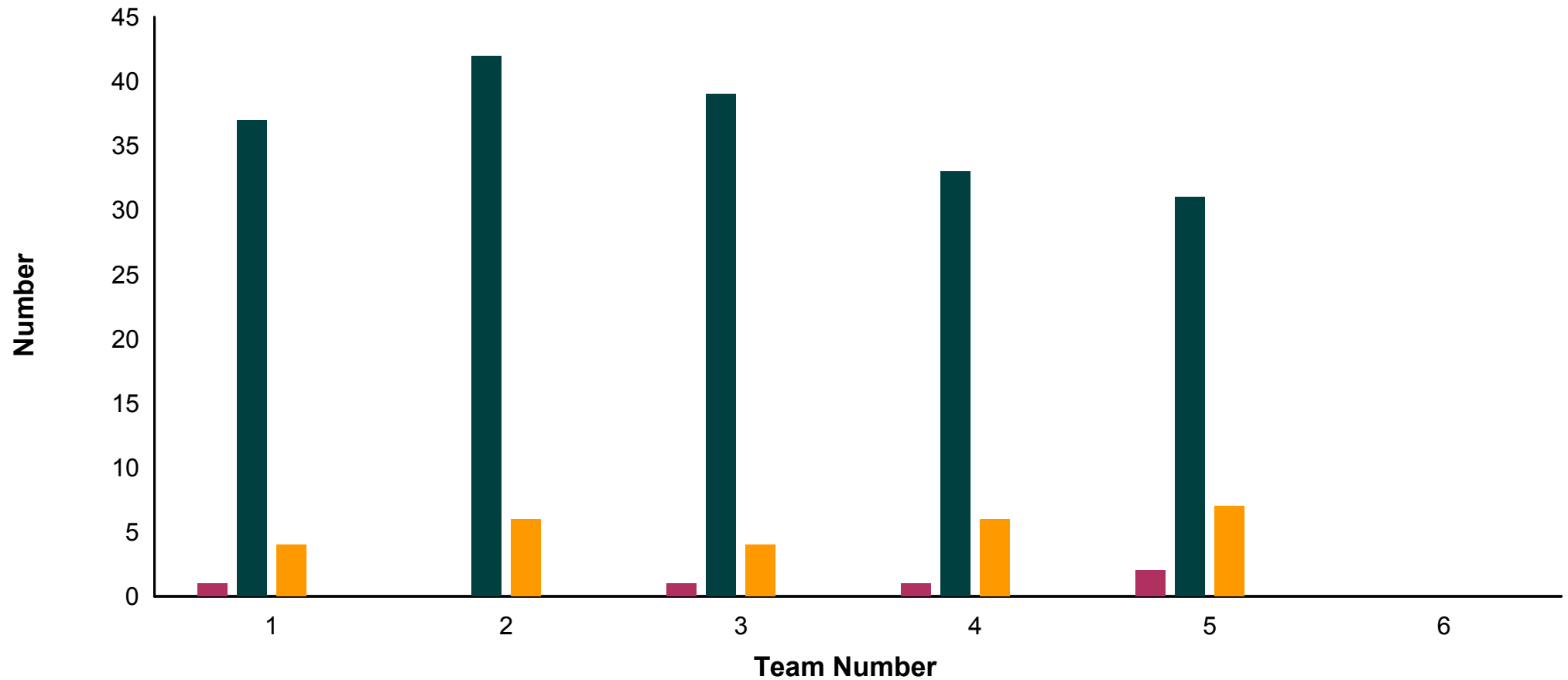
FOWARD WORKLOAD

As well as past performance, the future outlook in terms of forward workload is key to the future prosperity of the business.

FOWARD MARGIN

Forward workload needs to be profitable, and the forward margin measures this.

CLIENT RELATIONSHIPS

Building strong client relationships can be crucial in securing new work.

- Poor or worst
- Satisfactory
- Fairly good to Extremely good
- Excellent or better